

# EXCELLENCE IN TRUTH AND SERVICE

ANNUAL REPORT 2014-2015  
FISCAL YEAR ENDING JUNE 30, 2015



**HOWARD**  
UNIVERSITY







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On the cover: Inauguration of Wayne A. I. Frederick, 17th president

# HISTORY OF HOWARD UNIVERSITY

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

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

Howard has grown from a single-frame building in 1867 to more than 89 acres, including the six-story, 400-bed Howard University Hospital. Since 1974, it has expanded to include a 22-acre School of Law West Campus, a 22-acre School of Divinity East Campus, another 3/5-of-an-acre facility in northeast Washington and a 108-acre tract of land in Beltsville, Maryland.

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

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

The University competes in 19 varsity sports, including basketball, football, bowling, lacrosse, soccer, softball, swimming, tennis, indoor and outdoor track and volleyball. Regarded as one of the most prestigious institutions of higher learning, current enrollment approximates 11,000 students from virtually every state, the District of Columbia and more than 70 countries. The University traditionally has had the largest gathering of Black scholars across the globe.



# LETTER FROM THE CHAIRMAN OF THE BOARD OF TRUSTEES

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Friends of Howard University:

On behalf of the Board of Trustees, thank you for your support and interest in Howard University.

The 2014-2015 Annual Report contains only a fraction of the highlights, accomplishments and activities of Howard University students, staff, faculty and alumni. Despite the many challenges of operating an affordable, world-renowned academic and research institution, Howard continues to meet these challenges and is a beacon of light for many who would not otherwise have an opportunity to make their dream of earning a degree a reality. As stewards of this institution, we are extremely proud of the items highlighted in this report.

As Howard University approaches its 150th anniversary in 2017, we are mindful of the fact that the University is once again poised to showcase its achievements and legacy to the world. This milestone serves as a reminder of the invaluable contributions of Howard alumni in making our society a much more inclusive and better place.

It is a privilege to be associated with this great American institution. Thank you again for being an integral part of her legacy and future.

In Truth and Service,  
**STACEY J. MOBLEY, ESQ.**  
*Chairman of the Board of Trustees*



# LETTER FROM THE PRESIDENT OF HOWARD UNIVERSITY

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Dear Howard University Community:


Since our last annual report, the plans for the President's Commission on Academic Renewal have been implemented. The Hilltop is now home to a pair of new residence halls — College Hall North and College Hall South — as well as to the Interdisciplinary Research Building, a research space that will create synergies that lead to research opportunities among investigators across disciplines and provide core and user space to researchers. We are grateful for Dr. Sidney A. Ribeau's foresight and diligence toward these projects. It is without a doubt that they will help to enhance the Howard University student experience. As we aim to develop the next trailblazers, provocateurs and world-renowned researchers of our time, Howard University students remain our top priority.

Since its inception in 1867, Howard University has made significant strides, thanks to our dedicated students, faculty, staff and donors. Our student population and applicant pool continue to be robust and record-breaking. Howard has awarded more than 127,000 degrees and certificates. The male enrollment for the School of Law increased 25 percent in 2015, and in the same year, the male enrollment in the College of Dentistry increased 30.33 percent. The College of Medicine ranked among the top three schools meeting the nation's medical needs, and the School of Business ranked among the top 10 MBA programs. In the last two years, the School of Law has moved up more than 30 places in the U.S. News and World Report rankings. Howard University remains committed to diversity and inclusion; this is evidenced by the fact that six of the University's 13 academic deans are women. Thanks to my dedicated team, we continue to confer more on-campus Ph.D.s to African Americans than any other school in the nation. Every day that I set foot on this campus, I am inspired by the Howard University family that makes this institution unique.

As outlined in this report, the University's future is essential to the development of the global community. More than 18,000 students have applied for admission to the Capstone this year, compared with 15,000 students last year. The undergraduate alumni participation rate increased more than 50 percent between 2013 and 2015. This year, we have invested in leadership appointments and in administrative and facility updates, and we have received countless accolades for national recognition. With support from our generous donors and supporters, we have also been able to lessen the financial burden on our students with nearly \$110 million in institutional aid.

While we continue this wonderful journey, I thank you for your unwavering support of Howard University. As Howard's 17th president, my goal is to enhance the Howard University legacy, ensure that we maximize our impact and guarantee that our students receive a well-rounded educational experience. Above all, we intend to remain true to the motto and pillars on which this University stands: *Truth and Service*.

Excellence in Truth and Service,  
WAYNE A. I. FREDERICK, M.D., MBA  
*President*



"ALL OF YOU WILL IMMERSE  
YOURSELVES IN A WORLD FULL OF  
OPPORTUNITY AND CHALLENGE.  
WHAT IS AMAZING TO ME IS THAT  
YOU ARE ENTERING AN AMERICA  
THAT MY GENERATION COULD  
BARELY IMAGINE."

– Ursula M. Burns, Chairman and Chief  
Executive Officer, Xerox Corporation

# THE YEAR IN REVIEW

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## JULY 2014

### Howard University 17th President Appointed

The Howard University Board of Trustees accepted the unanimous recommendation of the Presidential Search Committee and voted to appoint Wayne A. I. Frederick, M.D., MBA, FACS, as the University's 17th president.

The Presidential Search Committee, chaired by Vernon E. Jordan, Jr., included 15 alumni, nine trustees (including two trustees *emeriti*), five academicians, the Attorney General of California, a vice president of the Lumina Foundation and the Mayor of Atlanta.

### Presidential Adviser Valerie Jarrett Spoke to YALI delegation

White House Senior Adviser Valerie Jarrett conducted an insightful Q&A session with delegates of the Young African Leaders Initiative on Howard's campus July 18.

The discussion centered on leadership skills, navigating difficult decisions and the importance of professional development. Delegates asked about Jarrett's career challenges as a professional woman and the significance of being the first woman to serve as senior adviser to the president of the United States.

### Dr. Frederick Received Congressional Citation

In honor of Caribbean Heritage Month, President Wayne A. I. Frederick (B.S. '92, M.D. '94, MBA '11), received a Congressional Citation honoring his career as a surgeon, researcher and scholar.

Frederick also served as the keynote speaker at the U.S. Securities and Exchange Commission's (SEC) annual Caribbean Heritage Month celebration.

### Alumnus Boseman Celebrated for James Brown Biopic

Howard University alumnus Chadwick Boseman (B.F.A. '00) played James Brown in the biopic, "Get on Up," in which he takes the audience on a journey from Brown's impoverished childhood to his evolution into the "godfather of soul."

In 2013, Boseman played Jackie Robinson in the movie "42," which depicted the baseball star's struggles as the first African-American major league baseball player.

## AUGUST 2014

### Howard University Hospital Named James D. Edwards Interim CEO

James D. Edwards was named interim chief executive officer of Howard University Hospital, effective Aug. 11. Edwards is a veteran hospital executive with more than two decades of senior leadership experience in health care management.

As interim chief executive, Edwards directs the day-to-day activities at the hospital, including clinical and administrative operations, financial management, information technology and community relations. He succeeds Herbert C. Buchanan Jr.

### NIH Awarded Center for Sickle Cell Disease \$11 million in Grants

The Center for Sickle Cell Disease, a division of the Howard University Hospital, garnered nearly \$11 million in National Institutes of Health (NIH) grants to study HIV resistance in people with sickle cell disease and to support the development of the Center for Hemoglobin Research in Minorities, known as CHaRM.

The NIH awarded Howard about \$7 million to develop CHaRM, which was planned as a center of excellence for the study of hemoglobinopathies, iron metabolism and oxygen sensing. The Center for Sickle Cell Disease received close to \$2 million to continue research that indicated people with sickle cell disease might have certain resistance against HIV. The Center also received nearly \$2 million to develop new therapeutics for Ebola virus infection that will target Ebola virus VP30 protein.

## SEPTEMBER 2014

### Howard Celebrated Two State-of-the-Art Residence Halls

Howard University celebrated the official opening of two on-campus residence halls with a ribbon-cutting ceremony.

The residence halls enhance the University's on-campus housing stock and help to establish a dedicated residential neighborhood for its underclassmen. Since Move-In Day in August 2014, the Fourth Street corridor on campus has experienced revitalization, creating a more vibrant physical community where students can comfortably live, work and socialize.



# THE YEAR IN REVIEW

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## **Gibbs Appointed Senior Director of Alumni Affairs**

Charles J. Gibbs was appointed as senior director of Alumni Affairs. Previously, Gibbs has held several leadership positions at the University, including dean of residence life, director of athletics and vice provost.

## **President Frederick Debuted Weekly Radio Show on WHUR**

Howard University's WHUR 96.3 FM debuted its new Sunday afternoon radio program, "The Journey," hosted by President Wayne A. I. Frederick (B.S. '92, M.D. '94, MBA '11), at noon, on Sept. 28.

During the weekly 15-minute show, Frederick engages guests in discussions about their personal journeys and thoughts on a full range of current issues. Topics include parenting boys to manhood, encouraging women to embrace leadership, detecting cancer, mentoring youth and preventing domestic violence, among others.

## **Hillman Appointed Vice President for External Affairs**

Gracia Hillman was appointed as the vice president for external affairs. In this role, Hillman oversees government affairs and strategic engagement. She previously acted as the director of presidential transition and as senior adviser to the 17th president of the University.

