



An Invitation to apply for the position of

**PRESIDENT
HOWARD UNIVERSITY
Washington, DC**

THE SEARCH

The Howard University Board of Trustees seeks an inspirational, innovative, and strategic leader who embraces Howard's historic legacy to serve as its 18th president. Established in 1867 and regarded as one of the nation's most prestigious institutions of higher learning, Howard University is a federally chartered, private Historically Black University with an impressive and rapidly growing research portfolio. The University has long held a commitment to the education of disadvantaged persons in American society and throughout the world with a goal to eliminate inequities related to race or color, or social, economic, and political circumstances.

As the only truly comprehensive predominantly Black university in the nation, Howard is one of the major engines of change in our society. Through its traditional and innovative academic programs, the University seeks to improve the circumstances of all people in the search for peace and justice on earth. Providing access and facilitating affordability to a Howard University education, especially among communities of color, is paramount.

The University provides an educational experience of exceptional quality and has a commitment to producing distinguished global leaders. With stellar faculty in every field, Howard delivers an enlightening and transformative academic atmosphere for its students. The University attracts, enrolls, and supports high performing students from almost every state in the nation and from various countries across the globe.

Howard has awarded more than 100,000 degrees in the arts, sciences, and humanities and ranks among the highest producers of the nation's Black professionals in the arts and sciences, business, communications, dentistry, divinity, education, engineering and architecture, fine arts, law, medicine, nursing and allied health, pharmacy, and social work. Howard University has historically constituted the largest gathering of Black scholars across the globe and is the only HBCU to be ranked in the top 100 (#89) on the *U.S. News & World Report Best National University Rankings*.

The University upholds its commitment to “Excellence in Truth and Service” and has produced one Schwarzman Scholar, three Marshall Scholars, four Rhodes Scholars, 12 Truman Scholars, 25 Pickering Fellows and more than 165 Fulbright recipients. Howard also produces more on-campus African American Ph.D. recipients than any other university in the United States. Among its exemplary alumni are some of the most recognized names in our society from the first Supreme Court Justice of color Thurgood Marshall to the acclaimed novelist Toni Morrison and the Vice President of the United States Kamala Harris.

Demand for a Howard degree remains strong, with enrollment increasing year over year since 2018. The University’s 2022-23 academic year enrollment of more than 12,500 includes students from 49 states, the District of Columbia, and more than 70 countries. Its undergraduate, graduate, professional, and joint degree programs span more than 140 areas of study within 14 schools and colleges (see Appendix).

Howard’s world-class faculty is diverse, talented, and celebrated. Faculty members have garnered national and international acclaim for achievements in teaching, scholarship, and research. Howard’s faculty consists of Rhodes scholars and Fulbright recipients and has received highly prestigious faculty accolades including membership in the National Academies and the American Academy of Arts and Sciences. Junior faculty have earned National Science Foundation CAREER awards, further exemplifying Howard’s commitment to excellence in faculty and research.

In the last few years, the University’s profile has increased substantially, and Howard remains committed to further enhancing its strategic positioning as one of the top research universities in the nation. The next president will continue to build on the legacy of its current president, taking Howard to new heights as a model for regional, national, and international success.

Howard University has engaged the services of Isaacson, Miller, a national executive search firm, in this recruitment effort. All applications, inquiries, and nominations should be directed in confidence, as indicated at the end of this document.

HOWARD UNIVERSITY

Howard University, a culturally diverse, comprehensive, research intensive and historically Black private university, provides an educational experience of exceptional quality at the undergraduate, graduate, and professional levels to students of high academic standing and potential, with emphasis on educational opportunities for Black students. Moreover, the University is dedicated to attracting and sustaining a cadre of faculty who are, through their teaching, research, and service, committed to the development of distinguished, historically aware, and compassionate graduates and to the discovery of solutions to human problems in the United States and throughout the world. With an abiding interest in both domestic and international affairs, the University is committed to continuing to produce leaders for America and the global community.

History and Overview

For over 150 years, Howard University has been committed to the context of its founding – an unwavering quest to balance the scales for the disenfranchised and to promote an America that is devoid of inequalities. Howard University, supported by the Freedmen’s Bureau and special appropriation from Congress, was founded in 1867 in the immediate aftermath of the Civil War when the Congress and President Andrew Johnson approved its charter, creating a university to serve free Blacks and formerly enslaved people. It became a scholarly home for America’s Black middle class and has produced more Black engineers, physicians, lawyers, ministers, business leaders, educators, and community leaders than any other institution in the world. There is no other university like Howard.

