

Expanding the Capstone

2012-2013 ANNUAL REPORT | FISCAL YEAR ENDING JUNE 30, 2013



1867
HOWARD
UNIVERSITY



Interdisciplinary Research Building, Opening 2014



Table of Contents

1	History of Howard University
2	Letter from the Chairman
3	Letter from the President
5	Breaking New Ground
7	The Year in Review
14	Academics and Service
16	Student Highlights
19	Student Affairs Highlights

20	High Profile Visitors
23	Faculty at the Forefront
25	Faculty Highlights
26	Research Highlights
28	Academic Highlights
35	Financials
42	Board of Trustees
43	Administration

History of Howard University



Since 1867, Howard has awarded more than 100,000 degrees in the 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 education and advancement 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 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, another three-fifths of an acre facility in northeast Washington and a 108-acre tract of land in Beltsville, Md.

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-Spingarn 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, Howard has more than 10,000 students from virtually every state, the District of Columbia and more than 70 countries.



Letter from the Chairman of the Board of Trustees



Dear Friends,

The significant advancements and milestones the University has achieved over the past year are summarized in this annual report. Reflecting the core values upon which the University was founded 146 years ago, these accomplishments are indicative of our relentless commitment to progress and growth of the institution. A national treasure, Howard University continues to provide an exceptional and unsurpassed educational experience that attracts highly talented students and produces leaders for a global and highly competitive world. Howard University alumni have an extraordinary and unparalleled record of excellence and service to the nation and the world.

The University remains resilient, irreplaceable and resolute in its mission to provide *Leadership for America and the Global Community*, despite the challenges of the current economic climate — a shared experience of most institutions of higher education today. Like all successful organizations committed to sustainable growth and prosperity in highly competitive and dynamic environments, the University is aggressively expanding its continuous improvement and organizational change initiatives. Fiscally and academically strong, Howard University and its reputation continue to grow and are rooted in its core competencies: exceptional students, extraordinary and dedicated faculty, and above all, the accomplishments of our graduates.

Empowered by diverse perspectives and spirited debate, the Board of Trustees remains unified in its focus and commitment to securing the University's future by ensuring that Howard is well-positioned to anticipate and address the challenges and opportunities intrinsic in an evolving higher education landscape and global economy. While we take pride in the progress the University is making, the Board continues to press for an accelerated rate of greater progress; we can do no less for future generations. As fiduciaries, we take seriously the charge of Dr. Mordecai Wyatt Johnson, our first African American president, who challenged us all "*to work toward the Greatness of Howard ... for the mission of Uplifting.*"

Sincerely,
A. Barry Rand
Chairman of the Board of Trustees

Letter from the President of Howard University



Dear Howard University Community,

The period covered by this annual report was guided by our 16th President, Dr. Sidney A Ribeau. His stewardship of the Capstone occurred during a significant global financial crisis. Despite this, he led the implementation of the President's Commission on Academic Renewal and broke ground on three new building projects, including a pair of residence halls and the Interdisciplinary Research Building. These projects will leave an indelible mark on our University. We collectively thank him for his service.

As we begin planning for Howard University's 150th anniversary in 2017, we do so knowing that this distinctive University contributed to the educational and social progress of the United States and the world. The years leading up to our sesquicentennial will provide an opportunity for us to make an accounting of our achievements as an institution, reflect on our origins and ideals, and commit ourselves to creating an even greater future.

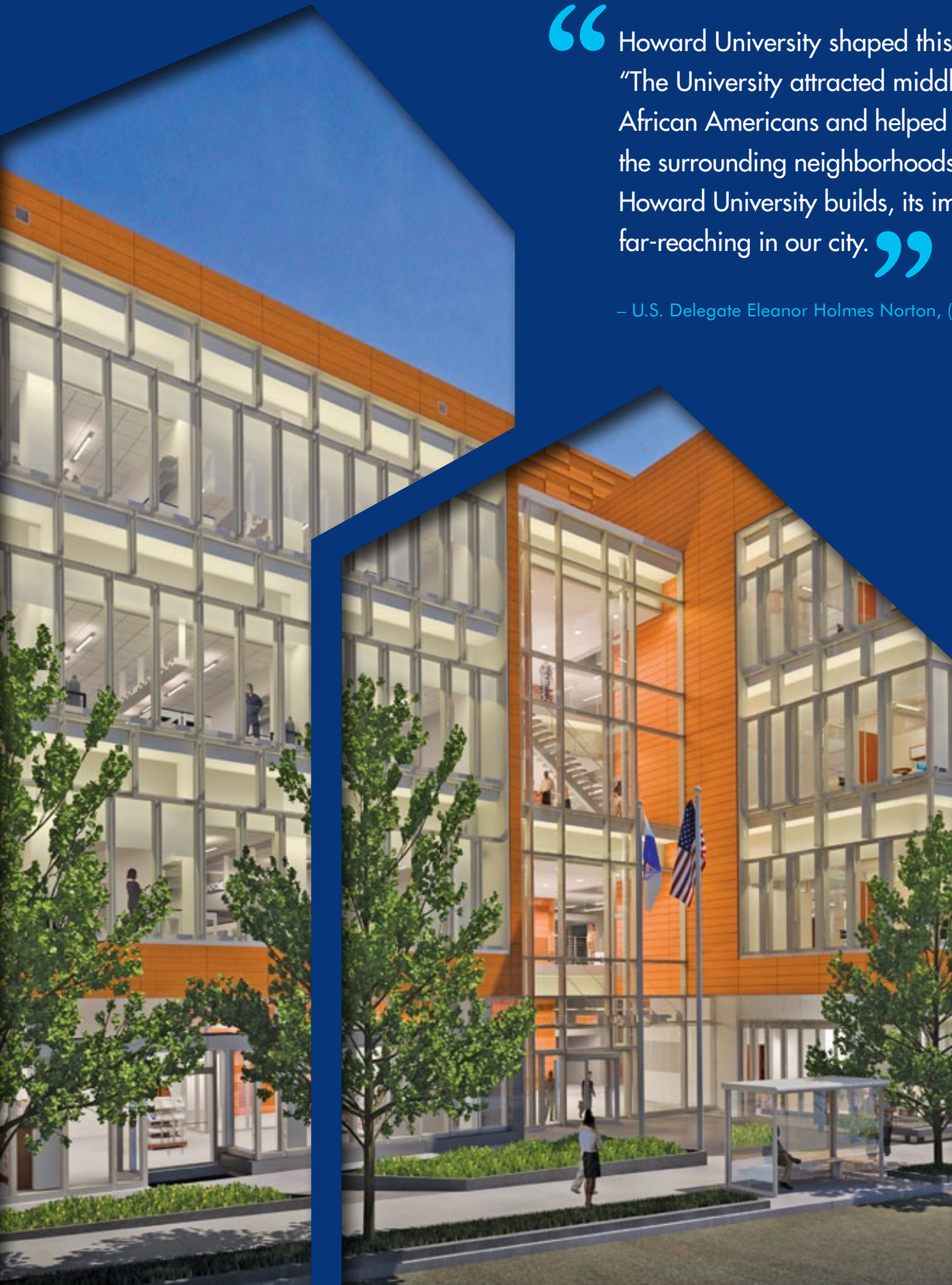
As you will see in these pages, Howard University's future is filled with remarkable opportunities. Each day, countless individuals contribute to Howard's success, and millions benefit from our leadership, scholarship and our ongoing fight for social change and justice. We confer more on-campus PhDs to African Americans than any other university in the country. In 2009 and again in 2013, the National Science Foundation recognized Howard as the top producer of African-American undergraduates who later earned science and engineering doctoral degrees. During this year, we tackled the most challenging problems while maintaining academic excellence and undertaking bold research initiatives. With support from our generous donors and supporters, we have been able to lessen the financial burden on our students with nearly \$90 million in institutional aid.

As we continue this wonderful journey, I thank you for your enduring support of Howard University. We will remain true to our mission by providing an environment that allows the young men and women from all backgrounds to realize the breadth of the human possibility.

In Truth and Service,
Wayne A.I. Frederick
Interim President

“Howard University shaped this city.”
“The University attracted middle-class African Americans and helped establish the surrounding neighborhoods. When Howard University builds, its impact is far-reaching in our city.”

– U.S. Delegate Eleanor Holmes Norton, (D-D.C.)



Breaking New Ground

Howard University is focused on the future. In 2013, Howard broke ground on three new buildings that are poised to rejuvenate the campus and enhance the University's competitive advantage in the 21st Century.

The first is the new Interdisciplinary Research Building (IRB), represents a cornerstone in Howard's robust research agenda and provides infrastructure to advance scientific education. The other two are residence halls that will house 1,360 students and create a residential neighborhood where underclassmen can live, learn and socialize.

When it opens in 2014, the IRB will have much to offer Howard students. The 81,000-square-foot building will include wet and dry laboratories and space for instruction and research support. The new facility will help pave the way for new partnerships and alliances for Howard, allowing students and faculty researchers to bring together people from a variety of fields to solve problems across disciplinary lines.

The IRB will also house retail space and offices for faculty, students and staff. Its prominent location — at 2201 Georgia Ave., NW, next to the Howard University Bookstore — will dramatically reshape an important campus gateway on the city's fast-developing Georgia Avenue corridor.

The Bryant and College Street residence halls will feature two-person semi-suites, along with social and study lounges, game rooms and apartment units for faculty, staff and guests. Its multipurpose room is designed to accommodate 200 people. Classrooms and academic advisory offices will be available as well.

The University's Office of Residence Life will relocate to the new space. The residence halls will allow neighborhood groups to hold events to strengthen ties to the surrounding community. The new residence halls are expected to bring new energy to the main campus student community.

Through the IRB and the new residence halls, Howard University is enhancing its academic facilities and adding amenities to appeal to the growing number of students who are choosing to attend Howard.



Congresswoman Eleanor Holmes Norton (center) joined members of the Board of Trustees and University administrators for the groundbreaking ceremony on April 18, 2013.

