STATE OF THE UNIVERSITY ADDRESS

Presented by: Wayne A. I. Frederick, M.D., MBA
President
April 18, 2017
## EMERGENCY DEPARTMENT VISITS

### Acute

<table>
<thead>
<tr>
<th>Hospital</th>
<th>Actual This Year</th>
<th>% Change From Average This Year</th>
<th>Average This Year</th>
<th>% Change From Average Last Year</th>
<th>Average Last Year</th>
<th>% Change From Average Last Year</th>
<th>% Change From This Year</th>
<th>% Change From Last Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children's National Medical Center at United Medical Center</td>
<td>3,252</td>
<td>36.93%</td>
<td>3,135</td>
<td>5.13%</td>
<td>3,041</td>
<td>9.35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children's National Medical Center*</td>
<td>6,962</td>
<td>12%</td>
<td>7,541</td>
<td>-1.24%</td>
<td>7,290</td>
<td>2.35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>George Washington University Hospital</td>
<td>5,568</td>
<td>-3.62%</td>
<td>5,798</td>
<td>-4.40%</td>
<td>6,204</td>
<td>-3.30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Howard University Hospital</td>
<td>3,789</td>
<td>1.17%</td>
<td>3,875</td>
<td>2.87%</td>
<td>3,983</td>
<td>-3.30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MedStar Georgetown University Hospital</td>
<td>2,463</td>
<td>-5.96%</td>
<td>2,393</td>
<td>-11.04%</td>
<td>2,667</td>
<td>-6.29%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MedStar Washington Hospital Center**</td>
<td>6,501</td>
<td>-3.55%</td>
<td>7,053</td>
<td>4.24%</td>
<td>7,243</td>
<td>0.22%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Providence Hospital</td>
<td>3,671</td>
<td>12.40%</td>
<td>3,916</td>
<td>-3.40%</td>
<td>4,229</td>
<td>-2.35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sibley Memorial Hospital</td>
<td>2,931</td>
<td>2.70%</td>
<td>3,097</td>
<td>8.32%</td>
<td>3,190</td>
<td>8.23%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>United Medical Center</td>
<td>4,729</td>
<td>-11.24%</td>
<td>4,843</td>
<td>-9.49%</td>
<td>4,981</td>
<td>-7.67%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>ACUTE TOTAL</strong></td>
<td>39,866</td>
<td>2.44%</td>
<td>41,650</td>
<td>-1.23%</td>
<td>42,828</td>
<td>-0.83%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Does not include MedStar trauma visits.**

VA data for October - February 2017 were not available at the time of this report; will be added once available.

Note: Hospital averages are rounded; therefore, sums may not match totals. Hospital data are self-reported.
• Revitalize Quality Program
  – Quality Management committee
  – Quality oversight committee
  – Revised Quality Plan
  • Implementation of quality tools, FMEA, RCA, Educational Programs
  • Policy Review and update: all departments, clinical and non clinical
  • Engaged interdisciplinary teams
HUH QUALITY ACTIVITIES
2014-2017

• MEANINGFUL USE
• CORE MEASURES
• VALUE—BASED PAYMENTS
HUH QUALITY ACTIVITIES
2014-2017

• Telemetry Evaluation
• One- to One Monitoring
• Through put Improvements (ED Wait time)
• Restraint Utilization
• Pharmacy Improvements
  – VTE evaluation and treatment
  – PPI restrictions
  – IV to PO conversions
  – Automatic stops
  – Formulary management
• Medical Records: decreased incompletion
• Patient Excellence Rounds
• Discharge Planning LOS 4.1
  – Improved LTAC transitions
  – Patient Resource Program
    • Medications on discharge
    • Clothing
    • Wheelchairs
    • Travel assistance
• Regulatory Preparation
  – Employee influenza vaccinations
  – Inventory /Supply management
  – Crash Cart Management
  – Safety Rounds
  – Postgraduate physician credentialing
• Diabetes Management
  – Inpatient
  – Outpatient

• Stroke Management
• Electronic Death Registry Service Implementation
• AOP
• Award DOH Significant Reporting Improvement in Birth and Death Reporting
• Community outreach
### HOWARD UNIVERSITY HOSPITAL OPERATING REVENUES

<table>
<thead>
<tr>
<th></th>
<th>FY18-19</th>
<th>FY18-19</th>
<th>FY18-19</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Budget</td>
<td>Year To Year %</td>
</tr>
<tr>
<td>INPATIENT SERVICES REVENUE</td>
<td>253,032</td>
<td>250,371</td>
<td>-1.1%</td>
</tr>
<tr>
<td>OUTPATIENT SERVICES REVENUE</td>
<td>148,109</td>
<td>139,016</td>
<td>6.5%</td>
</tr>
<tr>
<td>EMERGENCY CARE SERVICES REVENUE</td>
<td>65,845</td>
<td>65,306</td>
<td>0.8%</td>
</tr>
<tr>
<td>Total Gross Patient Services Revenue</td>
<td>466,986</td>
<td>454,693</td>
<td>-2.7%</td>
</tr>
<tr>
<td>CONTRACTUALS</td>
<td>(10,615)</td>
<td>(10,582)</td>
<td>0.3%</td>
</tr>
<tr>
<td>CHARTY SERVICES</td>
<td>(1,901)</td>
<td>(1,901)</td>
<td>0.0%</td>
</tr>
<tr>
<td>DEDUCTION/ADJUSTMENTS</td>
<td>(1,783)</td>
<td>(1,783)</td>
<td>0.1%</td>
</tr>
<tr>
<td>BAD DEBT, NIT</td>
<td>(31,205)</td>
<td>(17,359)</td>
<td>-45.6%</td>
</tr>
<tr>
<td>(33,717)</td>
<td>(31,881)</td>
<td></td>
<td>-5.6%</td>
</tr>
<tr>
<td>PATIENT SERVICE REVENUE (PWR)</td>
<td>136,106</td>
<td>134,636</td>
<td>1.1%</td>
</tr>
<tr>
<td>COST SETTLEMENT REVENUE</td>
<td>9,832</td>
<td>7,694</td>
<td>28.1%</td>
</tr>
<tr>
<td>AMORTIZE</td>
<td>6,715</td>
<td>6,718</td>
<td></td>
</tr>
<tr>
<td>MEDICAL OSH</td>
<td>25,616</td>
<td>25,306</td>
<td>1.2%</td>
</tr>
<tr>
<td>FEDERAL APPORTIONS</td>
<td>20,037</td>
<td>20,038</td>
<td>0.0%</td>
</tr>
<tr>
<td>OTHER REVENUES</td>
<td>3,662</td>
<td>3,525</td>
<td>4.3%</td>
</tr>
<tr>
<td>63,856</td>
<td>61,571</td>
<td>3,285</td>
<td>-5.3%</td>
</tr>
<tr>
<td>TOTAL OPERATING REVENUE</td>
<td>293,862</td>
<td>283,802</td>
<td>-3.4%</td>
</tr>
<tr>
<td>OPERATING EXPENSES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SALARIES AND WAGES</td>
<td>71,543</td>
<td>72,021</td>
<td>-0.6%</td>
</tr>
<tr>
<td>BENEFITS</td>
<td>25,380</td>
<td>24,620</td>
<td>2.8%</td>
</tr>
<tr>
<td>PROFESSIONAL FEES</td>
<td>16,145</td>
<td>16,304</td>
<td>-1.0%</td>
</tr>
<tr>
<td>MEDICAL AND SURGICAL SUPPLIES</td>
<td>13,830</td>
<td>13,966</td>
<td>-1.0%</td>
</tr>
<tr>
<td>GENERAL SUPPLIES AND MACHINERY</td>
<td>5,409</td>
<td>5,705</td>
<td>-5.1%</td>
</tr>
<tr>
<td>PURCHASED SERVICES</td>
<td>20,322</td>
<td>20,106</td>
<td>1.1%</td>
</tr>
<tr>
<td>GENERAL AND ADMINISTRATIVE EXPENSES</td>
<td>9,924</td>
<td>9,727</td>
<td>2.0%</td>
</tr>
<tr>
<td>UTILITIES</td>
<td>8,033</td>
<td>8,186</td>
<td>-1.9%</td>
</tr>
<tr>
<td>INSURANCE EXPENSES</td>
<td>15,985</td>
<td>13,758</td>
<td>-17.4%</td>
</tr>
<tr>
<td>Total Operating Expense</td>
<td>77,822</td>
<td>77,920</td>
<td></td>
</tr>
<tr>
<td>EBID</td>
<td>16,081</td>
<td>16,081</td>
<td></td>
</tr>
<tr>
<td>CAPITAL COSTS</td>
<td>9,206</td>
<td>9,412</td>
<td>2.2%</td>
</tr>
<tr>
<td>INTEREST EXPENSE</td>
<td>3,048</td>
<td>3,388</td>
<td>-10.5%</td>
</tr>
<tr>
<td>TOTAL CAPITAL &amp; INTEREST COSTS</td>
<td>12,300</td>
<td>12,800</td>
<td>-4.0%</td>
</tr>
<tr>
<td>Income from Operations</td>
<td>5,741</td>
<td>6,028</td>
<td>-4.6%</td>
</tr>
<tr>
<td>Non Operating Revenue</td>
<td>500</td>
<td>96</td>
<td>6.5%</td>
</tr>
<tr>
<td>Other For End Period</td>
<td>3,533</td>
<td>7,077</td>
<td>106.6%</td>
</tr>
<tr>
<td>Gain (Loss) on Pension Assets</td>
<td>8,533</td>
<td>7,077</td>
<td>106.6%</td>
</tr>
<tr>
<td>Rent Retirement</td>
<td>(1,452)</td>
<td>(671)</td>
<td>104.1%</td>
</tr>
<tr>
<td>Total Non Operating Items</td>
<td>7,322</td>
<td>6,706</td>
<td>-9.0%</td>
</tr>
<tr>
<td>NET PROFIT (LOSS)</td>
<td>12,872</td>
<td>12,740</td>
<td>1.0%</td>
</tr>
</tbody>
</table>

