



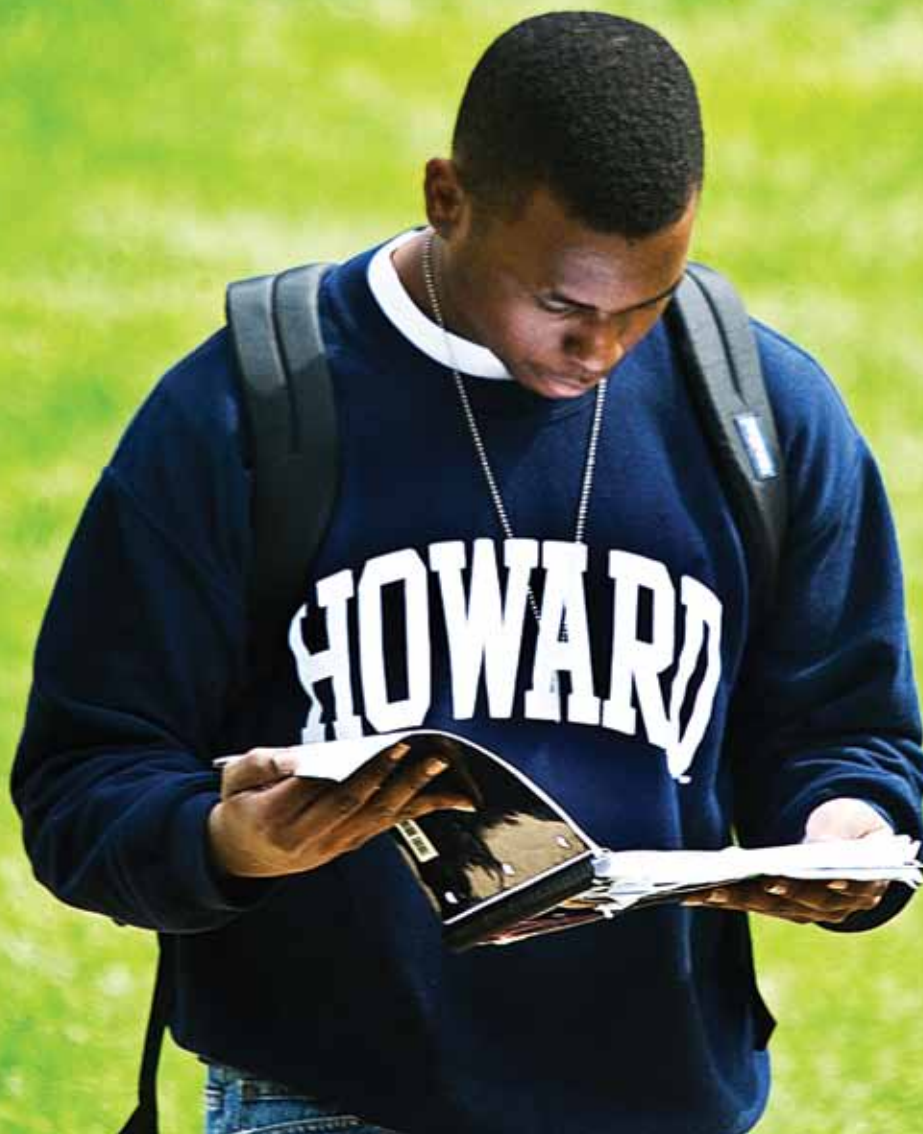
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**HOWARD**  
**UNIVERSITY**

ANNUAL REPORT | 2011-2012  
Fiscal Year Ending June 30, 2012

## SECURING THE FUTURE





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**HOWARD**  
**UNIVERSITY**

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# HISTORY OF HOWARD UNIVERSITY

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Since 1867, Howard has awarded more than 100,000 degrees in the professions, arts, sciences and humanities. Howard ranks among the highest producers of the nation's Black professionals in medicine, dentistry, pharmacy, engineering, nursing, architecture, religion, law, music, social work and education.

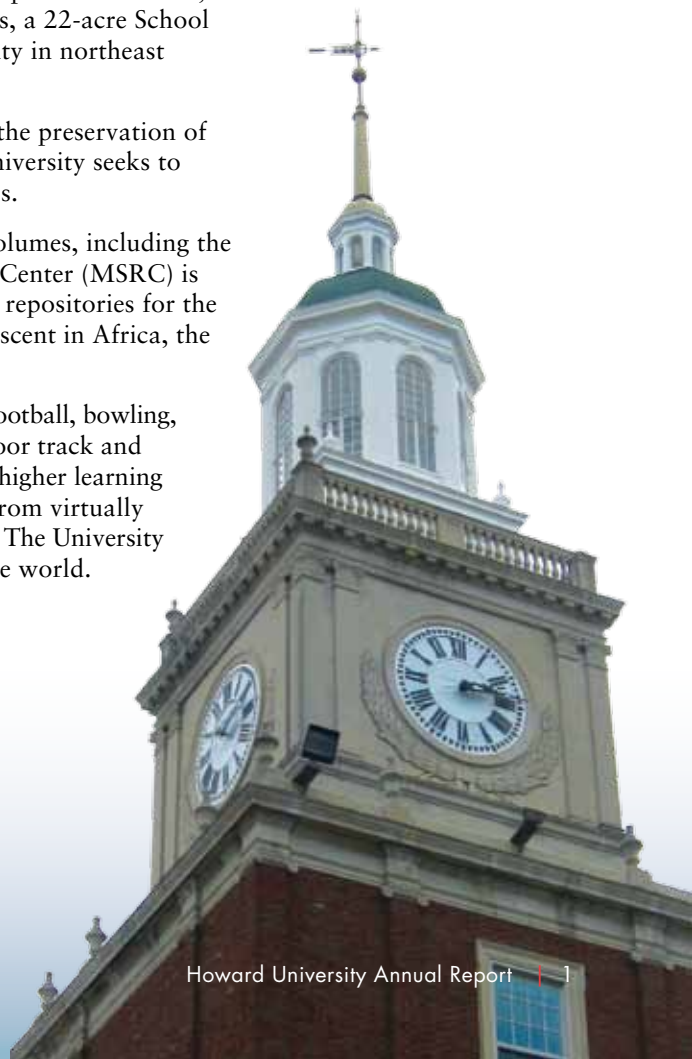
The University has long held a commitment to the study of disadvantaged persons in American society and throughout the world. The goal is the elimination of inequities related to race, color, social, economic and political circumstances. As the only truly comprehensive predominantly Black university, Howard is one of the major engines of change in our society. Through its traditional and cutting-edge academic programs, the University seeks to improve the circumstances of all people in the search for peace and justice on earth.

Howard has grown from a single-frame building in 1867 and evolved to more than 89 acres, including the six-story, 400-bed Howard University Hospital. Since 1974, it has expanded to include a 22-acre School of Law West Campus, a 22-acre School of Divinity East Campus and another three-fifths of an acre facility in northeast Washington and a 108-acre tract of land in Beltsville, Maryland.

Howard prepares men and women to advance social justice and the preservation of human liberty. In each of its 13 schools and colleges, Howard University seeks to develop technically competent and morally committed individuals.

The University's library system contains more than 1.8 million volumes, including the Channing Pollock Collection. The Moorland-Spangarn Research Center (MSRC) is recognized as one of the world's largest and most comprehensive repositories for the documentation of the history and culture of people of African descent in Africa, the Americas and other parts of the world.

The University competes in 17 varsity sports including basketball, football, bowling, lacrosse, soccer, softball, swimming, tennis, both indoor and outdoor track and volleyball. Regarded as one of the most prestigious institutions of higher learning in the world, current enrollment approximates 11,000 students from virtually every state, the District of Columbia, and more than 70 countries. The University traditionally has had the largest gathering of Black scholars in the world.





# LETTER FROM THE CHAIRMAN OF THE BOARD OF TRUSTEES

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## Dear Friends:

Howard University's "raison d'être" is as compelling today as it was at its founding on March 2, 1867. For more than 145 years, the University has enjoyed unparalleled success in preparing graduates who have gone on to change U.S. and world history. Inculcated with the values of leadership, excellence, service and justice, Howard alumni are exemplars of servant leaders who are committed to the foundational principles of "uplift" and "advancement" of our community, the nation and the world. Today, Howard is in the midst of a transformation designed to secure the University's future and competitive position. Change and transformation are difficult work. Essential to success is a shared and compelling vision understood and embraced by key stakeholders. Patience, tenacity, hope and faith are also vital to achieving our ambition. While current market conditions have fueled our need to transform, we are driven by the compelling mission and audacity of our founders, and America's contemporary and future need for Howard University.