“ Howard’s continued positioning as the leading producer of baccalaureate degree recipients who later earn science and engineering degrees in the nation reflects our commitment to advancing the STEM disciplines. ”

– Howard University President Sidney A. Ribeau



The Year in Review

July 1, 2012 TO JUNE 30, 2013

SEPTEMBER 2012

Ambassador Rice Sets the Tone During Opening Convocation

United Nations Ambassador, Susan E. Rice, was the keynote speaker at Howard University's 145th Convocation on Sept. 28, helping to welcome new students to campus and set the tone for their academic careers. She reminded students of the sacrifices made on their behalf not only by their immediate family members but also by those who struggled and persevered to make Howard University a great institution.

Remembering the Emancipation Proclamation

Howard University and the National Endowment for the Humanities teamed up to commemorate the 150th anniversary of the 1862 Preliminary Emancipation Proclamation at a ceremony at the Lincoln Memorial on Sept. 17. The ceremony was the centerpiece of a week of observances commemorating President Abraham Lincoln's signing of the preliminary version of the Emancipation Proclamation. U.S. Congressman John Lewis, a civil rights trailblazer, was the keynote speaker at that event, titled "Celebrating Freedom."



U.S. Representative John Lewis



Young fans cheer on Howard at the AT&T Nation's Football Classic.

Howard and Morehouse Celebrate Rivalry at AT&T Nation's Football Classic

The third annual AT&T Nation's Football Classic weekend celebrated the passion and traditions of the Historically Black College and University (HBCU) experience. The Nation's Football Classic included the Presidential Symposium, a "Game Before the Game" debate, and rallies and fan festivals. Howard quarterback Greg McGhee led the Bison to a 27-16 win over Morehouse, passing for 242 yards and three touchdowns. The Presidential Symposium explored topics that highlighted the special significance of HBCUs.

Howard-based Small Business Center Receives Accreditation

The District of Columbia Small Business Development Center (DC SBDC), which is based at Howard University's School of Business, was granted accreditation by the Association of Small Business Development Centers, the national accreditation body. Howard maintains a partnership with the U.S. Small Business Administration, making it possible for the DC SBDC to educate small business owners and potential owners about how to start, operate, expand, buy and sell successful small businesses. It served more than 400 small businesses in the District of Columbia last year, providing nearly \$4 million for capital formation.

The Year in Review *(cont.)*



2012 Rangel Fellows

OCTOBER 2012

Rangel International Fellowship Turns 10

A special ceremony marking the 10th anniversary of the Charles B. Rangel International Affairs Program was held at the U.S. State Department headquarters on Oct. 2. The event was hosted by then-Secretary of State Hillary Clinton. The Rangel International Affairs Program, which Howard administers, advances the goal of diversity in the Foreign Service.

Pharmacy Establishes Board of Visitors

The College of Pharmacy selected 11 diverse leaders to serve on its Board of Visitors. Board members were chosen from the fields of pharmacy, education, health care and research. They will advise the pharmacy dean, faculty and staff on various educational, fiscal, development and fundraising initiatives. Board members will also interact with students and faculty through lectures and professional development exercises throughout the year.

NOVEMBER 2012

Howard Hosts International Stigma Conference

The third annual International Conference on Stigma, which took place at Howard University on Nov. 30 featured speakers from university hospitals in the Washington area, representatives from the Centers for Disease Control and Prevention, as well as speakers from Uganda and Peru. Topics included stigma in public policy and community challenges for faith-based organizations regarding HIV and stigma in immigrant populations. The all-day conference also featured notable HIV and AIDS scientists and clinicians such as Dr. Sohail Rana, professor of pediatrics at the Howard University College of Medicine.

Howard Students Get Out the Vote for National Elections

Members of Howard University student groups demonstrated their commitment to civic engagement by registering and mobilizing voters for the November 2012 presidential and state election. A number of groups undertook projects aimed at registering voters before state deadlines. For example, the Howard chapter of the Children's Defense Fund Political Action Committee helped register 225 people from 29 states during the AT&T Nation's Football Classic Presidential Symposium.

Howard Ranked Among Top 25 J-Schools

The School of Communications was selected as one of the nation's Top 25 journalism schools, according to a survey of industry professionals conducted by *NewsPro* magazine. The journalism school survey, which was the magazine's first, was distributed to readers of TVWeek.com and *NewsPro*.



Communications students host radio show on WHBC.

JANUARY 2013

Deltas Return Home to Celebrate Centennial

More than 12,000 members of Delta Sigma Theta Sorority, Inc., converged on campus, Jan. 11-13, for the Centennial Founders Day Celebration. The Deltas for Howard presented two \$25,000 checks to the University for the Bridging the Gap Student Aid Campaign and the Andrew Rankin Memorial Chapel restoration fund. Twenty-two Howard students founded the sorority on Jan. 13, 1913. The centennial celebration was permanently enshrined in Rankin Chapel with the installation of a stained glass window in July.

Library Exhibit Features Photos from Obama's First Term

Marking the beginning of President Obama's second term in January, the Moorland-Spingarn Research Center presented "Barack Obama: The First Term, 2009-2012." The exhibit includes 60 photographs documenting Barack Obama's first four years as president of the United States. The photographs were selected from the archive of Official White House Photographer Pete Souza and his staff.



FEBRUARY 2013

Walton Symposium Honors Political Science Trailblazer

Howard University honored its first political science Ph.D. recipient, Hanes Walton Jr., through a symposium on his intellectual legacy on Feb. 19. Scholars discussed Walton's contribution in consolidating Black politics as a respected area of academic study. Walton mentored scores of students.

FOX Network Establishes Alliance with Howard, HBCUs

Howard University has joined the FOX/HBCU Media Alliance designed to extend the creative pipeline by bringing students and alumni into careers in film and television. The Alliance will connect HBCU students, faculty and alumni with executives from the Fox Networks media and entertainment businesses and use regional events, workforce initiatives and social networking platforms to identify talent and provide outlets for their creativity. Howard and Hampton University are serving as the inaugural institutional partners.



Delta Sigma Theta Sorority, Inc., celebrate 100 years of Sisterhood, Scholarship and Service.

The Year in Review *(cont.)*



Alumnus Frank Savage encourages support for Howard University.



Marian Wright Edelman promotes civic engagement at annual King Lecture series.

University Launches Financial Literacy Initiative

To help educate students on debt and money management, Howard University partnered with American Student Assistance (ASA) to provide access to SALT, a program that offers online financial literacy to students and alumni. SALT provides interactive money management resources, personalized tracking of all federal and private student loans, advice from counselors and help with resolving complex student loan-related problems.

MARCH 2013

Alumnus Savage Delivers Charter Day Address

Frank Savage, chief executive of Savage Holdings and chairman emeritus of the Howard University Board of Trustees, encouraged the entire Howard community to help strengthen and sustain the University when he spoke at the 146th Charter Day Convocation. Savage (B.A. '62) said protecting Howard's place as an exemplar of intellectual and social achievement is an important way to honor those from the past who built Howard. Savage built his career in corporate finance, international banking and global investment management. Charter Day commemorates the day Congress enacted legislation to establish Howard.

King Lecture Series Tackles Major Social Issues

The Gwendolyn S. and Colbert I. King Endowed Chair in Public Policy Lecture series brought experts on American civic participation to Howard University over the 2012-13 academic year. The theme of the lecture series was "Civic Equality in the 21st Century: The Political Process, Education, Economic Power, and Individual Rights." Elaine R. Jones, former president and director-counsel of the NAACP Legal Defense and Educational Fund, was the facilitator.

Lecture speakers included Marian Wright Edelman, founder and president of the Children's Defense Fund; Wade Henderson, president and chief executive of The Leadership Conference on Civil and Human Rights; Bryan Stevenson, founder and executive director of the non-profit Equal Justice Initiative in Montgomery, Ala.; and Rev. Janet Wolf, national program coordinator and director of Nonviolent Organizing to End the Cradle to Prison Pipeline.

School of Divinity Conference Focuses on the Qur'an

The Howard University School of Divinity convened an international audience of scholars and students for a two-day conference, "Tadabbur Al-Qur'an—Contemplating the Qur'an." Howard University professor Sulayman Nyang, Ph.D., a former deputy ambassador to Saudi Arabia who is an expert on Islam, spoke about the significance the Qur'an in the American context.



President Sidney A. Ribeau matches HUSA Leadership's need-based aid awards.

HUSA's Need-based Aid Matched by University

Howard University made available a \$600,000 need-based financial aid fund in March. The grant awards had immediate impact, for members of the class of 2013 who were able to graduate in May. The total included \$300,000 from the Howard University Student Association (HUSA) through its allocation from the Independent Fund, which is comprised of student fees. The Office of the President matched contribution from the Bridging the Gap Campaign, which was set up to raise \$25 million to help address the gaps in financial aid for deserving students.

APRIL 2013

NSF Highlights Howard's Leadership in Black Science, Engineering Doctorates

The National Science Foundation (NSF) reported Howard University produced 220 African-American doctoral recipients in science and engineering from 2002-2011, making it the top producer of African-American bachelor's degree recipients who subsequently earned science and engineering doctoral degrees in the United States. NSF credits HBCUs with an outsize role in producing a diverse workforce in science, technology, engineering and mathematics disciplines.

WHUR-FM Wins Major Community Service Award

The National Association of Broadcasters (NAB) honored WHUR-FM 96.3 with its third Crystal Radio Award for outstanding year-round commitment to community service. WHUR is one of the few university-owned commercial radio stations in the country. It has been broadcasting since 1971 to nearly 500,000 daily listeners in five states.

Howard Among Top Producers of Peace Corps Volunteers

For the second consecutive year, Howard University has produced more undergraduate Peace Corps volunteers than any other Historically Black College or University. The University has 21 undergraduate alumni serving as Peace Corps volunteers; 204 Howard alumni have served since the Peace Corps was founded in 1961.