**NET PROFIT $ 12,973 M**
ACADEMIC PRIORITIZATION LINK TO ACCREDITATION
The institution’s planning processes, resources, and structures are aligned with each other and are sufficient to fulfill its mission and goals, to continuously assess and improve its programs and services, and to respond effectively to opportunities and challenges.
PROGRAM PRIORITIZATION: LINK TO MSCHE ACCREDITATION STANDARDS

Academic and Administrative Program Review

Plans for Future Initiatives

MSCHE Self-Study Requirement
Data and Narratives Submitted by Each Program via Survey Format

Subcommittee Review of Evaluation of Program Data and Narratives Against Evaluation Criteria Selected Using Scoring Rubric

Task Force Deliberations and Recommendations
2016-2017 USNWR RANKING

135
2016 Edition

124
2017 Edition

+ 11
Point Increase
<table>
<thead>
<tr>
<th>EDITION YEAR</th>
<th>Rank</th>
<th>Overall Score</th>
<th>Peer Assessment</th>
<th>High School Counselor</th>
<th>Freshman Retention Rate</th>
<th>Graduation Rate Predicted</th>
<th>Graduation Rate Actual</th>
<th>% of Classes Under 20</th>
<th>% of Classes Over 50</th>
<th>SAT 25th - 75th Percentile</th>
<th>Freshmen Top 10% of HS</th>
<th>Acceptance Rate</th>
<th>Alumni Giving Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>135</td>
<td>35</td>
<td>2.8</td>
<td>4.0</td>
<td>82%</td>
<td>60%</td>
<td>60%</td>
<td>52%</td>
<td>6%</td>
<td>990-1220</td>
<td>26%</td>
<td>48%</td>
<td>6%</td>
</tr>
<tr>
<td>2017</td>
<td>124</td>
<td>43</td>
<td>2.9</td>
<td>3.8</td>
<td>84%</td>
<td>57%</td>
<td>60%</td>
<td>57%</td>
<td>5%</td>
<td>990-1220</td>
<td>24%</td>
<td>49%</td>
<td>8%</td>
</tr>
<tr>
<td>NA</td>
<td>NA</td>
<td>15%</td>
<td>7.5 %</td>
<td>4.5 %</td>
<td>** 7.5 %</td>
<td>18 %</td>
<td>8 %</td>
<td>0 %</td>
<td>8.125 %</td>
<td>3.125 %</td>
<td>1.25 %</td>
<td>5 %</td>
<td></td>
</tr>
</tbody>
</table>

1. Peer Assessment
2. Retention Rate
3. Graduation Rate
4. Class Size
5. Alumni Giving

* Class size criteria weight = 8%
** Graduation Over / Under Performance = 7.5%

58% of Overall USNWR Criteria Weight
Howard University Magazines were mailed to Presidents and Provosts of all national universities in the spring of 2016 for increased exposure.

* Based on spring 2015 and spring 2016 survey response averages from presidents and admissions directors
More competitive entry class with an increase in average Critical Reading and Math SAT scores from 1087 (2016 Edition) to 1101 (2017 Edition). In addition, increased financial aid was distributed beginning in fall 2013 to target specific populations, including those with significant need.

* Based on the average of students who entered in the fall of 2011 through fall 2014 who returned the following fall.
A lower USNWR calculated predicted graduation rate (57% versus 60%) with a steady actual average graduation rate (60%) resulted in a 3 point net gain (over performance) in the current graduation rankings.

* Based on average six-year graduation rates for students who entered fall 2009
There were approximately 400 fewer students enrolled in the fall of 2015 compared to fall 2014, resulting in an increase in the number of classes with fewer than 20 students. Effective in the 2017 Edition, schools receive the most credit on the new USNWR class size index for this category.

* Based on the new USNWR Class Size Index of < 20, 20 – 29, 30 – 39, 40 – 49, and > 50
Alumni Giving

The Development Office increased it’s alumni appeal efforts with more email solicitations tele-thons and Giving Tuesdays

* Based on average alumni giving in the 2013 – 2014 and the 2014 – 2015 academic years
ACCREDITATION AND ASSESSMENT

When granted, accreditation indicates that the program as a whole is substantially achieving its mission and that it meets the accrediting body’s expectations for compliance with the accreditation criteria based on the continuous self-assessment.
SELF-STUDY NARRATIVE: ROLE OF EACH STANDARD’S FINAL CRITERION

Periodic assessment of:

1. Mission and goals
2. Ethics and integrity
3. Student learning opportunities
4. The student experience
5. Assessment for the improvement of educational effectiveness
6. Planning, resource allocation, institutional renewal processes, and availability of resources
7. Governance, leadership, and administration
<table>
<thead>
<tr>
<th>PRESTIGIOUS SCHOLARSHIP AWARDS</th>
<th>TOTAL HOWARD UNIVERSITY RECIPIENTS</th>
<th>RECIPIENTS BEFORE OUS WAS ESTABLISHED (TOTAL RECIPIENTS PRIOR TO 2014)</th>
<th>RECIPIENTS DURING DR. FREDERICK’S TENURE (2014-2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rhodes</td>
<td>4</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Schwarzman</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Marshall</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Truman</td>
<td>10</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>17</strong></td>
<td><strong>12</strong></td>
<td><strong>5</strong></td>
</tr>
</tbody>
</table>