The information in this annual report provides a glimpse of the journey underway toward achievement of the University's aspirations. Through a series of renewal and reinvestment initiatives, President Ribeau and the Administration are charting a way forward to sustainability and prosperity. Guided by excellence, we must be competitive in academic offerings, research, facilities and quality of life, while maintaining the unique and irreplaceable Howard Experience. The "essence" of Howard must be vigilantly guarded and celebrated. Our business model must be sustainable and the University must be customer-centric, innovative and responsive in an increasingly unpredictable economic and social environment. The challenges we face today are real, and there is every indication that current circumstances facing Howard and U.S. higher education will continue into the future as the "new normal."

It is our duty to this great institution to continue along the path of transformation—we are charged to complete the journey, thus ensuring that Howard fulfills its promise. There are no shortcuts or quick fixes. Our national treasure, Howard University, must be strong and resilient to shape the nation and the world with its intellectual leadership and legacy of excellence for generations to come. Thank you for supporting us in this most worthy undertaking.

Sincerely,  
Addison Barry Rand  
*Chairman*

# LETTER FROM THE PRESIDENT OF HOWARD UNIVERSITY

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## Dear Friends:

Those who envisioned Howard University in 1867 very likely had no idea what a 21st century Howard University would become. From the very beginning, however, the students and faculty who came to the University expected to make a global difference and those expectations are still being fulfilled today. Members of the Howard family have had, and continue to have, an impact on communities, neighborhoods and individuals on matters that have challenged scholars for decades and on issues for which questions have not yet been formulated.

In 2008, as the newly elected president, I delivered my first full address during the 141st Convocation. I reflected on Howard's phenomenal legacy and how Howard University educations have become the foundations of successful lives for so many who have studied here. I outlined plans for how that legacy could be enhanced to help cultivate future generations. In the last four years, our administration has focused on collaboration; academic, faculty and campus renewal; student achievement and retention as well as renewed agendas for Students First, research and global initiatives. In March, we launched a \$25 million campaign, "Bridging the Gap Student Aid Campaign," which is designed to reduce the disparity in unmet financial need for students in good academic standing. Our goal is to increase student retention.

For more than 145 years, Howard University has provided an education to students with high academic standing and potential. Howard continues to offer a wide range of extensive financial aid to support its students, including need-based grants, Trustee Scholarships, graduate student tuition and fellowships, grant-in-aid talent awards and professional school merit fellowships. However, the economic crisis during the last four years has put a tremendous financial strain on many Howard students and their families. In an effort to expand our current aid offering, we created the Howard University Student Aid Initiative to ensure student retention.

The Bridging the Gap Student Aid Campaign addresses four related goals:

1. Enhance Student Retention and Enrollment;
2. Increase Overall Graduation Rates;
3. Reduce Student Indebtedness and
4. Increase Student Involvement in Enrichment Activities.

Your generous support will enable the University to achieve its goals of significantly strengthening Howard's ability to respond to the changing needs of its students now and in the future.

Sincerely,  
Sidney A. Ribeau, Ph.D.  
*President*



**HOWARD**  
**UNIVERSITY**

*"Our administration has worked to 'grow the legacy' by focusing on collaboration; academic, faculty and campus renewal; student achievement and retention as well as renewed agendas for Students First, research and global initiatives."*

– Sidney A. Ribeau, Ph.D., President

# THE YEAR IN REVIEW

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(JULY 1, 2011 TO JUNE 30, 2012)

## SEPTEMBER

### UNCF President Gives Convocation Remarks

The Howard community heard the powerful words of Michael L. Lomax, Ph.D., president and CEO of the United Negro College Fund, during the 144th annual Opening Convocation on Sept. 23. Lomax delivered the keynote address on the importance and relevance of Historically Black Colleges and Universities, African-American males in academia and the importance of alumni giving back.

### Howard and Morehouse Fans Inaugurate AT&T Nation's Football Classic™

The AT&T Nation's Football Classic™ rekindled a football rivalry that dates back decades. But before the game was played, the Howard University and Morehouse College communities had the opportunity to come together and engage in discussions about the state of young Black men in education. The Presidential symposium featured college presidents Sidney A. Ribeau, Ph.D. (Howard University);

Robert Franklin, Ph.D. (Morehouse College) and Fitzgerald Hill, Ph.D. (Arkansas Baptist College). Student debate teams from Howard and Morehouse demonstrated their rhetorical skills during the Mordecai W. Johnson and Benjamin E. Mays Student Exhibition Debate. On the field, Howard defeated Morehouse 30-27 on Sept. 10 in the inaugural AT&T Nation's Football Classic™ at RFK Stadium in front of a crowd of more than 18,000 people.

## OCTOBER

### Howard History Celebrated with Historic Georgia Avenue Markers

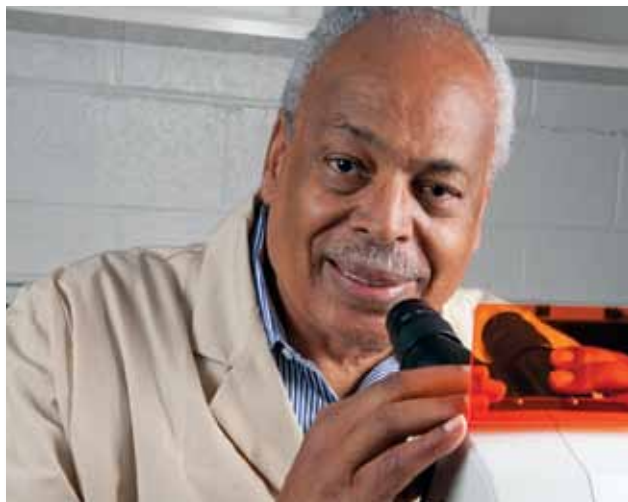
Howard University and Howard University Hospital were honored with markers as important historic points along the new Georgia Avenue/Pleasant Plains Heritage Trail. The historic route covers a stretch of Georgia Avenue between S Street and New Hampshire Avenue, NW. Howard received a marker recognizing the campus as the first liberal arts university created to serve African Americans. In addition, the Hospital received a citation marker recognizing the area at the former site of the historic Griffith Stadium. The final marker recognized Freedmen's Hospital, which is currently the C.B. Powell Building that houses the School of Communications. Freedmen's was established in 1862 to serve African Americans in the Washington area.





## THE YEAR IN REVIEW *(cont.)*

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### NOVEMBER

#### Obama Honors Howard Professor Winston Anderson

President Barack Obama named leading cell biologist Winston Anderson, Ph.D., a Howard University professor of biology, as a recipient of the Presidential Award for Mentoring in the fields of Science, Technology, Engineering and Mathematics. The White House presents the award to individuals and organizations to recognize the role that mentoring plays in the development of students studying science and engineering, particularly those who belong to groups underrepresented in those fields. In 2007, Anderson was named among the 20 best scientists in academia by the Howard Hughes Medical Institute, a nonprofit medical research organization.

#### Social Work Professor Honored for Academic Achievements

Howard University Professor Tricia Bent-Goodley, Ph.D., received the award for Distinguished Contributions in Social Work from the Council on Social Work Education for 2011. Bent-Goodley chairs

the Community, Administration and Policy Practice Sequence in the Howard University School of Social Work. The Council on Social Work Education award recognized the impact of Bent-Goodley's scholarship as well as her role in mentoring students. She is one of only three African Americans to have achieved this honor, one of the top distinctions in her field.

#### Leading Islamic Professor Receives Lifetime Achievement Award

In November, African Studies Professor Sulayman S. Nyang, Ph.D., received the Howard University Lifetime Achievement Award in recognition of his outstanding 40-year career in academia and activism. As one of the foremost scholars on Islam, Nyang has helped shape perceptions of Islam in Africa and inspired countless others in the field. Eight years ago, Nyang suffered a near-fatal heart attack that he says renewed his appreciation for life and deepened his faith.

#### Howard's Interior Design Students Victorious in Major Competition

A team of students from Howard University's undergraduate Interior Design program won the Student Design House Competition sponsored by





The Washington Design Center and the MADE: In America Foundation. In their winning production, Team Howard re-created an “Old World Library” featuring custom millwork.

## DECEMBER

### Howard Launches H.U.R. Voices on Satellite Radio

Howard University Radio Network launched H.U.R. Voices on SiriusXM channel 141 on Dec. 1, in celebration of its 40th anniversary. The new station embodies the mission of Howard University by offering original programming that centers on people of color, including an educational and entertaining mix of talk radio, local and national news and great music. Howard University President Sidney A. Ribeau said the venture represented “new frontiers and opportunities” for Howard students, the community and the world.