Howard University’s profile is distinctive in higher education in combining excellence, leadership, service, truth, and access. The University’s motto *Veritas et Utilitas*, Truth and Service, represents a key part of its identity. This principle is woven throughout its academic, student, faculty, and research fabric. Students, faculty, and staff engage in community, local, national, and global service efforts to create awareness and provide solutions to improve the quality of life in communities. Howard prepares its students to advance social justice, preserve human liberty, and contribute to the betterment of the world.

Howard’s vital role in the development of the civil rights movement, reflected in the education of many outstanding contributors such as alumni Andrew Young, Thurgood Marshall, Pauli Murray, and Vernon Jordan, cemented its place in the country’s history. It is the “Mecca”: the destination for young, ambitious, and intellectually disciplined students and for the faculty who inspire them.

The University has an active alumni base and distinguished reputation among its many stakeholders in the greater Washington, D.C. metropolitan area and national constituencies. Today, its success in educating members of the African Diaspora is unparalleled; alumni hold prominent positions in Fortune 500 companies, the U.S. Government, Hollywood studios, and fields and industries in all major sectors, leading the nation through private industry and public service.

Howard’s professional and graduate programs are especially important factors contributing to its position as a prestigious and impactful institution. Howard has trained national leaders in every field. The National Science Foundation has ranked Howard as the top producer of African American undergraduates who later earn science and engineering doctoral degrees, and the University is the leading producer of African American students entering medical schools in the United States. In every major hospital and in every community of color in the country, Howard physicians, nurses, dentists, pharmacists, and allied health professionals serve critical roles in anchoring the health care system. In education, in the professoriate, in the legal profession, in divinity, social work, business, humanities and the social sciences, communications, engineering, computer science, and architecture, Howard has produced crucial professional leadership.

With a commitment to service, Howard students dedicate hundreds of hours each year to service in nearby LeDroit Park, around the nation, and throughout the world. Howard University's Alternative Spring Break has been offering its students service-learning opportunities in marginalized communities locally and globally for the past 28 years. This program has involved meaningful service projects to develop the next generation of servant leaders. Over the U.S. Peace Corps' 50-year history, more than 200 Howard graduates have served as volunteers around the globe, the highest number among historically Black colleges.

Campus

The Main Campus sits on 256 acres of land across the District of Columbia and Maryland, while the School of Law and the School of Divinity are housed on Howard's West Campus nearby and Howard's research facility on its Beltsville Campus. The University has four health science units including the Colleges of Medicine, Nursing and Allied Health Sciences, Dentistry, and Pharmacy. The University owns and operates a public television station (WHUT) and a nonprofit commercial radio station (WHUR), which is one of the top five radio stations in the D.C., Maryland, and Virginia market.

The University's library system contains more than 1.8 million volumes. 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 areas worldwide.

Howard is fortunate to have a loyal and committed staff dedicated to the University's mission and goals. The University employs more than 2,900 staff and has 1,194 full-time and adjunct faculty. For more information about Howard University, please see the Appendix, as well as www.howard.edu.

Student Demographics and Campus Life

Over the last decade, Howard University has seen a 40 percent increase in student enrollment, a surge attributable to strategic enrollment management efforts, the strengthened brand, and widespread brand recognition. Howard serves approximately 13,000 students – 77 percent undergraduates and 23 percent graduate and professional students. In the Fall 2022, the University enrolled approximately 2,500 First Time In College (FTIC) students, representing 49 states and territories, with the majority from Maryland, New York, California, Virginia, and Georgia. The University matriculated students from over 25 countries, with the top five representing Nigeria, Jamaica, Nepal, Ghana, and Ethiopia. Of those enrolled, the average high school GPA was 3.66, the average ACT score was 23, and the average SAT score was 1190. The Fall class constituted 74 percent women and 26 percent men. Forty-two percent of the Fall 2022 incoming undergraduate class were Pell Grant recipients. Undergraduate tuition and fees for the current academic year sum to \$31,050, with an anticipated seven and a half percent increase for AY24.

Howard University students discover their strengths in a nurturing community that affirms their identity and enhances intellectual curiosity. Howard's contemporary academic prowess and reputational legacy have proved to be enduring assets. Howard graduates have always been able to rely on the loyalties of the alumni network and its dense connections of families and social organizations. The pandemic has provided an opportunity for the Howard community to further reflect on the institution's impact and to explore how it will continue to fulfill its missions of education, research, and service, especially in under resourced communities.

An active and engaged campus, Howard is home to over 200 registered student organizations, including all nine of the National Pan-Hellenic Council (NPHC) organizations—five of which were founded at the University. Students are trained as leaders on campus and prepared for a lifetime of civic engagement through their participation in various organizations.

The University holds membership in the Mid-Eastern Athletic Conference (MEAC), the Northeast Conference (NEC), and the National Collegiate Athletic Conference (NCAA) and competes in 21 Division I varsity sports including basketball, football, bowling, golf, lacrosse, soccer, softball, swimming and diving, tennis, both indoor and outdoor track and field, cross country, and volleyball.