- A noticeable trend this year was the increase in applications from STEM majors. STEM applicants doubled this year, with 8 STEM student submissions.
- In addition, there were 3 applications to Germany, which speaks to the quality of German language education at Howard. Germany has also become more of a global leader on the world stage.
ENROLLMENT MANAGEMENT
AY2013-AY2016 ENROLLMENT

<table>
<thead>
<tr>
<th></th>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AY 2013-2014</td>
<td>7,331</td>
<td>3,484</td>
<td>10,815</td>
</tr>
<tr>
<td>AY 2014-2015</td>
<td>7,295</td>
<td>3,377</td>
<td>10,672</td>
</tr>
<tr>
<td>AY 2015-2016</td>
<td>7,098</td>
<td>3,426</td>
<td>10,344</td>
</tr>
<tr>
<td>AY 2016-2017</td>
<td>6,100</td>
<td>3,219</td>
<td>9,319</td>
</tr>
</tbody>
</table>
# PELL GRANT FIVE-YEAR DATA

## BANNER (LIVE) DATA FOR THE LAST FIVE YEARS

<table>
<thead>
<tr>
<th>Banner Reporting Year</th>
<th>Pell Eligible</th>
<th>Pell Recipients</th>
<th>Percent of Pell Eligible</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012/13</td>
<td>5,770</td>
<td>3,554</td>
<td>58%</td>
</tr>
<tr>
<td>2013/14</td>
<td>5,960</td>
<td>3,811</td>
<td>58%</td>
</tr>
<tr>
<td>2014/15</td>
<td>5,909</td>
<td>3,861</td>
<td>58%</td>
</tr>
<tr>
<td>2015/16</td>
<td>5,773</td>
<td>3,676</td>
<td>58%</td>
</tr>
<tr>
<td>2016/17</td>
<td>5,013</td>
<td>3,047</td>
<td>56%</td>
</tr>
</tbody>
</table>
WHAT MAGUIRE IS DOING FOR HOWARD

• Determining the characteristics of applicants that indicate their likelihood to accept an admissions offer and an accompanying financial aid offer

• Helping develop a strategy intended to enable the University to achieve its enrollment objectives (total number of enrollees, desired academic profile, access and opportunity for qualified students from lower income families, geographical diversity, etc.)

• Helping the University to use financial aid to support the recruitment and retention of qualified students

• Helping the University to maintain and increase net tuition
Market Research: Discover what students, parents, and alumni think of the institution

Brand Analytics: Uncover brand's strengths and weaknesses

Consulting: Identify opportunities to increase effectiveness

EMCIT™: Grow applicant pool with "best fit" students

EMPOWR™: Increase conversion rates

EMFASYS™: Optimize financial aid

Retention Modeling: Increase retention through understanding

Inquirers

Applicants

Enrollees

Increase the number of satisfied graduates who will help build future inquirer pools
A SYSTEMATIC DATA-BASED APPROACH …

Understand the past

Manage the present

Envision the Future

Predictive Model

- Actuals
- Matrices
- Projection Equation
- Boundaries
- Possible Scenarios
- Chosen Option

Historical Data Review

Trade-off Options

Awarding and Tracking

- Create Customized Awarding Equation
- Monitor Progress

End of presentation
BISON STEM SCHOLARS PROGRAM (BSSP)
BSSP BY THE NUMBERS

• Applicants – 308
• Finalists invited to Selection Day Program – 104 (33.7%)
• Finalists that attended Selection Day or were interviewed via Skype – 92 (88.4% - Response rate)
BSSP NEXT STEPS

• Selected finalists will be offered a place in the BSSP

• Notification date by April 15, 2017

• Response due by May 1, 2017

Program Components:

• Scholarship
• Summer Bridge (mandatory)
• Research Internship every summer (paid)
• In-program advising
• Study Groups
• Tutoring
• Mentoring
• Related field trips
• Study Abroad (optional)
• Conferences/meetings
BSSP SUMMER BRIDGE PROGRAM

• Dates 6/19/17 – 7/27/17 (tentative)
• Rigorous preparation for first-year and continued success
• Scholars will be enrolled in Calculus or Pre-calculus and Introduction to Afro American Studies (7) credits
• Chemistry and Physics seminars
• Time management, study skills, learning styles and stress management
• Business and professional etiquette
• Teambuilding (formation of BSSP community; journey towards interdependence)
OFFICE OF FACULTY DEVELOPMENT

https://www2.howard.edu/provost/faculty-development
• University-wide Faculty Development Committee established in August 2013.
  o After meeting during the 2013-2014 academic year, the FDC submitted a report that provided recommendations for faculty development policies, practices, and initiatives.
  o The recommendations of the FDC served as guidelines for the establishment of the Office of Faculty Development.

• The Office of Faculty Development was formally established in August 2015 to improve the quality of faculty life related to teaching and research, career development, and professional satisfaction

• The Office aims to contribute to the development of faculty at every stage of their academic life from junior faculty beginning at the University, mid-career faculty, as well as faculty who have transitioned into administrative (Chairs) roles

• The Office of Faculty Development is housed in the Office of the Provost, and is led by Associate Provost for Faculty Development Okianer Christian Dark
The Junior Faculty Writing and Creative Works Summer Academy completed the first year (2016) with 15 junior faculty from 6 schools and colleges.

- Faculty in this initial group have produced two book manuscripts, one book chapter, 11 journal articles, one peer-reviewed poster and a ballet

Applications for the 2017 Summer Academy have been received from 8 schools and colleges, again the largest group from the College of Arts and Sciences followed by the School of Education

- Twenty-three (23) participants have been selected for the upcoming session that begins May 31, 2017

Junior Faculty Forums are monthly sessions open only to all junior faculty

- These sessions offer an opportunity for junior faculty to build community across the Schools and Colleges.
- The February session focused on how to promote your research
- The March session focused on understanding accreditation (with particular focus on Middle States) and the role of faculty in accreditation
Faculty Orientation and Onboarding

The Office of Faculty Development is coordinating closely with our Office of Human Resources to facilitate and improve the faculty orientation and onboarding process. Key aspects of collaboration include:

• Provision of information to new faculty fully detailing the orientation and onboarding process, and moving the timing to facilitate smoother entry to University systems
• Collaborating with the Deans, and the School/College APT committees to improve communication and timing of appointments
• Coordination of the various aspects of the onboarding process with the academic and teaching expectations of faculty
• Organized New Faculty Orientation for the spring term (January 4, 2017).
• Preparing to organize fall New Faculty Orientation for mid-August.
• Coordinating with HR to have a new faculty session in July that allows new faculty to voluntarily come in to complete on boarding process.
Chair Leadership Academy
- In February, held a full day session on Strategic Planning, Accreditation, Assessment and Faculty Development for Chairs in Academy.
- In March, they had an opportunity to meet with Dr. Wutoh, Provost of the University, to have an extended conversation.
- Last session will be held in May 2017.
- Plans for creation of mentoring relationships between current class of Chairs and next class of Chairs in the Academy are underway.

Scholarly Productions Workshop
- Monthly session open to all faculty to discuss topics related to scholarship and research.
- February topic: "How to Make Conference Attendance More Productive"
- March topic: "How to Write a Lot: Mapping Your Writing Research Plan."
- Last session for this academic year will be held in May.

