



HOWARD  
UNIVERSITY

No Board endorsement of  
any person or entity 1

# Risks of Pursuing Post-Secondary Education

Presented By: Wayne A. I. Frederick, M.D., MBA, President

*Federal Reserve System*  
1801 K Street NW

*Tuesday, November 29, 2016*



- Legacy of Dr. Mordecai Wyatt Johnson, first African American President
- **Status of HU in 1926**
  - Eight schools and colleges, none were fully accredited
  - Enrollment: 1700 and budget, \$700,000
- **Status of HU in 1950**
  - Ten schools and colleges, all were fully accredited
  - Enrollment: 6000 students and budget, \$8M
  - 20 new buildings
- Initiation of the Graduate School in 1955 supported continued growth





➤ **13 Schools and Colleges**

➤ **9 schools within Academic Affairs**

- College of Arts & Sciences
- School of Business
- School of Communications
- School of Divinity
- School of Education
- College of Engineering, Architecture, and Computer Sciences
- Graduate School
- School of Law
- School of Social Work

➤ **4 schools of the Health Sciences**

- College of Medicine
- College of Dentistry
- College of Pharmacy
- College of Nursing & Allied Health Sciences

- 6,000 employees including 1,000 faculty
- 256 acre main campus
- Over \$60M in annual sponsored research
- New \$70 million Interdisciplinary Research Center opened in 2016
- Howard University Hospital - a comprehensive health care facility and Level 1 Trauma Center
- Public television station (WHUT) and nonprofit commercial radio station (WHUR) – WHUR is one of the top 5 radio stations in the DMV market
- Total Enrollment: 10,002 students,
- Howard University Hospital: Owned by the University
- Federal Appropriation



## VISION STATEMENT

*Howard University's core values of excellence, leadership, truth and service are the foundation of our mission and the source of our vision for advancement. We are committed to academic excellence to develop scholars and professionals who will drive change, and to make significant contributions by creating solutions to contemporary global problems—particularly, disparities impacting the African diaspora.*



# **POTENTIAL RISKS OF POST-SECONDARY EDUCATION**

- **STUDENT FINANCIAL SERVICES**
- **TITLE IX COMPLIANCE**
- **RETAINING COMPETITIVE FACULTY**
- **INFORMATION TECHNOLOGY**
- **FINANCES**
- **REAL ESTATE DEVELOPMENT & CAMPUS PLANNING**
- **FUNDRAISING**
- **THE CRITICAL ROLE OF HBCUs**





**HOWARD**  
**UNIVERSITY**

No Board endorsement of  
any person or entity 6

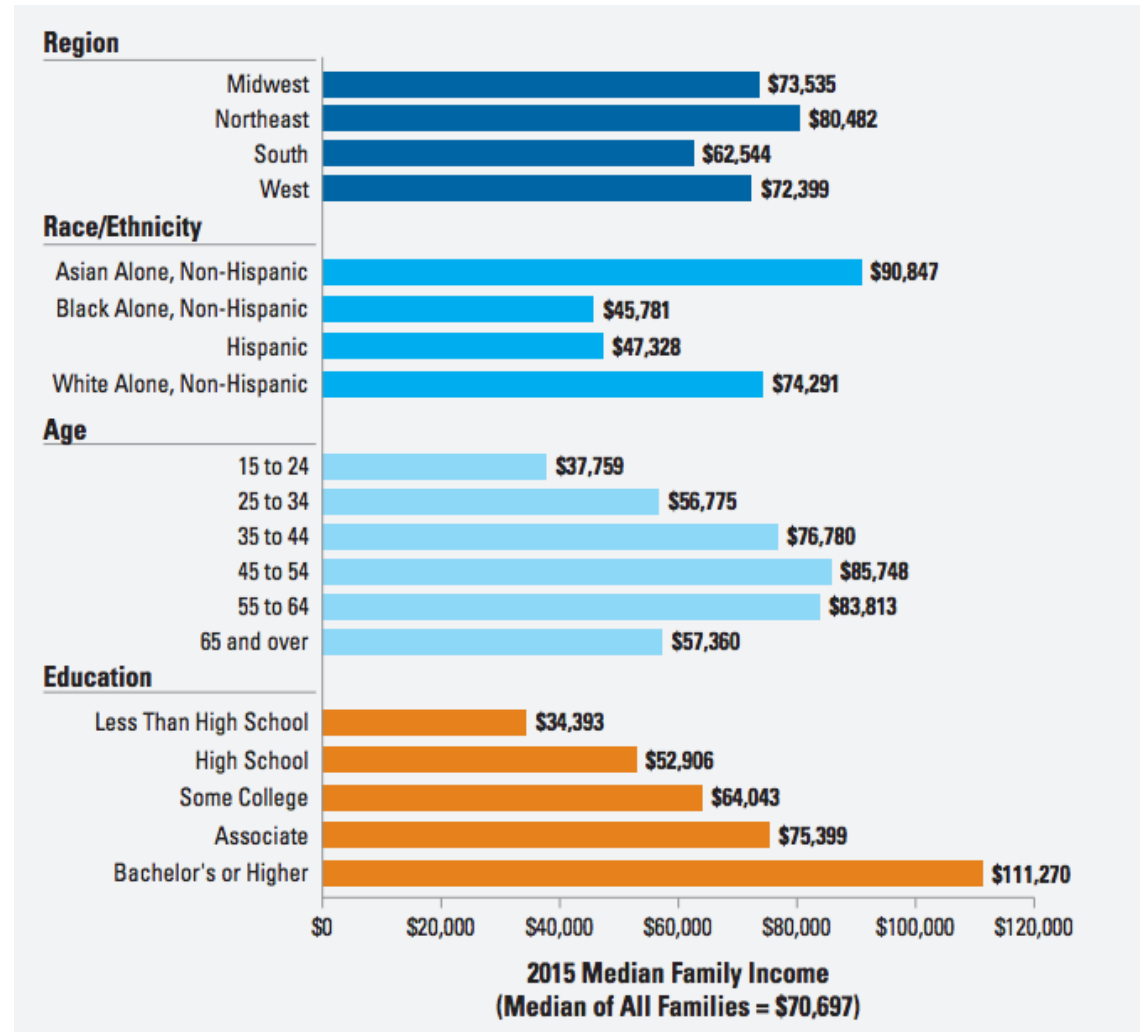


# STUDENT FINANCIAL SERVICES

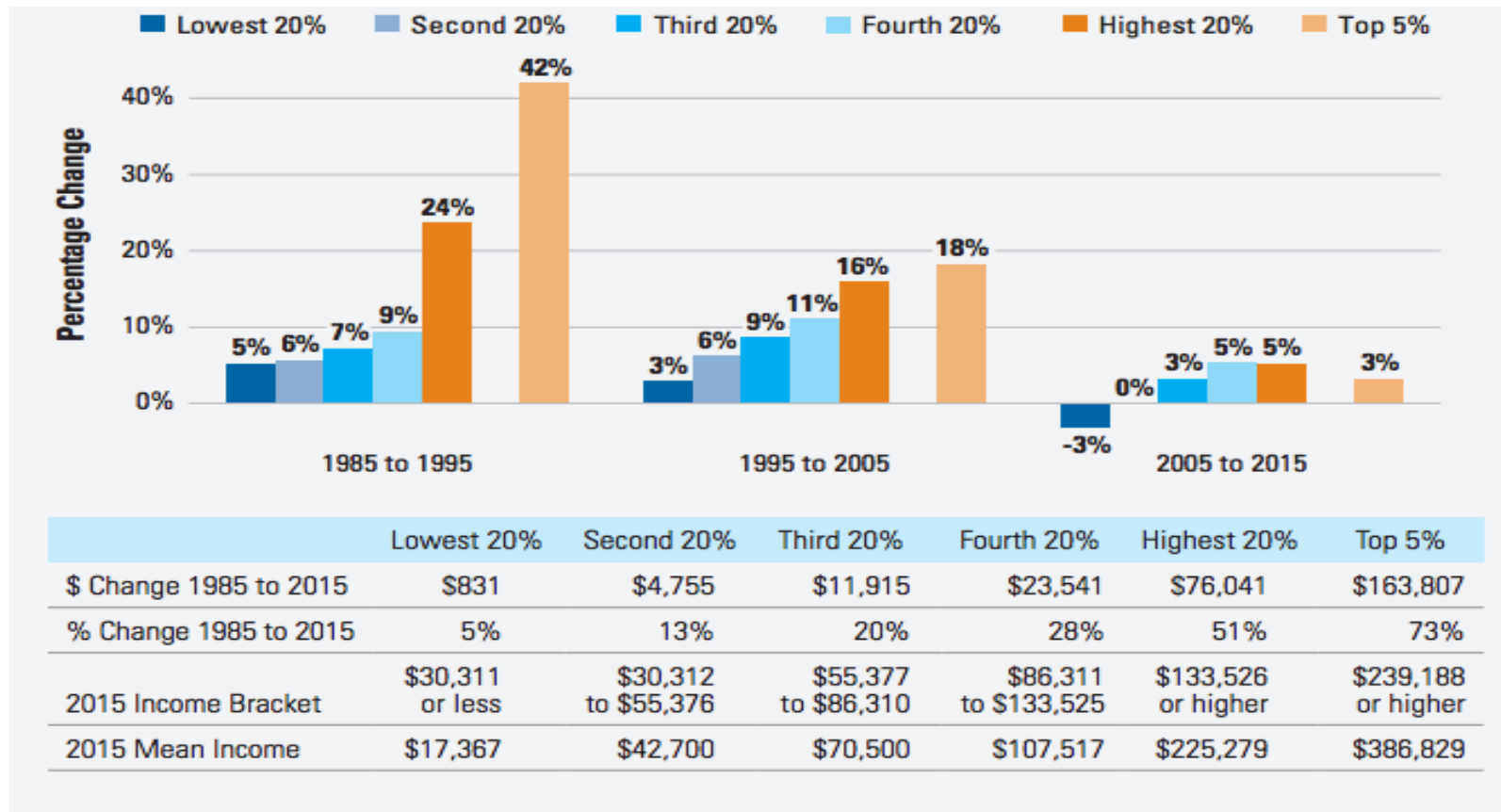


## MEDIAN FAMILY INCOME BY SELECTED CHARACTERISTICS

- The Census Bureau reported a sharp increase in income for the lowest 20% of families between 2014 and 2015
- The share of all income going to the 20% of families with the lowest incomes has steadily declined, from 4.8% in 1985 to 4.4% in 1995, to 4.0% in 2005, and to 3.7% in 2015.
- Average published tuition and fees for in-state students attending public four-year colleges rose by \$6,500 (in 2015 dollars) over this 30-year period — 55% of the increase in income (\$11,915) of the middle 20% of families and 9% of the increase in income (\$76,041) of the 20% of families in the highest income bracket. (Trends in College Pricing 2016, online Table 2; calculations by the authors)



## Percentage Change in Inflation-Adjusted Mean Family Income by – Quintile, 1985 to 1995, 1995 to 2005, and 2005 to 2015





- For academic year 2015-16, the average institutional discount rate—the percentage of total gross tuition and fee revenue institutions give back to students as grant-based financial aid—was an estimated **48.6 %** for first-time, full-time freshmen and **42.5 %** for all undergraduates
- The rate was up from **47.1%** the previous year. Discount rates also increased when all undergraduates were measured, rising to **42.5%** from **41.3%**

Figure 1. Average Institutional Tuition Discount Rate, by Student Category<sup>1</sup>



Source: 2015 NACUBO Tuition Discounting Study, various years. Data as of the fall of each academic year.  
\*Preliminary estimate.