White House Honors Howard Alumnus As Champion of Change

The Obama administration recognized Howard University alumnus Kyle Bacon (B.B.A. '03) as a "Champion of Change" for his leadership in a mentoring program for children whose parents are incarcerated. The award is part of President Obama's "Winning the Future Across America" initiative which honors community leaders who work to improve educational outcomes for African-American students.

Healthcare Symposium Focuses on STEM Careers

Health professionals from across the nation focused on minority health disparities and strategies for constructing a pipeline for minorities in science, technology, engineering and mathematics careers at the 2013 Symposium on U.S. Healthcare on April 10. Dr. Louis W. Sullivan, former U.S. secretary of Health and Human Services, was the keynote speaker. Participants developed ideas for strengthening education, research and community leadership to combat health disparities.

The Year in Review *(cont.)*



President Clinton delivers the 2013 commencement address.

MAY 2013

President Clinton Inspires the Class of 2013

The graduating class of 2013 received a memorable sendoff from their commencement speaker, former U. S. President Bill Clinton. He urged them to recognize that global interdependence makes working with communities of diverse backgrounds an imperative for success. Clinton delivered the 145th commencement address on May 11, 2013, to more than 2,600 Howard University graduates, family members and loved ones who had gathered to support them. Howard bestowed 2,687 degrees, including 1,030 graduate, professional and certificate degrees and 1,675 degrees at the undergraduate level.

Howard Continues to Lead in Producing Black Ph.D. Recipients

The Howard University class of 2013 included 96 recipients of the Ph.D. degree as the University continued its leadership in producing more on-campus African-American doctoral candidates than any other institution in the United States.

Sixteen of the doctoral recipients were awarded in engineering and the physical sciences, and 25 in the biological and life sciences, reflecting Howard's commitment to training the next generation of leaders in science, technology, engineering and mathematics (STEM) fields. An additional 31 doctorates were granted in the arts and humanities and 24 in the social sciences.

JUNE 2013

Social Work Receives Kellogg Foundation Grant to Study Racial Disparities in Child Welfare Systems

The Howard University School of Social Work received a grant from the W. K. Kellogg Foundation to evaluate the effectiveness of racial equality standards in countering the over-representation of African Americans in child welfare systems.

Ruby M. Gourdine, D.S.W., and Jacqueline M. Smith, Ph.D., are co-principal investigators on the \$75,000 grant. The grant will fund the evaluation of child welfare procedures in two states where Black children are overrepresented. The grant period runs from through March 2014.

Howard Medical Team Completes Mission to Haiti

More than two dozen doctors and medical students from Howard University served nearly 3,000 people during a special mission to Haiti spearheaded by the College of Medicine. Operating mainly in the city of Fort-Liberte, the team treated patients and trained local medical personnel during an intensive, one-week assignment. The doctors, medical residents and medical students were part of the College's International Medicine Service Learning Rotation. This year, the scope of the project expanded significantly with the inclusion of teams from the College of Nursing & Allied Health Sciences, the College of Pharmacy and the College of Dentistry.



A Howard medical team performs surgery in Haiti.

“Opportunity is America’s promise, education is the ink with which that contract was written. Howard University is the inkwell.”

– Howard University Provost Wayne A.I. Frederick



Howard University 2013-2014 Fulbright Fellows

Academics and Service

One of the abiding attractions of a Howard University education is that students can combine learning with the opportunity to make a tangible difference in the lives of others, in the United States and abroad. Service-learning is an integral part of the Howard experience.

The service-learning link allows families in Kenya to benefit from a waste treatment plant that captures methane gas for use as a biofuel. As a junior chemistry major, Kinyata Cooper, created the prototype that a facility in Dandora, Kenya, can now use to capture methane.

In Jakarta, Indonesia, residents use water from a recharge pond made cleaner thanks to a Howard student. Cameron A. Sanders, a senior who majored in civil engineering, conducted a study of water in the region that revealed methods for improving water quality management at the pond.



EWB-HU volunteer Bianca Bailey teaches Siwo Clinic administrator how to use a bio-sand water filtration system.



GEAR UP South Africa participant Jaleesa Harrigan (left) conducts research at the University of the Western Cape.

And in Ethiopia, Paige Piggott, while she was a junior studying mechanical engineering, undertook research at the University of Bahir Dar into the development of renewable energy sources. She expects the research will one day lead to greater access to electricity in small villages.

These projects were undertaken by students in GEAR UP (Global Education, Awareness and Research Undergraduate Program). The program, directed by Dr. Lorraine Fleming, co-principal investigator and professor of civil engineering. The College of Engineering, Architecture and Computer Sciences (CEACS), is supported by the National Science Foundation and strives to increase the global engagement of graduates in engineering and other sciences through study and research abroad.

But GEAR-UP is only one of many options students have for service-learning during their academic careers at Howard.

One of the most award-winning emulated programs is Alternative Spring Break, when hundreds of students forgo beaches, parties, vacations and even trips home for meaningful work to assist residents in U.S. cities and Haiti. More than 400 students took part in projects in seven cities in 2013, heading to Atlanta, Baltimore, Chicago, Detroit, Memphis, New Orleans and the communities of Croix des Bouquets and Petion Ville in Haiti. Some also tackled projects in Washington, D.C.

It was the largest number of communities served in ASB's 19-year history. Volunteers addressed were in response to illiteracy, homelessness, gang violence, weak gun control laws, HIV/AIDS and poverty.

While service initiatives vary at Howard, all have a lasting impact on the perspectives of Howard students. Service around the country and abroad improves their awareness of the larger world and our interconnectedness. It reminds students that the skills they acquire at Howard have deep significance in the world. The experience also leaves them imbued with the confidence that every individual can make a difference.

Student Highlights



Howard journalism scholarship recipients with President Barack Obama and First Lady Michelle Obama.

White House Correspondents' Association Honors Journalism Students

Three Howard University School of Communications broadcast journalism students were presented with \$7,000 White House Correspondents' Association (WHCA) scholarships by President Barack Obama and First Lady Michelle Obama.

The scholarship award winners were honored during the 99th Annual White House Correspondents' Dinner, held on April 27, 2013. They are Karissa Braxton, a junior from Seattle; Charmaine Crutchfield, a junior from Ruther Glen, Va.; and junior Jobina Fortson of Atlanta.

This is the seventh year that Howard University journalism students have received the prestigious WHCA scholarships. The association said the 16 winning candidates were selected because of their excellence under deadline pressure and their in-depth reporting.

Accounting Team Wins Big

A team from the Howard University School of Business won first place at Deloitte Foundation's 18th annual National Student Case Study Seminar on April 5-6, 2013, at Deloitte University, netting scholarships for themselves and a team prize for their department.

The winning team consisted of juniors William Adams, Chenika Beck, Krista Cezair, Tracy Osemwegie and sophomore Tierra Williams. Each student received a \$2,000 scholarship; a \$10,000 team prize was given to the Howard University Department of Accounting. The Howard team competed in Westlake, Tex., against Baylor University, University of Iowa, Michigan State University, University of Southern California and Penn State University.

Students were required to provide solutions to complex case studies involving real-world financial accounting problems.

Howard Takes Men's Club National Basketball Championship

The Howard University men's club basketball team, known as 1867, won the NIRSA National Championship for Club Basketball, beating Butler University, 50-49 at North Carolina State University in Raleigh on April 14, 2013. Howard finished the season with a 28-4 record and was ranked No. 1 in the country.



The men's club basketball team bask in championship victory.

Doyle Sets Records at Howard and in MEAC

Saadia Doyle claimed a dual crown: all-time leading scorer in the Mid-Eastern Athletic Conference (MEAC) and at Howard with 2,197 points and 1,125 rebounds.

Doyle broke a record that had been held by former Howard standout Alisha “Tuff” Hill (1994-98). Doyle is now third on the all-time list for career rebounds behind former Lady Bison Darlene Beale and Andrea Gardner.

A 5-11 guard from Atlanta, Doyle majored in health education and childcare. She was also named the 2012-13 MEAC Pre-Season Player of the year.

Student Honored for Environmental Work

Biology major Brittany Stallworth received the 2012 Brower Youth Award for her work as the founder of the campus environmental organization Green is the New Black.

Stallworth was selected as one of six awardees from hundreds of students around the nation. She received a cash prize of \$3,000 and a trip to San Francisco for

the award presentation. The Brower Youth Award recognizes young leaders in North America, ages 13-22, for their advocacy of positive environmental and social changes.

As a senior, Stallworth organized the Green is the New Black campus event at Howard which featured workshops for students led by experts in food, health and environmental issues. More than 35 green organizations were represented, and some offered internship and job opportunities to Howard students.

Howard Gets First Richter Scholarship Winner

Grayson Mitchell, a senior supply chain management major from Illinois, is the first Howard University student to be awarded a R. Gene Richter Scholarship, the largest nationally recognized scholarship program in the field of supply chain management.

Mitchell and nine others received tuition assistance of up to \$5,000 from the prestigious scholarship program. Each student also was paired with an established executive mentor and a junior mentor who is also a former Richter scholar.



Lady Bison Saadia Doyle breaks rebound record.



“Not only does our community need Howard,
the world needs Howard.”

– Frank Savage, CEO of Savage Holdings LLC, alumnus,
acclaimed investment executive, chairman emeritus of
the University's Board of Trustees



Student Affairs Highlights

Howard Unveils New Orientation Programs

In May, Howard landed “Virtual Orientation”—an online process allowing new students an opportunity to begin their transition into the University months before arriving on campus. Consequently, members of the class of 2017 received valuable information about the University and were able to interact with various university offices before the fall semester. Approximately 1,100 students participated in the process.

Additionally, Howard University implemented the optional “Summer Orientation” initiative, eliminating the requirement for students to participate in General Orientation in August. Summer orientation groups are smaller and more tailored, allowing more time to meet with advisors. Students get opportunities to take placement examinations and register for classes and have ample time to become acquainted with the campus and local community. About 500 students, many of whom were accompanied by parents, participated in the program.