## JANUARY 2012

### Zoning Commission Approves Campus Master Plan

In January, the Zoning Commission unanimously approved the University’s campus master plan for a historic 15 years. The Commission applauded the University for the close working relationship it has with the surrounding community.

The Central Campus Master Plan is designed to enhance the physical condition of the campus, create opportunities for excellence in the future development of new facilities and provide an outline for the University to achieve its academic mission. The framework will guide campus facility planning and supports instructional, research, service, student, faculty and staff activities.

## FEBRUARY 2012

### Howard Hosts “Green is the New Black” Jobs Fair and Symposium

Green For All, a national organization working to build an inclusive green economy, and *Black Enterprise* magazine presented a job fair and symposium on Feb. 23. The event honored the contributions of African Americans who fight for a more sustainable planet and an equitable society. Dozens of green businesses and nonprofits shared opportunities for young people in the green economy—from jobs and

internships, to opportunities for advocacy, service and entrepreneurship.

### College of Dentistry Improves Smiles for City Children

For the 10th consecutive year, the Howard University College of Dentistry hosted “Give Kids a Smile” for underserved children. During the event, hundreds of children from the District of Columbia received free dental care and lessons on the importance of dental hygiene. “Give Kids a Smile” is a nationwide program focused on providing dental care and education to all children. “There is a need, a great need, for dental care within the city,” says John Bailey, D.D.S., M.S., clinic director at the Howard University College of Dentistry. “We go out and provide it.”

## MARCH 2012

### Howard Announces Bridging the Gap Scholarship Campaign

Sidney A. Ribeau, Howard University president, announced the Bridging the Gap Student Aid Campaign during this year’s Charter Day Dinner in March. The initial goal of the \$25 million campaign is to boost financial aid opportunities for students in good academic standing. This new campaign perpetuates the Division of Development and Alumni Relations’ goal of raising funds for need-based student aid, including graduate fellowships and funds for specific schools and colleges. It also underscores the commitment from members of the Howard community to support students’ academic success.



## THE YEAR IN REVIEW *(cont.)*

### World Affairs Council Honors President Ribeau

Howard University President Sidney A. Ribeau received the Educator of the Year Award on March 8 at the World Affairs Council's 2012 Global Education Gala in Washington, D.C. Ribeau accepted the Educator of the Year Award in recognition of the role that Howard has played in international affairs and global education. He said global education was an essential ingredient of democratic societies and that true citizenship now assumes an awareness of different cultures and religions as well as global political, environmental, technological and economic systems.

### Duncan Highlights Civil Rights Inequities in Education

U.S. Education Secretary Arne Duncan presented new data from a national survey of more than 72,000 schools that showed minority students across America face harsher discipline, have less access to rigorous high school curricula and are more often taught by lower-paid and less-experienced teachers. The report was completed by the U.S. Department of Education's Office for Civil Rights. Duncan said the Civil Rights Data Collection findings are a wake-up call to educators at every level and issued a broad challenge to address educational inequities.



### Alumna Challenges Students to Reject Barriers at Charter Day

California Attorney General Kamala Harris (B.A. '86) delivered an inspiring keynote address at the 145th Charter Day Convocation on March 9, 2012. Harris exhorted students to remain steadfast as they encountered doubters. Speaking about her own experiences, she said many people were skeptical of her ability to fight for justice as a prosecutor, yet she continued to rise in her profession. "Let's be clear about one thing," she said. "You, my dear students, are on the Howard path right now. It started the first day you walked onto this campus."

### National Urban League Releases State of Black America Report

National Urban League President and CEO Marc H. Morial presented the organization's 2012 State of Black America Report, "Occupy the Vote to Educate, Employ and Empower." For the second year, the release of the report coincided with a high-energy town hall forum to engage Howard and national leaders in the arenas of politics and government, academia, media and social justice.



**APRIL 2012**

### **Women's Basketball and Tennis Teams Compete for MEAC Championship Titles**

For the second consecutive year, Howard faced Hampton for the Mid-Eastern Athletic Conference (MEAC) women's basketball championship title. The Lady Bison fought to the final seconds of the game, ultimately losing by a single point, 54-53. In tennis, the Howard women's team battled South Carolina State University for the 2012 MEAC Women's Tennis Championship title in Raleigh, N.C.

### **Annual Porter Colloquium on African-American Art**

The Department of Art presented the 23rd Annual James A. Porter Colloquium on African-American Art, April 19-21. This year's colloquium addressed the role of stewardship and scholarship in collections of African-American and African Diaspora art. The conference coincided with the Department of Art's 90th Anniversary Celebration.

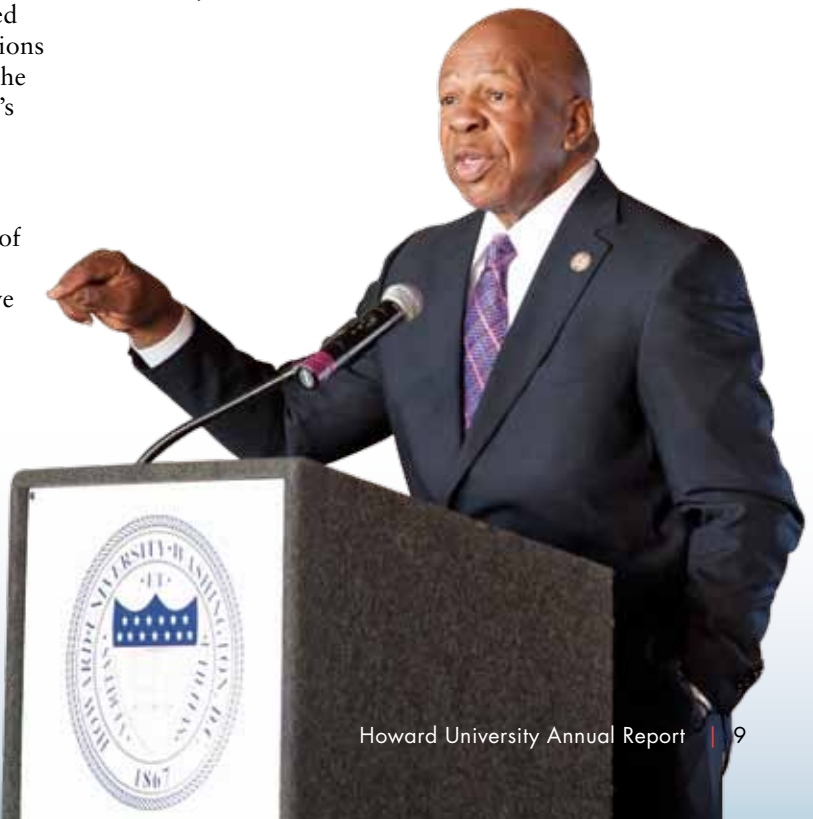
### **Howard Hosts Symposium on U.S. Health Care**

With funds donated by the Carnegie Corporation of New York and support from the University's Time Warner Endowment, Howard University's Initiative on Democracy, Markets, Communication and Technology hosted the 2012 Symposium on U.S. Health Care on April 10. The forum involved discussions by key decision makers about health care issues that affect African Americans and other multicultural communities. Congressman Elijah E. Cummings (D-Md.) delivered the keynote address.



### **Howard University Hospital Celebrates 150 Years of Quality Care**

The year 2012 marks the 150th anniversary of Howard University Hospital, formerly known as Freedmen's Hospital. Freedmen's was established in 1862 to provide medical care to wounded Civil War soldiers and other aged and disabled African Americans. Over the years, the Howard University Hospital has built a strong reputation for several research centers, including its Cancer Center, Women's Wellness Center and Center for Wellness and Weight Loss Surgery. The Hospital recently added the Heart Center, a state-of-the-art diagnostic and treatment facility. The services place Howard University Hospital among the leaders of health care research and delivery in the nation.





## THE YEAR IN REVIEW *(cont.)*

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### The Howard Theatre Reborn

The storied Howard Theatre reopened to citywide fanfare in April. The venue launched some of the world's biggest stars and legends—from Duke Ellington to Marvin Gaye. Howard University played a pivotal role in the renovation of the theatre. As part of its LeDroit Park Initiative, Howard University provided \$200,000 in grant funding from a HUD/HBCU community development block grant in 2008 for the revitalization efforts. A tribute to Howard University has been placed prominently on the donor wall in the theatre lobby.