University Faculty Receptions are held monthly typically following the Junior Faculty Forum. Established interest tables (with topics) to encourage interdisciplinary collaboration. This has been quite successful at increasing attendance at the receptions and discussion across schools and colleges on shared subject areas. Solicit topics from entire University faculty.
Collaboration with RCMI Faculty Scholars program. OFD works on the faculty development component of this program to provide additional support for the faculty scholars

Member of Leadership Advisory Committee for HU-ADVANCE-It. Working with committee to institutionalize some of the HU-Advance initiatives in the OFD so can continue to promote and support STEM women faculty

Unconscious Bias Awareness Training. Developing an alternative training model so that it is more efficient and able to reach more of the University faculty. This model would include online training

Repository. Howard University has various faculty development initiatives conducted in our individual schools and colleges. However, there is often little communication or sharing of best practices across the institution. The Office of Faculty Development now serves as a central repository of best practices, and facilitates sharing of these efforts throughout the institution
Faculty Evaluations At February Chairs meeting, provided chairs with deadline for the 2016-17 evaluations and the period for evaluation which is July 1, 2016 to June 30, 2017. All evaluations are due to Deans by July 6, 2017.

Faculty Development Leads Committee composed of a representative from each of the Schools and Colleges who is responsible for faculty development activities at that school or college. Committee also has representation from University Library, CETLA, Faculty Senate, HR and Office of Research. We met one time this term. In general, I meet with this Committee twice each semester. Regularly send the committee any information about activities sponsored by this office or another school or college if it is provided to me.

Writing Circles reserved space on campus available for faculty to check themselves into so that they can write. Reserved space in Carnegie, Louis Stokes, Law Library. Graduate School working with OFD to renovate a space for future Writing Circles.

Summer Project for OFD Developing a University-wide Mentoring Program.
The Office of Faculty Development received a four-year $755,000 grant from the Andrew W. Mellon Foundation to support programs that will stimulate leadership development and enhance scholarly portfolios in the arts and humanities.
RESEARCH INFRASTRUCTURE REQUIREMENTS

• Establishment of a process and guaranteed budget for providing competitive start-up packages for new faculty;
• Guaranteed support for internal seed grant program to enable faculty to collect initial data to prepare competitive proposals for research awards;
• Required and coordinated mentoring program for junior faculty;
• Establishment and maintaining of a faculty incentive program;
• Development and maintaining of faculty release time returns policy;
• Continued support of faculty research efforts with improvements in indirect cost recovery program;
• Establish and guarantee competitive research assistant and teaching assistant stipends and benefits;
• Maintenance and improvement of infrastructures of facilities used to conduct research activity
• Acquisition and maintenance of major instrumentation and equipment;
• Support for management of user-friendly facilities and services, shared campus-wide, in colleges or schools, and in departments or research centers;
• Adequate staffing for increased research administration and support including: central university offices for grants and contracts (RAS, Grants and Contracts Accounting), personnel, purchasing, accounts payable and research compliance;
• Adequate systems for increased research administration and support including: central university offices for grants and contracts (RAS, Grants and Contracts Accounting), personnel, purchasing, accounts payable and research compliance;
• Improvement of institutional processes (hiring, purchasing of equipment and supplies; and
• Departmental administrative assistance for individual faculty members and their research groups.
PHILANTHROPY
Howard University marked the 150th anniversary with series of events under the theme, ‘The Time is Always Now’

The University community marked the Sesquicentennial at the annual Charter Day Convocation on March 2nd

- Convocation speaker Mark A. L. Mason, a Howard alumnus and member of the Board of Trustees, lauded Howard as “the incubator that nurses America’s conscience”

The Sesquicentennial Celebration was held on Thursday, March 2nd at the National Museum of African American History and Culture

More than 1,600 guests attended the annual Charter Day Dinner on Friday, March 3rd at the Washington Hilton

- The Dinner raised more than $1,800,000, an all time record high
- After expenses, approx. $1,200,000 in proceeds will go to support student scholarships
CHARTER DAY 2017

Charter Day Dinner Fundraising Performance
FY2008 - FY2017

- Revenue
- Expenses
- Net Proceeds
In the fall of 2016 Robert and Sally Sands established the Robert P. and Sally G. Sands “Fifteen to Finish” Annual Scholarship Fund with an initial 5-year pledge of $250,000.

Since signing the original agreement, an additional $60,000 was committed so that three (3) students could receive Sands Scholarships of $20,000 per year.

The Sands have also made a planned gift commitment with a current value of $5,000,000 to endow the scholarship.

The Sands Scholars Program is designed to facilitate the timely degree completion of students with financial need.

- Students selected for the Sands Scholarship Program are required to participate in a range of student success initiatives, including holistic academic advising, retention and career counseling and scholar development.
- The 2016-2017 inaugural Sands Scholars will receive a renewable $20,000 need-based scholarship.
- Each year, additional Sands Scholars will be selected from the entering class.
- Dr. Kari Miller, Director of Honors and Scholar Development in the Office of Undergraduate Studies, serves as the campus liaison for the Sands Scholars Program.
FY2017 DONOR SUCCESSES

• An anonymous donor made a $2,000,000 planned gift commitment to establish The President Barack H. Obama & Michelle L. Obama Endowed Fund
  - "It is my intention to provide academic assistance exclusively for African American students to help counter the damage done by racial discrimination: a painfully unfortunate characteristic of this country's history"

• Sean "Diddy" Combs pledged $1,000,000 to establish the Sean Combs Scholarship Fund
  - He made the announcement of the gift during a Washington, D.C. stop on the Bad Boy Family reunion tour
  - Combs presented the giant check to Dr. Frederick on stage at the Verizon Center as part of the first donation to the Fund

• Wilhelmeina J. Parris donated $273,452, fulfilling her million-dollar gift to the College of Dentistry in memory of her late husband, Dr. Bernard C. Parris (D.D.S. ‘57)

• Dr. Irvin Reid (B.S.’63; M.S.’66) and Dr. Pamela Trotman Reid (B.S.’67) established a fund of $260,000 to establish the Irvin D. Reid and Pamela Trotman Dissertation Fellowship, the Irvin D. Reid and Pamela Trotman Reid Scholarship, and the Irvin D. Reid and Pamela Trotman Reid Annual Faculty Award
## INCOME BY CONSTITUENCY – 10 YEAR TOTAL

10 Year Total Outright Gifts, Pledge and Planned Gift Payments by Constituent Type
FY 2008 - FY2016; FY2017 year-to-date (3/31/17)

<table>
<thead>
<tr>
<th>Constituent Type</th>
<th>FY 2008 - FY2016</th>
<th>FY 2017 Year-to-Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>$8,091,821, 8%</td>
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<tr>
<td>Alumni Faculty &amp; Staff</td>
<td>$1,182,740, 1%</td>
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<tr>
<td>Non-Alumni Faculty &amp; Staff</td>
<td>$1,335,221, 1%</td>
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<tr>
<td>Corporations</td>
<td>$30,961,856, 29%</td>
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<tr>
<td>Foundations</td>
<td>$30,639,852, 29%</td>
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<tr>
<td>Associations &amp; Organizations</td>
<td>$11,299,663, 11%</td>
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<tr>
<td>Friends</td>
<td>$21,869,957, 21%</td>
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</tbody>
</table>

**Total:**
- **Alumni** (29%)
- **Corporations** (29%)
- **Foundations** (11%)
- **Associations & Organizations** (8%)
- **Friends** (21%)
ALUMNI PARTICIPATION RATE

Undergraduate Alumni Participation Rate
FY 2008 - FY2016; FY2017 Projection
NEW PLEDGES AND EXPECTANCIES*

New Pledge and Expectancy Commitments*
FY 2008 - FY2016; FY2017 year-to-date (3/31/17)

*Payments to be received in future years
FY18 Personnel (by January 2018)

- VICE PRESIDENT
  - SPECIAL ASSISTANT
  - DEVELOPMENT COORDINATOR
    - PRINCIPAL GIFTS OFFICER
    - MAJOR GIFTS OFFICER
  - ASSISTANT VICE PRESIDENT
  - ANNUAL GIVING OFFICER
    - TELECENTER COORDINATOR
    - PLANNED GIVING OFFICER
    - DIRECTOR OF CORPORATE & FOUNDATIONS
    - DEVELOPMENT WRITER
    - COMMUNICATIONS STRATEGIST
  --director of advancement services
    - assistant director, prospect research
    - prospect researcher
    - donor relations manager
    - accounttant
    - gift processor
    - advancement services coordinator
  - director of protocol & events
    - business intelligence analyst
    - it specialist
    - data analyst
    - database manager
    - senior records coordinator
    - biographic records coordinator
  - special events coordinator

Total DAR staff for FY18: 49
= FY18 New Hire (10)

5/5/2017 Development and Alumni Relations FY18 Personnel - Projected
COMPREHENSIVE CAMPAIGN

• Eight (8) year comprehensive campaign to raise as much as $500,000,000 in philanthropic support to transform Howard University’s campus, student and faculty support, and annual fund.