<b>HOWARD UNIVERSITY</b>					
<b>Gross Tuition and Discount Rate</b>					
<b>Academic Year</b>	<b>Net Tuition</b>	<b>Financial Aid</b>	<b>Gross Tuition</b>	<b>Discount Rate</b>	
2000	\$ 68,481	\$ 23,649	\$ 92,130	26%	
2001	67,112	30,303	97,415	31%	
2002	74,791	33,348	108,139	31%	
2003	77,661	34,619	112,280	31%	
2004	85,133	36,663	121,796	30%	
2005	90,760	38,957	129,717	30%	
2006	96,314	43,617	139,931	31%	
2007	102,295	41,146	143,441	29%	
2008	105,583	42,450	148,033	29%	
2009	120,769	40,334	161,103	25%	
2010	110,638	64,117	174,755	37%	
2011	128,855	71,171	200,026	36%	
2012	131,995	87,019	219,014	40%	
2013	146,865	85,882	232,747	37%	



**Figure 4. Average Annual Percentage Increases in Inflation-Adjusted Published Prices by Decade, 1986-87 to 2016-17**

	Tuition and Fees			Tuition and Fees and Room and Board	
	Private Nonprofit Four-Year	Public Four-Year	Public Two-Year	Private Nonprofit Four-Year	Public Four-Year
1986-87 to 1996-97	3.1%	3.9%	4.5%	2.7%	2.1%
1996-97 to 2006-07	2.9%	4.2%	1.8%	2.5%	3.3%
2006-07 to 2016-17	2.4%	3.5%	2.8%	2.3%	2.8%

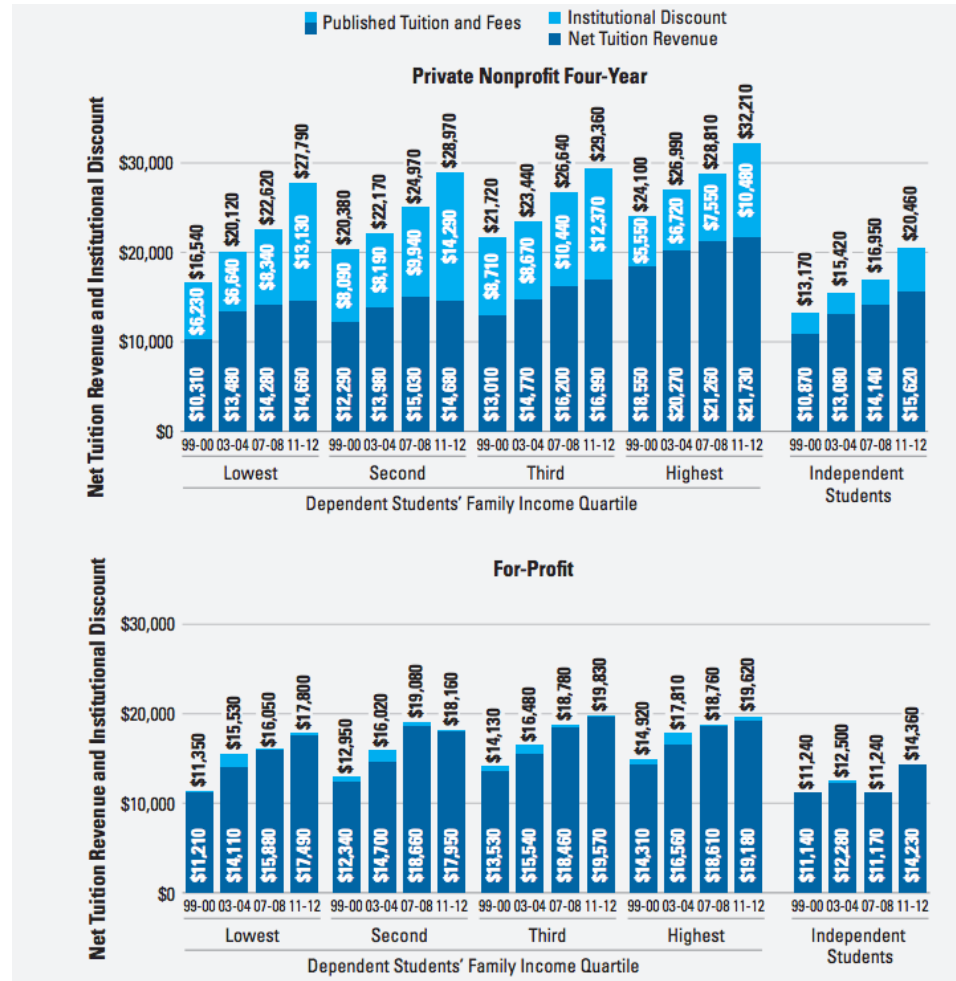




# Published Tuition and Fees, Institutional Discount, and Net Tuition – Revenue at Public Institutions, by Dependency Status and Family Income, 1999-00, 2003-04, 2007-08, and 2011-12

No Board endorsement of any person or entity 12

- The net tuition revenues — the net tuition paid to institutions — are higher than the total net prices students and families actually pay. Federal and state grant aid and tax benefits, as well as aid from employers and other private sources, help students pay the net institution prices
- Between 1999-00 and 2011-12, federal grant aid per full-time equivalent undergraduate student more than doubled. Federal education tax credits also increased significantly over these years. These federal subsidies covered part of the increases in institutional net tuition prices facing students in all postsecondary sectors.





HOWARD  
UNIVERSITY

No Board endorsement of  
any person or entity 13

# TITLE IX COMPLIANCE

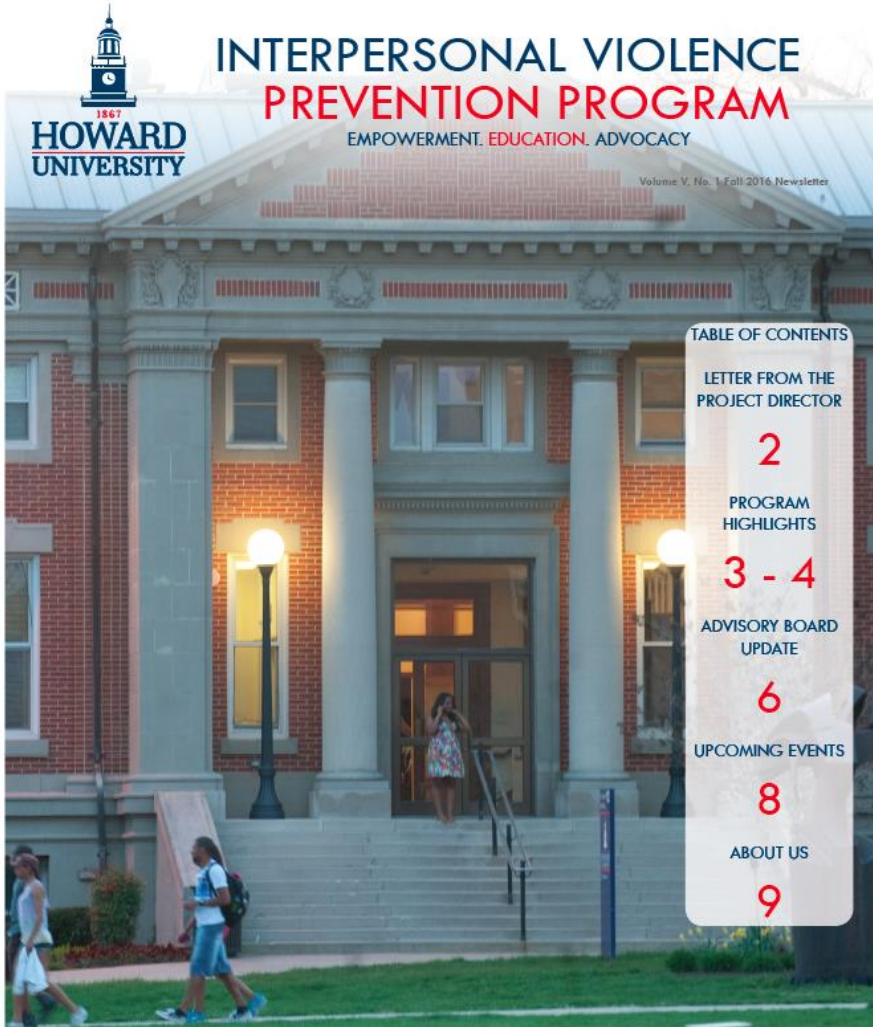


## TITLE IX REPORTING ON COLLEGE CAMPUSES

**One of the greatest challenges facing universities and colleges is reporting.**

- Often, students do not feel safe to report Title IX violations
- They fear retaliation from the alleged respondent and those associated with the respondent. Most do not want a permanent record of the assault
- To students, a permanent record of the assault compromises future goals; particularly, law and medical students (both victims and respondents)
- Students feel that their privacy will be compromised and 'everyone will know' they were victimized
- They fear that faculty, staff, and other students will treat them differently because they reported
- For students who want to report, they often feel 'nothing will be done' if they do. To victims, removing the alleged respondent is the only indication that something is being done. If this does not happen, students are not pleased and feel further violated





- The Howard University Interpersonal Violence Prevention Program Office provides a safe, confidential, and private space for reporting
- The office is designated as a separate space from compliance; thus, they can share anything without feeling obligated to report
- The IVPP office also partners with other offices on campus, including the Office of Student Services and Residence Life, to provide students with academic and housing accommodations that are separate from compliance
- Students feel, and they are correct, that the services received are separate and not contingent upon reporting

No Board endorsement of  
any person or entity 16

# HOWARD UNIVERSITY SOLUTIONS

- THE HU IVPP teaches victim/survivors about trauma and how it can influence their process toward recovery
- The mandatory educational trainings teach faculty, staff, and students how to identify signs of domestic/dating violence, stalking, and sexual assault despite the influence of the rape culture lens; and how to support victims/survivors
- Aa training series is being developed to address rape culture. This series will begin Spring 2017







**HOWARD**  
**UNIVERSITY**

No Board endorsement of  
any person or entity 17

# RETAINING COMPETITIVE FACULTY



No Board endorsement of  
**FACULTY DEVELOPMENT OFFICE**  
any person or entity 18  
**Junior Faculty Writing & Creative Works Summer  
Academy**  
**(May–October 2016)**



### **PARTICIPANTS**

- Fifteen (15) Faculty Scholars (i.e., junior faculty members). Participating Faculty Scholars were from : College of Arts and Sciences, the College of Engineering and Architecture, the College of Medicine, the School of Communications, the School of Education, and the School of Social Work.
- Seven (7) Scholar Coaches (i.e., senior faculty mentors). Scholar Coaches as they were from the College of Arts and Sciences, the College of Law, the School of Communications, and the School of Social Work
- Junior faculty members received coaching and advocacy from senior scholars and peers

### **GOAL**

- Production and submission of a manuscript for a peer-reviewed publication or exhibition venue



No Board endorsement of  
any person or entity 19

**FACULTY DEVELOPMENT OFFICE**  
**Junior Faculty Writing & Creative Works Summer**  
**Academy**  
**(May–October 2016)**