## **Prioleau Appointed General Counsel**



Florence Prioleau was appointed general counsel. A partner at Crowell & Moring, Prioleau brings to the University her extensive and varied legal skills to the University, including Crowell and Moring, and experience as a public policy partner, former White House official and senior congressional aide.

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## **OCTOBER 2014**

### **Howard University Named to Presidential Honor Roll for Community Service**

Howard University was named to the 2014 President's Higher Education Community Service Honor Roll with Distinction, recognition that reflects the Capstone's unwavering commitment to service.

The President's Community Service Honor Roll is the highest federal award an institution can achieve for its commitment to service learning and civic engagement. "With Distinction" is awarded to applicants who display strong levels of institutional commitment and provide a compelling case for partnerships that produce measurable impact in the community.

### **Political Scientist Daryl Harris Selected for Fulbright Award**

Associate Professor Daryl Harris of the Howard University Political Science Department traveled to Nigeria as the recipient of a 2014-2015 Fulbright distinguished research award.

His project, "Black Spirituality: An Essential Resource for Cultural Maintenance and Renewal," examined the understanding and relevance of African values and concepts to Black thought. Harris' research began at the University of Ibadan's Institute of African Studies in Ibadan, Nigeria.



## NOVEMBER 2014

### **South Africa Ambassador to the U.S. Lectured**

Ebrahim Rasool, ambassador of South Africa to the United States, lectured on “Apartheid and Global Implications” for the Howard University Graduate School’s Contemporary Issues on International Affairs forum.

Rasool has served as a member of Parliament in South Africa’s National Assembly and special adviser to the state president. He is remembered as the premier or governor of the Western Cape Province, a socially fragmented province, which he worked toward cohering with a vision of making it “A Home for All.”

### **Ronald Dellums Selected Social Work’s Cosby Scholar**

The Howard University School of Social Work named Ronald V. Dellums, a former member of the U.S. House of Representatives and mayor of Oakland, California, as the 2014-15 William H. Cosby Jr. and Camille O. Hanks Cosby Scholar. Rep. Dellums worked with faculty and students during the academic year on social justice and social work topics.

## DECEMBER 2015

### **Pharmacy Project Transformed AIDS Relief Education in Ethiopia**

Howard University Provost and Chief Academic Officer Anthony Wutoh, Ph.D., led a delegation to Addis Ababa, Ethiopia, to celebrate the successful implementation of the Clinical Pharmacy Twinning Project, conducted with the American International Health Alliance in collaboration with Addis Ababa University School of Pharmacy.



The Clinical Pharmacy Training Project was an eight-year project funded by the President’s Emergency Plan for AIDS Relief that has transformed the education of pharmacists throughout Ethiopia.

### **Howard University Created New Transportation Hub with Grant**

Howard University was awarded a \$25,000 grant from the Home Depot Retool Your School program, which the Office of Sustainability will use to create a new transportation hub on campus.

Howard was one of three schools to win in the \$25,000 Campus Pride Award category. The Home Depot 2014 Retool Your School campus improvement grant program is designed to reinvigorate the appearance of Historically Black Colleges and Universities (HBCUs).

## JANUARY 2015

### **School of Divinity Secured \$500,000 Lilly Endowment Grant to Advance Fundraising**

Howard University School of Divinity received a \$500,000 grant from Lilly Endowment Inc. to launch an innovative program to strengthen fundraising.

The grant to the School of Divinity is part of Lilly Endowment’s nationwide initiative supporting historic African-American theological schools, which train the majority of African-American pastors and prepare leaders to nurture the theological traditions of the Black church in America.

### **De La Rosa Selected as Chief Information Officer**

Howard University named Carlos De La Rosa as its new chief information officer, with responsibility for managing the University’s technology services, infrastructure and operations. De La Rosa recently served as a technology leader and consultant at Logi Analytics.

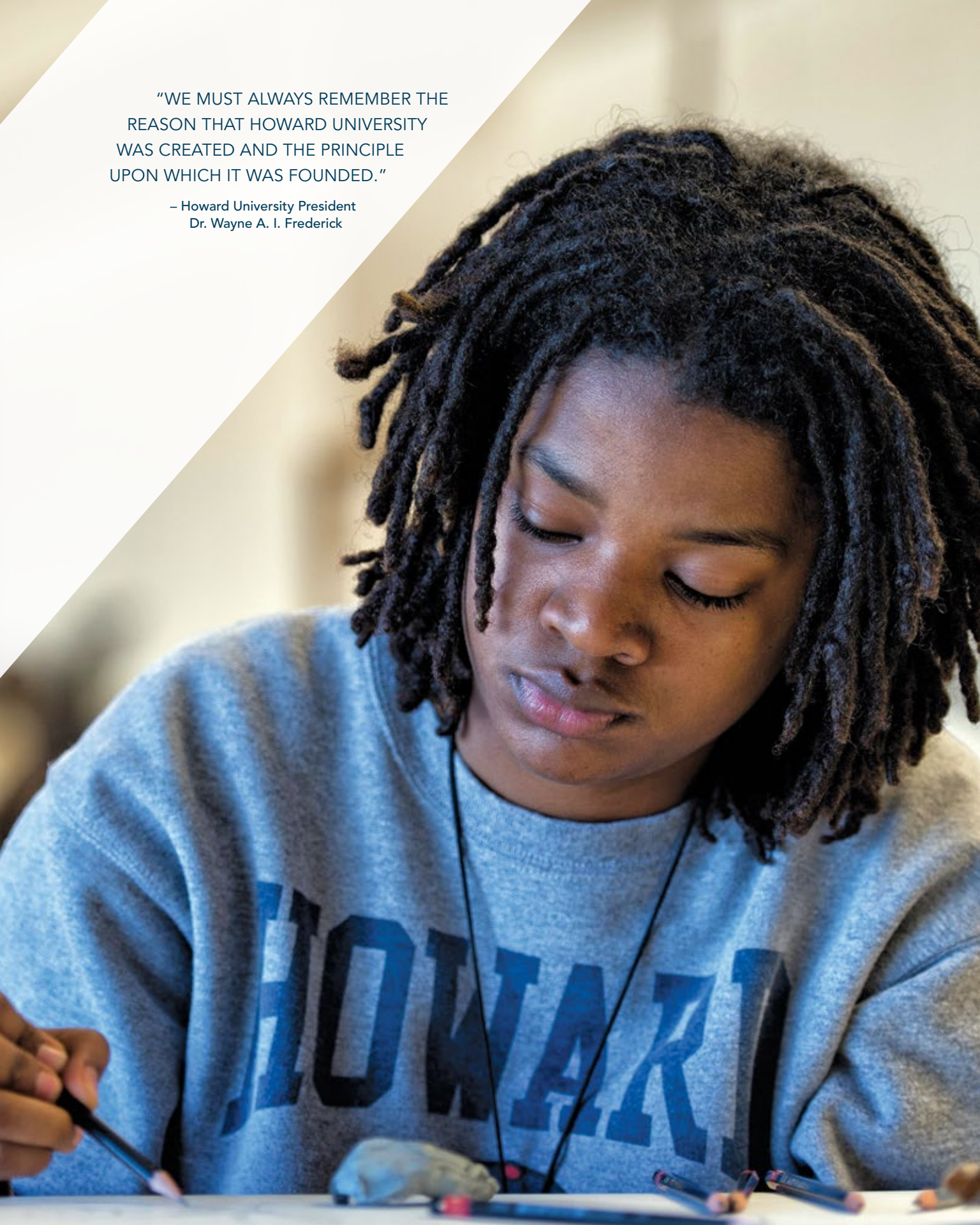
## FEBRUARY 2015

### **Howard University Froze Tuition, Incentivized Completion with Tuition Rebates**

Howard University announced an important plan, with unanimous support from the board of trustees, to freeze tuition for all undergraduate and select graduate programs for the 2015-2016 academic year. Additionally, to incentivize completion, Howard began offering tuition rebates to graduates who earn their degree early or on time.

"WE MUST ALWAYS REMEMBER THE  
REASON THAT HOWARD UNIVERSITY  
WAS CREATED AND THE PRINCIPLE  
UPON WHICH IT WAS FOUNDED."

– Howard University President  
Dr. Wayne A. I. Frederick





# THE YEAR IN REVIEW

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## MARCH 2015

### Howard University 17th President Inaugurated

Dr. Wayne A. I. Frederick (B.S. '92, M.D. '94, MBA '11) was inaugurated March 6, 2015, as Howard University's 17th president during a ceremony on the University's historic campus that coincided with the annual Charter Day Convocation, which commemorates Howard's founding.

In his inaugural address, Frederick emphasized five distinct priorities for his administration: building a culture of academic excellence and rigor, revitalizing the manner in which higher education institutions meet the needs of both students and the world today, infusing service into the University culture, increasing the philanthropic efforts of the University community, and engaging in scholarship and research grounded in solving contemporary problems.

The Inauguration and Charter Day festivities culminated a weeklong series of events that included public service activities, a faculty art show, and a symposium on diversity and technology that featured leaders from Facebook, Yahoo and Google, who discussed strategies for diversifying Silicon Valley.

### Hundreds of Students Devoted Time to Alternative Spring Break

The Alternative Spring Break program, one that is committed to serving communities in need and involving students in meaningful service, sent more than 450 students to community service projects in Baltimore; Chicago; Washington, D.C.; Detroit; Memphis; New Orleans; St. Louis; Newark and Haiti.