• Retained CCS, an international fundraising consulting firm, to conduct the campaign readiness assessment, feasibility study, campaign planning, and campaign management services.

• Campaign will be conducted in distinct phases over eight years, in accordance with industry best practices.

• Secure the largest transformative gifts at the onset of each campaign phase.

• Cultivate and steward a strong base of donors to build consistent giving.

• Strengthen Howard’s long-term fundraising by building Development and Alumni Relations capacity, raising the sights of all donors, and engaging new volunteer leaders.

• Implement communications strategies in every phase of the campaign including Town Halls for deans, faculty, and staff; Vision Briefings for alumni; brochures, fact sheets, newsletters, a dedicated website, and special events.
CAMPAIGN PLANNING - 2016

APR – JUN 2016
Development Assessment begins (April 2016)
Campaign Planning Study begins (May)
Interim Study Report and Final Assessment reviewed with Committee (June)

JUL – SEP 2016
89 Planning Study discussions
1,581 e-survey responses
Final Report reviewed with Committee (August) and Board (September)

OCT – DEC 2016
Drafted early campaign documents
Recruited President’s Council
Prepared initial prospect tracking chart
CAMPAIGN PRIORITIES - 2017

JAN – MAR 2017
Three (3) President’s Council meetings
Prepare further campaign materials
Begin cultivation and gift request visits – initial focus on alumni

APR – JUN 2017
Final President’s Council meeting
Recruit early Campaign volunteer leadership
Continue cultivation and gift request visits with alumni

JUL – SEP 2017
Recruit Trustee, Leadership, Corp/Fdns, Alumni, and Parent Division Chairs
Launch Corp/Fdns Division

OCT – DEC 2017
Campaign Executive Committee (CEC) meets Alumni Vision Briefing and Town Hall(s)
CAMPAIGN PROGRESS - 2017

The President’s Council is designing OUR CAMPAIGN TO TRANSFORM HOWARD UNIVERSITY

• Vernon E. Jordan, Jr., LAW ‘60 Chair
• Ursula Burns
• Edith Cooper
• Michele Hagans, LA ‘73, GS ‘76, RL ‘07
• Gwendolyn King, LA ‘62
• Ted Leonsis
• Eugene Ludwig
• Robert Lumpkins
• Mark Mason, SB ’91
• Laurence Morse, LA ‘73
• James Murren
• John Rogers
• Jeff Zients
• Wayne A. I. Frederick, LA ‘92, MED ‘94, SB ‘11

The President’s Council met 1/12/17, 2/16/17, and 3/31/17 and provided advice on:
• The draft Case for Support
• The draft Campaign Plan and Timetable (including Gift Crediting Policies)
• Principal and leadership gift prospects
• Initial gift recognition opportunities

During the final meeting on 4/13/17 President’s Council members will advise on:
• Campaign volunteer leadership structure and candidates
CAMPAIGN 2018 – 2024

2018
- Request **Trustee, Principal, and Leadership gifts**
  - Implement communications vehicles for deans and faculty
  - Continue Corp/Fdns Division

2019 - 2020
- Close early Campaign divisions
- Launch remaining campaign divisions
- Orient and engage deans and faculty
- Continue **Alumni Vision Briefings**

2023 - 2024
- Campaign Public Announcement at Charter Day 2023 (proposed)
- Invite all remaining prospects
- Celebration and Stewardship events
CAMPAIGN PHASES

Two year Readiness & Principal Gifts Phase.............................................2017 - 2018
Four year Pre-Launch Phase.................................................................2019 - 2022
Two year Public Phase.................................................................2023 - 2024

<table>
<thead>
<tr>
<th>Detailed Timetable</th>
<th>DAR Readiness &amp; Principal Gifts Phase</th>
<th>Pre-Launch Phase</th>
<th>Public Phase</th>
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<tr>
<td>DAR Readiness &amp; Ongoing Enhancement</td>
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<td>2017</td>
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<td>Campaign Plan &amp; Crediting Policies</td>
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<tr>
<td>Gift Recognition Plan/Opportunities</td>
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<tr>
<td>Leadership Forums for deans and faculty</td>
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<tr>
<td>Request and confirm 12 to 15 pacesetting gifts</td>
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<tr>
<td>Implement positive story campaign</td>
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<tr>
<td>Communication vehicles for deans and faculty</td>
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<tr>
<td>Orient and engage deans and faculty</td>
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<td>Alumni Vision Briefings</td>
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<td>President’s Council</td>
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<td>Campaign Executive Committee</td>
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<tr>
<td>Trustees Division</td>
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<tr>
<td>Principal &amp; Leadership Gifts (≥$100K) Division</td>
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<tr>
<td>Corporation and Foundation Division</td>
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<tr>
<td>Howard Family (Faculty &amp; Staff) Division</td>
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<tr>
<td>National Alumni Division</td>
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<tr>
<td>Parents &amp; Grandparents Division</td>
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<tr>
<td>Planned Giving Division</td>
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<td>Howard University Annual Fund Division</td>
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<tr>
<td>Faith-Based Division</td>
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<tr>
<td>Campaign Public Announcement</td>
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<tr>
<td>Recognition Ceremonies</td>
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<tr>
<td>Celebrations by geographic area/constituent groups</td>
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</tbody>
</table>
REAL ESTATE & PLANNING UPDATES
REAL ESTATE STRATEGY

Goal: Unlock Howard’s Real Estate Value to Support Core Mission

Establish categories that balance opportunistic and mission-critical asset management approaches

Prioritize projects based on their potential to optimize value for Howard University by:
- Monetizing Real Estate Assets
- Enhancing Student Experience
- Reinvesting in the Campus

Howard will then engage the market using a number of methodologies:
- Request for Proposals/Qualifications
- Response to unique opportunities
- Howard-sponsored initiatives

Resulting in optimum Real Estate portfolio
- Address vacant and unproductive assets
- Opportunistic approach favors ground leases with participation
- Expands asset base where feasible
IMPLEMENTATION APPROACH

Financial, market, economic & development factors influence the approach

• Real estate monetization generates **badly-needed funds** to invest in the revitalization of Howard’s core campus, in amounts and in a time frame that would otherwise be unavailable to the University

• Collaborate with well capitalized partners to develop marginal, vacant and under-utilized properties for commercial uses through long-term leases and other arrangements that allow the University to retain long-term ownership

• Target properties are identified through a comprehensive evaluation process. Specifically, repositioning those that have:
  – Massive renovation needs that Howard is unable to address in any reasonable near-term time frame
  – Locations that are not core to the central campus and therefore would not be candidates for development for academic uses even if funds were available
  – Experienced shifts in academic and/or student needs or can be better delivered through alternative means
  – Highest and best use as commercial developments
GUIDING PRINCIPLES

Development projects are further positioned to optimize value

PLANNING AND DEVELOPMENT
- Aligned with Campus Master Plan
- Enhances HU brand and economic development for the corridor
- Collaboration and integration with overall City and HU vision