### BROADER OBJECTIVES

- Help junior faculty members on their course to earning tenure
- Help influence their academic field of study over their careers and to change the world
- Provide participants with an opportunity to work collaboratively across disciplines and to explore different approaches to advancing and evaluating scholarship
- Encourage of development and adherence to SMART goals to increase scholarly productivity. *(A SMART approach requires setting goals that are Specific, Measurable, Attainable, Relevant, and Time-bound)*



# **FACULTY DEVELOPMENT OFFICE** **CHAIR LEADERSHIP ACADEMY**

**(August 2016 – May 2017)**

No Board endorsement of  
any person or entity 20

## **The Chair Leadership Academy**

- October 2016 – Session on Work-Life Balance (1/2 day session)
- November 2016 – Working with the Dean: A Conversation
- December 2016 – Session on University Budgets (1/2 day session)



### Selected Activities

#### **Scholarly Production Workshop (October 2016-May 2017 but not December & April)**

- “ Building Effective Writing Habits & Strategies” (October 2016)
- “ Producing a Publication out of your Teaching” (Working Title – November 2016)

#### **Junior Faculty Forum Series (September 2016-April 2017)**

- “What Faculty Need to Know about Academic Advising at Howard University” (September 2016)
- “Addressing Micro-aggressions & Bullying in the Workplace” (October 2016)
- “Staying on Track: A Discussion with Recently Tenured and Promoted Faculty about their Tenure and Promotion Journey.” (November 2016)
- “Using the E-Portfolios as a part of Your Tenure or Promotion Application” (December 2016)
- Awards Ceremony for graduates of HU-Teach (December 2016)



**HOWARD**  
**UNIVERSITY**

No Board endorsement of  
any person or entity 22

# INFORMATION TECHNOLOGY



# LEGAL AND REGULATORY

- FERPA, HIPAA/HITECH, PCI-DSS are just some of the key regulatory compliance challenges Howard must address. To do so, the Office of the CIO has a dedicated Information Security Officer (ISO) charged with governance, risk and compliance in regulatory matters
- In addition to being certified and up to date on regulatory requirements for IT, the ISO works closely and collaboratively with the legal and regulatory authorities within the University, notably the General Counsel, Compliance Officer and Risk Officer
- Information and compliance audits occur at least once a year, new system and software designs are reviewed in context and even institutional policies are given consideration for relevance and impact to regulatory requirements





# DATA SECURITY AND ELECTRONIC RECORDS MANAGEMENT

No Board endorsement of any person or entity 24

**Data security begins and ends with the user. Howard has taken a holistic approach to information security and notably data security. The three-pronged approach involves end-user education and awareness, institutional policies and technology support**

- The IT department routinely holds department level instructor led training and orientation for data security. This same training is given during new-hire orientation
- Policies are promulgated to protect data with specific data classifications, provide access policies and designate appropriate use
- Technology enables the IT department to automatically scan for data vulnerabilities around PII, PCI-DSS and HIPAA using a cloud-based application. Moreover, a new desktop image initiative ensures consistent, centrally managed images for all desktops and laptops that include continuously updated software, whole disk encryption as well as virus and malware prevention. Accompanying the new desktop image is new policy software that enforces “least privilege” access control





# SOCIAL NETWORKING

**Social Networking brings risk to the University, but also see opportunity to directly connect with the iGeneration as communication tool of choice.**

- The IT Department works closely with General Counsel and Department of Public Safety when a policy violation or threat is detected. Howard is willing to intercede and report in channels such as Google zero tolerance anti-bullying tools
- The University publishes policies to guide the faculty, staff and students, including Acceptable Use policy, Acceptable Email Policy
- Social Media search and review software (e.g. Hoot Suite and others) is being deployed as means to scan social media for key positive and negative information in order to respond more timely to issues
- End user orientation to warn users of phishing and misrepresented identity threats, once phishing occurs technology to remove the threat from Emails and global communication to dissuade further impact



# MOBILE DEVICES

**Howard University has on an average day 25,000 devices connected to its network.**

- Whereas in years past we were concerned mostly with desktops, laptops and designated learning areas, today a significant proportion of our connected user involves mobile devices
- Those ubiquitous mobile phones, PDA's and tablets has increased the average per person device density to five or more. To accommodate this rapid change in how IT is consumed,
- Howard is in the process of implementing more advanced Network Access Controls (NAC) that quickly aid in identifying threats and vulnerabilities while managing levels of compliant connected equipment
- The next-generation NAC essentially classifies every device connected to the HU network and protects the surrounding network based upon known/unknown device, level of device compliance, level of threat.
- The NAC is able to dynamically isolate the network point to point communications of any device as needed
- Device Rules (GPO) for connected mobile devices are able to enforce passwords, encryption and lost/stolen device wipe



## MALWARE PROTECTION

- The key to the malware risks is user education and awareness campaigns. In addition, Email and network traffic is scanned for malware threats. Active monitoring and control of access to xx sites or content from within network
- Audit and ensure compliance of PII, PCI-DSS and HIPAA privacy requirements in University systems in order to provide a defense in layers by ensuring segregation and protection of private data
- University is evaluating cloud-based simulated phishing, a method of testing and educating the user community on how to remain vigilante and defend against malware



# DISASTER RECOVERY AND BUSINESS CONTINUITY

**Howard University recently embarked upon disaster recovery (DR) and business continuity planning (BCP) for the IT organization under national and international standards.**

- Once the foundation has been established, the IT business analyst and project management office can guide other business units in their individual business continuity plans. Each departmental BCP will include a disaster recovery component.
- One technology that enables a holistic BCP is the use of cloud-based applications and technology to ensure more resilience for the applications and to provide “anywhere” access to faculty, staff and students in the event the campus should be inaccessible
- The IT department holds disaster recovery exercises monthly as a means of continuous improvement



# IDENTITY AND ACCESS MANAGEMENT

**The University IT team has least privilege policies in place to ensure users only have as much access as required for role.**

- Semi-annual audits perform access review and confirm onboarding and termination processes correctly manage user access
- For users needing elevated privileges, that is managed with specific elevated privilege management accounts that are separate from the user account and can be monitored and audited for appropriate use
- The elevated privilege accounts are constrained to appropriate scope by the University Active Directory
- **In 2017, Howard will implement two-factor authentication as best practice to thwart misappropriation of user identity and further protect against compromised account credentials from malware or phishing**



# **I.T. WORKFORCE**

**Current market environment in Higher Education continues to put pressure on cost savings in IT, forcing leaner IT staff and making compensation hostile to competitive market rates.**

- The risk is reduced staff or less capable staff. There are multiple means of reducing this risk and Howard University has investigated each for appropriate fit
- Solutions include moving applications to the cloud or delivered as Software as a Service (SaaS) to reduce on premise reliance on technology and resources
- Also under consideration is 3<sup>rd</sup> party managed services as a way to remain properly staffed with appropriate competencies under a consistent year-on-year expense schedule





HOWARD  
UNIVERSITY

No Board endorsement of  
any person or entity 31

# FINANCES





**CONSOLIDATED (UNIVERSITY AND WHF) - FY16**  
**FINAL RESULTS COMPARED TO THE PRIOR 3 FISCAL YEARS**

No Board endorsement of  
any person or entity 32

- After two challenging years, Howard in FY16 has completed the first phase of a planned multi-year turnaround intended to produce sustainable financial stability and create investment capital to address urgent HU priorities
- **2016 Total Revenues and Reclassifications** \$783,076 M (as of Nov 2016)
- **Total Operating Expenses-** \$771,456 M
- **Operating Revenues over (under) Operating Expenses -** \$11,620 M







No Board endorsement of  
any person or entity

# CONSOLIDATED (UNIVERSITY AND HHS) PRELIMINARY RESULTS COMPARED TO THE PRIOR 3 FISCAL YEARS

Consolidated

16 Comp to 15

HOWARD UNIVERSITY	FY2013 Final	FY2014 Final	FY2015 Final	FY2016 Preliminary	FY16 Comp to FY15 \$	FY16 Comp to FY15 %
TUITION & FEES	\$248,122	\$257,645	\$264,307	\$257,269	(\$7,038)	-3%
less: Financial Aid & Remission	(\$82,518)	(\$92,923)	(\$110,239)	(\$97,435)	\$12,804	-12%
TUITION & FEES (net of Fin Aid)	\$165,604	\$164,722	\$154,068	\$159,834	\$5,766	4%
FEDERAL APPROPRIATION	\$233,691	\$222,751	\$212,035	\$221,821	\$9,786	5%
PATIENT SERVICE REVENUE	\$275,441	\$245,756	\$258,766	\$258,604	(\$162)	0%
ALL OTHER	\$172,319	\$170,891	\$162,079	\$147,627	(\$14,452)	-9%
<b>OPERATING REVENUES</b>	<b>\$847,055</b>	<b>\$804,120</b>	<b>\$786,948</b>	<b>\$787,886</b>	<b>\$938</b>	<b>0%</b>
SALARIES, WAGES, AND BENEFITS	\$472,832	\$475,054	\$455,904	\$415,974	(\$39,930)	-9%
OTHER OPERATING EXPENSES	\$279,261	\$286,085	\$300,557	\$282,892	(\$17,665)	-6%
<b>OPERATING EXPENSES</b>	<b>\$752,093</b>	<b>\$761,139</b>	<b>\$756,461</b>	<b>\$698,866</b>	<b>(\$57,595)</b>	<b>-8%</b>
<b>OP. REVENUES less OP. EXPENSES (EBIDA)</b>	<b>\$94,962</b>	<b>\$42,981</b>	<b>\$30,487</b>	<b>\$89,020</b>	<b>\$58,533</b>	<b>192%</b>
Interest / Depreciation / Amortization	(\$85,448)	(\$87,597)	(\$85,687)	(\$79,624)	(\$8,781)	11%
<b>OP. RESULTS after Int., Deprec., Amort.</b>	<b>\$9,514</b>	<b>(\$44,616)</b>	<b>(\$55,200)</b>	<b>\$9,396</b>	<b>\$64,596</b>	<b>-117%</b>