Board of Trustees

The governance of Howard University is vested in the Board of Trustees, which is responsible for stewarding the affairs, property, and interests of the University. The Board of Trustees may exercise all powers and authorities conferred upon the University as set forth in the Act of Incorporation and as otherwise permitted by law.

Howard has a prestigious Board, representing a range of professions in communication, business, religion, law, medicine, and civic life. It is a unique constellation of African American leadership, joined by particularly eminent non-Black figures. The Board has historically been a source of great strength and partnership for presidents, making introductions to key power brokers in the country and providing paths to important interaction with Congress. Empowered by diverse perspectives and spirited debate, the Board of Trustees remains unified in its focus and is fundamentally committed to securing the University's future.

The next president will work with the Board to ensure that Howard is well-positioned to anticipate and address the challenges and opportunities intrinsic in an evolving higher education landscape and global economy. While the Board takes pride in the progress the University is making, the members continue to press towards innovation and improvement. More information about the Board of Trustees can be found [here](#).

Faculty and Academics

The faculty at Howard are mission-driven educators who are truly invested in students' success. Howard professors challenge students and transform them into leaders in their fields. Howard's faculty have historically given of themselves, taking on a personal mentoring role with their students and investing heavily in their success. The University is both a teaching and research institution, and its faculty understands that it can make a profound difference in students' lives, and that conviction aids in recruitment and retention.

The faculty is equally committed to graduate programs, and Howard's doctoral students are essential to fulfilling the national demand for diversity in the professoriate. Its powerful graduate and professional programs and its post-doctoral fellowships contribute to the University's prestigious brand, and its graduate programs are crucial to Howard's scholarly profile, the country, and society at large.

The Program Prioritization Task Force (PPTF), formed to evaluate the University's academic degree and certificate programs, determined that specific programs required further strategic investment in select STEM, health sciences, fine arts and communications, business, law, and humanities fields. This programmatic review was designed to help ensure that the programs offered at Howard University are of the highest academic quality and provide contemporary and exceptional educational experiences to students. The process also determined a need exists for innovative degrees, certificates, and other programs that respond to the emergence of new disciplines or changes in existing disciplines. The strategic prioritization process was designed to help realize the potential for new interdisciplinary movements across the schools and colleges. In addition, the evaluation noted that it is critical that Howard move aggressively toward the adoption and integration of online instruction and e-learning initiatives. More information about the PPTF can be found [here](#).

Howard University Hospital

Over the course of its 145-year history of providing the finest primary, secondary, and tertiary health care services, Howard University Hospital (HUH), a Level 1 Trauma Center, has become one of the most comprehensive health care facilities in the Washington, DC metropolitan area. The rich tradition of leadership and service at HUH dates to 1862. Housed in converted army barracks, it was initially called Freedmen's Hospital and provided a refuge where ex-slaves could receive the medical care they were denied elsewhere.

In the late 1860s, Freedmen's Hospital formed a partnership with the Howard University College of Medicine to train African American medical professionals. To this day, the College of Medicine and Howard University Hospital serve as a training ground for many of the nation's top African American physicians.

As a private, nonprofit institution, HUH is the nation's only teaching hospital located on the campus of a historically Black university. It offers medical students a superior learning environment and opportunities to observe or participate in ground-breaking clinical and research work with professionals who are changing the face of health care.

In February 2020, Adventist HealthCare assumed responsibilities for the day-to-day operations of the hospital under a three-year management service agreement. The University is optimistic about the hospital's future performance under the management of Adventist HealthCare.

Howard University Finances

The University is on increasingly strong financial footing. Fundraising efforts have yielded over \$150 million in philanthropic investments in each of the past two fiscal years, including a record-breaking \$177 million in philanthropic contributions in fiscal year 2021. The University's operating revenues for fiscal year 2021 increased 18 percent, or \$162 million, to \$1.1 billion, due to steadfast fiscal management, increases in revenue from academic and clinical services, and historically generous contributions from public support. In fiscal year 2021, net assets, including non-operating income, increased \$437 million. Academic services revenues increased 9 percent to \$258.6 million, due to an increase in revenue from tuition and fees, grants, and contracts. The University believes that it can further expand its sponsored research. The market value of Howard's endowment improved significantly in fiscal year 2021, with a total ending market value of \$806.4 million versus \$712.4 million in fiscal year 2020. The University has a line of credit capacity of \$75 million.

Notable recent major gifts and grants to the University include \$40 million from author and philanthropist MacKenzie Scott; \$31.7 million from Bloomberg Philanthropies which reduced the debt level of College of Medicine students by \$100,000 per eligible candidate; \$30 million for supporting journalism and communications students and establishing a new Center for Journalism and Democracy, from the Knight Foundation, John D. and Catherine T. MacArthur Foundation, Ford Foundation, and an anonymous donor; and \$5 million from Google.