ECONOMIC VALUE
- Realize fair market value (FMV) for initiatives
- Participation in upside as project matures
- Generally provide no developer subsidies

TIMING AND RISK SHARING
- Typically receive FMV upfront and/or significant upside
- Commercial Partner assumes financial, market and development risk
- Easily implemented deal structures

LINKAGE TO HOWARD MISSION AND GOALS
- Diversity inclusion in the ownership and project teams
- Student internship, scholarship and educational opportunities
- Inclusionary zoning and HU faculty/staff housing programs
- Community engagement
PROJECTS COMPLETED & UNDER WAY

Avert Deferred Maintenance | Realize Up-Front Value | Optimize Existing Assets

<table>
<thead>
<tr>
<th>Meridian Hill Hall</th>
<th>Barry Place Apartments</th>
<th>1240 Randolph Street</th>
<th>Howard Plaza Towers</th>
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</thead>
<tbody>
<tr>
<td>Long-Term Ground Lease</td>
<td>Long-Term Ground Lease</td>
<td>10-Year Tenant Lease</td>
<td>Concession Agreement</td>
</tr>
<tr>
<td>Vacant Residence Hall</td>
<td>Underutilized land (blighted)</td>
<td>Previously leased to a K-12 school</td>
<td>Crumbling infrastructure</td>
</tr>
<tr>
<td>Significant fire damage</td>
<td>New animation of campus edge</td>
<td>Prior tenant vacated in 2016</td>
<td>Comprehensive renovation</td>
</tr>
<tr>
<td>Poorly located relative to campus</td>
<td>Adds retail, parking &amp; housing</td>
<td>New K-12 Charter School Tenant</td>
<td>Service existing debt</td>
</tr>
<tr>
<td>Avoided DM Cost</td>
<td>Affordable housing component</td>
<td>Benefits the local community</td>
<td>Maintenance reserve</td>
</tr>
<tr>
<td>Capitalized Payment</td>
<td>HU faculty/staff housing program</td>
<td>No Maintenance burden for HU</td>
<td></td>
</tr>
</tbody>
</table>
UNDER WAY: PLAZA TOWERS RENOV.

**Apartment Unit Renewal**
- Replace Kitchens & Bathrooms
- Renovate Bedrooms
- New furniture & finishes

**New Living-Learning Amenities**
- Faculty-in-Residence
- Classrooms & Seminar Rooms
- Social Lounges & Study Halls
- Computer Lab & “Loud” Room
- Fitness & Leisure Center

**Building Systems Replacement**
- Roof, HVAC, Plumbing,
- Electrical, Internet, Security
UNDER WAY: BARRY PLACE

Barry Place Development (under construction, delivery in 2017)

- Private Property + Howard Campus Edge Property
- Vacant warehouse & lots, dilapidated townhomes
- Pending PUD and Master Plan Amendment
- Revitalization of University’s Western Gateway
REPOSITIONING OF CAMPUS MASTER PLAN (PHASE I)
EFFINGHAM APARTMENTS

• **Current Context**
  - Georgia Avenue & Fairmont Street
  - Three (3) vacant buildings
  - Vacant for several years
  - Land is zoned for mixed use (MU-4)
  - Detracts from campus environment
  - RFP was issued for redevelopment

• **Next Steps**
  - Demolition & New Construction
  - Main Use: multifamily (apartments)
  - Ground Use: retail/institutional
  - Animate & activate the Campus Edge
  - Enhance Georgia Avenue Corridor
  - Improve Campus Gateway
**Current Context**
Georgia Avenue & Girard Street
Built in 1939
Contains 79 apartment units
Potential for retail on ground floor
Facility is in very poor condition – significant capital requirement
Most occupants have been relocated

**Next Steps**
Building pre-dates current zoning
Current building is “overbuilt” for site
Impractical to demolish
New development would be smaller
Plan to Repair and Modernize
Resume use as apartment building
**Current Context**
- Both halls were built in 1942
- Significant deferred maintenance
- Master Plan calls for closure
- Carver was decommissioned in 2016
- Slowe is scheduled to close in 2017
- Slowe is within a historic district

**Next Steps**
- RFPs were issued late 2016
- Numerous proposals received
- All concepts call for adaptive re-use
  - Renovation *(as-is)* into apartments
SOUTHWEST CAMPUS AREA COMMERCIAL WITH WELLNESS CENTER
UPCOMING - EAST CAMPUS PROJECT

Recent Activities
Urban Land Institute (ULI)
Used a panel of national experts
Stakeholders Interviewed: 85+
Constituents Surveyed: 90+
Town Hall Attendance: 50+
Positive Community Feedback

ULI Recommendations
Preserve Existing Buildings
Redevelop site with mix of uses:
• Market Rate Housing
• Faculty & Senior Housing
• Institutional/Academic
• Open Space
HIGHLIGHT: WALTER REED LRA

Recent Activities
MOU with DC to lease 2 buildings to Howard University for health care use

Vetting the development program and business plan

Partner will finance and develop a medically integrated health and wellness facility

Next Steps
Approve Business Plan and Development Program

Investigate use restrictions and deal structures possible under the enabling legislation
CAMPUS PLANNING
ASSUMPTIONS

The 2012 Central Campus Master Plan aims to realize several core objectives:

- Supporting the core mission by developing high quality facilities
- Improving campus quality-of-life by enriching the campus experience
- Implement good and smart urban design to embrace our urban context
- Enhance connectivity and walkability by improving pedestrian connections
- Preserve and respect the historic legacy while striving for innovative updates

Targets a steady-state enrollment of 10,000 students (with max. cap of 12,000)

Targets housing between 60% to 70% of eligible student population on-campus
- (existing system capacity is roughly 52%)

The University is actively evolving the Campus Plan to reflect current priorities.
• **Arts & Communications Complex**
  • Converges Communications, Media, Architecture & Arts Programs.
  • Provides various specialized studio spaces.

• **Education Center**
  • Converges Education Program with the University’s Charter Middle School.
  • Blends instruction with practicum.

• **Library Complex**
  • Converges the Founders Library and adjoining Undergraduate Library. Provides 21st century campus support resources.

• **STEM Cluster**
  • Converges STEM disciplines in a refurbished and modernized cluster of both new and old facilities.

• **Health Sciences Complex**
  • Converges Health Science disciplines into a single facility focused on collaboration and shared access to specialized resources.
CAMPUS LIFE & ACTIVITIES

- **A New Athletics Addition will...**
  - provide much-needed administrative, academic support, and strength & fitness training space for intercollegiate athletes and staff.

- **A New Student Center will...**
  - serve as a destination anchor for student support services, student affairs, activities, and organizations.

- **An updated Library Complex will...**
  - provide students and researchers with a 21st century academic research library with adjoining space focused on the undergraduate experience.