### MAY 2012

#### Education Secretary Encourages Howard Graduates to Seek Their Passion and to Serve

U.S. Secretary of Education Arne Duncan exhorted more than 2,200 members of the 144th graduating class of Howard University to pursue their passions as they move toward successful careers and rewarding lives. “Find out what you love, and you’ll find your own genius,” Duncan said. “Believe in your talent and you can achieve the unexpected.” He encouraged students to remember Howard’s legacy of service and to incorporate those historic ideals into their daily lives as professionals. “Savor the moment,” he said, “But remember that you stand on the shoulders of giants.”



### Engineers Without Borders Returns to Improve Water Quality in Kenyan Community

Guided by the principle that “Water is Life,” the Howard Chapter of Engineers Without Borders (EWB) returned to Kenya to implement a series of water enhancement projects. Students built a rainwater harvesting unit and installed six bio-sand filters in Nandi Hills, Kenya. These efforts increased water quality and quantity. This multi-year effort has been spearheaded by EWB Howard Chapter President Shorma Bianca Bailey. In 2011, the chemical engineering senior was selected by the White House as a “Champion of Change for Women and Girls in STEM.”

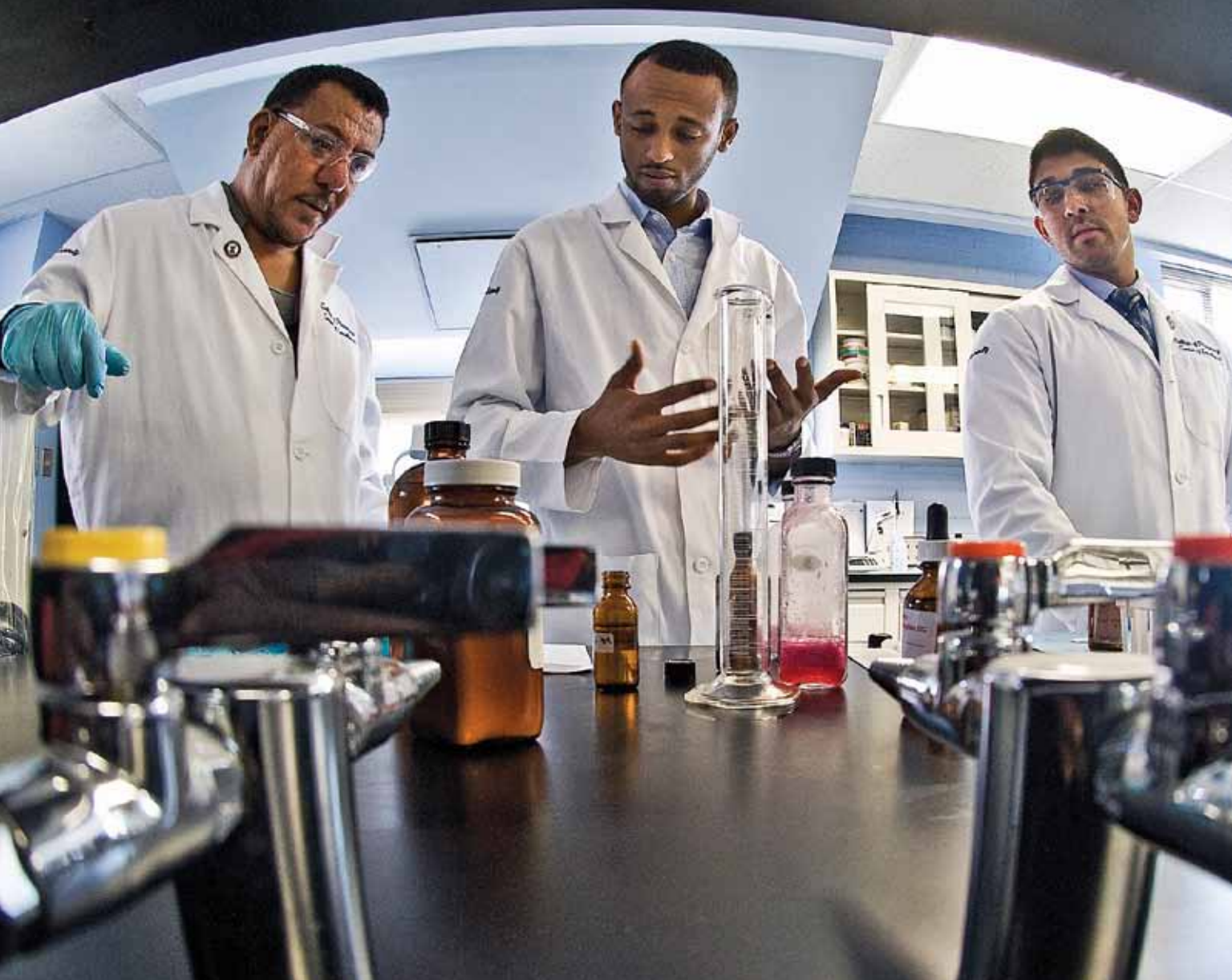
### JUNE 2012

#### Howard Hospital Cited for Leadership in LGBT Healthcare

The Human Rights Campaign named Howard University Hospital a leader in the treatment of lesbian, gay, bisexual and transgender (LGBT) patients and their families for the second straight year. The organization’s president, Chad Griffin, made the announcement during a news conference at the hospital during which U.S. Health and Human Services Secretary Kathleen Sebelius lauded Howard Hospital and other local health care organizations for LGBT care.

### Alumna Awarded Presidential Medal of Freedom

President Barack Obama honored Toni Morrison (B.A. ’53) with the Presidential Medal of Freedom, the nation’s highest civilian commendation. The Medal of Freedom is presented to individuals who have made especially meritorious contributions to the security or national interests of the United States, to world peace or to cultural or other significant public or private endeavors. Morrison is the author of ten novels, including *The Bluest Eye*, which she began in a writing group at Howard. She also wrote *Sula*, *Song of Solomon*, *Tar Baby*, *Beloved*, *Jazz*, *Paradise*, *Love*, *A Mercy* and *Home*. Morrison is the recipient of the National Book Critics Circle Award, the Pulitzer Prize for Fiction and the National Medal in the Humanities. She was the first Black woman to receive the Nobel Prize in Literature.



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*"Inculcated with the values of leadership, excellence, service and justice, Howard alumni are exemplars of servant leaders who are committed to the foundational principles of 'uplift' and 'advancement' of our community, the nation and the world."*

– Addison Barry Rand, Chairman, Board of Trustees

## ACADEMICS AND SERVICE

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Chemical engineering senior Shorma Bianca Bailey is just one example of how Howard University's motto, *Veritas et Utilitas* (Truth and Service), is alive and well. Bailey has twice led student members of Engineers Without Borders on scientific missions to Kenya to help identify solutions to ongoing water shortages—work that has garnered Bailey national and international recognition.



Last fall, Bailey was selected by the White House as a “Champion of Change for Women and Girls in STEM.” The award is a part of President Barack Obama’s Winning the Future Initiative, which strives to execute the president’s goal to “out-innovate, out-educate and out-build the rest of the world.” This fall, Bailey will begin her master’s degree in Environmental Engineering at the University of Illinois at Urbana-Champaign. In January 2012, Bailey traveled to Sudan’s University of Khartoum to present her Engineers Without Border’s work as a model of success.







From the Peace Corps and the Foreign Service to AmeriCorps to Teach for America and ROTC, the Howard community is committed to being agents of positive change. This year, more than 400 students volunteered in Atlanta; Chicago; Detroit; Washington, D.C.; New Orleans and Haiti for the annual Alternative Spring Break (ASB) program. Howard students and staff—headed by volunteer ASB Executive Director Paula Whetsel-Ribeau, Ed.D.—tutored students, advocated for improved literacy and helped rebuild in a region stricken by an earthquake. Volunteers returned from their weeklong experience equipped with a renewed vision of how they can serve their own communities.

Harold Scott, Ph.D., interim director of the Ralph J. Bunche International Affairs Center, who often nurtures freshmen and sophomores who show promise for the Peace Corps, says the spirit of service “very much permeates the Howard University community.” Programs such as Engineers Without Borders and Alternative Spring Break, he says, exemplify this spirit. “It is very much a part of the DNA of the campus.”

## ACADEMICS AND SERVICE *(cont.)*

### Pharmacy School Named as Stand-Alone College

Last year, Howard University School of Pharmacy became the College of Pharmacy—a freestanding entity, and no longer part of the College of Pharmacy, Nursing and Allied Health Sciences. The new college was recreated July 1 as part of the University’s ongoing academic renewal. Howard officials said it was appropriate to make the pharmacy school a stand-alone college because of the strength of its programs and to bring it in line with the other top U.S. pharmacy academic programs.