CEDAR Center Enhances Career Development Resources

This year, the Center — Center for Career Education, Development & Research (CEDAR), sought to increase student and employer engagement through new initiatives. Faculty, staff and students gained new online tools to access information about employment opportunities. Additionally, CEDAR relocated its Career Resources Library to the Reading Lounge in the Blackburn Center and outfitted the room with four new computers and literature racks.

CEDAR also launched the Adopt-A-Team Program campus-wide in fall 2012. Students in the program are matched with participating employers for one year, during which they are trained and coached for careers within specific industries. At the conclusion of the year, successful students are awarded scholarships, internships and employment. Target Corporation provided \$10,000 in scholarship awards, one internship and two full-time job offers. Capital One awarded a \$3,000 scholarship.

Student Leaders Travel China and Japan

Thirty-five members of the Howard University Freshman Leadership Academy (FLA) spent three weeks in China and Japan. The July 23-Aug. 10 academic tour marked the second year FLA students traveled to China and the

first year they traveled to Japan. Their itinerary included visits to universities and businesses as well as cultural and historic sites. The trip was planned to expand the students’ knowledge of other languages and cultures and improve their intercultural communication skills. Before their departure, the students received a briefing from the Chinese Embassy. While in Shanghai, they were hosted by the U.S. Consulate.

Caribbean Students’ Association Receives Donations

The Caribbean Students’ Association (CSA) raised \$6,000 in donations from their alumni as part of a development initiative to establish an endowment fund to provide scholarships for Caribbean students. The CSA also officially dedicated the “Caribbean Tree” and hosted a joint program with the Caribbean American Intercultural Organization in recognition of its 70th anniversary.

University Counseling Services Retains APA Accreditation

The University Counseling Service successfully maintained its full accreditation status through 2019 by satisfying stringent standards and guidelines required by the American Psychological Association in order to retain its nationally renowned pre-doctoral psychology internship program.

Blackburn Gallery Exhibitions Focus on History

The exhibition, “EVERYWHERE with Roy Lewis,” presented more than 60 historic individual photos ranging from Mohammad Ali training in Zaire to candid photos of everyday people. Many of the images were also taken during the tumultuous 1960s.

The “Middle Passage” and the “Underground Railroad” exhibitions featured the works of Joseph Holston, Pascal MPeck and Wisson West.

Women’s Flag Football and Men’s Lacrosse Teams Show Gains

The Women’s Flag Football team advanced to the National competition for the 10th consecutive year. This year the team made it to the top 11 in national rankings. Meanwhile, the Howard University Club Men’s Lacrosse team hosted the University’s first Lacrosse tournament, the line up included Morehouse College, Hampton University and Morgan State University.

High Profile Visitors 2013

South African Ambassador Delivers First Global Business Lecture

Ebrahim Rasool, South Africa's ambassador to the United States, delivered the inaugural lecture of the Ambassador Lecture Series at Howard University's Center for Global Business Studies on Feb. 14, 2013, speaking on "Opportunities and Challenges of Doing Business in South Africa."

Rasool, a noted proponent of human rights and interfaith cooperation, was an activist in South Africa's anti-apartheid movement, beginning with his years as a high school student in Cape Town. He later held leadership positions in the United Democratic Front and the African National Congress. The ambassador is the founder of the World for All Foundation, which strives to create cooperation between moderates from different races and religions.

U.S. Senator Rand Paul's Lecture Focuses on Outreach

U.S. Sen. Rand Paul, R-KY, held a lively exchange with Howard University's politically aware students when he made his first speech on campus, in the School of Business Auditorium on April 10, 2013.

The senator is one of the most visible spokesmen for the Tea Party movement. Known for his conservative, libertarian views, the senator focused his speech on the importance of outreach to younger voters as well as minority groups.



Ambassador Ebrahim Rasool and Sen. Rand Paul were among distinguished speakers on campus.

U.S. Congressman Robert C. Scott Joins Scholars at Economic Summit

Racial disparities in employment, health, education, housing and income were leading topics when Howard University sponsored the Fourth Annual African American Economic Summit on Feb. 1, 2013.

U.S. Rep. Robert “Bobby” Scott, D-Va., and Bernard E. Anderson of the University of Pennsylvania’s Wharton School, headlined a list of distinguished scholars and thinkers, including some from Howard University, Georgetown University, the New School, and the Joint Center for Political and Economic Studies. They sought to broaden the progressive policy discussion about these issues. A recurring issue was the broad and lingering impact of the housing crisis, especially on African Americans.

Some of the recommendations at the conference included ways of providing greater assistance to financially distressed homeowners, especially since homeownership represents the greatest source of wealth for African Americans.

Commander of U.S. Africa Command Describes Mission

Gen. Carter F. Ham, commanding officer of the U.S. Africa Command, described the role and mission of the United States Africa Command in a speech at Howard University’s Ralph Bunche International Affairs Center in January.

The presentation came at a time of great interest in the conflicts in Mali and Algeria. The General also was in command during the 2011 military intervention in Libya. The U.S. Africa Command is one of six unified geographic commands within the Department of Defense.



Gen. Carter F. Ham speaks at the Ralph Bunche International Affairs Center.



Earvin “Magic” Johnson inspires students during campus visit.

Magic Johnson Speaks about Business and Stigma at Howard

Earvin “Magic” Johnson visited Howard University on Feb. 7, 2013, with a two-fold mission. He wanted to share a few secrets about how he transformed himself from a Hall of Fame basketball player into a mega entrepreneur with a diversified portfolio, ranging from pro sports franchises to real estate to entertainment to cable television and other media.

His other goal was just as important: Johnson spent time at Howard University Hospital addressing how the stigma of being HIV-positive continues to affect him and others and what can be done to eliminate Stigma for everyone.

In 2006, he created a national contract food service with Sodexo USA called Sodexo-Magic. One of his retail operations, the Magic Johnson Championship Sub, is available at Howard University Hospital. He also owns the Starbucks at Howard University as one of the very first franchise owners.

USAID Administrator Encourages Public Service

At a special program to highlight partnership between the U.S. Agency for International Development (USAID) and Howard University, USAID Administrator Dr. Rajiv Shah spoke on campus about innovative ways to drive foreign assistance priorities, including food security, global health, digital inclusion, innovation, education and economic development.

“For over a century, the arts at Howard have echoed American history. Artists, actors, musicians trained at Howard have graced the stage, film, and television. The Division of Fine Arts is dedicated to quality teaching, research, creativity, while developing graduates who are prepared to compete professionally in the arts and to shape the creative economies world-wide.”

– Howard University Provost Wayne A.I. Frederick



Faculty at the Forefront

At Howard, biology is selected as a major by more incoming freshmen than any other. The Department of Biology in recent years has brought together a new cohort of faculty who, through teaching and research, aim to deepen undergraduate awareness of the field and push students to their own “Aha” moments in research. Hear what assistant professors Anna Allen, Kevin S. Jones, Michael Lipscomb, Courtney J. Robinson, and Nathan Smith have to say.

Q: Tell us about your fields of research.

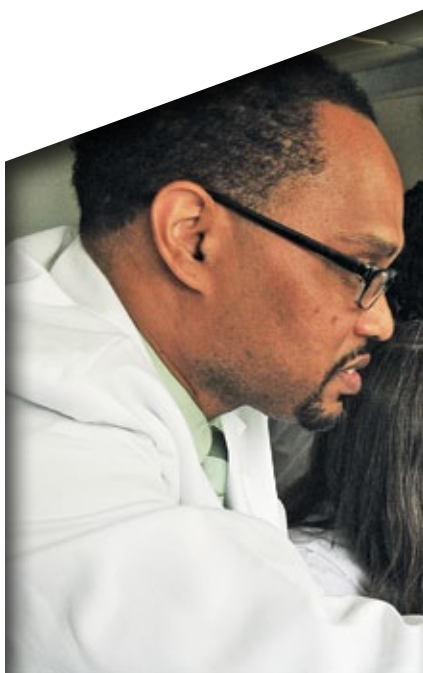
Robinson: My research focuses on microbial ecology, and specifically, I'm interested in the bacteria that are associated with animal hosts. And then how that relates to overall host health.

We think diabetes, certain cancers and inflammatory bowel disease might actually be related to the microbiota.

Smith: I am primarily a vertebrate paleontologist and evolutionary biologist. A lot of my work is with Triassic and Jurassic dinosaurs, living and extinct waterbirds, and also Caribbean reef corals.

Jones: I am interested in the biological causes of mental health disorders. Specifically, I'm interested in schizophrenia, a disabling mental health disorder. According to the World Health Organization, it's the third most disabling disorder worldwide, and normally about one percent of any population will be diagnosed with schizophrenia.

Allen: I study what makes an egg capable of being fertilized by sperm. So, what makes a good quality egg? And this is really important, because about 10 percent of the U.S. population have fertility challenges.



Biology Department faculty share passion for scientific research.

Lipscomb: My science is in the field of immunology. I study the active and cytoskeletal dynamics of dendritic cells, which are antigen-presenting cells, and how they can influence immune responses.

Q: What inspired you to pursue biology or to pursue your science?

Jones: In my sophomore year, I read a book called *Care and Feeding of the Brain*. It's a layperson's general book about the brain, and I got completely turned on about brain science and what the brain does and how the brain works. Then, I had a summer research experience. I completely fumbled my way through the first seven weeks. You know — botched experiments, dropped things, broke things. But the very last week, I actually had a successful synthesis. One little modicum of success and it's really, really addicting. It's really, really intoxicating — the pursuit of science!

Lipscomb: I read *War of the Worlds* when I was young. That's probably the first book...I read cover to cover; and it inspired me to be an immunologist. Furthermore, my father was a military man. I think as you start to learn a little bit more about the immune system, you see that it really is a military. And so, the relationship clicked with me.

Q: Why is it important to develop the STEM pipeline?