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## APRIL 2015

### Howard Professor Among National Journalism Grant Winners

Associate Professor Yanick Rice Lamb (M.B.A. '05), Howard's School of Communication, won a \$35,000 microgrant from the Challenge Fund for Innovation in Journalism Education.

Rice partnered with the National Newspaper Publishers Association and Trice Edney News Wire to pursue her project, "HU Insight: Can students create a digital network for fact-checking and investigating reports and claims about the African American community?"

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## MAY 2015

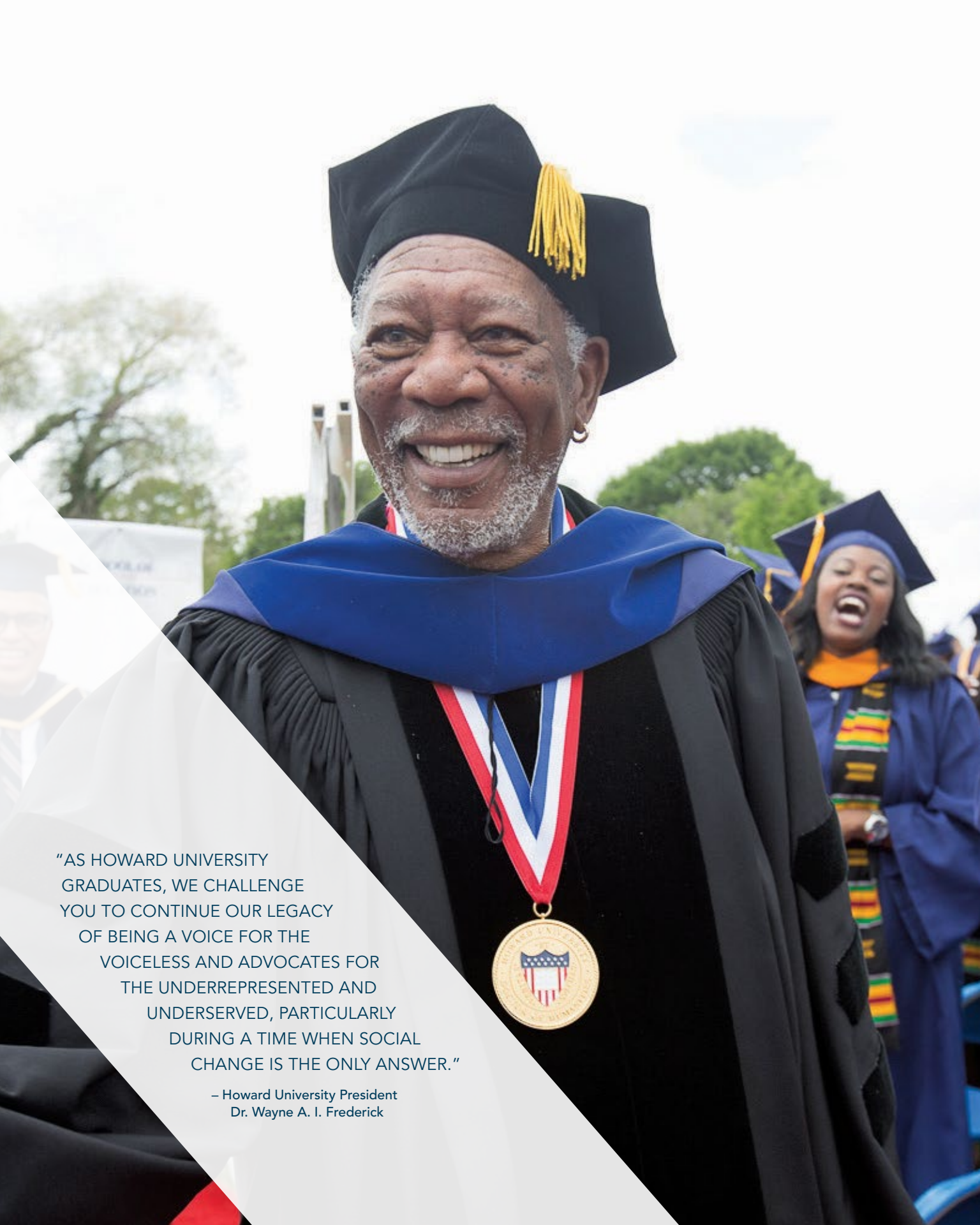
### Commencement 2015

The Howard University Class of 2015 graduated more than 2,400 students, including undergraduate, graduate, professional and certification students, at the commencement ceremony May 9.

Ursula M. Burns, chairman and chief executive officer of Xerox Corporation, delivered the 2015 keynote commencement address to students, faculty, staff and guests. Howard University President Dr. Wayne A. I. Frederick (B.S. '92, M.D. '94, MBA '11), reflected on current events and the deaths of Eric Garner, Michael Brown, Tamir Rice and Freddie Gray, urging graduates to uphold the University's long history of community leadership.

The University awarded honorary degrees to award-winning actor and director Morgan Freeman, Spelman College President Beverly Daniel Tatum, and philanthropists and Howard University graduates Eddie C. (B.S.E.E. '61) and C. Sylvia Brown (B.S. '62).



A photograph of Howard University President Dr. Wayne A. I. Frederick wearing a black graduation cap with a gold tassel and a black gown with a blue stole. He is smiling and wearing a gold medal with the Howard University seal. In the background, other graduates in blue gowns and caps are visible, one of whom is cheering with her mouth open. The scene is outdoors with trees and a cloudy sky.

"AS HOWARD UNIVERSITY  
GRADUATES, WE CHALLENGE  
YOU TO CONTINUE OUR LEGACY  
OF BEING A VOICE FOR THE  
VOICELESS AND ADVOCATES FOR  
THE UNDERREPRESENTED AND  
UNDERSERVED, PARTICULARLY  
DURING A TIME WHEN SOCIAL  
CHANGE IS THE ONLY ANSWER."

– Howard University President  
Dr. Wayne A. I. Frederick

# THE YEAR IN REVIEW

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## College of Arts and Sciences Dean Appointed

Bernard A. Mair, Ph.D., was appointed dean of the College of Arts and Sciences. Previously, Mair was the associate provost for undergraduate affairs at the University of Florida.

## Head Women's Basketball Coach Appointed

Tiesha "Ty" Grace was appointed head coach of the University's Lady Bison Women's Basketball program. Previously, Grace was head women's basketball coach at the University of New Haven, Connecticut.

## Alumnus Appointed to Lead Student Health Services

David Bowman, M.D., was appointed director of Student Health. Since 2005, Bowman has served on the medical faculty at the University of Maryland.

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## JUNE 2015

### Howard Faculty and Student Named Fulbright Scholars

Three Howard faculty members and one winning student were selected as Fulbright scholars.



Dr. Kellee Jenkins, assistant director, Department of Curriculum and Instruction, School of Education, traveled to Salvador, Brazil to partner with the Universidade Federal da Bahia, and studied self-efficacy and self-identity in Afro-Brazilian educators.

Associate Professor Kehbuma Langmia, of the Howard University Department of Strategic, Legal and Management Communications, traveled to the University of Buea in Cameroon, West Africa, to assist in the development of a graduate program in the Journalism and Mass Communication Department. He mentored the graduate students as they prepared their theses and dissertations.

Assistant Professor Michael Lipsomb, Howard University Department of Biology, College of Arts and Sciences, traveled to Brazil to conduct research on Brazilian mobility.



Graham Ellis, a third-year student from the College of Medicine and the winner of a Fulbright-Fogarty Fellowship in Public Health, elected to study sickle cell anemia in Malawi.

Since its inception, Fulbright has awarded more than 70 grants to Howard University faculty and students; 42 grants were to students.

### Howard Students and Faculty Visit Haiti

A team of 18 students and faculty members from Howard University's College of Nursing & Allied Health Sciences, College of Pharmacy, College of Dentistry, and College of Medicine traveled to post-earthquake Haiti for a week and a half to embark upon an ambitious, service learning-based trip.

The team traveled in conjunction with the New York chapter of the National Organization for the Advancement of Haitians (NOAH NY) and the Haitian-American Alliance. The year 2015 marked the fifth that the University has conducted service-learning projects in Haiti.



# STUDENT ACCOLADES



## Three Howard Students Named White House HBCU All-Stars

Three students from Howard — Lindsey Foster, Chaz Gibson and Jeanni Simpson — were named White House HBCU All-Stars. The White House Initiative on Historically Black Colleges and Universities recognized 83 undergraduate, graduate and professional students for their accomplishments in academics, leadership and civic engagement.

The All-Stars were selected from more than 450 students. Throughout the year, the HBCU All-Stars served as ambassadors of the White House Initiative on Historically Black Colleges and Universities by providing outreach and communication with their fellow students about the value of education and the role of the initiative as a networking resource.