### School of Law Ranked Among Top 20 in Public Service

The Howard University School of Law was ranked by *The National Jurist* magazine as one of the top 20 schools in the nation for producing public service graduates. Kurt L. Schmoke, former dean of the Howard University School of Law, said he was proud of the national publication’s recognition of the strong public service accomplishments of the school’s law graduates.

### Communication Sciences and Disorders Program Ranked as Nation’s Best

The master’s degree program in speech-language pathology offered in Howard University’s Department of Communication Sciences and Disorders was ranked among the top third of all U.S. graduate programs by *U.S. News & World Report* in their 2013 ranking of “America’s Best Graduate Schools.” Wilhelmina Wright-Harp, Ph.D., associate professor and chair of the Department of Communication Sciences and Disorders, said the department’s high ranking was based on the quality of the faculty as well as its high retention, graduation and employment opportunities for students. In addition, she said the Howard program was one of the few in the nation that addresses multi-culturalism so that graduates are able to meet the needs of diverse populations.



### Howard and EPA Renew Collaboration Agreement

Howard University President Sidney A. Ribeau, Ph.D. and EPA Administrator Lisa P. Jackson signed a new five-year memorandum of understanding on Jan. 30 between the two institutions which extends a five-year partnership in research, technology development and student career advancement. One of the many goals of the partnership is to increase access to employment opportunities at the EPA.

### Howard Announces South Africa Study Abroad Program

Howard University announced its first stand-alone study abroad program for Howard undergraduate students. The program sends a group of students to the University of the Western Cape in Cape Town, South Africa, for a semester of coursework. “The program at the University of the Western Cape is the first ever Howard program allowing undergraduates to spend an entire semester abroad,” said Jeanne Tougara, Ph.D., assistant provost for international programs at Howard.





**HOWARD**  
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*"Our cultural exchange to China allowed us to see many differences, but we also found more similarities between the United States and China than we expected. Our study of history, Mandarin and traditions allowed us to develop as globally competent leaders. These experiences are unique attributes of our Howard education."*

– Lesley Pace, a member of the 2010-2011 Freshman Leadership Academy Cohort



# HOWARD STUDENTS ON THE WORLD STAGE

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## Rangel Fellows Diversity Foreign Service

A member of the Class of 2012 and two recent graduates were awarded 2012 Charles B. Rangel International Affairs Fellowships. With three winners this year, Howard maintains its position as the top source of Rangel Fellows in the nation.

The award recipients were: Kelly McCray, a native of Decatur, Ga., who graduated from the College of Arts and Sciences in 2009 with bachelor's degrees in English and Greek; Charlotte Young, a Columbia, S.C. native, who graduated from the School of Communications in 2009 with a bachelor's degree in journalism and Sheena Hall, of Richmond, Ind., a May 2012 graduate in political science.

The Rangel Fellowship, funded by the United States Department of State and managed by the Ralph J. Bunche International Affairs Center at Howard University, supports extraordinary individuals who seek careers in the U.S. Foreign Service. The fellowships provide recipients with \$90,000 in benefits to pursue master's degrees in international affairs.

As part of the Rangel program, fellows work for members of Congress on foreign affairs issues for a summer. They then receive overseas assignments within the Department of State to work at a U.S. embassy. Upon completion of the fellowship, they become U.S. diplomats.

## Six Awarded Fulbright Scholarships, Largest Number Ever for Howard

Howard University has a proud tradition of producing national and international leaders. This year, Howard has been awarded six Fulbright fellows, the largest class in the University's history.

The 2012-2013 Fulbright class includes: Shannon Chiles (Canada), Sheena Hall (India), Camille McCallister (New Zealand), Naa Koshie Mills (Colombia), Sarah Sharp (Egypt) and Tracey Mia Stewart (Jamaica).

Established in 1946, the Fulbright Program aims to increase mutual understanding between the peoples of the United States and other countries, through the exchange of persons, knowledge and skills.

## A Year in London Beckons for Luard Fellows

Two Howard University undergraduates—Rehana Packwood and Kyle R. Burton—were awarded Luard Scholarships, which provide tuition and other expenses to undergraduates to spend their junior years studying in the United Kingdom.

The Luard Scholarship, sponsored by the English-Speaking Union, is committed to advancing knowledge through the effective use of the English language. Since 1969, it has provided full junior-year abroad scholarships to the United Kingdom for academically talented sophomore students attending Howard, Hampton and other United Negro College Fund institutions.





**HOWARD**  
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*"To be a leader, you must be competent at something; be courageous and confident; be able to communicate; be consistent, do not go with the wind and have a moral compass that points true north."*

– Indra Nooyi, Chairman and CEO of PepsiCo.

## HIGH PROFILE VISITORS 2012

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### Howard Attracts National Leaders for 144th Commencement

Howard University awarded honorary degrees during the 144th Commencement to four distinguished leaders in the fields of communication, business and the arts. This year's honorees were musician and humanitarian John Legend, MSNBC host Chris Matthews, Pulitzer Prize-winning author and alumna Isabel Wilkerson (B.A. '83) and Julieanna L. Richardson, who has assembled the largest national collection effort of African-American video oral histories on record.

### Parsons Delivered King Lecture on Leadership

Richard D. Parsons, a former member of the Howard University Board of Trustees and past chairman of Time Warner and Citigroup, delivered the Gwendolyn S. and Colbert I. King lecture on April 3. Parsons explored contemporary and past theories of leadership development.



### Physics Nobel Laureate Eric Cornell Visits Howard

The Department of Physics and Astronomy featured Physics Nobel Laureate Eric A. Cornell, Ph.D. during its annual Nobel Laureate 2012 Colloquium. The two-day colloquium, held Feb. 22-23, was a rare opportunity for students and faculty to interact with the "physics rock star."

### PepsiCo Chief Provides Perspectives on Life and Leadership

Indra Nooyi, PepsiCo chairman and chief executive, spent a day at the School of Business sharing life lessons and recounting her uncharted path to success as a woman, a person of color and as an immigrant.

More than 200 students, faculty and staff convened on campus for the executive lecture. Yuvay Meyers, Ph.D., an assistant professor of marketing, joined Nooyi on stage for a one-on-one interview covering a range of personal and professional topics.



### **Nigerian Petroleum Minister Presents Howard Lecture**

Diezani K. Alison-Madueke, minister of Petroleum Resources for The Federal Republic of Nigeria, presented a University-wide lecture on April 26. Minister Alison-Madueke (B. Arch. '92) shared her perspectives on the petroleum industry, a critical sector of the global economy. The lecture was titled, "The Strategic Importance of Nigeria's Oil and Gas to Global Security and the World Economy."

### **NIH Director Keynotes Health Sciences Research Event**

The National Institutes for Health Director Francis S. Collins, M.D., Ph.D., gave the keynote address at the second annual Health Sciences Research Day on April 13 in the Louis B. Stokes Health Sciences Library. Collins said the NIH was committed to funding more research at Black colleges and universities and working to improve diversity in the medical workforce.

### **Activist Dick Gregory Participates in Somalia Fund Raiser**

Legendary comedian and civil rights activist Dick Gregory joined vocal jazz ensemble Afro Blue, poet/activist Amiri Baraka and more at Eternal Voices, for a fundraising event hosted by the Students of Howard University Global Relief Fund, to help alleviate starvation in Somalia. Other featured performers included spoken word and dance artist Anna Mwalagho, Group Without a Name (GWN) and concert pianist and Howard alumna Dana Morgan (Mus. M. '05).

### **Alumna Debbie Allen Returns for Historical Show**

On April 20, renowned choreographer and director Debbie Allen (B.F.A. '71) joined Lynda Gravatt (B.F.A. '71), Avery Brooks and Joe Coleman as guest artists in the Department of Theatre Arts' "Steppin' Out of the Negro Caravan," a tribute to the literary legacy in the African Diaspora. The performance commemorated the 71st anniversary of "Steppin' Out of the Negro Caravan," a groundbreaking anthology of African-American sociological, political, ideological, cultural and aesthetic thought penned by Howard professors Sterling A. Brown, Arthur P. Davis and Ulysses Lee.