No Board endorsement of  
any person or entity 34

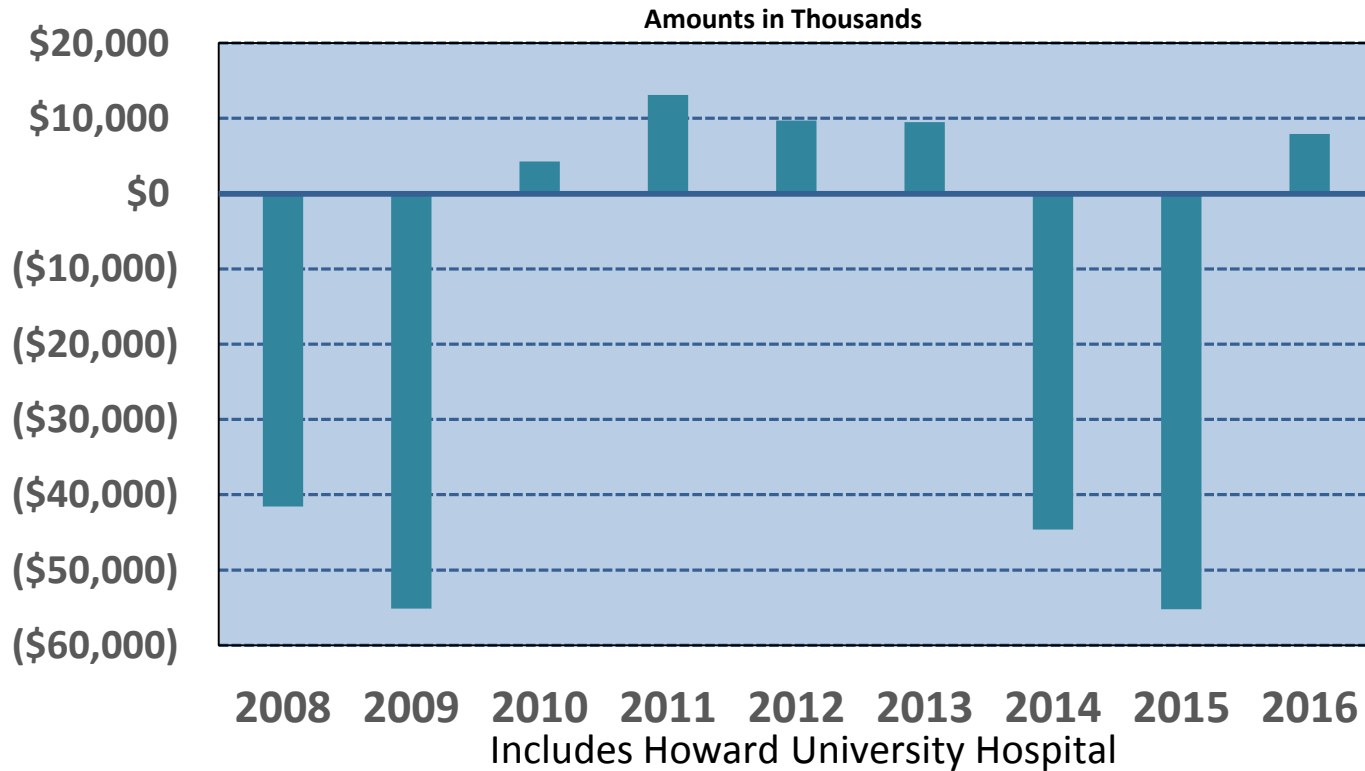
# UNIVERSITY ONLY FY16 PRELIMINARY RESULTS COMPARED TO THE PRIOR THREE FISCAL YEARS

HOWARD UNIVERSITY	University				16 Comp to 15	
	FY2013 Final	FY2014 Final	FY2015 Final	FY16 Preliminary	FY16 Comp to FY15 \$	FY16 Comp to FY15 %
TUITION & FEES	\$248,122	\$257,645	\$264,307	\$257,269	(\$7,038)	-3%
less: Financial Aid & Remission	<u>(\$82,518)</u>	<u>(\$92,923)</u>	<u>(\$107,997)</u>	<u>(\$95,193)</u>	\$12,804	-12%
TUITION & FEES (net of Fin Aid)	\$165,604	\$164,722	\$156,310	\$162,076	\$5,766	4%
FEDERAL APPROPRIATION	\$205,212	\$196,051	\$186,014	\$194,775	\$8,761	5%
PATIENT SERVICE REVENUE	\$34,305	\$36,004	\$27,851	\$28,606	\$755	3%
ALL OTHER	\$158,868	\$162,248	\$153,982	\$136,729	(\$17,253)	-11%
<b>OPERATING REVENUES</b>	<b>\$563,989</b>	<b>\$559,025</b>	<b>\$524,157</b>	<b>\$522,186</b>	<b>(\$1,971)</b>	<b>0%</b>
SALARIES, WAGES, AND BENEFITS	\$290,827	\$292,878	\$292,139	\$275,427	(\$16,712)	-6%
OTHER OPERATING EXPENSES	\$179,449	\$190,248	\$207,363	\$200,841	(\$6,522)	-3%
<b>OPERATING EXPENSES</b>	<b>\$470,276</b>	<b>\$483,126</b>	<b>\$499,502</b>	<b>\$476,268</b>	<b>(\$23,234)</b>	<b>-5%</b>
<b>OP. REVENUES less OP. EXPENSES (EBIDA)</b>	<b>\$93,713</b>	<b>\$75,899</b>	<b>\$24,655</b>	<b>\$45,918</b>	<b>\$21,263</b>	<b>86%</b>
Interest / Depreciation / Amortization	(\$61,458)	(\$62,333)	(\$60,681)	(\$58,372)	\$2,309	-4%
<b>OP. RESULTS after Int., Deprec., Amort.</b>	<b>\$32,255</b>	<b>\$13,566</b>	<b>(\$36,026)</b>	<b>(\$12,454)</b>	<b>\$23,572</b>	<b>-65%</b>
add: Net Real Estate Development Proceeds				\$18,900		
<b>OP. RESULTS plus Real Estate</b>	<b>\$32,255</b>	<b>\$13,566</b>	<b>(\$36,026)</b>	<b>\$6,446</b>	<b>\$42,472</b>	<b>-118%</b>

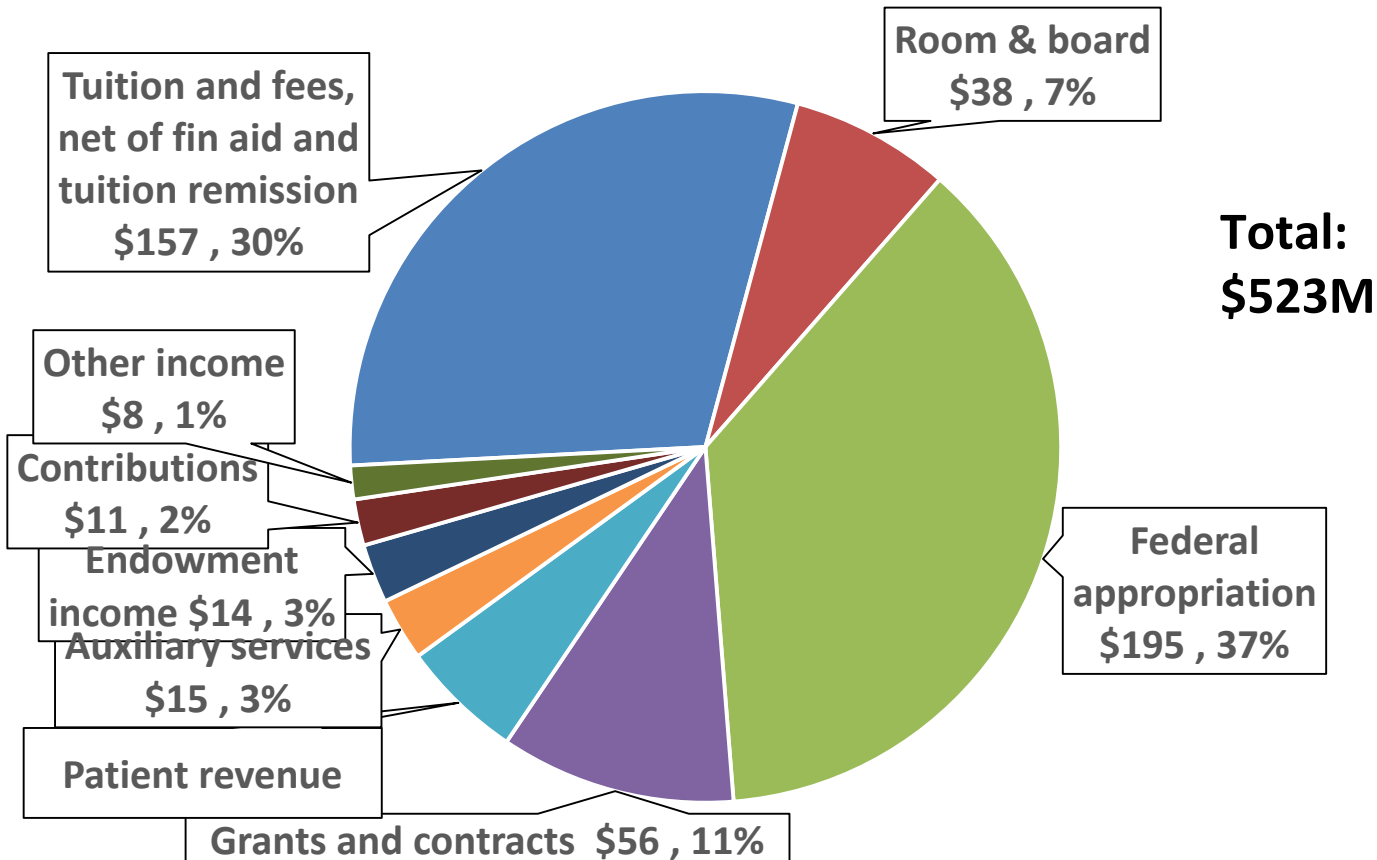


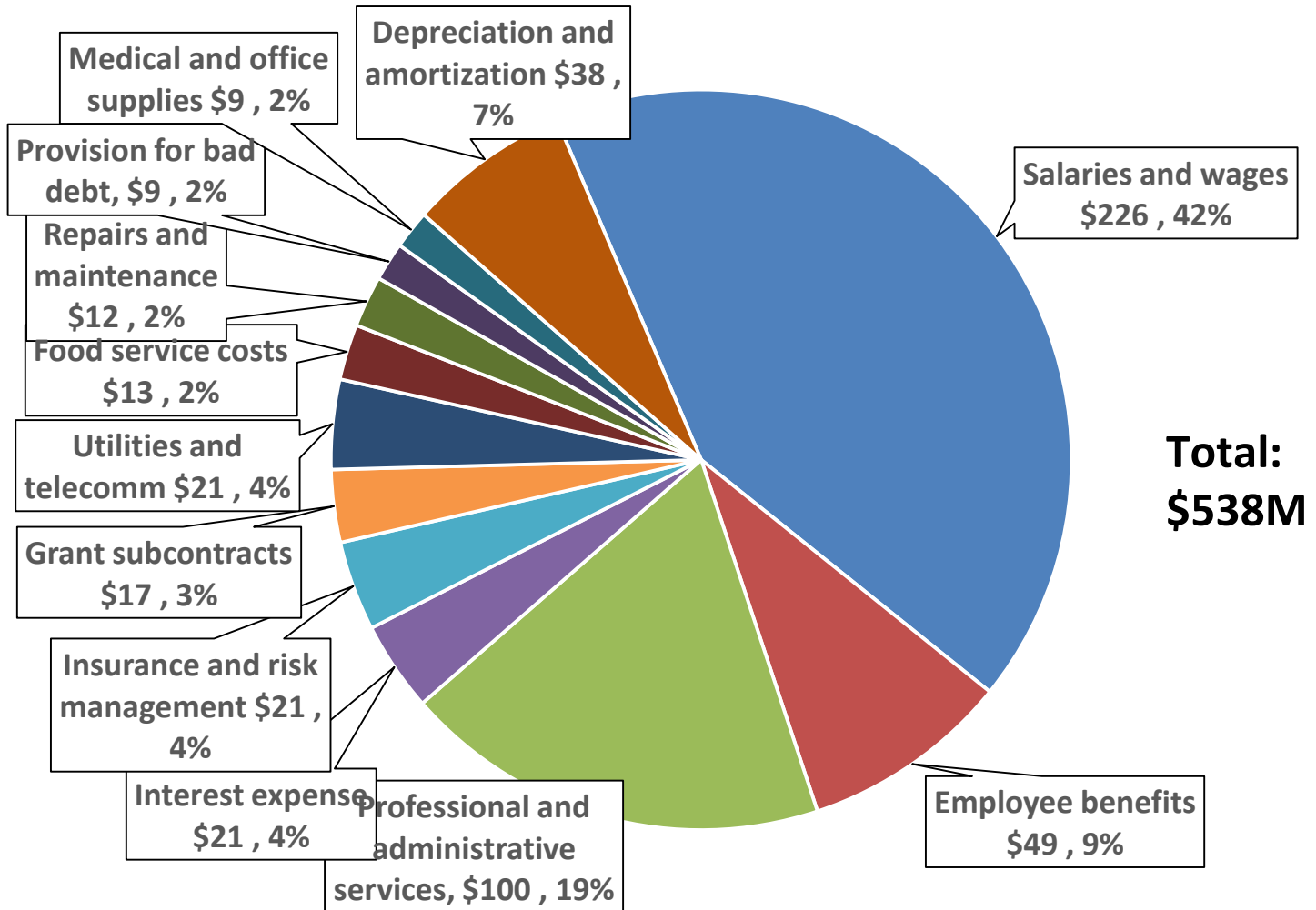
No Board endorsement of any person or entity 35