In 2022, Standard & Poor revised Howard's outlook from stable to a positive outlook and assigned a "BBB" rating on Howard's \$300 million series 2022A taxable bonds. This category rating reflects the University's improved financial management, operating performance, execution of strategic initiatives, and program developments. The rating also reflects their view of Howard's strong enterprise profile, characterized by its position as one of the oldest and most prestigious historically Black colleges and universities, with a wide array of program offerings and diverse revenues, and relatively steady demand.

Given this strong financial foundation, Howard has committed to investing \$785 million in new construction and major renovations over the next five years. This is a major effort to revitalize its facilities and residence halls to continue to deliver a world-class experience for its students,

faculty, staff, and members of the community. The University also has plans to break ground on a new hospital.

Strategic Plan: Howard Forward 2024

Launched in 2019, *Howard Forward 2024* is the University's primary plan to drive a culture of continuous improvement and create an environment that connects employees to Howard University's mission. It reinforces the importance of strategy and measurable objectives, which are rewarded with success. *Howard Forward 2024* focuses on five strategic pillars that are woven into the tapestry of the entire University:

- Enhance Academic Excellence
- Inspire New Knowledge
- Serve Our Community
- Improve Efficiency & Effectiveness
- Achieve Financial Sustainability

This plan builds out each of the strategic pillars with specific initiatives and tactical activities targeting virtually every aspect of the university. The plan also guides every major decision at Howard University. It is a touchstone and the ground zero of all strategic and tactical decision making and is a constant reference in discussion. The next president will continue to drive the execution of the plan as well as collaboratively and inclusively articulate the vision and foundation for the next iteration of the strategic plan. More details about *Howard Forward* can be found [here](#).

THE ROLE

Howard University seeks a president who will accelerate the University's already considerable momentum and secure its position as an R1 and Top 50 institution and ascension into the pantheon of research universities, namely, the Association of American Universities, while maintaining its legacy of Black Excellence. The president will be an energetic leader with the intellectual vision, moral clarity, and visionary perspective to guide Howard into its next chapter, and the personal qualities to inspire and engage the University community.

The University community is diverse, embracing members of the African Diaspora and beyond — not only racial and ethnic groups and individuals who have been underrepresented in higher education, but also religious affiliation, sexual orientation and gender identity, disability, foreign nationality, non-traditional student status, and other characteristics. The next president must recognize and demonstrate a commitment to continued diversity and understand the significance of moving beyond a traditional paradigm to a perspective that appreciates the intersection of identities in a pluralistic society.

The next leader of Howard will support a culture of engagement and foster meaningful, collaborative, and respectful relationships that span the University's varied constituencies, working together toward a shared vision for the University. Accordingly, it is necessary for the next president to be visible and have an active presence on campus to ensure that students, faculty, staff, trustees, and alumni needs are prioritized, that all voices are heard and valued, and that the whole of the University is greater than the sum of its parts. The next president will join a deeply passionate community and must be open to hearing a variety of opinions.

The next president will be an innovative leader who is committed to providing a transformative experience for students as they generate bold ideas to meet the grand challenges of our time. The president will be supported in this work by the senior leadership team, which includes the following direct reports: Provost and Chief Academic Officer; Executive Vice President and Chief Operating Officer; Senior Vice President and Chief Strategy Officer; Senior Vice President and Chief Financial Officer; Senior Vice President of Health Affairs; Senior Vice President and General Counsel; Senior Vice President, Development and Alumni Relations; Chief of Staff and Assistant Vice President of Corporate Relations; Vice President of Communications and Chief Communications Officer; Vice President for Student Affairs; Vice President for Research; Vice President and Chief Human Resources Officer; Dean of the Chapel; Vice President and University Secretary.

OPPORTUNITIES AND CHALLENGES FOR THE NEXT PRESIDENT

Building upon the solid foundation that already exists, the president will address the following challenges and strive to use them as opportunities to propel the University to even greater eminence:

Develop an innovative vision to further advance Howard's academic excellence and research enterprise

In the coming years, Howard aspires to become a Top 50 university with an R1 Carnegie classification. The University's profile is reflected in the strength of its students, faculty, and staff. Howard produces talent and ideas at a scale unlike any other institution, and it has seeded leaders across modern society from corporate leaders to government leaders at the federal, state, and local level across the United States of America. The president must set the tone and expectations for continued preeminence that attracts the most exceptional faculty, students, and staff to Howard University.