**HOWARD**  
**UNIVERSITY**

*"I believe Howard University is committed to the notion that every research study should help to improve the conditions of people, but especially the most vulnerable segments of society."*

– Ivory Toldson, Associate Professor of Counseling Psychology  
in the School of Education

## FACULTY AT THE FOREFRONT

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Ivory A. Toldson, Ph.D., is an associate professor of counseling psychology in the School of Education at Howard University. He has also served as editor-in-chief of *The Journal of Negro Education* for the past four years. In addition, he is a senior research analyst for the Congressional Black Caucus Foundation.

**Q: What inspired you to become a professor?**

**A:** I was inspired by the intellectual freedom and the excitement of setting a research agenda, and discovering, creating and teaching novel ideas. As a professor and educational researcher, I believe research is useless when it is not available or comprehensible to a cross-section of professionals, para-professionals, parents and activists who work diligently to resolve the challenges facing urban school students.

**Q: Why did you pursue your career at Howard?**

**A:** As the nation's premier historically Black university, Howard University has a pivotal role to play in leading efforts to resolve some of the greatest educational challenges for Black students in our history. While many professors enjoy having a high-status position that offers them a cocoon to research and write, Howard is well suited for me as an active scholar and one who is adept at translational research. I believe Howard is committed to the notion that every research study should help to improve the conditions of people, but especially the most vulnerable segments of society.

**Q: What are your ongoing research initiatives?**

**A:** Over the past 10 years, I have analyzed thousands of cases and thousands of variables across more than 10 national datasets—through which I have produced more than 50 publications in peer-reviewed journals, books, online magazines and other media formats. In addition, I have published eight book chapters and seven research monographs. I am the author of the “Breaking Barriers Series,” which analyzes academic success indicators from national surveys that together give voice to more than

10,000 Black male pupils from schools across the country. The research has greatly contributed to the public discourse on Black male achievement, as evidenced by the news articles that have been written about my research and the dissemination events.

**Q: Are African-American men challenged in American society in ways that other segments of society are not?**

**A:** The situation for Black males in the United States is tenuous. Although 45 percent of Black males who are 25 and older have attempted college, only 16 percent have a four-year degree; half the percentage of White males [from the same category]. Black males are incarcerated at a rate that is seven times the rate for White males, and are more likely than any other race group to be a victim of a violent crime, including homicide.





## RESEARCH HIGHLIGHTS

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### Howard Assists in Sickle Cell Treatment Breakthrough for Young Children

Clinical trials conducted at Howard University College of Medicine and 12 other medical institutions across the nation have discovered a treatment that dramatically reduces pain, inflammation and hospitalization time and eases other symptoms in young children suffering from sickle cell anemia. Sohail Rana, M.D., professor of pediatrics in the Department of Pediatrics at Howard University College of Medicine and director of pediatric hematology at Howard University Hospital, was one of the investigators on the study. Doctors and medical clinicians in a four-year study found that using the drug hydroxycarbamide (also called hydroxyurea) in very young children with sickle cell anemia was safe and reduced episodes of pain and other problems. The findings were published in *The Lancet*, one of the world's most respected medical journals.

### Center for Atmospheric Sciences Expands Mission with \$15 Million Award

Howard University's National Oceanic and Atmospheric Administration (NOAA) Center for Atmospheric Sciences was awarded up to \$15 million over five years by the U.S. Department of Commerce and the NOAA to conduct research and educational initiatives in weather, climate, air quality and environmental literacy. Howard won the award in a nationwide competition. The award will allow the center to expand its mission to include the social dimensions of environmental change by incorporating researchers from the social sciences in the areas of communication, psychology and sociology.



### College of Pharmacy Awarded Grants to Develop HIV/AIDS-fighting drugs

The National Institutes of Health awarded the Howard University College of Pharmacy research grants totaling \$750,000 to study ways to design drugs to fight HIV and AIDS. Emmanuel O. Akala, R. Ph., Ph.D., and Simon Wang, Ph.D., will lead separate studies at Howard. The pharmacy studies will be completed in collaboration with the DC-Developmental Center for AIDS Research consortium. Pharmacy Dean Anthony K. Wutoh, Ph.D., said deploying Howard's expertise in drug development was "critically important" to finding new strategies to attack the disease.

### Pharmacy Professor Receives Prestigious Research Award

Pradeep K. Karla, Ph.D., a College of Pharmacy professor, has been awarded the prestigious New Investigator's Award from the American Association of Colleges of Pharmacy (AACP) to conduct research on a process to better treat people suffering from eye diseases. The program provides seed money for new faculty investigators to establish their first independent pilot research project.



**HOWARD**  
**UNIVERSITY**

*"The Bridging the Gap Student Aid Campaign will provide financial aid to students in good academic standing who demonstrate potential for high academic achievement but are unable to meet their financial obligations."*

– Sidney A. Ribeau, Ph.D., President

## ACADEMIC HIGHLIGHTS

**H**oward alumnus Dr. Wayne A.I. Frederick (B.S. '92, M.D. '94, M.B.A. '11) was named Provost and Chief Academic Officer in June. This appointment followed a rigorous, open, national search. Dr. Frederick's knowledge of the University is broad and deep. As interim deputy provost, he demonstrated university-wide leadership, engaged in academic planning, implemented priorities and worked collaboratively with deans, faculty, staff and students on all levels. Dr. Frederick is a respected surgeon and researcher with numerous peer-reviewed publications including articles, book chapters, abstracts and editorials. His research focuses on health disparities with a particular emphasis on cancer outcomes among African Americans and other underrepresented groups.



**T**he year 2011–12 has been a time of sustained positive developments across all schools, colleges and academic support units at Howard University. Focused initiatives in the respective schools and colleges as well as collaborative efforts across disciplines serve as hallmarks of progress in realizing the University's commitment to academic renewal. Notable enhancements within the academy include the selection; initiation of new academic offerings; expansion of the University's engagement in international programs and continued development of the research portfolio.

- Several new degree and certificate programs have been inaugurated, including the Ph.D. in Computer Science; an online Executive MBA and an online Paralegal Studies certificate program. As a Capstone community, the School of Divinity implemented a new MDiv/MBA joint degree program to prepare leaders of religious and faith-based organizations for complexities of management and administration.

- School of Education programs were among the first Academic Renewal related programs to be developed and approved by the Board. In fall 2012, the School of Education opens admission to the joint master's degree program in school psychology and counseling services. In fall 2013, the school opens admission to a bachelor's degree program in elementary education (which is interdisciplinary and focuses on math and science competencies).
- The University continued to expand its international footprint during 2011–2012. The Graduate School made significant inroads towards expanding its Preparing Future Faculty Program internationally with a Memorandum of Understanding between Howard University and Abu Dhabi University of the United Arab Emirates. The proposed partnership, which will foster faculty and student exchanges between the two universities, is expected to be fully operational in the near future. The Graduate School has been approached about establishing a similar relationship with the





Universidade Federal do Rio Grande do Sul of Brazil. The activities will include university exchanges of scholars, supervision of post-graduate students at the respective universities and symposia on various social and cultural issues.

- The University continued the implementation of several international projects to provide HIV prevention, treatment, and training activities in Nigeria (USAID-funded), South Africa (CDC-funded) and Eastern Africa (USAID-funded). In June 2012, 35 faculty, residents and students from the College of Medicine went to Fort Liberté, Haiti to provide care for the underserved.
- Several Howard University faculty members received international assignments through the Fulbright program. Faculty in the School of Education received a record number of Fulbright, Fulbright-Hays and other competitive international faculty appointments for the 2011-2012 academic year, including Helen Bond, Ph.D. (Fulbright Scholar in India); Fang Wu, Ph.D. (Fulbright Senior Specialist in China); Hakim Rashid, Ph.D. (Fulbright-Hays in China); Kamilah Woodson (Fulbright-Hays in Brazil); Kyndra Middleton (Salzburg Global Seminar Fellow) and Mercedes Ebanks, Ph.D. (Witness for Peace Ambassador to Cuba). Dr. Jin-Gil Jeong, Department of Finance and International Business, School of Business, was a Fulbright Scholar at Seoul National University in Korea.



- The University continued to expand its portfolio of funded research and training projects. The Centers for Disease Control awarded the College of Nursing \$3.5 million to support a health project in Malawi. The School of Divinity secured \$1 million in Lilly Endowment funding for a leading edge research project that will enable Divinity faculty to study Black religious congregational life nationally. The College of Dentistry and the College of Engineering, Architecture and Computer Sciences received a collaborative grant from the National Institutes for Health for \$807,195. This research will revolutionize restorative dentistry.
- In spring of 2012, Howard University joined the Washington Research Library Consortium (WRLC), a collaborative partnership of major universities in the Washington, D.C. area, to share library collections and information technology. Established in 1987 by some of the major research universities in the Washington, D.C. area, the WRLC exists to enhance the resources available to students and faculty. Other universities comprising the WRLC include American University, The Catholic University of America, Gallaudet University, George Mason University, The George Washington University, Georgetown University, Marymount University and the University of the District of Columbia. Howard's faculty members and students now have borrowing privileges and on-site access at all member libraries.