- **A new Wellness/Rec Center will...**
  - provide students, faculty, and staff exposure to health & wellness education; opportunities for self-directed fitness; group exercise; intramural/club sports, and passive recreational activities.
STUDENT HOUSING

North Underclassman Zone
532 beds – targets freshmen/sophomores

East Underclassman Zone
2,493 beds – targets freshmen/sophomores

West Upperclassman Zone
1,653 beds – targets juniors/seniors/grads

Slowe & Carver Halls (LeDroit Park)
475 beds – targets soph/juniors

Total Inventory of 5,153 beds

2016 Student Housing Market Demand
Study found that demand exists for an additional 1,000+ beds
Prospective New Development

2016 Student Housing Study shows demand for +1,000 beds

**New housing** on Georgia Avenue
- Effingham Apartments Site (demo & new construction)
- Howard Center Site (adaptive re-use)

New **upperclassman & graduate housing zone** at the Western Campus Edge

**Vacate** Slowe & Carver Halls (poor location, aged inventory – replace with new stock on Georgia Avenue)
FEDERAL APPROPRIATION
Howard University Federal Appropriation, FY2013 thru FY2017

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<thead>
<tr>
<th>Quarter</th>
<th>Appropriated</th>
<th>Received</th>
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<tr>
<td>Q1 2013</td>
<td>$47,877,433.25</td>
<td>$44,944,307</td>
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<td>Q2 2013</td>
<td>$47,877,433.25</td>
<td>$40,017,860</td>
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<td>Q3 2013</td>
<td>$47,877,523</td>
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<td>Q4 2013</td>
<td>$47,877,523</td>
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<td>Q1 2014</td>
<td>$47,877,523</td>
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<td>Q2 2014</td>
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<tr>
<td>Q1 2016</td>
<td>$54,300,911</td>
<td>$72,350,036</td>
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</tbody>
</table>
TABLE OF CONTENTS

- Process
- Timeline
- Categories
- Metrics
- Rollout
The pace of today’s market dictates the need for Howard University to be agile and compelled to move forward faster. In order to move an Institution of our size, it takes explicit attention to the planning and execution of strategic alignment. Therefore, we used a methodical strategic planning process.
**PROCESS**

**Determine Position**  
*(Planning)*

- **Strategic Issues:** Identify strategic issues to address
- **Customer Insights:** Assess current satisfaction and future demand
- **Employee Input:** Determine strengths and weaknesses
- **SWOT:** Synthesize data into summary SWOT items
- **Industry & Market Data:** Identify market opportunities and threats

**Develop Strategy**  
*(Planning)*

- **Mission:** Determine organization’s core purpose
- **Vision:** Create a vision of what success looks like in 5 years
- **Values:** Identify core beliefs
- **Competitive Advantage:** solidify our unique position
- **Q,S,A,A,R**  
  Organization Wide Breakthrough Objectives
- **Long Term Objectives:** Develop a 3 year balanced framework of 6 or less objectives
- **Forecast:** Develop a 3 year financial projection inclusive of workforce capacity and capabilities

**Build the Plan**  
*(Planning)*

- **Use SWOT:** Process the SWOT to set priorities
- **Organization Strategies:** Set short-to-mid-term SMART goals (1+y)
- **KPIs:** Select key performance indicators to track progress
- **Department Priorities:** Cascade organizational goals to departments (12 months)
- **Faculty, Staff & Team Member Goals:** Cascade department goals to individuals
- **Budget:** Align a one-year budget with the plan
- **Create True North Walls:** Cascade department goals to physical wall space

**Manage Performance**  
*(Execution)*

- **Rollout:** Communicate strategy to entire organization
- **Leverage Tools:** Train teams to use HU Strategy Plan & True North
- **Set Calendar:** Establish a schedule for progress reviews
- **Leader Rounding:** Schedule meetings around True North wall to update and review progress.
- **Adapt Quarterly:** Hold progress reviews and modify as necessary
- **Update Annually:** Review end of year; Plan next year
### THE PROCESS

<table>
<thead>
<tr>
<th>Mission, Vision, Values</th>
<th>Break Through Objectives (goals)</th>
<th>Strategies</th>
<th>FY Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mission</strong></td>
<td>Quality Breakthrough Objective</td>
<td>Strategy 1</td>
<td></td>
</tr>
<tr>
<td><strong>Vision</strong></td>
<td>Service Breakthrough Objective</td>
<td>Strategy 2</td>
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<tr>
<td><strong>Core Values</strong></td>
<td>Affordability Breakthrough Objective</td>
<td>Strategy 3</td>
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<td>Academics Breakthrough Objective</td>
<td>Strategy 4</td>
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<td>Research Breakthrough Objective</td>
<td>Strategy 5</td>
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</tbody>
</table>

- **Improvement Priorities**

- **Defines what the institution wants to be in the future**
- **Goals define what must be accomplished to achieve this direction**
- **Strategies define how each goal will be achieved**

Improvement Priorities are each Academic and Non-Academic Department/Unit specific initiatives to support the strategies.
JANUARY 2016
January 29, 2016
Initial group meeting with the President Frederick

MARCH 2016
March 21, 2016
Group meeting with President Frederick Discussion and recommendation of Strategic Planning process and methodology

JULY 2016
July 5, 2016
Team Meeting - Mission driven strategies Quality, Service, Affordability Academics and Research (QSAAR)
July 7, 2016
Team Meeting - Mission driven recommended prioritization Quality, Service, Affordability Academics and Research (QSAAR)
July 19, 2016
Group meeting with President Frederick QSAAR progress update
July 27, 2016
Team Meeting - University Focus Group SWOT Planning meeting

FEBRUARY 2016
February 10, 2016
Group meeting; Vision discussion with President Frederick
February 26, 2016
Group meeting with President Frederick Discussion of Strategic Plan timeline

JUNE 2016
June 1, 2016
Group meeting with President Frederick; Mission driven Breakthrough Objectives
June 6, 2016
Team Meeting—Mission, Vision, Values, Objectives and Action Planning
June 9, 2016
Group planning meeting with President Frederick Breakthrough Objectives update and approval
June 14, 2016
Group meeting with President Frederick campus community engagement
June 21, 2016
Group meeting with President Frederick
June 21, 2016
Team Meeting - Mission driven Breakthrough Objectives Quality, Service, Affordability, Academics, and Research (QSAAR)
June 28, 2016
Team Meeting - Mission driven strategies Quality, Service, Affordability, Academics, and Research (QSAAR)
AUGUST 2016
August 11, 2016
University constituents participate in Howard University SWOT analysis Focus Group

AUGUST 2016
August 17, 2016
Team Meeting - University Focus Group SWOT analysis debrief and data meeting

AUGUST 2016
August 24, 2016
Group meeting with President Frederick review of SWOT analysis and strategic planning current state

OCTOBER 2016
October 11, 2016
Group meeting with President Frederick discussion of Strategic planning community engagement activities; Homecoming, Campus survey, and focus groups

OCTOBER 2016
October 12, 2016
Team Meeting - community engagement activities planning meeting

OCTOBER 2016
October 21, 2016
Strategic Planning: Homecoming engagement physical survey administered

NOVEMBER 2016
November 1, 2016
Strategic Planning campus community engagement survey emailed to Faculty, Students, Staff and Alumni

FEB. - MARCH 2017
February - March 2017
Approval of strategic planning draft to President Frederick and submission to the University Office of Communications

JANUARY 2017
January 18, 2017
Strategic Planning campus community engagement - Student Focus Group Meeting

JANUARY 2017
January 27, 2017
Strategic Planning campus community engagement - Staff Focus Group Meeting

JANUARY 2017
January 24, 2017
Group meeting with President Frederick update of all activities and forthcoming conclusion of the strategic planning process

JANUARY 2017
January 25, 2017
Strategic Planning campus community engagement - Faculty Focus Group Meeting
• True North is a key concept in continuous improvement and strategic planning. Symbolizing a compass and proving a guide to take an Institution from the Current condition to the Ideal State. The Mission and Vision, is a reflection of the purpose of Howard University, and the foundation of our strategic plan. True North is the precise, concise and universal set of Breakthrough Objectives which, when taken together, eliminates silo activity and provides the direction to transcend our Institutions strategy and culture, with respect to our core values of Excellence in Truth and Service.
• ACADEMICS

• Breakthrough Objective
• Ensure that academic programs proactively remain holistic and relevant to the needs of learners and the global community.

☐ Strategy A - Relevance - Academic prioritization/reorganization to realign offerings with the needs of the global community.

☐ Strategy B - Ongoing self-evaluation (involving impartial third-party partners).

☐ Strategy C - Personalized Contact & Curricular Engagement - driven by a central repository of data.