# HOWARD UNIVERSITY YEAR-END FINANCIAL RESULTS FY2008 - FY2016



## UNIVERSITY OPERATING REVENUES FY2015-16







HOWARD  
UNIVERSITY

No Board endorsement of  
any person or entity 38

# FUNDRAISING



**No Board endorsement of  
any person or entity 39**

**COMPARATIVE ANALYSIS:  
FUNDRAISING REVENUE / EXPENSES**

Institution	Revenue	Expenses	Expenses as % of Revenue
University of Notre Dame	\$389,802,058	\$38,963,072	10%
Duke University	\$478,295,705	\$59,391,958	12%
Washington University in St. Louis	\$246,714,379	\$33,000,000	13%
<b>Howard</b>	<b>\$11,587,957</b>	<b>\$1,587,290</b>	<b>14%</b>
University of Georgia	\$144,000,000	\$20,500,000	14%
Spelman College	\$19,518,668	\$3,100,000	16%
Saint Louis University	\$40,000,000	\$8,192,887	20%
Temple University	\$75,200,000	\$15,900,000	21%
Northeastern University	\$81,000,000	\$19,000,000	23%
Vanderbilt University	\$121,909,366	\$28,841,509	24%

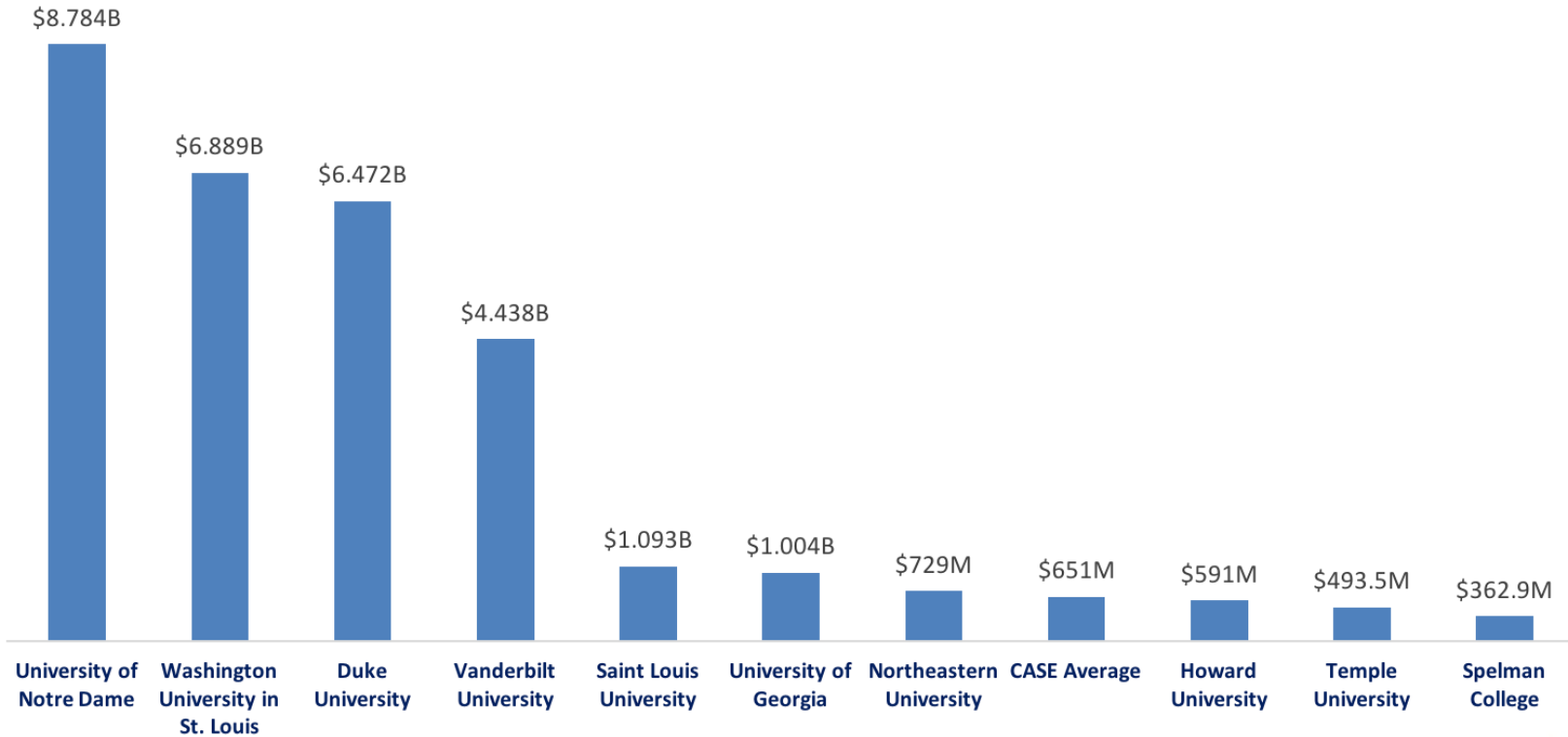
\*National Average Source: Greenfield, James. "Accountability and Budgeting, Assessing Costs, Results and Outcomes." In Hank Rosso, Achieving Excellence in Fundraising, New York: Wiley, 2003.





No Board endorsement of  
any person or entity 40

# COMPARATIVE ANALYSIS: ENDOWMENT





**COMPARATIVE ANALYSIS: CAMPAIGN ACTIVITY**

**Institutions currently engaged in a campaign:**



Institution	Dates	Goal	Amount Raised	Raised from \$1M+ (# Gifts)	Campaign Funding Priorities
Duke University	7/1/2010-6/30/2017	\$3.25B	Not disclosed	Not disclosed	Comprehensive
Washington University in St. Louis	3/1/2009-6/30/2018	\$2.5B	\$2.24B	Not disclosed	Outstanding Faculty; Talented & Diverse Student Body; Scholarly Research & Creative Potential; Teaching, Research, & Living Environments; Unrestricted Annual Support
University of Georgia	7/1/2012-6/30/2020	\$1B+	\$588.76M	\$240.81M (91)	Enhancing the Student Experience; Investing in Faculty Support and Research Serving the Citizens of Georgia and Beyond Improving Campus Infrastructure and Sustainability Providing Unrestricted Supp
Northeastern University	7/1/2007-2017	\$625M	\$510M	\$275M (85)	Student support, Faculty support, Research
Saint Louis University	7/1/2014-6/30/2020	\$500M	\$86.92M	\$14.86M (5)	Scholarship Health & Medicine Business Athletics
Temple University	Planned 7/1/2016	TBD	-	-	-



**COMPARATIVE ANALYSIS: CAMPAIGN ACTIVITY**

Most recent campaign:



Institution	Dates	Goal	Amount Raised	Raised from \$1M+ (# Gifts)	Campaign Funding Priorities
Vanderbilt University	7/1/1999-6/30/2011	\$1.75B	\$1.939B	\$826.42M (216)	Student Scholarships and Financial Aid, Faculty Chairs, Facilities and Technology, Programs and Research, Unrestricted
University of Notre Dame	7/1/2004-6/30-2011	\$1.5B	\$2.014B	Amount not disclosed (305)	Undergraduate financial aid, graduate fellowships, Academy, capital projects
Saint Louis University*	1/1/1998-6/30/2011	\$400M	\$466.28M	\$98.47M (51)	Scholarship Health & Medicine Capital Projects
Temple University	7/1/2002-12/31/2009	\$350M	\$384M	\$139.53M (62)	Various
<b>Howard University</b>	<b>1/1/2002-12/31/2007</b>	<b>\$250M</b>	<b>\$102.5M Cash</b>	<b>\$4,481,263 (4)</b>	<b>Capital projects</b>
Spelman College	7/1/2004-6/30/2014	\$150M	\$157.8M	\$27.82M (13)	Scholarships, Unrestricted Fund, Capital Projects, Endowment (Scholarships & Faculty Resources)

*\*Currently engaged in campaign effort as detailed on previous slide.*





# COMPARATIVE ANALYSIS: DONOR POOL

No Board endorsement of  
any person or entity 43



Institution	Alumni Participation*	Number of Alumni*	Number of Alumni Donors*	Number of Donors	Database Size
Spelman College	37.87%	17,998	6,815	8,307	34,460
University of Notre Dame	35.51%	129,751	46,081	108,555	585,441
Duke University	28.00%	149,057	41,732	Did not disclose	Did not disclose
Washington University in St. Louis	25.03%	113,152	28,325	61,550	398,775
Vanderbilt University	18.27%	131,978	24,107	50,226	450,000
University of Georgia	11.18%	295,721	33,068	59,025	757,663
Northeastern University	9.37%	205,710	19,273	26,672	700,000+
<b>Howard University</b>	<b>7.53%</b>	<b>75,968</b>	<b>5,717</b>	<b>11,982</b>	<b>190,000</b>
Saint Louis University	6.91%	137,413	9,494	14,735	288,971
Temple University	6.62%	289,521	19,172	37,550	500,000
CASE Average Campaign	15% during campaign				
CASE Average Annual	8.6% ordinary Annual Support				

\*As reported in VSE, 2015 (includes all alumni).