**HOWARD**  
**UNIVERSITY**

*"It doesn't matter what your race, income, or zip code is—every child is entitled to a quality education. And this fight is about so much more than educational opportunity—it is a fight for social justice."*

*"Howard's leaders and students have always understood this. No institution has done more to tear down the barriers of segregation."*

– Arne Duncan, U.S. Secretary of Education

# FINANCIAL RESULTS FOR FISCAL YEAR ENDED JUNE 30, 2012

## Overview

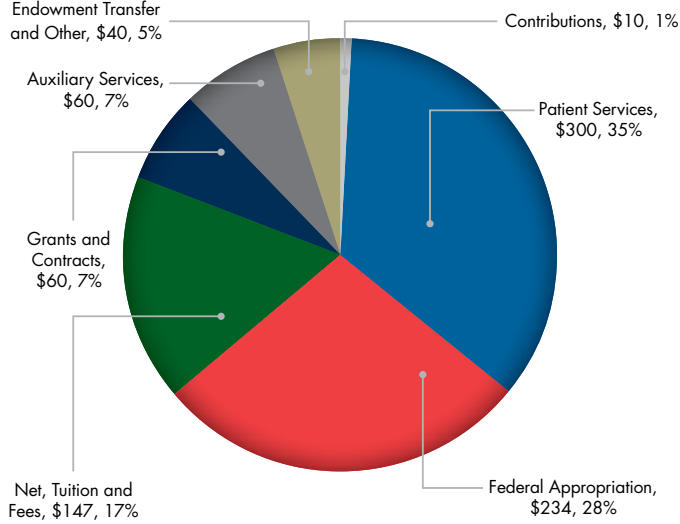
FY2012 was the third consecutive year of positive operating results for Howard—\$10 million. Net assets were negatively impacted primarily by investment losses and the true-up of retiree liabilities. Howard’s balance sheet continues to be well positioned to support both long- and short-term financial needs through long-term public debt (\$300 million) and a multi-bank three-year line of credit (\$135 million).

## Operating Results

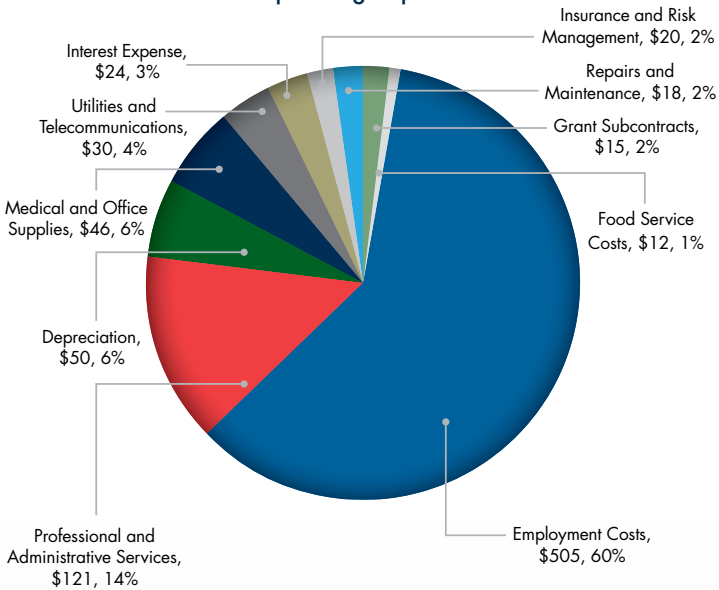
Howard’s *operating revenues* grew by 2% to \$851 million, a \$14 million increase over FY2011 – indicative of strong demand for Howard’s services in a challenging economic environment. Academic Services revenue increased slightly (\$2 million) compared to FY2011 due to a 1% shortfall in full-year FTE enrollment (9,500 vs. 9,392) and \$17 million in higher-than-planned financial aid. Clinical Services revenue was 3% higher than FY2011, as unfavorable volume variances at the Hospital were fully offset by higher revenue per patient and FPP revenue consistent with Plan and prior year. Additionally, the Hospital provided \$53 million of service value under its charity care program, which has been excluded from revenue. Public Support revenue increased \$3 million from FY2011, as shortfalls in contributions (\$5 million) and operating investment income (\$9 million) were offset by a one-time IRS refund for \$3 million, and a gain of \$9 million from a joint venture transaction involving the Howard’s Dialysis Center.

Howard’s *operating expenses* grew by 2% to \$841 million, a \$17 million increase over FY2011. This increase was largely attributable to higher compensation (\$17 million), administrative services (\$10 million) and interest expense (\$2 million). Managing Howard’s de-centralized cost structure was further enhanced in FY2012 under a general manager model that focused accountabilities on three divisional portfolios – Academic Affairs, Health Sciences and General Administration. Each division is made up of 10-12 operating units such as schools, colleges, clinical units and/or administrative functions.

Operating Revenue (in millions)



Operating Expenses





# FINANCIAL RESULTS FOR FISCAL YEAR ENDED JUNE 30, 2012 *(cont.)*

Howard’s *operating cash flow available for debt service* improved by 10% to \$88 million – providing debt service coverage in excess of two times that required under lender agreements. As of June 30, 2012 Howard had \$331 million of debt outstanding, and maintained an A3 (negative) and A– (stable) credit rating from Moody’s Investor Services and Standard & Poors, respectively. Cash flow generated from operations was used to contribute to the underfunded pension plan (\$28 million), fund malpractice payments (\$6 million) and for property renovations and upgrades (\$35 million). In addition, *lender measured liquidity* continued to be over \$400 million at year-end, consistent with FY2011 – which reflected operating and investing appreciation that enhanced both financial stability and flexibility.

### Net Assets

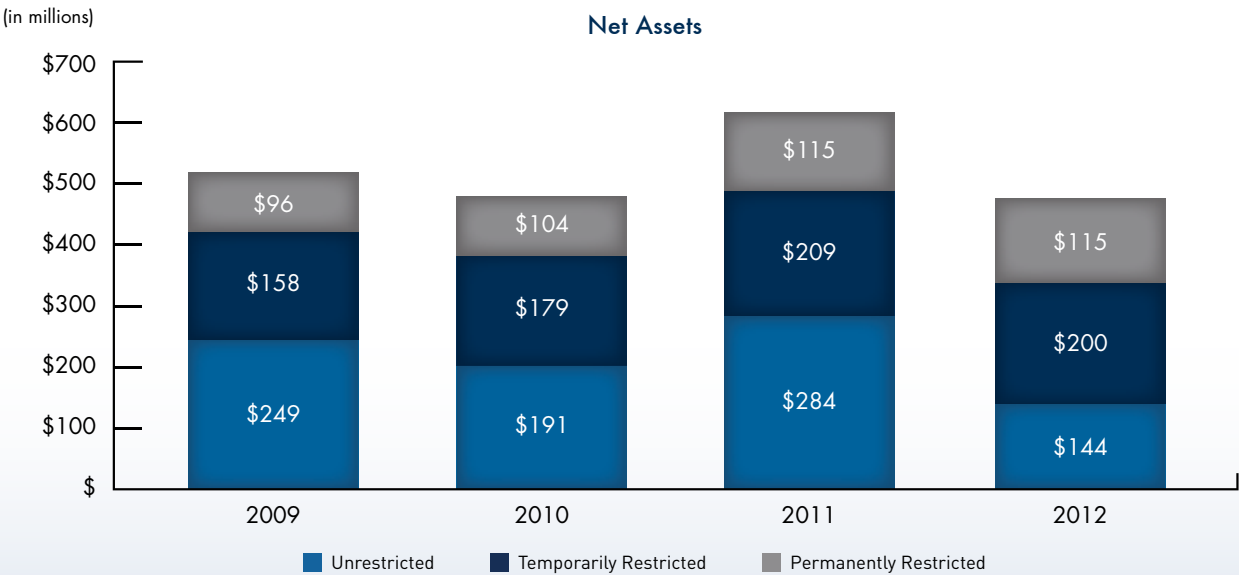
Net assets decreased by \$149 million to \$459 million as of June 30, 2012—negatively impacted primarily by the true-up of retiree liabilities and investment losses. Retirement obligations increased as the interest rate environment was lower than in FY2011—discount rates were reduced to 4.2% vs. 5.7% a year ago. Investment losses reflect volatile equity market performance, which yielded a total loss of

approximately 1% on the endowment. Finally, the University-implemented Phased Retirement Program (PRP) for faculty resulted in a \$19 million charge for incentive payments due over the next 5 years.