Smith: Ethnic diversities tend to bring diverse mindsets, diverse experiences. That's what you need. I think with the challenges that face this country today — from climate change to emerging diseases, medical issues, long-term health issues, — it's going to take students who are broadly trained in STEM disciplines through the biology, chemistry, atmosphere, and other sciences.

Q: Why is biology the most popular major among Howard freshmen? What are some of the challenges and opportunities that are associated with its popularity here?

Robinson: A number of students come to Howard because they want to be medical doctors, and they think that biology is going to be the gateway to that. I think that once they actually get here, then we can inform them of the diversity and depth of biology.



Faculty collaboration key to developing STEM pipeline.

Allen: I teach general biology. That's the first class freshmen take if they think they're going to be a bio major. You have people whose parents have said, "You're going to go to school, you're going to be a doctor." Some of them don't want to be a doctor. I ask, "What do you want to do?" I want to keep as many people as I can in biology and in the STEM (science, technology, engineering, mathematics) fields and have them go on to higher degrees whether that's med school or a Ph.D. program or a PharmD program. But I also want to make sure the students know that this is not the only option, that they can do other stuff.

Jones: I think the most important thing is that we are getting them in the laboratory as early as possible because what excites people about science is not reading a textbook. It's not sitting in class looking at PowerPoints. It's mixing things. It's watching things grow. It's watching things happen. That's the real excitement of science, and that's what gets kids excited about science.

Robinson: We need to incorporate a lot more inquiry-driven research experiments for freshmen. The way to really get the students is to not have them do what we would call "cookbook experiments," but let them get in, get their hands wet and dirty, and do something. That result may be nothing, or that result may be something that leads them to an 'Aha' moment.

*Since the interview, the Biology Department welcomed two additional assistant professors to its faculty. Kenneth Hayes, Ph.D, (Specialty: Invertebrate Biology) and Janelle Burke, Ph.D, (Specialty: Plant Biology).

Faculty Highlights

Professor Has More Than 1,000 Published Articles

What a milestone! Raymond Butcher, Ph.D., professor of inorganic chemistry at Howard University has had a whopping total of 1,000 academic articles published since 1975.

Butcher is co-editor of *Acta Crystallographica E*. Its articles chronicle findings from investigations done in his Howard laboratory. Chemists from around the world send samples to Butcher for review and analysis. He teams up with the scientists to reach conclusions, which are then reported in various publications. The work, which requires precision and accuracy, is often cited by other scholars.

Butcher, a native of New Zealand, is the recipient of two Fulbright scholarships and has taught at Howard since 1975. When Butcher was first awarded the Fulbright International Scholarship in 1989, he began establishing relationships with foreign scientists. When he was awarded a Fulbright-Nehar scholarship to teach in India in 2009, he formed more ties with international scientists — a network that has allowed him to co-author more than 500 publications with India-based scientists.



NSF Grant to Expand Women Faculty in STEM

The National Science Foundation has awarded Howard University a \$3.4 million grant to explore strategies for encouraging young women to pursue careers in science, technology, engineering and mathematics (STEM) and help build diverse faculties for the future.

The NSF ADVANCE IT grant will give Howard a chance to take a leadership role in developing women of color in these fields, in particular. Howard University ADVANCE-IT: Women of Color Faculty in STEM as Change Agents aims to develop an innovative and strategic model for institutional transformation at Howard that increases the number of female faculty and academic leaders in the STEM disciplines.

Principal investigator Sonya T. Smith, Ph.D., professor and chair of the Department of Mechanical Engineering, said the grant offers a unique opportunity to promote diversity at the University by implementing programs that will attract and retain more women faculty in the STEM disciplines.

Two co-investigators will lead the HU ADVANCE-IT social science study: Cynthia Winston, Ph.D., associate professor in the Department of Psychology, and Paula Whetsel-Ribeau, Ed.D., founder and director of Howard University Women as Change Agents.



Dr. Raymond Butcher marks a publishing milestone while Dr. Sonya Smith advances women in STEM fields.

Research Highlights

Interdisciplinary Team Studies Sociological Impact of Hurricane Sandy

The National Oceanographic Atmospheric Administration (NOAA) Center for Atmospheric Sciences (NCAS) at Howard University is exploring the sociological effects of Hurricane Sandy on residents in New York and New Jersey as part of its research on how weather and climate affect society.

NCAS surveyed some of the communities in New Jersey and New York that were affected by the October 2012 storm which left 53 people dead, flooded New York's subway system, destroyed hundreds of homes and caused \$18 billion in damages, lost wages and income.

The research, including site visits, is a collaborative effort by scholars in both the social and natural sciences. It is a part of a larger, interdisciplinary effort that will explore several different natural disaster sites. NCAS is funded by NOAA.

Terri Adams Fuller, Ph.D., associate professor in the Department of Sociology and Anthropology, leads the social science research with Carolyn Stroman, Ph.D., associate professor in the Department of Communications and Culture; Tia Tyree, Ph.D., associate professor and interim chair of the Department of Journalism, and Cynthia Winston, Ph.D., associate professor in the Department of Psychology.

Everette Joseph, Ph.D., NCAS deputy director, director of Beltsville Center for Climate and Systems Observations and professor in the Department of Physics and Astronomy, leads the natural science research. The team is working with Vernon Morris, Ph.D., director of NCAS and professor in the Department of Chemistry, and Bill Stockwell, Ph.D., an associate professor in the Department of Chemistry.

The research team visited Atlantic City, N.J., and Breezy Point and Staten Island in New York to talk with residents about their experiences with Hurricane Sandy. The team is examining how people respond to or take calls to action before a disaster as well as how they respond to the disaster after it has happened. The scientists will try to determine if race, class and gender play roles in how people respond in this type of crisis.



Advanced scientific education is a cornerstone of the Howard experience.

Research Team Explores Weather Ties Between Africa and North America

A Howard University-led National Oceanographic Atmospheric Administration (NOAA) research team is looking for a connection between the particles carried by African winds crossing the Atlantic and weather in the United States and the Caribbean region. The team's data could improve hurricane forecasting.

Professor Vernon Morris, Ph.D., principal investigator for the program and director of the NOAA Center for Atmospheric Sciences (NCAS) at Howard, said the Aerosols and Ocean Science Expeditions seek to detail the weather connection between the two regions.

The team is also looking into how air masses that come out of West Africa, carrying particles called aerosols, have an impact on weather and human health. They believe the aerosols can have an effect on the incidence of diseases like asthma. The aerosols can affect the quality of life, too, since they often carry microorganisms that can cause disease in important crops and in delicate ecosystems that support ocean species.

The seven-member Howard University team works with an oceanographic scientific team headed by NOAA scientist Claudia Schmid, Ph.D. The team members made an expedition to the Cape Verde Islands in early 2013 to further their research. They traveled aboard the NOAA vessel *Ronald H. Brown*, named after the first African-American U.S. Secretary of Commerce and the first African American to serve as chair of the Democratic National Committee.

“Howard is one of the medical schools committed to totally retrain the healthcare workforce in Rwanda. And why this is important is Rwanda was devastated, as we all know, by genocide. All the hospitals but the one in the capital city were destroyed. You should be really proud of Howard for this. You are going to save countless lives for decades and decades.”

– Former President Bill Clinton



Academic Highlights

Howard University's 2013 graduating class included 96 Ph.D. recipients whose success continued the University's track record since 1996 as the producer of the most on-campus, African-American Ph.D. recipients in the United States.

The College of Dentistry graduated more than 20 percent of the nation's dentists of color and the inaugural International Dentist Class of six internationally trained dentists and outstanding scholars. This class completed the two-year curriculum to earn the U.S. equivalent of Doctor of Dental Surgery degrees.

Howard scholars have been awarded five Fulbright fellowships. The new Fulbright class includes: Christine J. Williams (English teaching assistantship in Germany), Matthew Wilcox (English teaching assistantship in Peru), Brenda Duverce (research on male and female sexual behaviors at the University of Botswana), Megan Echols (research on the role of architecture in Medellin, Colombia's redevelopment) and Jon Robert Brown (research on behavioral and cultural factors that may contribute to increased risk of non-communicable diseases in Bahrain).



Howard's impressive 2013 doctoral graduate class gather with President Sidney A. Ribeau, Provost Wayne A.I. Frederick and Graduate School Dean Gary Harris.



Athletes win academic recognition from NCAA and MEAC.

Howard University student athletes received academic honors and rank among the best in the nation. Both the NCAA and the Mid-Eastern Athletic Conference (MEAC) have announced major academic honors for high-performing athletes at Howard. The MEAC named Howard University the top institution in the conference for producing academic all-stars. MEAC named 101 student-athletes from Howard to the 2013 Commissioner's All-Academic Team. The Bison women's cross-country team was recognized by the NCAA for producing an Academic Progress Rate (APR) in the top 10 percent nationally for the sport in 2011-12. In the 2012 academic year, Howard reported an impressive 68 percent graduation rate for its student athletes. The cumulative GPA for student athletes was 3.08; nearly half of all athletes held GPAs above 3.0.

Board Approves New Offerings in SOC

The Board of Trustees approved reorganization of the School of Communications (SOC) in the fall of 2012. The reorganization, which takes effect in fall 2013, is designed to align the school's academic programs with convergence and other developments in the communications industry. Ultimately, the reorganization revolves around creating a "Best in Class" School of Communications and introduces an interdisciplinary program that allows students to create their own menu of courses towards graduation. The School's new offerings include undergraduate degrees in Strategic, Legal and Management Communication and Media, Journalism and Film, and a doctoral program in Communication, Culture and Media Studies. Dr. Gracie Lawson-Borders joined the Howard University family as the dean as SOC implements a revamped administrative structure and inaugurates

the new undergraduate and graduate programs that were developed by the faculty in response to recommendations from the Presidential Commission on Academic Renewal.