## Students Awarded the Benjamin Gilman International Scholarship

### Fall 2014:

Wilhemina Hopkins, 2014-2015, Chile  
Olga Levebvre, 2014-2015, Russia  
Chrycka Harper, fall 2014, South Africa

### Spring 2015:

Stacia Andre, spring 2015, Brazil  
Lan'Tiqua Burks, spring 2015, Germany  
Shannon Coombs, spring 2015, South Korea  
Jelicia Diggs, spring 2015, Morocco  
Chiamaka Ikpeze, spring 2015, India  
Medina Islam, spring 2015, United Arab Emirates  
Jakiya Pyron, spring 2015, Spain  
Miesha Miller, spring 2015, United Kingdom  
Tianna Richardson, spring 2015, England

### Summer 2015:

Jenelle Davis, summer 2015, Spain  
Haley Hall, summer 2015, South Africa  
Rishara Johnson, summer 2015, Spain  
Alexis Kennedy, summer 2015, Japan  
Shakirah Stephens, summer 2015, Mexico  
Sabriyya Willis, summer 2015, Argentina

"OUR STUDENTS HAVE THAT PASSION FOR WHAT THEY DO AND, I THINK, THE LEADERSHIP QUALITIES THAT ARE NECESSARY THAT ARE GOING TO CHANGE THE LAW, IMPROVE THE LAW, MAKE THE WORLD BETTER."

– Professor Danielle Holley-Walker, dean of the Howard University School of Law



### **Women's Soccer Team Won SWAC Championship**

The Howard University women's Soccer team won the 2015 Southwestern Athletic Conference (SWAC) championship in November for the second year in a row, defeating Alabama State University. The Bison were the first SWAC team to win back-to-back championships in women's soccer. The victory secured Howard's first-ever trip to the NCAA Division I Women's Soccer Championship, where the Bison faced the University of Virginia in Charlottesville, Virginia.



### **Women's Volleyball Team Became MEAC Champions**

The Howard University women's volleyball team became champions of the Mid-Eastern Athletic Conference, after the Northern Division champion Bison defeated the Southern Division champ Bethune-Cookman University in straight sets (25-18, 25-18, 25-21) to earn its eighth conference title, and first since 1994.



### **Howard University Tennis Teams Recognized for Academic Excellence**

Howard University men and women's tennis teams received the National Collegiate Athletic Association Public Recognition Award because of the athletes' performance off the court.

The honor recognizes Division I athletic teams for posting Academic Progress Rate scores in the top 10 percent in their sport.



### **Howard Students Took Home Three National White House Correspondents' Association Awards**

Three Howard University students were awarded scholarships at the 2015 White House Correspondents' Association annual dinner April 25. Winners were junior Jourdan Henry, junior Precious Osagie-Erese and sophomore Brandi Hopkins.

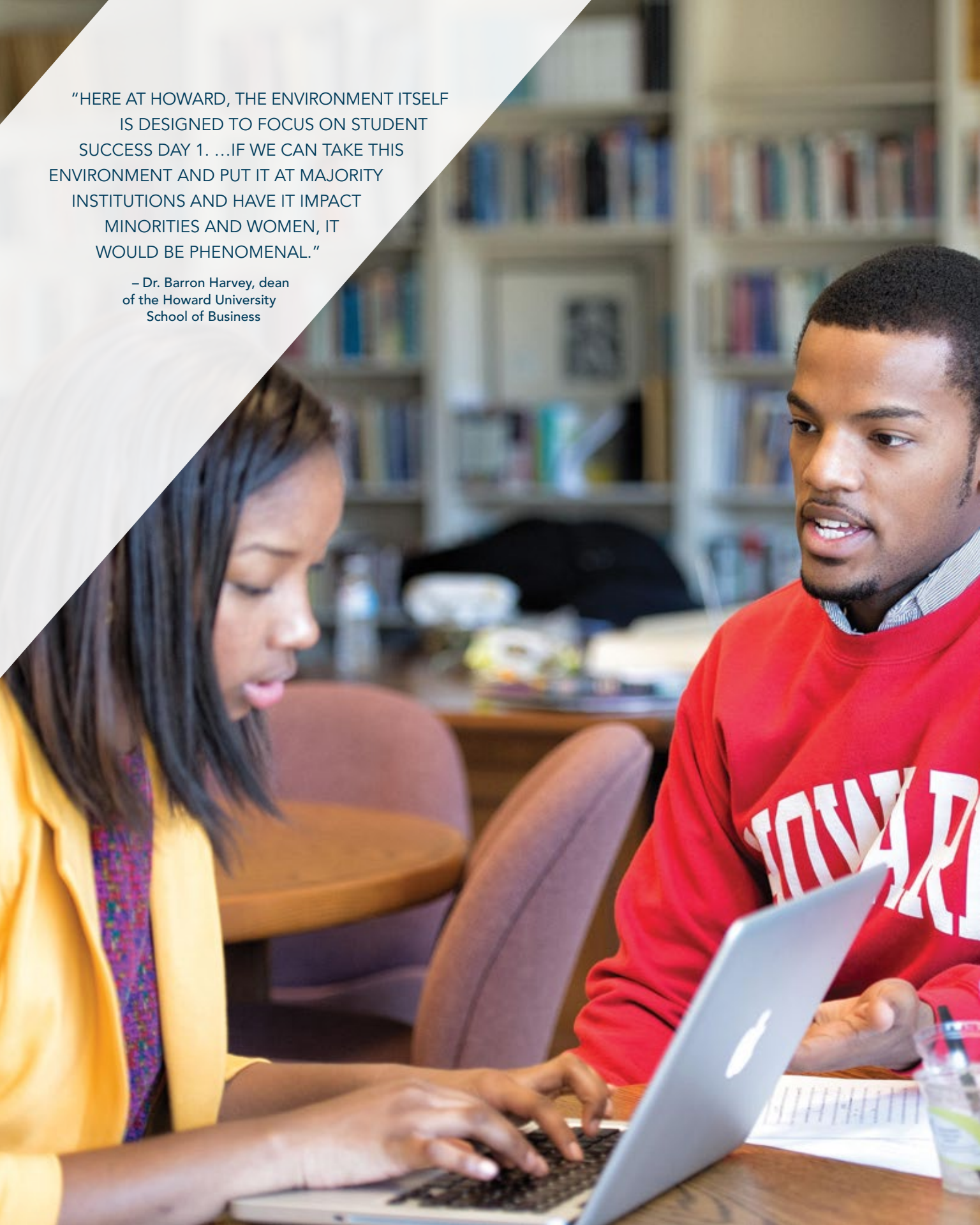
### **Ta-Nehisi Coates Spent a Day with Howard Students**

Ta-Nehisi Coates, author of The New York Times best-seller "Between the World and Me" (Random House, 2015) and National Book Award nonfiction nominee, visited campus Oct. 7 for a full day of interaction with Howard students and members of the Howard community. His visit culminated in a major address and book-signing event at Cramton Auditorium.



"HERE AT HOWARD, THE ENVIRONMENT ITSELF  
IS DESIGNED TO FOCUS ON STUDENT  
SUCCESS DAY 1. ...IF WE CAN TAKE THIS  
ENVIRONMENT AND PUT IT AT MAJORITY  
INSTITUTIONS AND HAVE IT IMPACT  
MINORITIES AND WOMEN, IT  
WOULD BE PHENOMENAL."

– Dr. Barron Harvey, dean  
of the Howard University  
School of Business





## HIGH-PROFILE VISITORS

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### **President Obama Led Roundtable Discussion**

President Obama hosted a closed-door, roundtable discussion with President Wayne A. I. Frederick, and medical and environmental officials, during which he announced the launch of his new initiative that will report data on global warming's health effects and climate change health risks from the Centers for Disease Control and Prevention.

During the discussion, Obama also spoke about his administration's plan to aid in reducing U.S. greenhouse gas emissions by at least 26 percent by 2030 in order to protect the environment and promote good health for all.

### **U.S. Rep. John Lewis Delivered 148th Opening Convocation Address**

The Honorable John Lewis, U.S. representative for the 5th Congressional District of Georgia, delivered the 148th Opening Convocation address Sept. 25 in Cramton Auditorium. Lewis is a civil rights icon and the last living speaker from the 1963 March on Washington rally at the Lincoln Memorial. This marked Lewis' second appearance as speaker for the event.

### **Baltimore City State's Attorney Spoke at Lecture Series**

The Gwendolyn S. and Colbert I. King Endowed Chair in Public Policy 2015-2016 Lecture Series hosted "A Conversation With Baltimore State's Attorney," featuring Marilyn J. Mosby, Esq., as its speaker.



### **Sen. Warren Co-Chaired Congressional Forum with Representative Cummings**

U.S. Rep. Elijah E. Cummings, D-Md., and U.S. Sen. Elizabeth Warren, D-Mass., co-chaired the fourth in a series of congressional forums as part of the Middle Class Prosperity Project to examine economic policies affecting the middle class. The forum focused on the effect of rising college costs on the middle class, particularly the debt challenges facing students at HBCUs, community colleges and for-profit colleges and nontraditional students in paying for higher education.

### **Hoyer, CBC Hosted Roundtable Discussion with Howard University Students**

House Democratic Whip Steny H. Hoyer, Md., joined Congressional Black Caucus Chair G.K. Butterfield, N.C., Chair of Whip's Task Force on Poverty, Income Inequality, and Opportunity; U.S. Rep. Barbara Lee, Calif.; and U.S. Rep. Eleanor Holmes Norton, D.C., for a roundtable discussion with students from Howard University October 20.

The discussion focused on the damaging impacts that arbitrary sequester spending cuts have on minority communities, including cuts to Pell grants, and the need to reach a bipartisan budget agreement that replaces these cuts.