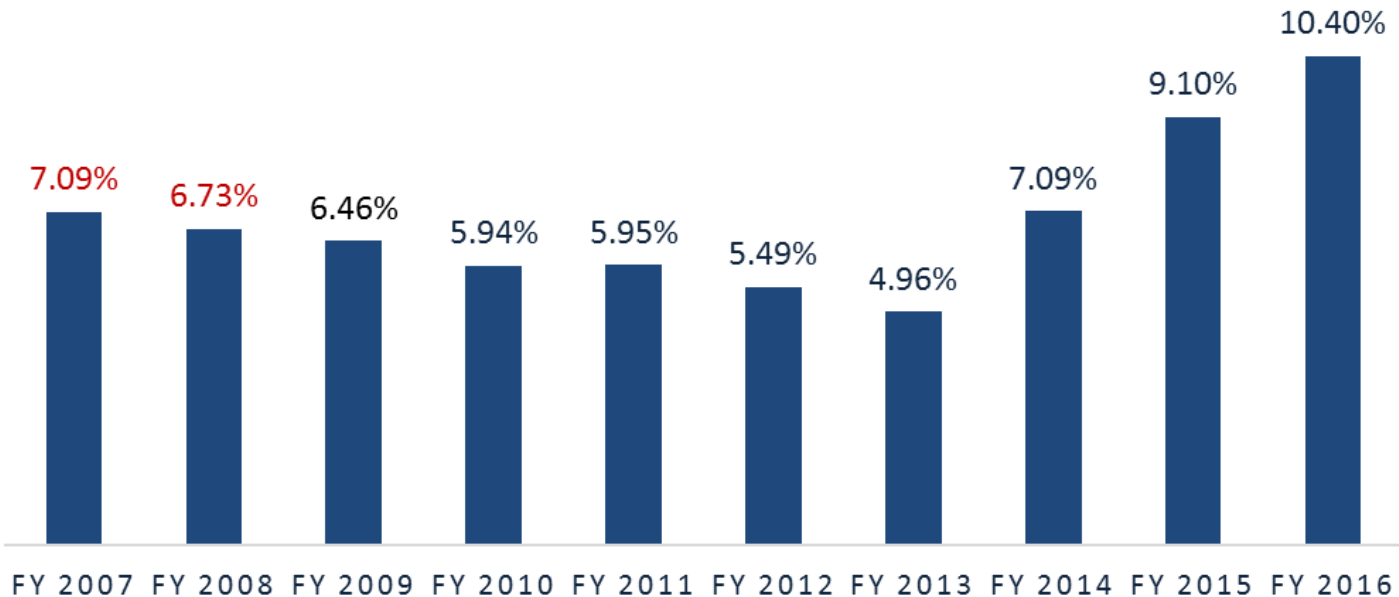


# HU ALUMNI FUNDRAISING PERFORMANCE

any person or entity 44

## ALUMNI PARTICIPATION RATE LAST 10 FISCAL YEARS

■ Undergraduate Alumni Participation Rate

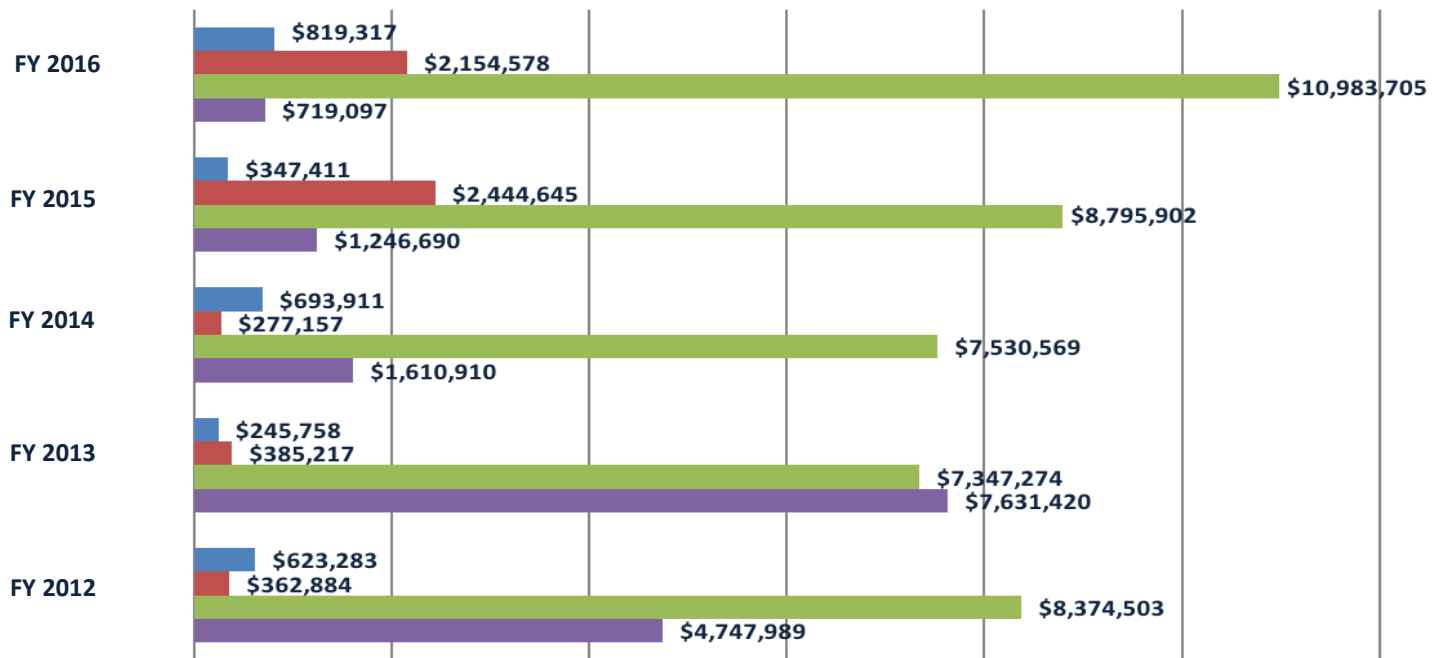




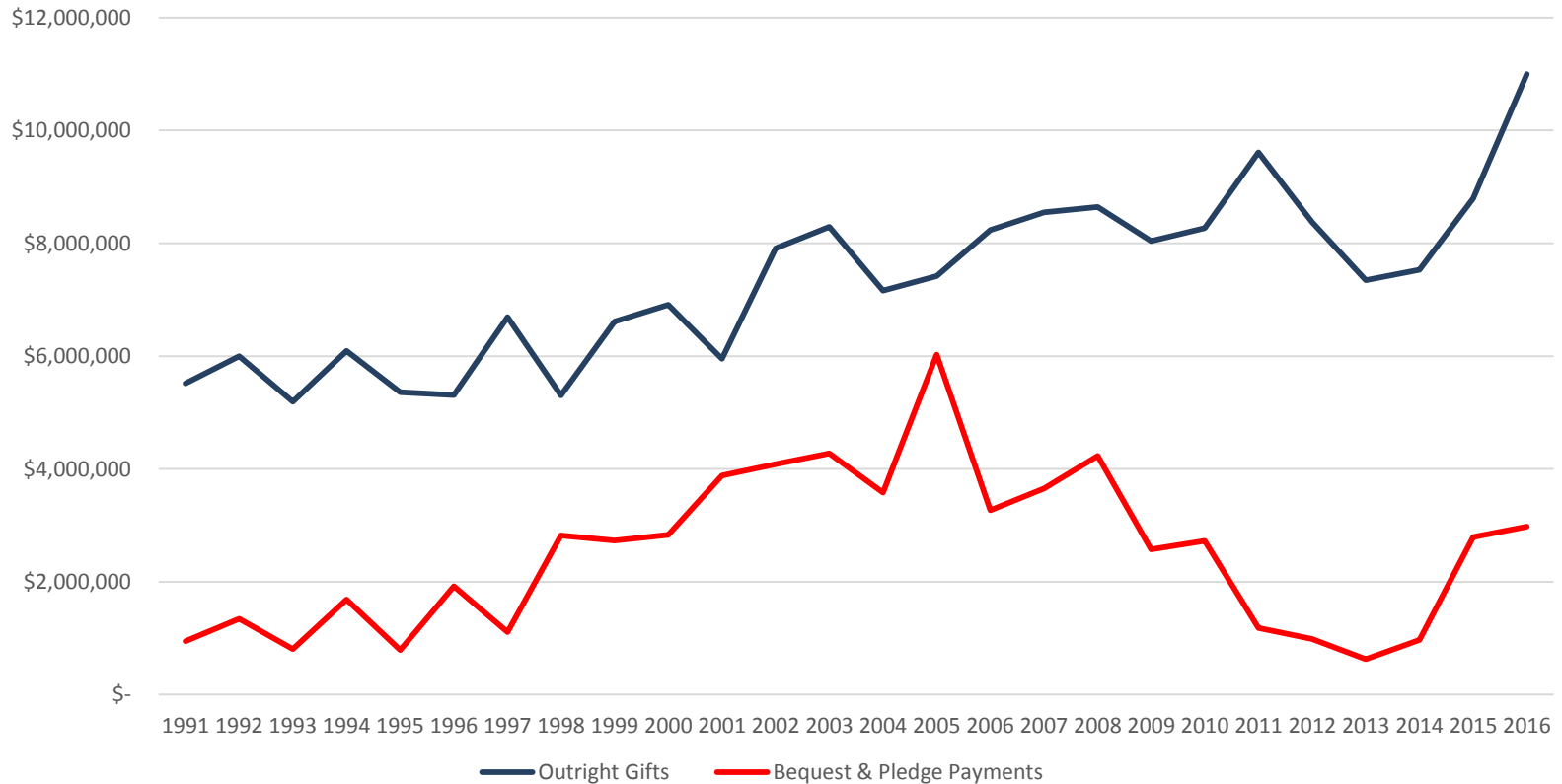
No Board endorsement of  
any person or entity 45

# HU FUNDRAISING PERFORMANCE FY 2012-2016

- PAYMENTS ON SAME FY COMMITMENTS
- PAYMENTS ON PREVIOUS COMMITMENTS
- OUTRIGHT GIFTS
- OUTSTANDING EXPECTANCIES+PLEDGES



# HU FUNDRAISING PERFORMANCE FY 1991-FY 2016





*Alumni Insight 2016*  
**Conference Call  
Series Kickoff**

**9 p.m. EST Wednesday, Sept. 7, 2016**

You are invited to participate in the launch of Howard University's monthly Alumni Insight Conference Call Series in September. Developed to engage alumni and the University community, each discussion will focus on select matters culled from a broad range of topics that address the overall functionality and direction of the Capstone. Additionally, alumni will be presented with the opportunity to learn more about a University stakeholder – a monthly feature – and his or her direct responsibilities at Howard, including a brief Q&A session following the dialogue.

All alumni are urged to listen in on the inaugural call at 9 p.m. Sept. 7, to communicate, connect and foster our growth as a united University community, one that is in sync with and up to date on the progress, challenges and activities that are occurring at this historic institution.



Dr. Wayne A. I. Frederick  
President  
*Speaker*



Mrs. Molette Green  
School of Communications (B.A. '91)  
*Moderator*

*The Alumni Insight conference call number will be provided upon the completion of your registration.*

*Please submit questions for our speaker to [alumniquestions@howard.edu](mailto:alumniquestions@howard.edu).*

*Alumni Insight 2016 is hosted by The Department of Alumni Relations.  
For more information, please email [charles.gibbs@howard.edu](mailto:charles.gibbs@howard.edu)*



*Alumni Insight 2016*  
**Conference  
Call**

**9 p.m. EST Wednesday, Oct. 12, 2016**

You are invited to participate in the Howard University's monthly Alumni Insight Conference Call Series in October. Developed to engage alumni and the University community, each discussion will focus on select matters culled from a broad range of topics that address the overall functionality and direction of the Capstone. Additionally, alumni will be presented with the opportunity to learn more about a University stakeholder – a monthly feature – and his or her direct responsibilities at Howard, including a brief Q&A session following the dialogue.

All alumni are urged to listen in on the call at 9 p.m. Oct. 12, to communicate, connect and foster our growth as a united University community, one that is in sync with and up to date on the progress, challenges and activities that are occurring at this historic institution.