☐ Strategy D - Standardized freshman & sophomore year academic experience.
• RESEARCH

• Breakthrough Objective
  • Expand & sustain an innovative, research-intensive ecosystem that promotes and produces positive global impact.

  ❑ Strategy A - Assess, identify and appropriately align institutional research capabilities with departmental strengths & priorities.

  ❑ Strategy B - Support the growth and diversification of external funding.

  ❑ Strategy C - Develop administrative and other support systems which promote collaborative, interdisciplinary research.

  ❑ Strategy D - Develop and comply with service-level agreements & business terms (statutory, etc.).
• SERVICE

• Breakthrough Objective
• Develop a culture of understanding diverse customer needs and ensuring that service is accurate and responsive to the mission.

☐ Strategy A - Develop a system to globally monitor the service needs of (and delivery to) students, faculty, staff, alumni, and the public.

☐ Strategy B - Create standardized service processes for daily operations.

☐ Strategy C - Assess, identify and appropriately align workforce capabilities with service priorities.

☐ Strategy D - Make a positive impact serving, through Community engagement.
• **AFFORDABILITY**

• **Breakthrough Objective**
- Demonstrate appropriate growth and diversification of fiscal resources to ensure the sustainability of our core mission.

  - **Strategy A** - Maintain a total cost of education that remains realistically attainable to the economic status of the demographic we serve.

  - **Strategy B** - Grow the endowment to bolster our long-term financial stability.

  - **Strategy C** - Generate consistent annual surpluses.

  - **Strategy D** - Grow our annual fundraising ability.
• QUALITY

• Breakthrough Objective
• Cultivate & equip leaders who find their truth in service

- Strategy A - “Cultivate” - Create synergies between curricular and co-curricular learning opportunities

- Strategy B - “Equip” - Develop technical skills, emotional intelligence & sustainable relationships
• ACADEMICS
• Breakthrough Objective
• Ensure that academic programs proactively remain holistic and relevant to the needs of learners and the global community.

- Metric A1 - Quarterly/academic semester review & prioritization of academic offerings.
- Metric A2 - Determine global needs and align academy.
- Metric B1 - 100% of programs institute a bi-annual self-evaluation with authorized third party partners.
- Metric B2 - 100% of programs incorporate input from self-evaluation to improve/enhance effectiveness of program.
- Metric C1 – 100% of students engaged via personalized contact.
- Metric D1 – Retention
  
  4 year graduation rates
• RESEARCH
• Breakthrough Objective
• Expand & sustain an innovative, research-intensive ecosystem that promotes and produces positive global impact.

- **Metric A1** - 100% of departments develop & maintain research priorities (i.e. research skills matrix) in departmental strategic plans.
- **Metric B1** - Increase research funding volume. (USD) [by 20%... per year]
- **Metric B2** - Diversify funding sources. (government, public, peer, private, etc.)
- **Metric C1** - % of grant proposals submitted that are compliant with RAS guidelines/requirements
- **Metric C2** - Timely posting of departmental research activity to a university-wide (internal) portal.
- **Metric C3** - Appropriate posting of institutional research activity to a partner (external) portal.
- **Metric C4** - Create a Center for Excellence in Research & Innovation.
- **Metric D1** - 100% of units that have developed and executed service-level agreements & business terms.
- **Metric D2** - Compliance with service & business terms.
• **SERVICE**

• **Breakthrough Objective**

• Develop a culture of understanding diverse customer needs and ensuring that service is accurate and responsive to the mission.

- **Metric A1** - 100% of departments actively monitor service needs.
- **Metric B1** - 100% departments compliant with development and publication of official processes.
- **Metric C1** - 100% of departments develop & maintain up-to-date skills matrices for all employees.
- **Metric D1** - 100% of departments must have a mandatory community engagement component.
• **AFFORDABILITY**
  • **Breakthrough Objective**
  • Demonstrate appropriate growth and diversification of fiscal resources to ensure the sustainability of our core mission.

- **Metric A1** – Increase the annual discount rate to 50%.
- **Metric A2** – Reduce graduating students level of debt.
- **Metric A3** – Reduce the percentage of student drop outs due to financial constraints.
- **Metric B1** - Elevate endowment levels to minimum of $1B (measure of volume)
- **Metric B2** – Achieve an average eight percent return on endowment's portfolio of investments.
- **Metric B3** – Increase the proportion of annual endowment growth sourced from giving/donations.
- **Metric C1** – Maintain consistent year-over-year growth in gross revenue.
- **Metric C2** – Achieve a minimum of 3 percent year-over-year margin expansion.
- **Metric C3** – Establish and maintain a stabilized cost structure.
- **Metric D1** – Increase annual revenue from fundraising.
- **Metric D2** - Increase the percentage of alumni who give.
- **Metric D3** - Increase per capita giving.
- **Metric D4** – Increase the percentage of employee giving.
• QUALITY

• Breakthrough Objective

• Cultivate & equip leaders who find their truth in service.

- Metric A1 - 100% of departments must have a mandatory experiential component (inclusive of faculty, staff, students, and alumni).

- Metric B1 - Technical aptitude in field of study/area of work. 80% favorable stakeholder survey feedback.
The Strategic Plan will drive a culture of continuous improvement and create an environment that connects employees to the organization’s mission. Reinforcing the importance of focusing on strategy and measurable objectives to be rewarded with success. Execution of the strategic plan is the fundamental practice that is critical for our strategy to take hold. Each Unit will be responsible to assign a Champion. The Champions will have the responsibility of cascading information as well as documenting the success metrics and communication of their reports. Champions will be empowered to provide strong motivation for improving performance, have the authority, responsibility, and tools necessary to impact relevant measures.

What gets measured makes progress. Strong execution separates good Institutions from great ones, and affords Howard the opportunity to grow farther and faster. Each unit will be responsible to develop:

- Strategic Plan, Assessment Plan, Quarterly Progress Report, Annual Report and Dashboards

These documents will be used for reporting on our strategic initiatives, so we can have campus collaboration of our results while driving execution. These critical actions will move our strategic plan from just a well-planned document to an actionable document that will drive our growth.

Execution of the Strategic Plan will be an ongoing process, to monitor, review and update the campus community on the progression of our results. There will be monthly, quarterly and annual strategic reviews, including assessments and group meetings for plan review. The aforementioned actions of the campus community will afford us the opportunity to propel the success of our breakthrough objectives and achieve long term sustainability for Howard University.
STRATEGIC PLANNING TEAM

• **Faculty**
  • Keneshia Grant, Ph.D. Assistant Professor, Department of Political Science
  • Sheryl Johnson-Ross, Ph.D. Associate Professor and Assistant Chair, Department of Strategic, Legal and Management Communication
  • Mary Maneno, Ph.D. Assistant Professor, Department of Clinical & Administrative Pharmacy Sciences
  • Kari Miller, Ph.D. – Director, Honors and Scholar Development/ Lecturer, Dept. of African Studies
STRATEGIC PLANNING TEAM

- **Staff**
  - Daphne Bernard, Ph.D. Associate Provost, Institutional Accreditation and Assessment
  - Calvin Hadley Strategic Initiatives Advisor, Office of the President
  - Dana Hector, CRA Executive Director, Research Administrative Services
  - Shomari A. James, MBA Executive Director, Strategy Deployment and Business Transformation
  - Derrek Niec-Williams Executive Director, Campus Planning
  - Miacia Porter Associate Registrar, Enrollment Management/Records
  - Students
    - Ayanna Evans – Economics, College of Arts and Science
  - Zachary Steele - Health Management, College of Nursing and Allied Health Sciences
COMMENCEMENT 2017
ORATOR & HONORARY
DEGREE RECIPIENTS

Senator Kamala Harris
• Maureen Bunyan
• Eleanor Traylor
• Anna Pauline Murray