## ACADEMIC AND RESEARCH HIGHLIGHTS



### **Anthony K. Wutoh Appointed Provost and Chief Academic Officer**

Anthony K. Wutoh, Ph.D., R.Ph., is the provost of Howard University. He previously served in various roles at the University, including dean of the College of Pharmacy and assistant provost for International Programs. Dr. Wutoh has also served as director for the Center for Minority Health Services Research and director for the Center of Excellence.

Wutoh earned a Bachelor of Arts degree in biochemistry from the University of Maryland, Baltimore County, in 1987. He then completed a Bachelor of Science in pharmacy and Doctor of

Philosophy in pharmacy administration (pharmacoepidemiology) at the University of Maryland, Baltimore School of Pharmacy. Wutoh has varied research interests, including pharmacoepidemiology, international health, research in health services and outcomes, and evaluation of large population databases — particularly in the area of AIDS and HIV infection in older patients. He has received more than \$50 million in grant funding and has published numerous research articles on HIV disease, medication adherence, disease state management, and other topics in respected research journals, including the *Journal of the American Medical Association*, *Health Services Research*, *AIDS & Behavior*, the *Journal of the National Medical Association*, and the *Journal of the American Pharmacists Association*.

Wutoh has led and participated in various international programs, including sponsored projects in Nigeria, South Africa, Zambia, Kenya, Rwanda, Tanzania, Ethiopia and Ghana. He has been a practicing pharmacist in Maryland since 1990 and has worked in various settings, including hospital, retail, consulting and community pharmacy, as well as academia. In 1993, he served as a policy intern with the U.S. Senate Special Committee on Aging, where he was directed to evaluate the economic impact of health care reform on the pharmaceutical and biotechnology industries. His other areas of interest and expertise include minority access to novel medical therapies, medication compliance, post-marketing assessment, clinical trial protocol and evaluation, survival analyses, and the role of stress in the functioning of health care professionals. He is the recipient of many awards, including the 1998 Excellence Award for Professor in the Division of Pharmacy, College of Pharmacy, Nursing, and Allied Health Sciences, and the 2007 Distinguished Faculty Award from the Howard University Pharmacy Alumni Association.

“SERVING HAS ITS OWN VALUE. IT’S NOT  
SOMETHING THAT HAPPENS AFTER YOU  
ACCOMPLISH SOMETHING. ...BUT, WHILE  
YOU’RE SERVING, IT MAKES YOU WHOLE.  
IT MAKES YOU COMPLETE. IT MAKES  
YOUR LIFE BETTER.”

– Rev. Dr. Bernard Richardson, fourth dean of  
the Andrew Rankin Memorial Chapel

## BUSINESS

The Supply Chain Management Program in the School of Business was ranked 24th among all academic programs in the United States. In addition, students in the program won first place at the 11th annual Institute for Supply Management Diversity Summit in Atlanta, Ga.

The School of Business established a number of unique international programs, including a new Global Trilateral MBA Certificate Program, in collaboration with universities in Beijing, China; and Pretoria, South Africa; as well as student exchange agreements with universities throughout Europe and Asia.

Bloomberg Businessweek recognized the School of Business among the nation's top full-time business school programs — making it the only HBCU ranked in the top 50 MBA programs in the country. Additionally, for the twelfth consecutive year, The Princeton Review ranked the Business School among the top in opportunities for minority students and placed Howard University in the top five for most competitive students.

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## COLLEGE OF ARTS AND SCIENCES

The Department of Education awarded \$1.7 million to the Department of African Studies. The four-year grant establishes Howard University as one of 10 National Resource Centers for African Studies, along with Yale University, University of Florida, Gainesville; University of Illinois, Urbana-Champaign; Boston University; Harvard University; Michigan State University; UNC, Chapel Hill; University of Wisconsin, Madison; and University of Minnesota. The grant is designed to help strengthen the capacity and performance of U.S. institutions of higher education in foreign languages; international and area studies; teacher preparation; and outreach to K-16, four-year and community colleges.

In addition to supporting African language and Africa-area related teaching at Howard University and outreach to Washington, D.C., and Virginia K-12 and postsecondary institutions, the grant provides Foreign Language and Area Studies fellowships to graduate and undergraduate students across all schools and disciplines at Howard University to undertake African language

training and pursue Africa-related course work or research in their own fields or disciplines. With support from the grant, new African languages — Zulu and Amharic — were added to the spring 2015 existing Swahili, Arabic, Wolof and Yoruba language courses in the Department of World Languages and Cultures.

The director of the Howard University National Resource Center for African Studies is Professor Robert Edgar, Department of African Studies, and the assistant director is Dr. Wheeler Winstead. The African Language Program coordinator is Professor Mkamburi Lyabaya, Department of World Languages and Cultures. Dr. Helen Bond of the Department of Curriculum and Instruction is the liaison to the School of Education, and the outreach program coordinator is Brenda Randolph.

### Research Highlight

**Project title:** Teacher Quality Improvement

**Principal Investigator:** Dr. Rodney Green

**School or College:** College of Arts and Sciences Center for Urban Progress

**Sponsor:** Eagle Academy Public Charter School

Howard University Center for Urban Progress will coordinate the partnership among Eagle Academy PCS, Howard University School of Education, and Howard University College of Arts and Science to create a multipronged professional development program to support Eagle's use of student learning objectives to improve the quality and responsiveness of literacy instruction and the educational outcomes related to literacy. Eagle has identified literacy instruction as the area with the greatest need, and Building and Strengthening Emergent Literacy Skills is the targeted student learning objective. The principals of the charter school and the other members of Eagle's Instructional Leadership Team have identified four areas within the targeted student learning objectives that will be addressed through this partnership: effective lesson planning; strengthening emergent literacy; instructor competence in guided reading, and establishing quality in-class literacy centers. Improving Effective Instructional Practices in Emergent Literacy will support Howard University's School of Education and College of Arts and Sciences in strengthening teacher practice and quality using professional development and coaching within the four core areas to the teachers and instructional coaches at Eagle with the direct goal of improving student outcomes around literacy.

# ACADEMIC AND RESEARCH HIGHLIGHTS

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## COLLEGE OF ARTS AND SCIENCES FACULTY SCHOLARSHIP

The following books were published by members of the College of Arts and Sciences faculty during the 2014-15 academic year:

- “Advanced Concepts in Particle and Field Theory,” by Dr. Tristan Hubsch (physics)
- “Greening Africana Studies,” by Dr. Rubin Patterson (sociology)
- “Polarization and the Presidency: From FDR to Barack Obama,” co-written by Dr. Richard Seltzer (political science)
- “Applied Spectroscopy and the Science of Nanomaterials, Progress in Optical Science and Photonics, Vol. 2,” edited by Prabhakar Misra Ph.D. (physics)

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## COMMUNICATIONS

In 2014, the School of Communications was ranked LinkedIn No. 4 for placement of media professionals. School of Communications alumni are dispersed around the country in prominent communication and media positions from CNN to ESPN to CBS, Fox, Google, Edelman, and Saatchi & Saatchi.

### School of Communications Faculty Scholarship

- Joanna L. Jenkins, Ph.D., assistant professor, Howard University School of Communications, Department of Strategic, Legal and Management Communication, has published a new book, “The Convergence Crisis” (Peter Lang Publishers). According to the publisher, “the book” tells the story of an impending paradigm shift in advertising. Beginning in the early 1840s with the birth of the first advertising agency and momentum spurred by industrial systems, the book provides a historical overview of significant events and socio-cultural economic factors that have occurred to explain how and why a crisis has erupted in contemporary American advertising. Significant blurring of once-distinct boundaries and redistribution caused by convergence has led to new methods of communication being used in advertising and among audiences. The book intends to bring awareness, clarity, and understanding to the opportunities presented through convergence via its rich historical narrative and theoretical framework.”

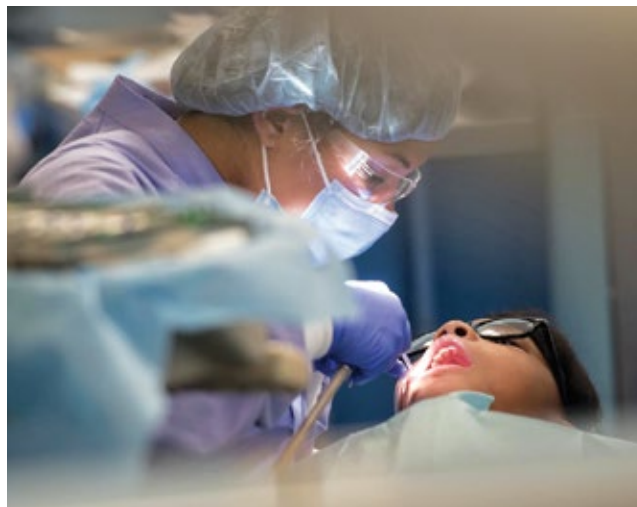
- Kehbuma Langmia, Ph.D., associate professor, Department of Strategic, Legal and Management Communications, School of Communications, received a Fulbright Specialist grant in Communications and Journalism at the University of Buea, Cameroon, from the J. William Fulbright Foreign Scholarship Board, the Bureau of Education and Cultural Affairs of the Department of State, and the Council for International Exchange of Scholars.