The School of Law opens new Child Welfare/Family Justice Clinic

The new Child Welfare/Family Justice Clinic is the latest clinical opportunity at the Clinical Law Center (CLC), developed as the result of a contract awarded by the District of Columbia Superior Court's Counsel for Child Abuse and Neglect (CCAN) Office. This clinic will be offered for credit to third-year law students who are eligible for admittance under the Student Practice Rule of the District of Columbia Court of Appeals. In order to qualify for the clinic, students must successfully complete a course in Criminal Procedure and Evidence and take courses such as Family Law, Family Law Practice, Children and the Law, Domestic Violence, Adoption Law, Alternative Dispute Resolution, Trial Advocacy and Professional Responsibility. The Child Welfare/Family Justice Clinic will combine classroom instruction with work on actual cases.

College of Pharmacy signs multi-year agreement with Maryland biotech firm

Bethesda, Md.-based biotech firm, TNI BioTech, develops immunotherapy drugs to treat patients with chronic diseases. The College of Pharmacy will assist in TNI BioTech's efforts to provide affordable health care and develop pharmaceutical skills in Africa. TNI BioTech also will assist the Howard University College of Pharmacy in obtaining funding for the upgrade and further development of its Center for Drug Research. The drug research center, once completed and qualified as a Current Good Manufacturing Practice facility, will provide manufacturing to TNI BioTech, Inc., and other companies that want to manufacture products in the United States for distribution both domestically and abroad. The center will provide additional revenue streams to the College of Pharmacy, allowing expansion of its operations to students around the world.

Howard hosts First AIDS Conference in U.S. after 17 years

The Global Interfaith AIDS Pre-Conference, held in July 2012. It was sponsored by the Howard University School of Divinity, and co-chaired by Dean Alton B. Pollard III. This event, "Taking Action for Health, Dignity and Justice," focused on the response to HIV by faith communities and explored advocacy and on-the-ground responses to the disease.

Academic Highlights *(cont.)*



Pharmacy Dean Anthony Wutoh and Emmanuel O. Akala, associate professor in the College of Pharmacy, conduct research.

Research Highlights

In FY 2013, Howard University faculty researchers garnered over \$50 million in funded research and training projects. The funding supported a wide array of fields including: increased engagement of women of color in science, technology, engineering and mathematics (STEM); development of partnerships with local schools to ensure the early involvement of pre-college students in computer science; building connections and learning communities among educators and researchers at Historically Black Colleges and Universities (HBCUs); development of cutting edge research on improving medications for the treatment of bipolar disorder; and studying the impact of holistic practices by faith-based communities. Some of our most exciting new projects focus on the University's commitment to building the STEM pipeline. In addition, a grant from the Mellon Foundation enabled the Moorland-Spingarn Research Center to launch a new fellowship program for faculty scholars. The following section provides an overview of selected new initiatives.

Howard University has received a \$3.4 million ADVANCE Institutional Transformation award from the National Science Foundation (NSF) to advance the careers of women faculty in STEM fields. This award will enable the University to develop an innovative model for institutional transformation that increases the number of female faculty and academic leaders in the STEM disciplines. Though this model targets education, advocacy and empowerment related to advancing the careers of women in STEM fields at Howard, it will transform policies and practices throughout the institution, while making a significant contribution to strengthening the nation's STEM workforce. Dr. Sonya Smith, chair of Mechanical Engineering (College of Engineering, Architecture and Computer Sciences), serves as the project's principal investigator.

The Partnership for Early Engagement in Computer Science (PEECS) is a collaboration between the Howard University Department of Systems and Computer Science (College of Engineering, Architecture and Computer Science), Department of Curriculum and Instruction (School of Education) and Google. The program is designed to increase the K-12 computer science pipeline by creating a full, academic curriculum that exposes African-American and Hispanic students to computer science and teaches them computer science fundamentals, such as computational thinking and algorithm development. PEECS was awarded a \$1 million National Science Foundation (NSF) grant to implement a high school Exploring Computer Science course in Washington, D.C., Public Schools (DCPS). The goal of the program is to make the Exploring Computer Science course mandatory for all DCPS high school students. This new course will be offered in the 2013-2014 academic year at five DCPS high schools; other schools will be added later. This project is funded by a \$996,000 grant from the NSF, with Dr. A. Alicia Washington (Department of Systems and Computer Sciences, College of Engineering, Architecture and Computer Sciences) serving as principal investigator.

The University's Capstone Institute, led by Dr. Wayne Boykin, was awarded a \$1.85 million grant titled

“Building Connections and Learning Communities among Educators and Researchers at HBCUs” by the NSF. The project will utilize evidence-based solutions and best practices to benefit Historically Black Colleges and Universities (HBCUs), their faculty, researchers and students. By providing networking opportunities, collaborations, mentorship arrangements and professional development, Capstone will build connections and learning communities for targeted HBCU researchers, educators and administrators. This project will be organized around four overlapping tiers of activities. In tier 1, dynamic networking structures will be established, expanded and sustained for purposes of building connections among its research participants and connections to human and informational resources to enhance their prowess at conducting high quality scientific research.

This activity tier is the centerpiece of the project and is expected to have the broadest and most sustainable impact. In tier 2, research participants will gain specific, in-depth support, in collaboration with colleagues and mentors, to craft a concrete, high quality research product. In tier 3, a selected number of educators at HBCUs will participate in an intensive professional development program to enhance their knowledge and skills at delivering high quality instruction in their STEM education courses. In tier 4, volunteering HBCUs will sanction the involvement of key administrators to participate in an expanding dynamic networking structure that will enable the participants to generate policies and procedures for their respective campuses for creating an organizational context that fosters high quality research and STEM-relevant instruction.



Academic Highlights *(cont.)*



Alton B. Pollard III, Dean of the School of Divinity

Dr. William Lawson (College of Medicine) received a \$727,000 grant, from Otsuka Pharmaceutical Development & Commercialization, Inc., to fund the ATLAS Research Study. The study aims to determine if an investigational, long-acting intramuscular depot formulation of aripiprazole, where the drug is injected into the muscle and slowly released, may be effective when administered monthly for the management of Bipolar I Disorder (manic depressive illness). If successful, this approach could provide patients with an alternative to daily medication.

Eli Lilly and Company awarded the School of Divinity a **\$1 million** grant. The grant title “Equipping the Saints: Promising Practices in Black Congregational Life.” This grant supports a three-year national research project designed to identify, document and showcase some of the effective practices that contribute to the holistic health and well being of congregants and communities in four geographical areas—Atlanta, Detroit, Washington, D.C., and Macon County, Ala. Dr. Alton Pollard, dean of the School of Divinity, is the principal investigator.

The **Mellon Foundation** and the **Friends of Moorland-Spingarn**, the **Moorland-Spingarn Research Center (MSRC)** established its first **Summer Fellowship Program**. In June 2013, a committee of internal and external reviewers awarded grants of \$2,500 each to five Howard University faculty members whose work they believed could best be enhanced by access to the unique

and rare archival materials housed among the MSRC's collections. The first group of fellows spent a one-month residency at the Center during summer 2013, supported in their work by archivists and librarians from MSRC's divisional staffs. They were: Dr. Lila Ammons, associate professor, Afro-American Studies Department; Dr. Curdella Forbes, professor of Caribbean literature, Department of English; Dr. Kenyatta Gilbert, an associate professor in the School of Divinity; Dr. Yanick Rice-Lamb, associate professor and interim assistant chair, Department of Media, Journalism & Film in the School of Communications; and Dr. Quito Swan, associate professor of African Diaspora History, Department of History.

Dr. Ammons, who is writing a book on diasporan and emergent trends in Caribbean literature and culture, reviewed MSRC holdings from service, political, economic and social organizations serving Black women from their earliest arrival in the U.S. to the post-Reconstruction era (1660-1890s). Dr. Forbes researched MSRC's Haitian Collection to explore the representation of Haiti in 19th century African-American newspapers. Dr. Gilbert engaged MSRC's collections of Benjamin E. Mays' and Mordecai W. Johnson's papers, sermons, and notes as well as the papers of African-American sociologist E. Franklin Frazier and theologians Daniel Payne and Henry McNeil Turner to support a book he is writing on the matrix of social and ecclesiastical factors in certain African-American congregations in the North during the Great Migration period. Dr. Rice-Lamb delved into the MSRC's extensive Black Press Archives and the papers of African-American journalist Ethel Payne, among others, to focus on the issues and concerns of Black journalists before and during the Civil Rights Movement and after the demise of Jim Crow. Dr. Swan drew heavily upon the MSRC's online guide, *1960s Retrospective: An Inward Look*, to learn about Kwame Toure (Stokely Carmichael).

The inaugural university-wide research day was held on April 1, 2013. The event featured more than 300 oral and poster presentations by undergraduate, graduate, professional students and post-doctoral fellows from the University's schools and colleges. Projects featured participants' research in education, health sciences, the STEM fields, humanities, ethics and business. Dr. John Ruffin, director of the National Institute on Minority Health and Health Disparities, was the keynote speaker.