Mr. Michael Maceh  
Chief Financial Officer and Treasurer  
*Speaker*



Ms. Tyisha Fernandes  
News Anchor, WSB-TV Atlanta  
*Moderator*

*The Alumni Insight conference call number will be provided upon the completion of your registration.*

*Please submit questions for our speaker to [alumniquestions@howard.edu](mailto:alumniquestions@howard.edu).*

*Alumni Insight 2016 is hosted by the Department of Alumni Relations.  
For more information, please email [charles.gibbs@howard.edu](mailto:charles.gibbs@howard.edu)*





**HOWARD**  
**UNIVERSITY**

**No Board endorsement of  
any person or entity 48**

# **HISTORICALLY BLACK COLLEGES AND UNIVERSITIES (HBCUs)**





## CRITICAL ROLE OF HBCUS

- 312,000 students attend HBCUs
  - Of this population 79% are African American
- HBCUs represent 4 % of all four-year institutions
- HBCUs produce 21% of bachelor's degrees awarded to African Americans



## HBCUS PRODUCE 28% OF AFRICAN AMERICANS IN THE STEM FIELDS\*

- 34% of African Americans who received bachelor's degrees in physics, chemistry, astronomy, mathematics and biology earned them from HBCUs\*
- Of the top 10 colleges whose African American graduates went on to get PhDs in science and engineering, the top eight were HBCUs\*\*

\*National Center for Education Statistics

\*\*National Science Foundation





# TOP 50 U.S. BACCALAUREATE-ORIGIN INSTITUTIONS OF 2002–11 BLACK SCIENCE AND ENGINEERING DOCTORATE RECIPIENTS

No Board endorsement of  
any person or entity 51

## 1. Howard University 220

- Spelman College 175
- 3. Florida A & M University 154
- 4. Hampton University 150
- 5. Xavier University of LA 126
- 6. Morehouse College 106
- 7. Morgan State U. 102
- 7. NC A&T State U. 102
- 9. Southern U. 100
- 10. Tuskegee U. 80
- 10. U. Maryland, Baltimore County 80
- 12. U. Maryland, College Park 76
- 13. U. Michigan, Ann Arbor 73
- 14. U. Virginia, 72
- 15. Harvard U. 71
- 16. Jackson State U. 69
- 17. U. California, Berkeley 64
- 18. U. Illinois, Urbana-Champaign 62
- 18. U. North Carolina, Chapel Hill 62
- 20. Tennessee State U. 61
- 21. Yale U. 60
- 22. Brown U. 55
- 22. Massachusetts Institute of Technology 55
- 24. U. Florida 54
- 25. Cornell U. No 51
- 26. Alabama A&M U. 50
- 26. North Carolina State U. 50

- 28. Duke U. 49
- 29. Princeton U. 47
- 29. Rutgers, State U. NJ, New Brunswick 47
- 31. CUNY City C. 46
- 31. Georgia Institute of Technology, 46
- 31. Michigan State U. 46
- 34. Clark Atlanta U. 45
- 34. Florida State U. 45
- 34. Prairie View A&M U. 45
- 37. Tougaloo C. 44
- 38. U. Pennsylvania 43
- 39. CUNY, Hunter C. 42
- 39. Pennsylvania State U. 42
- 41. Norfolk State U. 41
- 42. Louisiana State U. 40
- 42. North Carolina Central U. 40
- 42. U. California, Los Angeles 40
- 45. Grambling State U. 39
- 45. U. South Carolina, Columbia 39
- 47. Stanford U. 36
- 47. Texas A&M U., 36
- 47. U. Georgia 36
- 50. Dillard U. 35
- 50. Fisk U. 35
- 50. Temple U. 35

Total from Harvard, MIT and Stanford  
combined = 162





No Board endorsement of  
any person or entity 52

## TOP 10 U.S. BACCALAUREATE-ORIGIN INSTITUTIONS OF 2002–11 BLACK S&E DOCTORATE RECIPIENTS BY FIELD OF DOCTORAL DEGREE

### Life Sciences

1. Xavier U. LA , 74
2. **Howard U. , 61**
3. Hampton U. 57
4. Spelman C. 55
5. U. MD, Baltimore County 50
6. FL A&M U. 46
7. NC A&T State U. 35
8. Southern U. 34
9. Tuskegee U. 32
10. Morehouse C. 31
10. Morgan State U. 31

### Physical Sciences

1. **Howard U. 28**
2. Hampton U. 24
2. Morehouse C. 24
4. Spelman C. 23
5. Southern U. 22
6. FL Agricultural and Mechanical U. 19
7. Xavier U. LA 16
8. Jackson State U. 13
8. Norfolk State U. 13
10. AL A&M U. 12
10. NC A&T State U. 12

Source: National Science Foundation

### Social Sciences

1. **Howard U. 109**
2. Spelman C. 84
3. Hampton U. 61
4. FL A&M U 52
5. Harvard U 44
6. U. CA, Berkeley 42
7. Morehouse C. 39
8. U. MD, College Park 37
8. U. VA 37
10. Yale U. 36

### Engineering

1. NC A&T State U. 48
2. FL A&M U. 37
3. Morgan State U. 32
4. Brown U. 28
5. GA Institute of Technology 25
6. **Howard U. 22**
7. Tuskegee U. 20
8. U. MI, Ann Arbor 18
9. U. MD, College Park 16
9. U. MD, Baltimore County 16

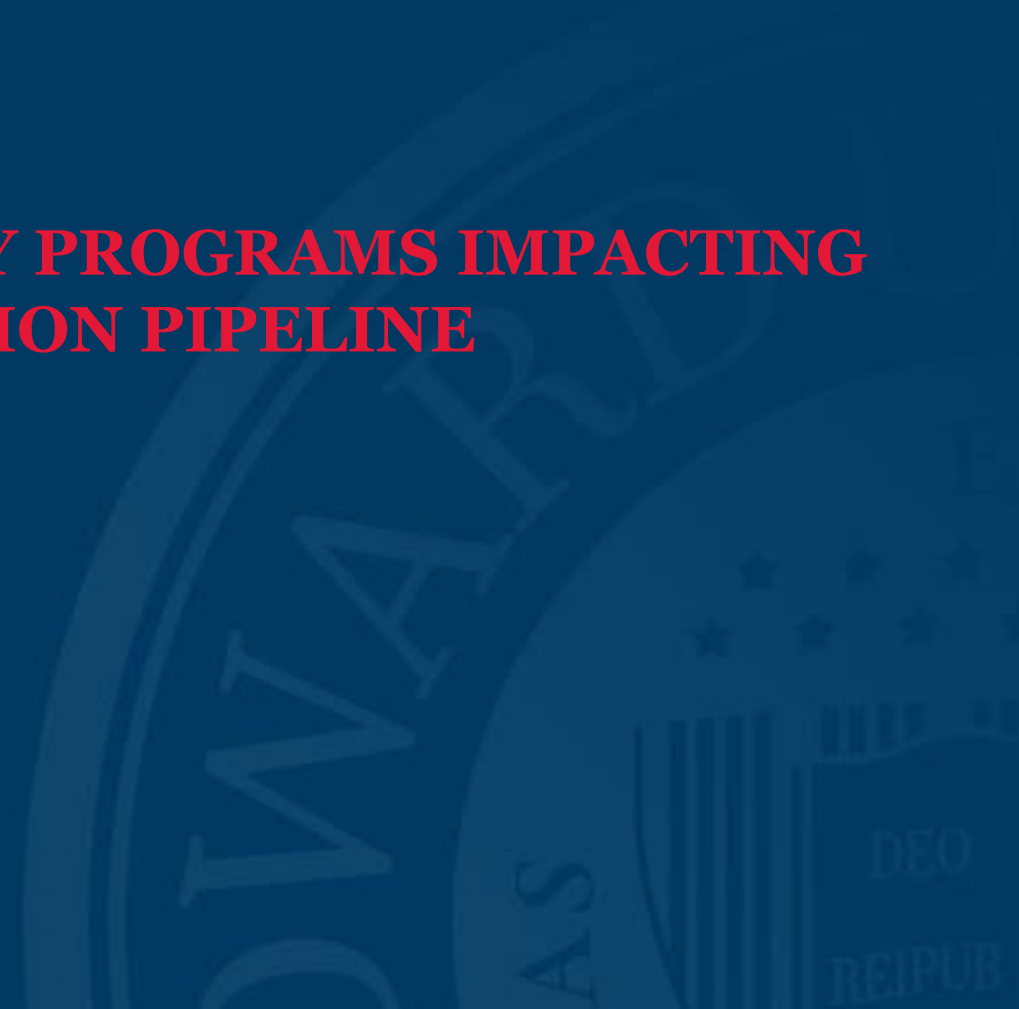




**HOWARD**  
**UNIVERSITY**

**No Board endorsement of  
any person or entity 53**

# **HOWARD UNIVERSITY PROGRAMS IMPACTING THE HIGHER EDUCATION PIPELINE**





No Board endorsement of  
any person or entity 54

## HOWARD UNIVERSITY MIDDLE SCHOOL OF MATHEMATICS AND SCIENCE

- Completely non-selective middle school
- Open to all students, regardless past academic performance, social-economic condition, or learning style
- While achievement outcomes are on par or above national standards, 2/3 of students enter performing below grade level
- Since it was founded in 2005, (MS)<sup>2</sup>'s performance on the state-mandated standardized assessments has consistently been in the top 5% for the District of Columbia.



### Student demographic profile

- 95% African American
- 5% Latino/Hispanic

## **HOWARD UNIVERSITY MIDDLE SCHOOL OF MATHEMATICS AND SCIENCE**

**95% of the class of 2008 attended college  
(two finished high school one year early)**

- (MS)<sup>2</sup> students in the graduating class of 2008 were commonly accepted by 4 or 5 colleges and universities
- Nearly 50 percent (MS)<sup>2</sup> graduates from the Class of 2009 are majoring in a STEM field
- (MS)<sup>2</sup> graduates had scholarship offers from more than one school. Total monetary and scholarship offers ranged from \$10,000 to \$200,000



# RECOMMENDATIONS TO DEVELOP THE PIPELINE

No Board endorsement of  
any person or entity 56

- **Feeder Programs**, beginning in Middle Schools – e.g. support for and refocus of science fair projects toward dental research. Service assignments at dental schools
- **Better undergraduate dental clubs**, with structured learning in DAT and dental basic sciences core areas
- **IPE** - Restructuring of dental learning environment to accommodate provision of comprehensive care with better follow-up and prevention.
- **Mentoring** – with concern for diversity at less diverse dental colleges
- **Academic Reinforcement** – funding and better models to identify those moving toward the safety net.
- Collaborative Student Exchange Programs





# SELECTED HOWARD UNIVERSITY INITIATIVES TO IMPROVE ACCESS

No Board endorsement of any person or entity 57

- Federal funding that has been used to help increase Minority Applicants who would otherwise be discouraged because of financial or social barriers
  - The Special Health Careers Opportunity Grant
  - Health Careers Opportunity Grant
  
- New approaches to attract minority students to STEM education
  - Inform students earlier about careers in oral healthcare
    - BS/MD, BS/DDS, MD/PhD Programs
  - Strengthen efforts of K-12 education
    - Howard Middle School ( STEM)
  
- Community outreach
  - Howard College of Dentistry opens its doors to 325 Washington DC public school children for the annual “Give Kids A Smile Day”





No Board endorsement of  
any person or entity 58

## HOWARD UNIVERSITY'S PRE-HEALTH SCHOLARS SUMMER ENRICHMENT PROGRAM (PHSEP)

- The PHSEP is designed to prepare under-represented minority students of Howard University and other HBCU partner universities for a four-week intensive program at Howard University campus, Washington, DC.
- This program develops and enhances the academic skills necessary for success in the health professional schools.
- Students meet with various academic mentors, physicians, dentists and scientists at HU campus and other site visits to better understand the health professions and the health policymaking process to become effective healthcare and community leaders.