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## DENTISTRY

### Dentistry Continued Participation in Local and Industry Initiative

The Howard University College of Dentistry continued its annual collaboration with the District of Columbia Dental Society, the American Dental Association and the District of Columbia Public School System for “Give Kids A Smile Day.” Serving 325 children, ranging from pre-kindergartners to fifth-graders, the initiative addresses their critical oral health needs and breaks down barriers to dental care for their families. The participants received individual cleanings, X-rays, extractions and other dental care services. The College of Dentistry has been a participant in the “Give Kids a Smile Day” initiative since the program’s inception in 2003.





## Research Highlight

**Project title:** Request Twin Screw Extruder Enhance DOD Interested Polymer Nanocomposite Research and Stem Program

**Principal Investigator:** Dr. Tongxin Wang

**School or College:** College of Dentistry

**Sponsor:** Department of Defense

The Wang Lab at Howard University focuses on the development of polymer nanocomposite and bio-inspired materials. The research projects in this lab, including anti-scratch coating for ships and marine equipment, high dielectric constant (high k) and low loss materials, bioresorbable materials for bone fixation and tissue engineering are within the technical fields of interest to the Department of Defense's Materials Division because they either can enhance soldiers' safety and health or can improve defense equipment performance.

## DIVINITY

The School of Divinity received the Science for Seminaries Award from the American Association for the Advancement of Science to fund "Oh So Human, Yet So Divinely Complex: Science and Theology in the Exploration of Human Identity, Community, and Purpose," a pilot program geared toward connecting science and theology. Led by project director Frederick L. Ware, Ph.D., associate professor of theology, the interdisciplinary project team includes Harold Dean Trulear, Ph.D., associate professor of applied theology; Daryl P. Domning, Ph.D., professor of anatomy and science adviser for the project; and Dr. Georgia M. Dunston, Ph.D., professor of microbiology, founding director of the National Human Genome Center and science adviser for the project. The project brings together scientists, theological educators and clergy on important topics in science and religion, and includes course offerings and campus events on the relevance of the natural sciences to theology, ministry and spirituality.

## EDUCATION

The School of Education and the American Association of School Superintendents have launched the Urban School Superintendents Academy, a new cross-institutional partnership that offers a dynamic approach to urban superintendent preparation and certification. Major goals of the Academy are to bolster the effectiveness of school district leadership in the nation's urban areas and to increase ethnic diversity among U.S. school district superintendents. Two cohorts are served by this program: prospective superintendents who wish to pursue a doctorate in Educational Leadership, while preparing for

certification as an urban superintendent as well as state superintendent licensure; and current superintendents and administrators wishing to receive additional training and field experience in educational leadership related to urban settings.

## ENGINEERING, ARCHITECTURE AND COMPUTER SCIENCE

### CEACS Broke Ground on New Maker Space

The College of Engineering, Architecture and Computer Sciences broke ground on a new 4,000-square-foot maker space — the HowU Innovate Center. The HowU Innovate Center will function as the University's breeding ground for developing innovative and entrepreneurial solution-based thinkers and for connecting to the national Makers Movement. The goal is for all CEACS students to engage in practices and learning experiences that promote creativity, design thinking and an entrepreneurial spirit. Three new courses, open to the University community, have been launched. Additionally, the Introduction to Engineering course has been revamped to include design thinking.

## Research Highlight

**Project title:** Research Initiation Award: Small Molecule Inhibitors of the Phosphoenolpyruvate-Phosphotransferase System

**Principal Investigator:** Dr. Patrick Ymele-Leki

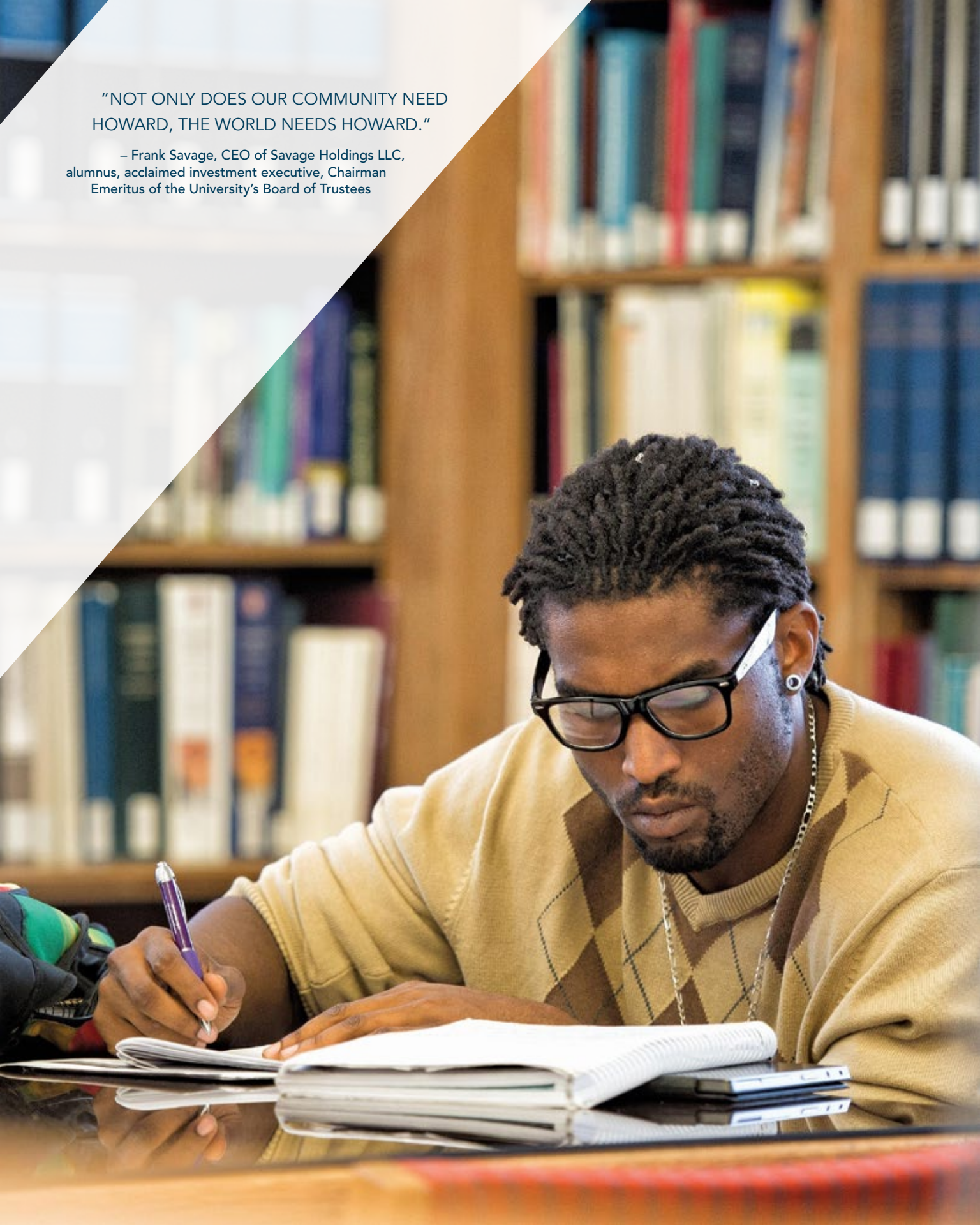
**School or College:** College of Engineering, Architecture and Computer Sciences

**Sponsor:** National Science Foundation

Biofilm-associated antimicrobial resistance is associated with high social costs. The estimated economic cost of bacterial resistance to antibiotics in the U.S. exceeds \$55 billion annually. The objective of this project is to identify and characterize small molecule inhibitors of the bacterial phosphoenolpyruvate-carbohydrate phosphotransferase system (PTS) and to evaluate their potential application as chemical agents to control the formation of microbial biofilms. The PTS is a highly conserved, multistep protein cascade that terminates in phosphorylation and transport of selected carbohydrates into bacteria. The PTS also regulates several cellular functions, including chemotaxis, glycogen metabolism, catabolite repression and biofilm formation. Given the established connection between PTS activity and biofilm formation, the proposed studies hypothesize that the identification of small-molecule modulators of the PTS will reveal new tools and innovative approaches to control microbial biofilms. The proposed studies will isolate and characterize small molecule inhibitors of the PTS.

"NOT ONLY DOES OUR COMMUNITY NEED  
HOWARD, THE WORLD NEEDS HOWARD."

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







## CEACS FACULTY ACHIEVEMENTS

- Dr. Lorraine Fleming, professor of Civil Engineering, received the Presidential Award for Excellence, Mathematics and Engineering Mentoring from the White House. She was one of 14 recipients granted this honor.
- Professor Edward Dunson, professor of architecture, was appointed to the U.S. Commission on Fine Arts.
- Dr. John Trimble (computer science), Dr. Legand Burge (computer science) and Dr. John Tharakan (chemical engineering) were awarded Fulbright Scholarships.

## GRADUATE SCHOOL

An audience of enthusiastic Howard University students, faculty, staff, alumni and members of the community witnessed Howard University's first TEDxHowardUniversity event Jan. 22, 2015. Capturing the theme, "Discoveries," speakers included Gary L. Harris, Ph.D., P.E., associate provost for research and graduate studies; James Lindesay, Ph.D., professor of physics; Gregory Carr, Ph.D., J.D., chair, Afro-American Studies; and Muriel Logan, retired school principal. Cherie Ward, doctoral candidate, Communication, Culture, and Media Studies, was the executive producer of the event. Dr. Carr began the evening with the exciting achievements of early African civilizations down through the inventions of America's unsung heroes. Dr. Harris highlighted the transition from the transistor radio to the futuristic usage of quantum materials. Dr. Lindesay demonstrated black hole theory and quantum gravity. Ms. Logan, 91, discussed her journey toward computer literacy and ultimately her use of the modern technology devices. Entertainment by the Malcolm X Drummers and Dancers and the youthful exuberance of the Jones-Haywood School of Dance provided a lively interactive cultural experience. Ward, who



served as the evening's mistress of ceremonies, also recited original poetry based on the theme of the event.