As Howard becomes even more research intensive, the University must allocate resources to both recruit the finest scholars and retain its most productive senior faculty. All of Howard's faculty require the academic and administrative resources, facilities, instructional technologies, and libraries to maintain and accelerate Howard's development as a major research university. The University's capital and operating plans must reflect its academic rhythm and the president leads those plans.

The University developed its last strategic plan, *Howard Forward*, in 2019, and execution on it has exceeded expectations. As that five-year plan concludes, Howard stands at a pivotal moment, with the need to further accentuate its position on the higher education landscape. The president will engage in a creative and generative process to inspire the next chapter of the University, identifying bold and innovative new directions and investments in academics and research that will continue to build upon Howard's historic legacy, influence, and position. The next president will embark on a vision that looks toward the future, plan initiatives that strengthen Howard's influence and impact for the long term, and identify new areas of opportunity. This individual will be primed to reinvigorate Howard's strategic planning process, whether through a new strategic plan or modifications to the existing iteration. Under the current *Howard Forward* plan the University has committed to successfully executing a multi-dimensional real estate plan, which will result in a major renewal of a campus to meet its current and future needs. It is critical that the next president continue these efforts. Major infrastructure needs to be built or renovated, the hospital needs to be upgraded, and significant fundraising for these efforts is still required.

Demonstrate a commitment to cultivating an engaged student body and enhancing the student experience

At a time in our society when racial trauma has been heightened, Howard as the "Mecca" of Black intellectual and cultural life has become an even stronger draw. With increasing enrollment, it is necessary to address student needs and sustain Howard's appeal. The quality of the programs and the faculty at HU attract an increasingly strong student body from around the world. The University enrolls a significant population of international students at both the undergraduate and graduate levels; these students enrich the community with their diverse experiences and perspectives. The president will oversee continuous improvement in educational outcomes for all students, including international students.

Students come to Howard to experience a great university in a great city. Students are the heart of Howard, and the next president must champion their wellbeing, success, and safety, both on campus and off. The University should build on the expectations and strong affinity students have for their schools and programs to deepen the overall experience of attending Howard. Investments in the research enterprise should create new opportunities for student learning and engagement in this work.

The president must not forget that Howard, at its core, is a student-centered institution creating transformative experiences for students and developing leaders to improve society. The president leads Howard's community building by being accessible, encouraging activity and events, finding connections, building programs, and explaining initiatives that knit the whole. An active effort to inform the entire community, to listen and to take the pulse of student opinion, to plan with consultation, and to encourage involvement will aid this effort. Seeking out student voices and participation will be an important part of the process. The president must be able to embrace all voices in a way that lets all groups know they have been respectfully heard.

Develop and sustain a system of operational excellence and exceptional customer service

While the next president will play an important external role, the president will also create an environment conducive to effective internal management, with clear systems that allow for the execution of projects and smooth day-to-day operations to achieve operational excellence and exceptional customer service. It is critical that the next president improve operational systems that interface with students, parents, alumni, and potential donors.

The president will work with the senior leadership team to ensure that the University is an efficient and operationally sound institution. Howard University has already embarked on a multi-year transformational journey to move its core business processes from outdated legacy systems into Workday, a fully integrated, cloud-based platform, designed to provide ease-of-use on any device and agility to adapt to an ever-changing landscape. The next president will address issues of its physical plant, shared systems development, deferred maintenance, and the strategic use of human resources, most of which will require systematic, multi-year planning and investment to achieve. The president will ensure that the University has clear reporting channels and structures necessary to achieve its goals. More specifically, the president will be a systems-thinker who can elevate the University to the next level of professionalization—whether through the implementation of new administrative systems and processes; additional investment in technology; a review of staffing structures and policies; investment in new opportunities for professional development; or examination of the organizational culture.

Sustain and prioritize a culture of visibility, trust, communication, and transparency across the University community

The president is expected to maintain an open dialogue with the University community about the direction and vision of the University. By leading this open dialogue, the president will enable all University stakeholders to work together to achieve the institution's mission at a time of growing competition in the higher education marketplace. To succeed, the president must continue to create community, foster pride, encourage trust, and build connections. Students, faculty, staff, and alumni want to know what is going on at the University and how it engages with its constituents. Although Howard has a large community, many still want to see and meet with their president regularly. They want the University to steward and guard its reputation in a world where tragedy and controversy easily strike. Continuing efforts to strengthen bonds with Howard alumni is an important task and the University must continue to provide an environment and the support structures to ensure that its students succeed at the highest level on campus and beyond.