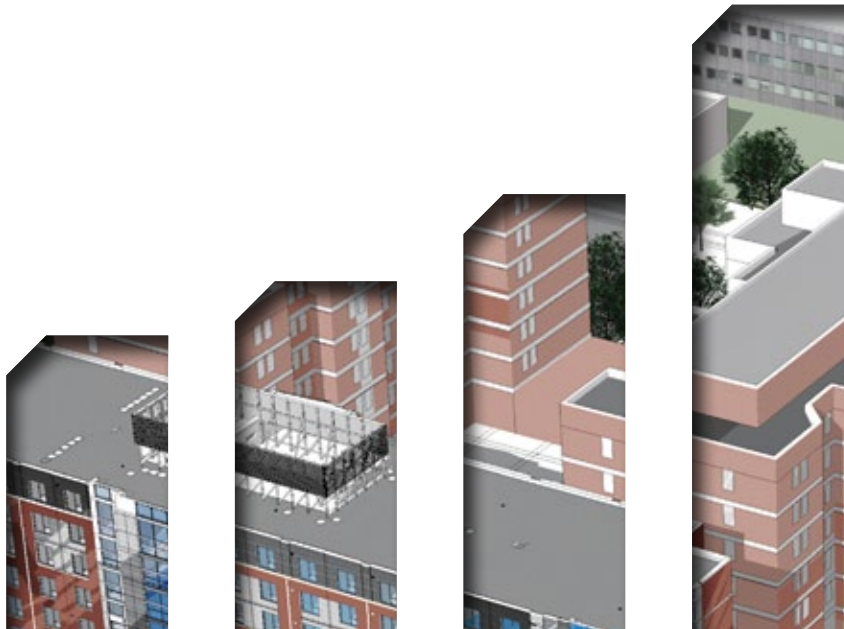
“Your generation is about thriving in the Promise Land.” It is about finding your own way on the soil your grandparents only dreamed about undertaking. I come here to ask, ‘What will you do?’ What will your generation contribute? How will you carry on the legacy of service to your country and the world?”

– U.S. Permanent Representative to the United Nations Susan Rice



Financials

2012-2013 ANNUAL REPORT | FISCAL YEAR ENDING JUNE 30, 2013



1867
HOWARD

UNIVERSITY



Financial Results for Fiscal Year Ended June 30, 2013

Overview

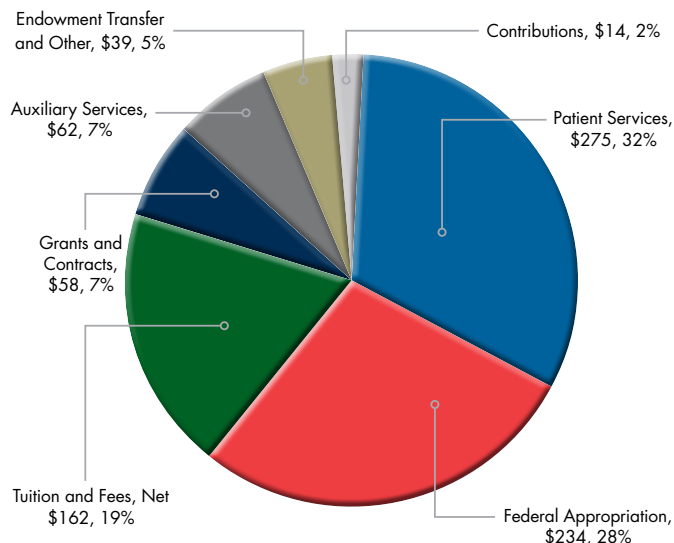
FY2013 was the fourth consecutive year of positive operating results at Howard, totaling \$10 million for the year ended June 30, 2013. Net assets were positively impacted primarily by the restructuring of the retiree healthcare program to fully employ Medicare for certain retirees and improved investment performance. Howard's balance sheet continues to be well positioned to support both long and short term financial needs through long-term public debt (\$341 million) and a multi-bank three-year line of credit (\$135 million).

Operating Results

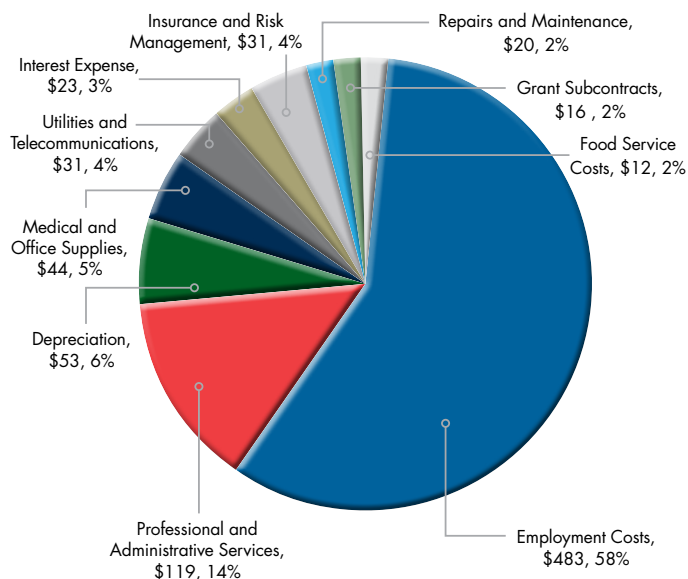
Howard's **operating revenues** decreased by 1% to \$844 million, an \$8 million decrease as compared to FY2012. Academic Services revenue increased 6% (\$16 million) compared to FY2012 due to an increase in tuition in select schools and slightly lower financial aid, but this was partly off-set by a 6% shortfall in full year FTE enrollment (8,818 vs. 9,392). Clinical Services revenue was 8% lower than FY2012, as unfavorable volume variances and deteriorating market share at the Hospital were on partially offset by higher revenue for physician services. Additionally, the Hospital provided \$36 million of service value under its charity care program, which has been excluded from revenue. Public Support revenue increased by \$3 million from FY2012, primarily due contributions coming in at a slightly higher level than in the previous year.

Howard's **operating expenses** decreased by 1% to \$834 million, a \$7 million decrease over FY2012. This decrease was largely attributable to lower compensation (\$22 million), offset by higher costs for insurance and risk management. Managing Howard's de-centralized cost structure was further enhanced in FY2013 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



Operating Expenses



Financial Results for Fiscal Year Ended June 30, 2013

Howard's **operating cash flow available for debt service** improved slightly to \$90 million, providing debt service coverage in excess of two times that required under lender agreements. As of June 30, 2013 Howard had \$341 million of debt outstanding. In September 2013, Moody's Investors Service downgraded the District of Columbia Revenue Bonds (The Howard University Issue) Series 2011A and Series 2011B (Taxable) to Baa1 from A3 and maintained a negative outlook. Cash flow generated from operations was used to contribute to the undefined pension plan (\$17 million), fund malpractice payments (\$9 million) and for property renovations and upgrades (\$34 million). In addition, **lender measured liquidity** continues to be well over \$400 million at year-end, consistent with FY2012, reflecting operating and investing appreciation that enhanced both financial stability and flexibility.

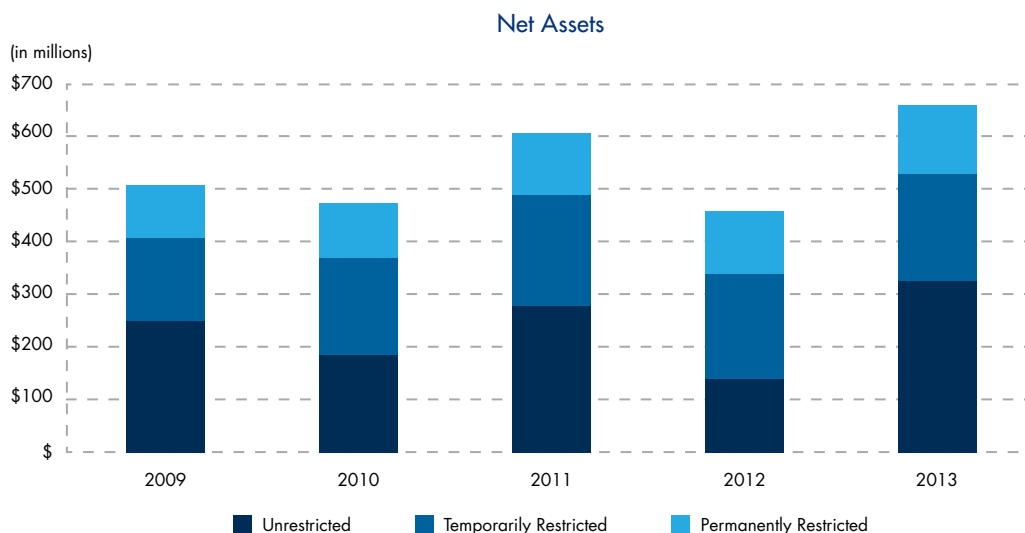
Net Assets

Net assets increased by \$202 million to \$661 million as of June 30, 2013. This reflects the positive operating result of \$10 million, positive returns from investment portfolios of \$59 million and lower net retirement obligations of \$122 million. Retirement obligations decreased as the interest rate environment was higher than in FY2012. Investment gains reflect favorable equity market performance, which yielded a total gain of approximately 13% on the endowment. Finally, the University implemented a Phased Retirement Program (PRP) for faculty resulted in a \$10 million charge in FY2013.

Investments and the Endowment

As of June 30, 2013 Howard had over \$1 billion of **investments** under management, including pension assets. Investments are managed in a diversified portfolio aligned with the liquidity requirements and governing investment strategic guidelines.

The market value of Howard's endowment increased by \$53 million over FY2012 to \$514 million with a total performance gain of \$59 million or 12% of which reflects strong capital markets. During the same time the DJIA gained approximately 13%, S&P 500 gained 18%, Russell 1000 gained 19% and the MSCI Global equity index gained 16%, LPX50 PE Index gained 28% and U.S. Aggregate Bond Index gained 1.4%. Total new endowed contributions of \$5 million and investment income of \$58.5 million, were offset by \$13 million of assets made available and transferred to support operations. Approximately 51% of the endowment is governed by donor restrictions, while the remaining 49% is available for Board designation. The market value of the pension fund was \$489 million which increased \$28 million compared to FY2012. Endowment and pension assets have recovered and passed to pre-financial crisis levels.