## LAW

### The Voting Rights Act at 50

Members of the School of Law faculty as well as alumni participated in a number of events commemorating the 50th anniversary of the passage of the Voting Rights Act. Dean Holley-Walker served on a panel hosted by the Lawyers' Committee for Civil Rights to commemorate the same. The School of Law held a voting rights panel featuring three recent School of Law alumni and the former chief lobbyist for the American Civil Liberties Union, all of whom work extensively in the area of voting rights and voter protection.

### Supreme Court Advocacy

Students enrolled in the School of Law's Civil Rights Clinic researched and wrote amicus briefs, which were filed in three cases decided during the U.S. Supreme Court's 2014 term: *Texas Department of Housing and Community Affairs v. Inclusive Communities Project* (with the School of Law's Fair Housing Clinic), *Frank v. Walker*, and *Obergefell v. Hodges*. In addition, the School of Law hosted a moot court for the attorneys who argued *Obergefell v. Hodges* (same-sex marriage) before the Supreme Court on behalf of the petitioners.

### Top Rankings for Law School

The U.S. News and World Report ranking for the Howard University School of Law climbed 25 places, to 110 from 135, out of 149 schools that the magazine ranked as the country's "Best Law Schools." The improved ranking was attributed to the rise in LSAT scores and GPAs of the incoming class, and to the substantial number of graduates who were employed within nine months of earning their law degrees.



# ACADEMIC AND RESEARCH HIGHLIGHTS

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## MEDICINE

### Dr. Hugh Mighty Appointed Dean



Dr. Hugh Mighty was appointed dean of the College of Medicine and vice president of Clinical Affairs. Mighty oversees the College of Medicine's academic programs and provides oversight for the administrative and financial operation of the College of Medicine. He also serves as Vice President of Clinical Affairs, having oversight of the relationship between the academic enterprise and the hospital, and responsibility for the development and direction of the Faculty Practice Plan. In addition, he serves as professor on the faculty in the Department of Obstetrics and Gynecology.

Most recently, Mighty served as vice chancellor for Clinical Affairs at Louisiana State University, Health Sciences Center, in Shreveport, Louisiana. During his tenure at LSU, Mighty guided the financial and strategic direction of the academic and hospital enterprise, including three safety-net hospitals in the state.

Mighty earned a Bachelor of Science from Georgetown University, an M.D. from the University of Maryland, and an MBA from Loyola University in Baltimore. He has served in multiple academic leadership positions, including Chairman of the Department of Obstetrics and Gynecology at the University of Maryland. He is known for developing innovative statewide programs, such as the Tamar's Children program that deferred incarceration for pregnant women with minor offenses to enable the development of job and parenting skills. Mighty has also served in multiple public leadership roles, including Chairman of the State Commission on Infant Mortality Prevention for the state of Maryland.

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## NURSING & ALLIED HEALTH SCIENCES



Dr. Gina S. Brown was appointed dean, College of Nursing and Allied Health Sciences. Brown joins Howard University with more than two decades of senior-level academic and administrative experience. Most recently, she served concurrent roles as Academic Administrator for Atlantic Union College in Lancaster,

Massachusetts, and graduate administration associate professor at Loma Linda University in Loma Linda, California. She has an extensive track record of developing new academic programs, securing grants, and enhancing the academic accreditation process.

At Loma Linda University, Brown was the coordinator of the dissertation phase of the Doctorate of Nursing Practice Program and held other administrative duties. She has held several leadership posts at Washington Adventist University in Takoma Park, Maryland, including dean of the School of Health Promotions, Science and Wellness; co-interim provost for academic affairs; and dean and associate vice president for the School of Graduate and Professional Studies.

Brown is a graduate of Oakwood University in Huntsville, Alabama, where she earned associate and bachelor's degrees in nursing (1984) and biology (1985). Brown earned a Master of Science in health services administration from Central Michigan University in 1989, and a Doctor of Philosophy in nursing administration from George Mason University in 1999.

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## PHARMACY



Emmanuel O. Akala, Ph.D., director of the Center for Drug Research and Development, was awarded a prestigious NIH/National Cancer Institute grant of \$1,132,500 for three years to support innovative breast cancer research. Akala is also professor of pharmaceuticals in the Department of Pharmaceutical Sciences in the College of Pharmacy. The project title is "Novel Nanotechnology Platform for Breast Cancer Treatment." The human epidermal growth factor receptor 2 (HER2) over expression has been reported in 20 to 25 percent of all breast cancers and is associated with a poor prognosis. The grant has assisted Akala in developing multifunctional polymeric nanoparticles to test the hypothesis that tri-modal combination nanoparticles will prove more effective with less toxicity than current standard of care therapies for HER2-positive breast cancers. This nanotechnology platform for breast cancer treatment will, when completed, bring to bear the combined power of a chemotherapeutic agent, molecular targeted therapy and HSP90 inhibitor to overcome HER2 breast cancer resistance with minimal toxicity.



## RONALD WALTERS CENTER

The Ronald Walters Center received a \$25,000 grant from Southern University to conduct a survey of state legislation that supports the continuation or destruction of the prison pipeline. The funds support a graduate student and an undergraduate student, who are conducting the research.

## SOCIAL WORK

### Masters Program Ranks in Top 50

In September 2014, the School of Social Work was ranked among the top campus-based master's of social work programs out of 230 accredited programs. The Gorman Report ranked the M.S.W. at No. 30, and U.S. News and World Report ranked the school at No. 33.

### Multidisciplinary Gerontology Center Awarded Grant

The Multidisciplinary Gerontology Center of the Howard University School of Social Work was awarded a \$115,000 grant from the District of Columbia's Office on Aging and \$20,000 from the Washington DC Area Geriatric Education Center Consortium. The grants support professional development for the District of Columbia's Aging Network through seminars, a full-day conference on ethics and the development of culturally relevant materials for working with African Americans and other ethnic groups.

# FINANCIALS FOR FISCAL YEAR ENDING JUNE 30, 2015

## OVERVIEW

FY2015 was the second consecutive year of negative operating results at Howard in five years, totaling a deficit from operations of \$55 million for the year that ended June 30, 2015. Net assets were negatively impacted, primarily due to poor investment performance, increased retirement obligations and restructuring costs. Howard's balance sheet continues to be well-positioned to support both long- and short-term financial needs through long-term public debt (\$293 million) and a multibank one-year line of credit (\$100 million), of which \$95 million was drawn at June 30, 2015.

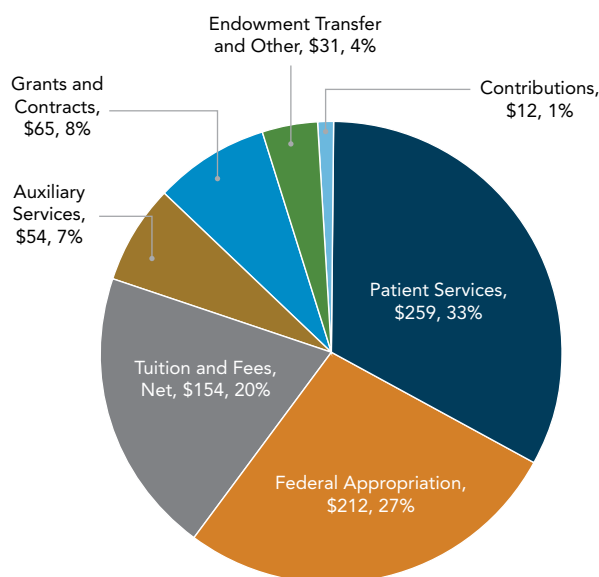
## OPERATING RESULTS

Howard's operating revenues decreased by 2 percent to \$787 million, a \$17 million decrease as compared with FY2014. Academic Services revenue decreased 5 percent (\$14 million) compared with FY2014. While gross tuition and fees revenues increased by 3 percent (\$6.7 million), financial aid increased by 19 percent (\$17 million) compared with the prior year. Additionally, auxiliary service revenue decreased by 17 percent (\$11 million) as compared with the prior year, due to a decrease in student housing and meal plan revenue of

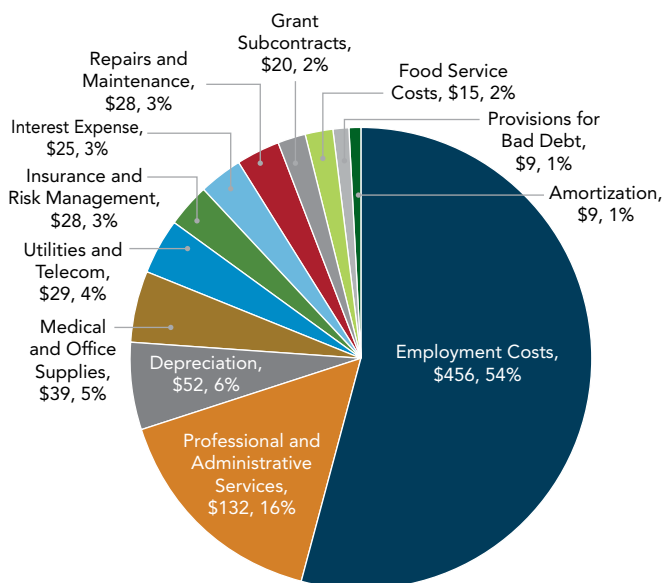
\$5 million combined and a decrease in bookstore revenue of \$6 million, due to outsourcing bookstore activities to Barnes & Noble at the end of FY2014. These decreases were offset by a 13 percent (\$7 million) increase in grants and contracts revenue. Clinical Services revenue was 5 percent (\$13 million) higher than FY2014, due to increased third-party settlement revenue collected and changes in contractual allowances and adjustments at the Howard University Hospital. Public-support revenue decreased by 6 percent (\$16 million) from FY2014, primarily due a 5 percent decrease in federal appropriations (\$11 million) related to the federal sequestration in the first quarter of FY2015 and a \$6 million decrease in operating investment income.