The University is primed to receive an engaged, consultative leader who addresses issues directly and decisively and confidently approaches challenges, operates with an optimistic attitude, and seeks creative solutions, while frequently and openly communicating with faculty, staff, students, and alumni. The University will expect the president to regularly walk the campus, attend sporting events, and develop meaningful relationships with the entire community. Leading by

example, the president will shape a culture in which faculty and staff are actively engaged in all aspects of student life. It will be vitally important that the next president gain the trust of the campus community while also boosting morale and overall spirit. The president should focus attention on continuing to strengthen the lines of communication and trust between the Board of Trustees, administration, and support strong collaborative relationships across the entire University.

Maintain and enhance Howard's financial sustainability

Howard has worked hard to grow its financial footing. The next president must manage its operating finances with discipline informed by a well-understood strategy. There are real opportunities for investment and genuine discretion in a larger budget, but it works with very real limitations. The University has received considerable public support and donations in addition to its federal appropriations. The University has prospered, but its prosperity has depended on careful choice and a broad culture of fiscal discipline. The next president must be adept and agile in aligning financial resources with the academic mission, especially as higher education faces new challenges and pressure. This individual will consult broadly to define the next set of priorities and must ensure that Howard keeps its fiscal house in order.

In the last three years, philanthropy at Howard has undergone a fundamental transformation, due in part to the people and systems that are now in place to deliver. Howard's Division of Development & Alumni Relations (DAR) is well-positioned to successfully execute the first billion-dollar campaign in the history of HBCUs – a campaign that will support the capital renewal of the campus, make college financially accessible for generations of students who could not otherwise afford higher education, provide historic levels of investment in faculty, and transform the face of health care delivery in the U.S.

QUALIFICATIONS AND CHARACTERISTICS

Howard University seeks an exceptional leader whose personal commitment to Howard's mission and whose intellectual vision and proven experience inspire the members of the community. The Presidential Search Committee understands that no single candidate will have all the ideal qualifications but seeks candidates with the following experience and abilities:

- **A Proven Leader:** A track record of significant and successful executive leadership that will inspire and earn the confidence of the Howard community.
- **A Commitment to the Howard Mission:** A powerful appreciation for and commitment to the service, teaching, and research mission that are so essential to the Howard identity.
- **A Strong and Willing Ability to Collaborate:** An inclusive, empathetic, visible, and accessible leadership style that will thrive in an environment of robust stakeholder engagement with elevated expectations of leadership responsiveness and accountability.

- **A Commitment to Academic Excellence:** An advanced understanding of academic values and culture; a deep appreciation for faculty and scholarly work; a history of support for academic excellence.
- **A Commitment to Operational Excellence:** A strong understanding of operational efficiency, effectiveness, and continuous improvement of operational processes, including thinking creatively and strategically to develop and improve operational systems, and developing innovative processes that reflect best practices and enable the University to deliver on its goals.
- **A Catalyst for the Scholarly Enterprise:** A deep understanding of the research endeavor in a top tier academic environment and an ability to build upon Howard's current strengths to elevate its research excellence.
- **An Excellent Communicator:** The ability to listen to and inspire students, faculty, staff, parents, alumni, trustees, and external stakeholders; to energize audiences locally, nationally, and internationally about Howard's history, impact, and potential; to engage in the public discourse with gravitas, speaking to the issues of the moment, as appropriate.
- **An Experienced Manager:** The ability to build strong management teams and execute large, ambitious, and fiscally responsible plans and make difficult and sometimes unpopular decisions.
- **An Understanding of Fiscal and Budgetary Structures and Incentives:** Experience with the budgetary and administrative structures that are necessary to build an entrepreneurial culture and that will accurately allocate resources and encourage innovation.
- **A Commitment to Fostering a Robust Research Enterprise:** The ability to inspire and facilitate faculty research productivity while concurrently expanding graduate student research opportunities and integrating research as part of the undergraduate student experience.
- **Skilled Relationship Builder and Fundraiser:** The capacity to represent Howard compellingly to donors and to lead a constantly improving advancement effort; the ability to energize the Board, alumni, faculty, staff, students, and friends to support and champion the entire institution.
- **Strong Moral Compass and Uncompromising Integrity:** Integrity of the highest order, a strong moral compass, and emotional intelligence; a record of ethical leadership in responding to institutional challenges or crises; demonstrated commitment to the highest ethical standard.

TO APPLY

Howard University has retained Isaacson, Miller to assist in this recruitment. All inquiries, nominations, referrals, and applications should be sent in confidence to:

Ericka Miller, President + CEO
Ernest Brooks, Partner
Alycia Johnson, Managing Associate

ISAACSON, MILLER
www.imsearch.com/8678

Howard University does not discriminate on the basis of race, color, national and ethnic origin, sex, marital status, religion, or disability. Inquiries regarding provisions for persons with disabilities, equal employment opportunity and Title IX should be directed to the Chief Human Resources Officer at (202) 806-1280.