Three-Year Operating Performance

Statements of Activities For Fiscal Years Ended June 30, 2011, 2012 and 2013 <i>(in thousands)</i>	FY 2011	FY 2012	FY 2013
Students enrolled (Fall Headcount)	10,594	10,002	10,297
Patients serviced	335,348	280,059	260,661
Operating Revenues:			
Academic services:			
Tuition and fees, net	\$ 143,376	\$ 146,908	\$ 162,491
Grants and contracts	61,422	59,766	58,284
Auxiliary services	61,135	60,109	62,174
Clinical services:			
Patient service – Hospital	255,641	265,714	241,136
Patient service – Faculty medical practice	32,518	31,871	32,441
Patient service – Dental clinic	1,764	1,970	1,864
Public support:			
Federal appropriation	231,073	230,567	230,239
Contributions	4,702	3,895	3,716
Endowment transfer	6,779	5,985	5,866
Operating investment income	8,856	211	4,639
Net assets released from restrictions	12,909	14,606	15,417
Other income	13,409	27,819	20,359
Total unrestricted operating revenue	833,584	849,421	838,626
Total temporarily restricted operating revenue	1,804	1,021	(918)
Total permanently restricted operating revenue	2,045	882	6,235
Total operating revenues	837,433	851,324	843,943
Operating Expenses:			
Instruction	214,949	214,254	205,891
Patient care	287,164	297,194	302,772
Research	34,433	40,068	35,285
Academic Services:			
Public service	9,856	9,943	8,189
Academic support	38,827	38,625	40,589
Student services	23,525	26,872	27,154
Auxiliary enterprises	73,183	74,826	73,148
Institutional support	142,378	139,819	141,400
Total operating expenses	824,315	841,601	834,428
Operating revenues over (under) operating expenses	13,118	9,723	9,515
Investment income/(loss) in excess of amount designated for operations	38,187	(6,810)	20,004
Restructuring costs	(516)	(24,462)	(1,808)
Change in funded status of defined benefit pension plan	61,424	(119,274)	27,689
Change in obligation for post-retirement benefit plan	5,953	2,731	121,101
Loss on extinguishment of debt	(11,695)	—	—
Change in value of interest rate swap, net	1,873	83	21
Other items, net	(11,809)	(270)	(131)
Total unrestricted non-operating income and expenses	83,417	(148,002)	166,876
Total temporarily restricted non-operating income and expenses, net	28,702	(9,603)	23,305
Total permanently restricted non-operating income and expenses, net	8,745	(1,035)	2,430
Total non-operating income and expenses	120,864	(158,640)	192,611
Unrestricted	92,686	(140,183)	171,074
Temporarily restricted	30,506	(8,582)	22,387
Permanently restricted	10,790	(153)	8,665
Change in net assets	\$ 133,982	\$ (148,918)	\$ 202,126
Total net assets, beginning of year	\$ 473,921	\$ 607,903	\$ 458,985
Total net assets, end of year	\$ 607,903	\$ 458,985	\$ 661,111

Financial Results for Fiscal Year Ended June 30, 2013

The stable **operating performance** in FY2013 was the result of disciplined management of administrative institutional support costs, especially in the second half of the year. Howard has experienced operating gains for four consecutive years; \$4 million, \$13 million, \$10 million and \$10 million in FY2010, FY2011, FY2012 and FY2013 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

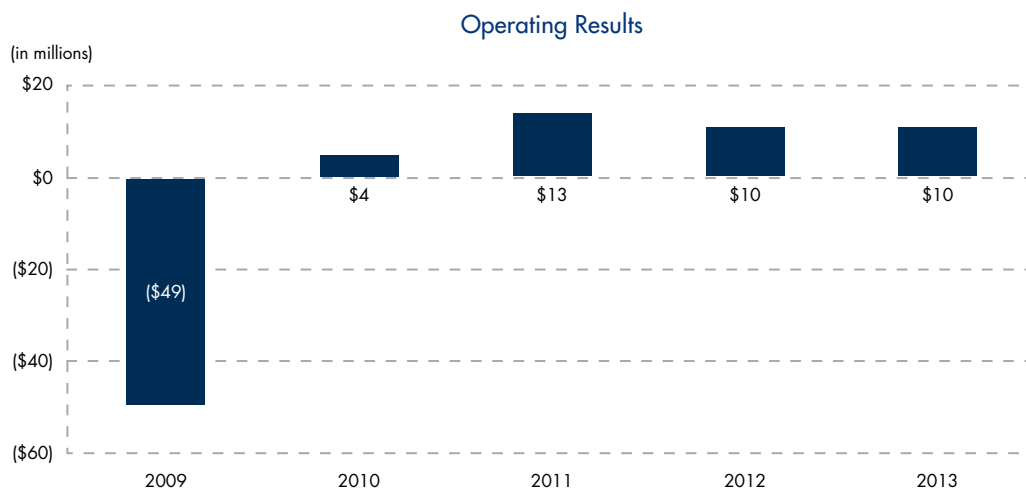
In FY2012, Howard initiated a 3-year \$450 million capital improvement plan, which involved the construction of several new buildings and major renovations. This renewal continued in FY2013 as the Residence Halls and the new Research building construction commenced in Q4, financed by bonds and the developer respectively. These two projects are the first major new construction on campus in over 15 years.

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

MR. ADDISON BARRY RAND

Chairman
Chief Executive Officer
AARP

MS. DEBBIE K. ALLEN

Alumni Trustee
Actress/Producer

LARKIN ARNOLD, JR., ESQ.

Founder
Arnold & Associates

DR. CHARLES BOYD

Alumni Trustee
Owner/Medical Director
The Boyd Cosmetic Surgical Institute

MR. MARCUS A. CAREY

Undergraduate Student Trustee
School of Business

MRS. ELIZABETH G. EARLY

Health Care Consultant

DR. HAROLD P. FREEMAN

Founder and President/CEO
Harold P. Freeman Patient
Navigation Institute

MR. EARL G. GRAVES, SR.

Chairman and Publisher
Earl G. Graves, Ltd.

DR. PATRICK T. HARKER

President
University of Delaware

MS. AMY S. HILLIARD

Founder, President and CEO
The ComfortCake® Company, LLC

MR. NORMAN K. JENKINS

Chairman and CEO
Capstone Development, LLC

DR. SIDNEY A. RIBEAU

President
Howard University

DR. MARIAN JOHNSON-THOMPSON

Alumni Trustee
Professor Emerita of Biology
University of the District of Columbia

MR. THOMAS W. JONES

Founder and Senior Partner
TWJ Capital, LLC

VERNON E. JORDAN, JR., ESQ.

Senior Counsel
Akin Gump Strauss Hauer & Feld, LLP
Senior Managing Director
Lazard Freres & Co.

CHARISSE R. LILLIE, ESQ.

Vice President, Community Investment,
Comcast Corporation and President,
Comcast Cable Foundation

DR. GEORGE K. LITTLETON

Graduate Faculty Trustee
Professor
Department of Physiology and
Biophysics College of Medicine

MR. ROBERT L. LUMPKINS

Chairman
The Mosaic Company

MR. MARK A. L. MASON

Chief Operating Officer
Citi Holdings

DR. FLORETTA DUKES McKENZIE

Chairwoman Emerita
Founder and Chairwoman
The McKenzie Group, Inc.

STACEY J. MOBLEY, ESQ.

Senior Counsel
Dickstein Shapiro, LLP

CORNELL LEVERETTE MOORE, ESQ.

Partner
Dorsey & Whitney, LLP

RENEE HIGGINBOTHAM-BROOKS, ESQ.

Vice Chairwoman
Principal
Law Office of Renee Higginbotham-Brooks

MS. JESSYE NORMAN

Concert and Opera Singer

MR. GERALD D. PROTHRO

Managing Director
IKT Investments

THE HONORABLE M. KASIM REED

Mayor
Atlanta, Georgia

MS. COURTNEY SCRUBBS

Graduate Student Trustee
School of Law

DR. REED V. TUCKSON

Executive Vice President &
Chief of Medical Affairs
UnitedHealth Group

MR. GREGORY A. WHITE

Partner and Managing Director
Thomas H. Lee Partners, LP

THE HONORABLE L. DOUGLAS WILDER

Former Governor of Virginia
Distinguished Professor
Virginia Commonwealth University

MRS. BENAREE P. WILEY

Principal
The Wiley Group

DR. RICHARD L. WRIGHT

Undergraduate Faculty Trustee
Professor
School of Communications

MR. JOHN D. ZEGLIS

Chairman and CEO (Ret.)
AT&T Wireless
Founder and Principal Owner
Fort Wayne Mad Ants, NBA D-League

TRUSTEES EMERITI

DR. JOHN E. JACOB, *Chairman Emeritus*

THE HONORABLE FRANKIE M. FREEMAN

THE HONORABLE
GABRIELLE K. McDONALD

RICHARD D. PARSONS, ESQ.

MARTIN D. PAYSON, ESQ.

GENERAL COLIN L. POWELL, USA (Ret)

MR. FRANK SAVAGE, *Chairman Emeritus*

**WAYMAN F. SMITH III, ESQ.,
*Chairman Emeritus***

Administration 2012-2013

SIDNEY A. RIBEAU, PH.D.

President

WAYNE A.I. FREDERICK, M.D., MBA

Provost and Chief Academic Officer

KURT L. SCHMOKE, ESQ.

Vice President and General Counsel

ROBERT TAROLA

Senior Vice President and
Chief Financial Officer – Treasurer

ARTIS HAMPSHIRE-COWAN, ESQ.

Senior Vice President and Secretary

BARBARA L.J. GRIFFIN, PH.D.

Vice President for Student Affairs

NESTA H. BERNARD

Vice President for
Development and Alumni Relations

MICHAEL MCFADDEN

Interim Vice President and
Chief Human Resources Officer

MARIAN V. WILSON, PH.D.

Senior Advisor to the President

ALVIN THORNTON, PH.D.

Senior Advisor for Academic Affairs

ANDREW RIVERS

Chief of Staff

DONALD BELL, PH.D.

Vice President for Presidential Initiatives

KERRY-ANN HAMILTON, PH.D.

Executive Director of
Communications and Marketing

CARROLL S. LITTLE, D.P.A., C.P.A.

Director
Office of the Internal Auditor

HERBERT C. BUCHANAN JR.

Chief Executive Officer
Howard University Hospital



HOWARD UNIVERSITY

2400 Sixth Street, NW, Washington, D.C. 20059
202-806-6100 | www.howard.edu