### Investments and the Endowment

As of June 30, 2012 Howard had over \$922 million of *investments* under management, including pension assets. Investments are managed in a diversified portfolio aligned with the liquidity requirements and governing investment guidelines.

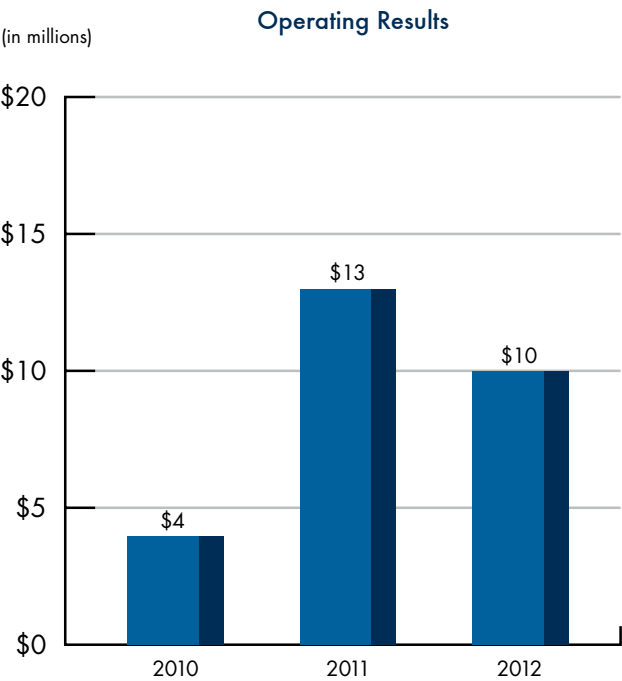
The market value of Howard’s endowment decreased by \$12 million over FY2011 to \$461 million with a total performance loss of \$4 million (1%) – reflecting volatile capital. Total new endowed contributions of \$5 million and investment income of \$8 million were offset by \$13 million of assets made available and transferred to support operations. Approximately 52% of the endowment is governed by donor restrictions, while the remaining 48% is available for Board designation. The market value of the pension fund was \$461 million, which is relatively flat compared to FY2011. Endowment and pension assets have generally recovered to pre-financial crisis levels.



# THREE-YEAR OPERATING PERFORMANCE

Statements of Activities For Fiscal Years Ended June 30, 2010, 2011 and 2012 <i>(in thousands)</i>	FY 2010	FY 2011	FY 2012
<b>Students enrolled (Fall Headcount)</b>	10,537	10,594	10,583
<b>Patients serviced</b>	282,944	335,348	280,059
<b>Operating Revenues:</b>			
Academic services:			
Tuition and fees, net	\$ 123,186	\$ 143,376	\$ 146,908
Grants and contracts	61,192	61,422	59,766
Auxiliary services	62,151	61,135	60,109
Clinical services:			
Patient service – Hospital	245,478	255,641	265,714
Patient service – Faculty medical practice	28,540	32,518	31,871
Patient service – Dental clinic	1,935	1,764	1,970
Public support:			
Federal appropriation	231,411	231,073	230,567
Contributions	6,654	4,702	3,895
Endowment transfer	7,112	6,779	5,985
Operating investment income	5,395	8,856	211
Net assets released from restrictions	13,936	12,909	14,606
Other income	16,811	13,409	27,819
<b>Total unrestricted operating revenue</b>	<b>803,801</b>	<b>833,584</b>	<b>849,421</b>
<b>Total temporarily restricted operating revenue</b>	<b>1,748</b>	<b>1,804</b>	<b>1,021</b>
<b>Total permanently restricted operating revenue</b>	<b>3,087</b>	<b>2,045</b>	<b>882</b>
<b>Total operating revenues</b>	<b>808,636</b>	<b>837,433</b>	<b>851,324</b>
<b>Operating Expenses:</b>			
Instruction	211,611	214,949	214,254
Patient care	278,795	287,164	297,194
Research	34,673	34,433	40,068
Academic Services:			
Public service	9,135	9,856	9,943
Academic support	28,586	38,827	38,625
Student services	23,009	23,525	26,872
Auxiliary enterprises	69,452	73,183	74,826
Institutional support	149,120	142,378	139,819
<b>Total operating expenses</b>	<b>804,381</b>	<b>824,315</b>	<b>841,601</b>
<b>Operating revenues over (under) operating expenses</b>	<b>4,255</b>	<b>13,118</b>	<b>9,723</b>
Investment income (loss) in excess of amount designated for operations	14,541	38,187	(6,810)
Restructuring costs	(3,025)	(516)	(24,462)
Change in funded status of defined benefit pension plan	(52,634)	61,424	(119,274)
Change in obligation for post-retirement benefit plan	(6,868)	5,953	2,731
Loss on extinguishment of debt	—	(11,695)	—
Change in value of interest rate swap, net	(1,621)	1,873	83
Gain on disposal of fixed assets	—	—	—
Other items, net	(7,619)	(11,809)	(270)
<b>Total unrestricted non-operating income and expenses</b>	<b>(57,226)</b>	<b>83,417</b>	<b>(148,002)</b>
<b>Total temporarily restricted non-operating income and expenses, net</b>	<b>18,998</b>	<b>28,702</b>	<b>(9,603)</b>
<b>Total permanently restricted non-operating income and expenses, net</b>	<b>5,309</b>	<b>8,745</b>	<b>(1,035)</b>
<b>Total non-operating income and expenses</b>	<b>(32,919)</b>	<b>120,864</b>	<b>(158,640)</b>
Unrestricted	(57,806)	92,686	(140,182)
Temporarily restricted	20,746	30,506	(8,582)
Permanently restricted	8,396	10,790	(153)
<b>Change in net assets</b>	<b>\$ (28,664)</b>	<b>\$ 133,982</b>	<b>\$ (148,917)</b>
<b>Total net assets, beginning of year</b>	<b>\$ 502,585</b>	<b>\$ 473,921</b>	<b>\$ 607,903</b>
<b>Total net assets, end of year</b>	<b>\$ 473,921</b>	<b>\$ 607,903</b>	<b>\$ 458,986</b>

The stable *operating performance* in FY2012 was the result of disciplined management of administrative support costs, especially in the second half of the year – down \$2 million from a year ago, and \$9 million from two years ago. Howard has experienced operating gains for three consecutive years; \$4 million, \$13 million and \$10 million in FY2010, FY2011 and FY2012, respectively. Howard has committed to more effective, efficient and accountable management, using automation and improved business processes to enhance service delivery while containing costs. Howard’s leadership continues to focus on accountabilities and develop goals and metrics centered on four strategic themes – academic/clinical quality, research expansion, financial sustainability and service effectiveness. The results of this transition, and period of renewal, continues to be reflected in Howard’s operating results.



**Facilities Renewal**

In FY2012, Howard initiated a 3-year \$450 million capital improvement plan, which involves the construction of several new buildings and major renovations. \$55 million was invested in infrastructure in FY2012, funded with \$20 million of bond proceeds and \$35 million of operating funds. In FY2013, major construction will commence on a new Interdisciplinary Science Building and two new freshman residence halls, which aligns with the University’s 15-year campus master plan.

**Financial Management and Administrative Operations**

Howard has upgraded and modernized its financial management and administrative operations. Under new leadership, the objective is to provide sophisticated financial and administrative services to all Howard stakeholders—lenders, contributors, volunteers, patients, students, parents, faculty, physicians and staff. The approach is to manage Howard as an integrated enterprise, capitalizing on efficiency and effectiveness opportunities by avoiding duplication, automating currently manual processes, reducing paper documentation, eliminating service glitches and empowering stakeholders. Financial discipline around revenue generation and expense control is being driven through clear accountabilities and regular reporting. Howard is now being managed by goals and objectives, instead of cost budgets.

**Audited Financial Statements**

Consistent with prior years, Howard has received an unqualified opinion from its independent auditors. This opinion signifies that the financial statements of Howard are fairly presented in all material respects. Such financial statements and complete Treasurer’s Reports can be found at <http://www.howard.edu/financialservices>.



# HOWARD UNIVERSITY BOARD OF TRUSTEES 2012–2013

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