APPENDIX

COLLEGE AND SCHOOLS

[College of Art and Sciences](#)

The College of Arts and Sciences is at the heart of Howard University, recognized worldwide as a premier, comprehensive, research university. Also known as COAS, this college is often referred to as the flagship of the University because it is the oldest and the largest of the University's academic schools and colleges. Its predecessor was founded in the second year of the University's existence and today it enrolls more than 3,000 students, making it the most popular choice among Howard's undergraduates.

[School of Business](#)

Colloquially known as "the School of B," with its dynamic academic departments, groundbreaking centers of excellence, esteemed faculty, award-winning programs, and over 8,000 alumni across the globe, the Howard University School of Business continues to be ranked among the top business programs in the nation. Students and faculty choose the School of Business because it provides in-depth classroom instruction, real-world experience, expert speakers from a range of backgrounds, access to global industry leaders, and a commitment to research and publication.

[Cathy Hughes School of Communications](#)

The Cathy Hughes School of Communications (CHSOC) is the third largest of Howard University's academic schools and colleges. Since 1971, the school has trained communication and media professionals, speech pathologists and members of the professoriate through undergraduate and graduate programs such as advertising, public relations, legal communication, audio production, journalism, film, and broadcasting programs. CHSOC graduates are known at the local, national, and global levels for their leadership within and across diverse communities through communication research, professional practice, innovation, job creation, social justice, and service via innovative knowledge, skills, and technology.

[College of Dentistry](#)

The College of Dentistry at Howard University was established in 1881. It is the fifth oldest dental school in the United States, and the only dental school in Washington, DC. As a teaching and patient care institution, the College has trained thousands of highly skilled dental professionals to serve their communities, particularly the underserved. Its graduates are currently serving communities in 40 states and 53 foreign countries. The College of Dentistry's more than 100 faculty members constitute one of the best trained dental faculties in the world.

School of Divinity

Howard University School of Divinity (HUSD) affirms its identity as a unique and irreplaceable graduate theological school that engrafts the spirit of excellence in learning and service. At the core of its time-honored identity are specific values that inspire and encompass the school's aspirations and endeavors. HUSD's core values describe its character heart and soul; these are its non-negotiable attributes. The full and part-time professors at the School of Divinity are among the most prolific and widely published of any faculty in theological education. Despite their individual and collective accomplishments, they remain committed to the classroom experience, each bringing their wealth of knowledge to prompt and promote critical thought. HUSD boasts a highly skilled and professional community, from the administration to the faculty and staff.

School of Education

The School of Education (HUSOE) prepares transformational leaders as highly qualified teachers, reflective practitioners, effective administrators, and engaged researchers who influence educational policies and practices relevant to Black and other underserved populations; it empowers individuals, schools, and communities; and promotes racial and social justice. It is HUSOE's expectation that its graduates will succeed in a rapidly changing diverse world; it fosters preparation programs that promote interdependence with a synergistic cross-cultural exchange of systems, values, ideas, and strategies. HUSOE has a paramount interest in meeting the needs of urban school communities.

College of Engineering and Architecture

Howard University's College of Engineering and Architecture (CEA) continues to play a vital role in producing our nation's top engineers and architects. The CEA ranks among the top producers of African American male and female engineers. The CEA comprises the five departments of Architecture, Chemical Engineering, Civil and Environmental Engineering, Electrical Engineering and Computer Science, and Mechanical Engineering. It offers fully accredited Bachelor of Science, Bachelor of Science in Architecture and Design Studies (BSADS), and Master of Architecture degree programs. Graduate degree programs (housed in the Graduate School) offered in the engineering disciplines are Master of Science, Master of Engineering, and Doctor of Philosophy. A certificate in Cybersecurity is also offered.

In its 2018 report titled *Engineering by the Numbers*, the American Society for Engineering Education (ASEE) lists Howard University in the top ten in terms of the percentage of engineering bachelor's degrees that are awarded to women. In the same report, the ASEE also lists Howard University in the top fifteen in terms of the number of engineering bachelor's degrees that are awarded to Blacks or African Americans.

Graduate School

The Graduate School is among the nation's largest producers of African American students who earn doctoral degrees at an on-campus university. Howard University was established in 1867 – the same year that the University offered its first master's degree. In 1934, the Graduate School was formally established and in 1976, the school was reorganized into its current structure with divisions in the arts and humanities, biological and life sciences, engineering and physical sciences, and social sciences. The school awarded its first doctorate degree in 1958 in the field of chemistry. Today, the Graduate School offers 40 master's and doctoral degrees in more than 100 specializations. Consistently ranked among the best, the Howard University Graduate School has earned national recognition for the quality of its graduate programs, several of which are ranked in the top 20 in the country by *U.S. News & World Report*, such as graduate programs in African American History, African American Literature, and Social Work. Ranked 30th among the nation's most innovative universities, Howard University has been a global leader in innovation for more than a century, with its high-quality graduate programs, internationally recognized faculty, and commitment to impactful research.