## IMPROVING ACCESS

### ➤ Health Careers Opportunity Pipeline Programs to Increase Diversity

Although admissions policies were a primary strategy for increasing student diversity among health professions, other important approaches include diversifying the applicant pool with outreach and recruitment programs.

- Summer Medical Dental Enrichment Program (SMDEP)
- Pre-Health Summer Enrichment Program (PHSEP)
- Advanced College Summer Enrichment Program (ACSEP)





**HOWARD**  
**UNIVERSITY**

**No Board endorsement of  
any person or entity 60**

# **INTER-PROFESSIONAL EDUCATION**



➤ **State-of-the-Art Simulation Center**

- GOAL: Promote IPE and patient safety through simulation education.

➤ **Introduction to Health Care Ethics Course**

- GOAL: Develop healthcare professionals who work as an interdisciplinary team to resolve ethical issues.

➤ **Institute for Healthcare Improvement (IHI) Open School - Interprofessional Chapter at Howard University organized in 2013**

- GOAL: Advance health care & patient safety competencies in the next generation of healthcare providers nationwide



# INTERDISCIPLINARY HEALTH SCIENCES SIMULATION CENTER

## Simulation Center

Welcome

About Us

- [Overview](#)
- [Facility Description](#)
- [Center Layout](#)
- [Our Team](#)
- [Contact Us](#)
- [News & Acknowledgements](#)

Education

Equipment

Research

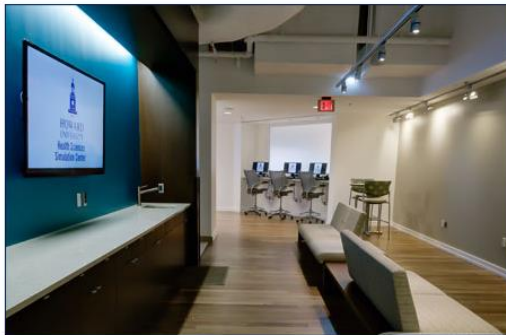
Make a Gift

Contact Us

### Overview and Mission

Howard University Health Sciences Simulation Center

**"Promoting Patient Safety through Simulation  
Education and Deliberate Practice"**



***The Center is specifically designed to promote interprofessional simulation-based education for all levels of healthcare professionals using the latest technology and equipment.***



# **INTER-PROFESSIONAL EDUCATION COLLABORATION SATURDAY COLLECTIVE FOR KIDS – HEALTH SCIENCES SCREENING**

No Board endorsement of any person or entity 63



**Oral  
mechanism**



**Oral Health  
Education**



**Body Mass  
Index**



**Nutrition**



**Hearing**



**Speech and  
Language**

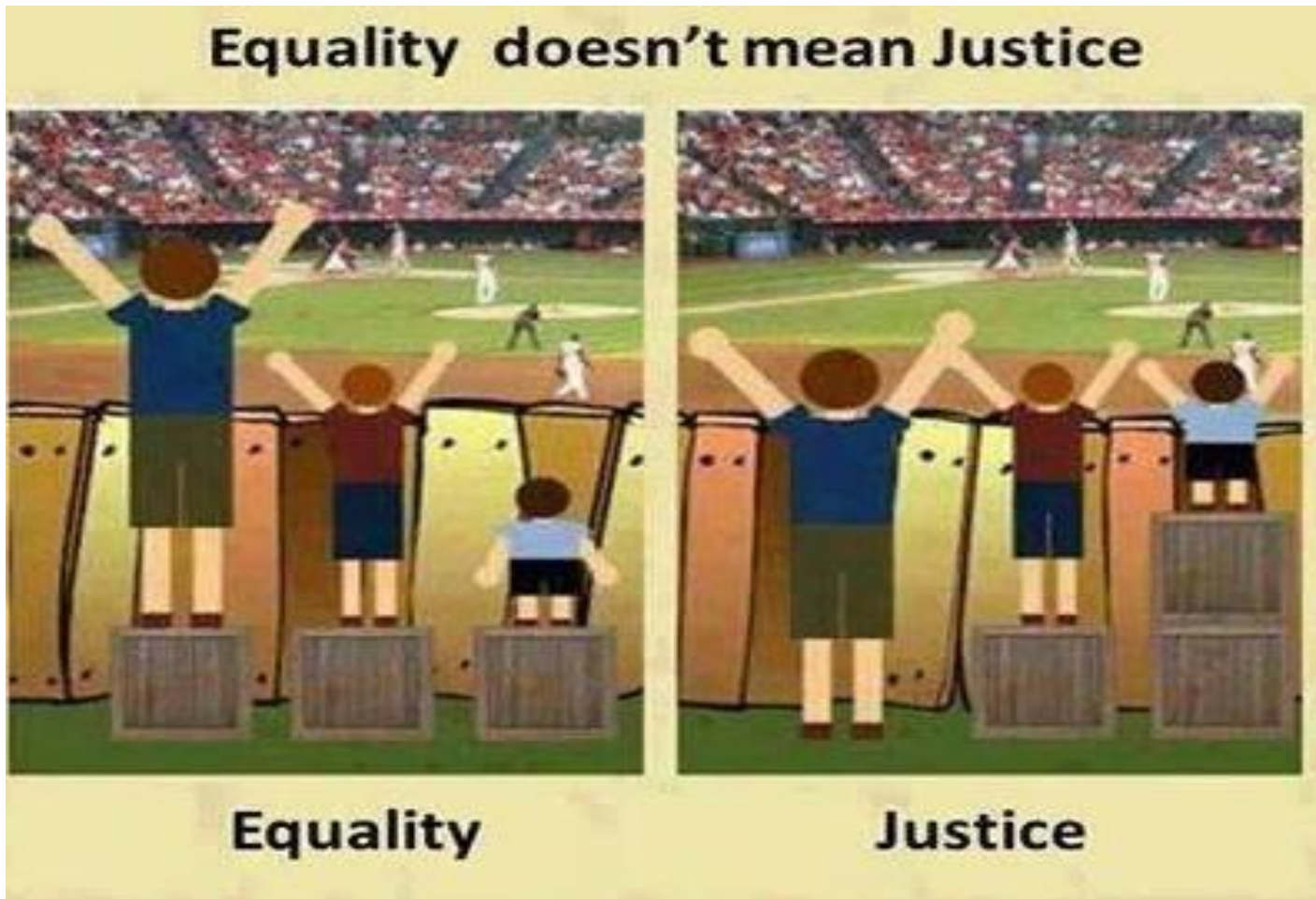


**Orthodontics**



**Pediatric  
Dentistry**







No Board endorsement of  
any person or entity 65

**“EXCELLENCE OF PERFORMANCE WILL  
TRANSCEND ARTIFICIAL BARRIERS  
CREATED BY MAN”**



## THE FUTURE OF ACADEMIA



# THE FUTURE OF ACADEMIA





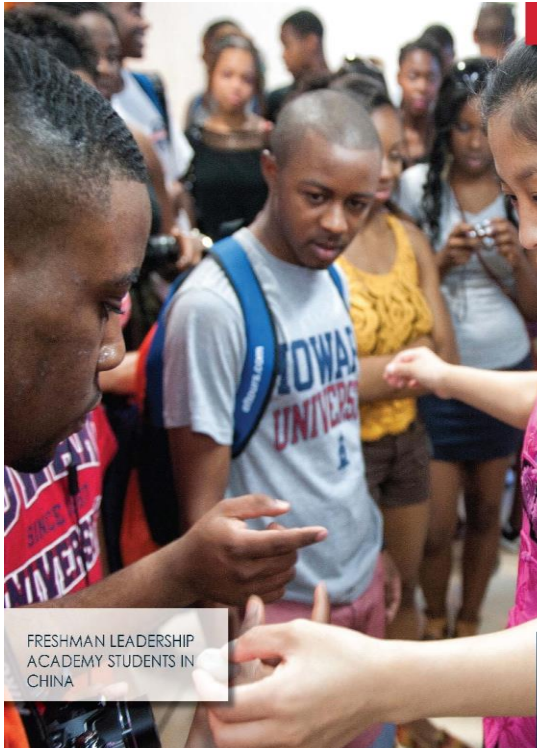
HOWARD  
UNIVERSITY

No Board endorsement of  
any person or entity 68


# HOWARD UNIVERSITY SESQUICENTENNIAL CELEBRATION








Ralph Bunche International Affairs Center  
in collaboration with the  
Political Science Department  
presents the series:  
150 Years of Howard University in the World™  
An Evening with  
Ambassador Andrew Young



Distinguished HU Alumni, Ambassador Andrew Young, will join us for a "fireside chat" with the Hilltop's Campus Editor, Maya King, to discuss his life and career on the global stage and how Howard University prepared him for the world.

Tuesday, September 6  
6:30 p.m.  
Ira Aldridge Theater



**HOWARD**  
UNIVERSITY

FRESHMAN LEADERSHIP  
ACADEMY STUDENTS IN  
CHINA

IN CONJUNCTION WITH THE HOWARD UNIVERSITY  
SESQUICENTENNIAL ANNIVERSARY

THE DEPARTMENT OF POLITICAL SCIENCE IS PROUD TO HOST

**RACE AND POLITICS IN BRITAIN AND THE UK:  
A CONVERSATION WITH**

**BRITISH MEMBER OF PARLIAMENT  
HELEN GRANT**



FRIDAY, SEPTEMBER 16, 2016  
IRB MULTI-PURPOSE ROOM  
11 A.M. - NOON



**HOWARD**  
UNIVERSITY



## **SESQUICENTENNIAL PLANNING PURPOSE & GOALS**

- Create a University-wide schedule of events and projects celebrating the 150<sup>th</sup> anniversary of the University's founding
- Highlight accolades of students, alumni, faculty and staff
- Reinforce the vision for the future of Howard University
- Increase current philanthropic support
- Cultivate support for the University, in advance of the launch of the capital campaign



# SESQUICENTENNIAL PLANNING

## The Sesquicentennial Planning Committee

- Co-chaired by Dean Holley-Walker, School of Law and Mr. Calvin Hadley, Senior Advisor of Strategic Initiatives/ Student Ombudsman
- **Sub-Committees support events, publications, and communications**
  
- **Goal: 2 official Sesquicentennial events per month (for the next year)**
  
- **September marked the start of official Sesquicentennial events**
  - The Ralph Bunche Center for International Affairs Series, “**150 Years of Howard in the World**”
    - September 6, 2016, “An Evening with Ambassador Andrew Young”
  - Political Science Department, “**Race & Politics in Britain and the United Kingdom**”
    - September 16, 2016, “A Conversation with Helen Grant, Member of Parliament”
  - History Department, “**Reconstruction Revisited: African Americans at the Dawn of Freedom.**”
    - October 28, 2016, Department of History Graduate Students
  
- **The official announcement made at Opening Convocation, September 23, 2016**





## **The Time is Always Now**

---

The great moments in Howard’s history were not “history” at the time. For Howard, these are the moments that have made all the difference; where challenges are overcome, opportunity is recognized and the future is built. To act, to learn, to give, to serve, to excel—At Howard the time has always been, and will always be, now.

---

***“There is never time in the future in  
which we still work out our salvation.  
The challenge is in the moment; the  
time is always now.”***

**James Baldwin**