Chadwick A. Boseman College of Fine Arts

The College of Fine Arts is committed to cultivating artists who use self-expression for the pursuit of social progress. The college fulfills this commitment broadly. It attracts talented and passionate students as well as top-tier faculty members, artists, and educators. The college furthers the legacy of Howard alumni, many of whom have gained national and international prominence as administrators, artists, designers, performers, playwrights, scholars, historians, and more. It bolsters the reputation of the Departments of Art, Music and Theatre Arts as well as ancillary programs, including the University Choir, the University's "Showtime" Marching Band, the Howard University Jazz Ensemble, and many more. The college creates unique opportunities for professional partnerships and collaborations to enhance the experiential education of its students.

School of Law

For more than 150 years, the Howard University School of Law has served as an advocate for social justice and as an architect of social change. It has produced more than 4,000 social engineers including the first African American Supreme Court Justice, noted legislators, civil rights attorneys, mayors, and public officials across the United States. It is the No. 1 law school for African Americans ranked by *preLaw* magazine. The faculty, staff, and administration of the Howard University School of Law remain as committed as ever to providing its students with the finest legal education available and to preparing the next generation of leaders. Led by a visionary dean, the school has an exceptionally talented faculty and student body, and thousands of alumni who have made significant contributions to the legal profession and to communities across the nation.

College of Medicine

The College of Medicine is internationally regarded for its illustrious legacy of training students to become competent and compassionate physicians, who provide health care in medically underserved communities at home and abroad. The College of Medicine is a national leader in studying health disparities among people of color and is one of America's top institutions for training women surgeons. The College's living alumni, more than 4,000, are a testimony to the fact that an excellent medical education can be obtained at Howard. Although opportunities for minority students have increased at other medical schools, the College uniquely addresses the special health care needs of medically underserved communities and continues to produce a considerable number of the nation's minority physicians. The College of Medicine is ranked by US News & World Reports as the #1 Most Diverse Medical School in the nation. The College is a part of Howard University, a comprehensive research university.

In addition to the College of Medicine, the Howard University Health Sciences Center includes the Howard University Hospital; the College of Dentistry; the College of Pharmacy, Nursing and Allied Health Sciences; the Louis Stokes Health Sciences Library; and the Student Health Center. Located in the nation's capital, the College draws upon the immense medical resources of this area, including the National Institutes of Health and the National Library of Medicine.

College of Nursing and Allied Health Sciences

Since its inception, the College of Nursing and Allied Health Sciences (CNAHS) has been a major producer of African American and other health professionals in Nursing, Clinical Laboratory Science, Health Management Sciences, Nutritional Sciences, Occupational Therapy, Physical Therapy, Physician Assistant, and Radiation Therapy. In so doing the CNAHS is playing a key role in decreasing the underrepresentation of African Americans and other minorities in these fields. The CNAHS faculties are engaged in teaching, scholarly activity, and service to local, national, and international communities. CNAHS is dedicated to educating healthcare professionals as well as developing future leaders who will impact the delivery of quality healthcare globally. The College offers nationally recognized, accredited programs at the undergraduate and graduate levels to a diverse student population from across the nation and from around the world.

College of Pharmacy

Howard University began pharmacy instruction in the "Department of Medicine" in 1868. The initial program, held in the evening, offered students a "knowledge of the art and science of pharmacy." As a result of this program, in 1870, the first graduate of Howard University, James Thompson Wormley, received the Doctor of Pharmacy degree from the Medical Department. During the same year, the pharmaceutical program was differentiated from the medical program, and by 1882, the Medical Department consisted of the College of Medicine, the College of Pharmacy, and the College of Dentistry. Since this early beginning, the College of Pharmacy has

been among the leaders in the preparation of individuals for rewarding careers in pharmacy. The College of Pharmacy currently offers an entry-level four-year Doctor of Pharmacy (Pharm.D.) degree program, a non-traditional Pharm.D. degree program, and the M.S. and Ph.D. degrees in Pharmaceutical Sciences (hosted by the Graduate School).

School of Social Work

The School of Social Work prepares Master of Social Work (MSW) graduates for advanced professional practice at local, national, and international levels for the solution of human problems and to become leaders in their communities, and, in collaboration with the Graduate School, prepares doctoral graduates for research, the professoriate, and leadership in the global community. The school is dedicated to the pursuit of knowledge through discovery, research, partnerships, innovative practices, and other scholarly educational endeavors of its faculty, staff, students, and alumni. Graduates of the master and doctoral degree programs are expected to become architects of liberating structures in culturally diverse families and communities that are empowered to serve the best interests of all members.