Howard's operating expenses decreased by 1 percent to \$842 million, a \$7 million decrease over FY2014. This decrease was largely attributable to lower employment related costs, telecommunication and utilities expenses and depreciation, offset by higher costs for professional and administrative services, repairs and maintenance. Managing Howard's decentralized cost structure was further enhanced in FY2015 under a general-manager model that focused accountabilities on three divisional portfolios — Academic Affairs, Health Sciences, and General Administration. Each division is made up of 10 to 12 operating units, such as schools, colleges, clinical units and administrative functions.

**OPERATING REVENUE**  
(dollar amounts in millions)



**OPERATING EXPENSES**  
(dollar amounts in millions)





# FINANCIALS FOR FISCAL YEAR ENDING JUNE 30, 2015

Howard's operating cash flow available for debt service, as determined by debt lenders for the line of credit, decreased by \$7 million to \$29 million compared with FY2014, which fell below required lender agreement ratios. The bonds decreased by \$17 million to \$52 million compared with FY2014, which met required lender agreement ratios. As of June 30, 2015, Howard had \$392 million of total debt outstanding. Cash flow generated from operations was used to contribute to the defined pension plan (\$16 million), fund malpractice payments (\$3 million) and for property construction, renovations and upgrades (\$45 million). In addition, lender measured liquidity was \$286 million at year-end compared with the prior year amount of \$272 million, reflecting operating and investing appreciation that enhanced both financial stability and flexibility.

## NET ASSETS

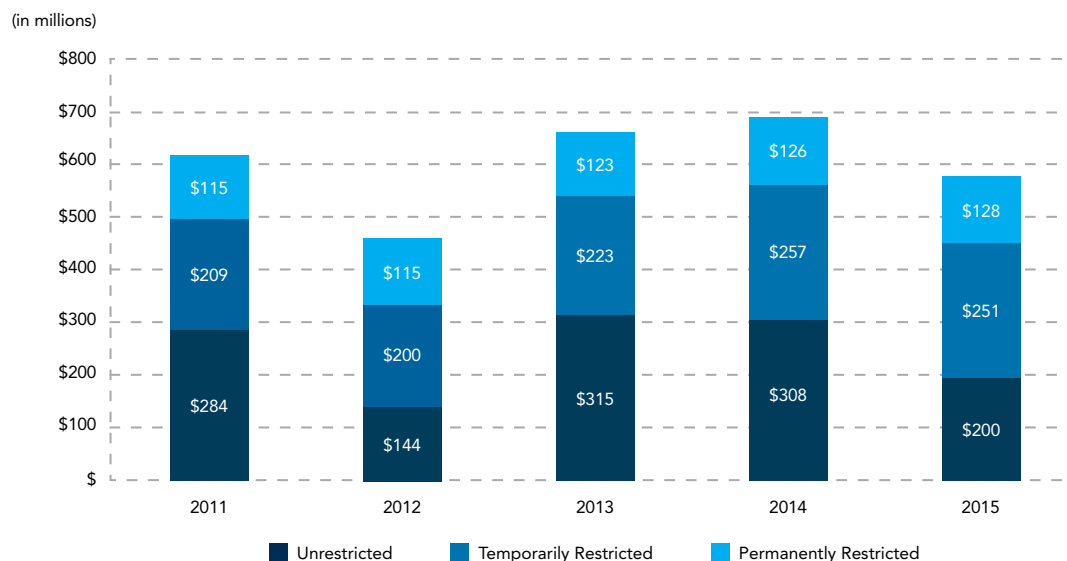
Net assets decreased by \$112 million to \$579 million as of June 30, 2015. This reflects the negative operating result of \$55 million, restructuring costs of \$11 million, negative returns from investment portfolios of \$8 million and higher net retirement obligations of \$38 million.

## INVESTMENTS AND THE ENDOWMENT

As of June 30, 2015, Howard had more than \$1 billion of investments under management, including pension assets. Investments are managed in a diversified portfolio that is aligned with the liquidity requirements and governing investment strategic guidelines.

The market value of Howard's endowment decreased by \$1 million from FY2014 to \$591 million at FY2015. The endowment had total additions of \$8 million and an investment return of \$5 million, which were offset by \$14 million of assets made available and transferred to support operations. Approximately 47 percent of the endowment is governed by donor restrictions, while the remaining 53 percent is available for Board designation. The market value of the pension fund was \$539 million, which decreased \$14 million compared with FY2014.

## NET ASSETS



## THREE-YEAR OPERATING PERFORMANCE

Statements of Activities For Fiscal Years Ending June 30, 2015, 2014 and 2013 <i>(dollar amounts in thousands)</i>	FY 2015	FY 2014	FY 2013
Students enrolled (fall head count)	10,002	10,265	10,297
Patients serviced	162,605	179,987	260,661
<b>Operating revenues:</b>			
Academic services:			
Tuition and fees, net	\$ 154,068	\$ 164,722	\$ 160,429
Grants and contracts	64,450	57,048	58,284
Auxiliary services	53,998	64,937	62,174
Clinical services:			
Patient service — Hospital	230,915	209,752	241,136
Patient service — Faculty medical practice	25,401	33,802	32,441
Patient service — Dental clinic	2,450	2,202	1,864
Public support:			
Federal appropriation	208,630	219,346	230,239
Contributions	4,970	3,601	3,805
Endowment transfer	6,346	6,080	5,866
Operating investment income	966	7,053	4,639
Net assets released from restrictions	17,712	17,060	15,417
Other income	15,863	15,150	20,359
<b>Total unrestricted operating revenue</b>	<b>785,769</b>	<b>800,753</b>	<b>836,653</b>
<b>Total temporarily restricted operating revenue</b>	<b>(989)</b>	<b>1,013</b>	<b>(918)</b>
<b>Total permanently restricted operating revenue</b>	<b>2,168</b>	<b>2,354</b>	<b>6,235</b>
<b>Total operating revenues</b>	<b>786,948</b>	<b>804,120</b>	<b>841,970</b>
<b>Operating expenses:</b>			
Instruction	207,796	215,022	205,891
Patient care	276,988	299,372	302,772
Research	42,375	35,609	35,285
Academic services:			
Public service	12,500	10,492	8,189
Academic support	41,768	47,173	40,589
Student services	29,862	27,754	27,154
Auxiliary enterprises	67,756	69,244	73,148
Institutional support	163,103	144,070	139,427
<b>Total operating expenses</b>	<b>842,148</b>	<b>848,736</b>	<b>832,455</b>
<b>Operating revenues over (under) operating expenses</b>	<b>(55,200)</b>	<b>(44,616)</b>	<b>9,515</b>
Investment income/(loss) in excess of amount designated for operations	(3,885)	40,307	20,004
Restructuring costs	(10,502)	(3,433)	(1,808)
Change in funded status of defined benefit pension plan	(31,973)	19,283	27,689
Change in obligation for post-retirement benefit plan	(5,530)	(15,003)	121,101
Change in value of interest rate swap, net	—	—	21
Other items, net	227	—	(131)
<b>Total unrestricted non-operating income and expenses</b>	<b>(51,663)</b>	<b>41,154</b>	<b>166,876</b>
<b>Total temporarily restricted non-operating income and expenses, net</b>	<b>(4,875)</b>	<b>32,920</b>	<b>23,305</b>
<b>Total permanently restricted non-operating income and expenses, net</b>	<b>(5)</b>	<b>379</b>	<b>2,430</b>
<b>Total non-operating income and expenses</b>	<b>(56,543)</b>	<b>74,453</b>	<b>192,611</b>
Unrestricted	(108,042)	(6,829)	171,074
Temporarily restricted	(5,864)	33,933	22,387
Permanently restricted	2,163	2,733	8,665
<b>Change in net assets</b>	<b>\$ (111,743)</b>	<b>\$ 29,837</b>	<b>\$202,126</b>
<b>Total net assets, beginning of year</b>	<b>\$ 690,948</b>	<b>\$661,111</b>	<b>\$458,985</b>
<b>Total net assets, end of year</b>	<b>\$ 579,205</b>	<b>\$690,948</b>	<b>\$661,111</b>

# FINANCIALS FOR FISCAL YEAR ENDING JUNE 30, 2015

The operating performance in FY2015 fluctuated significantly compared with previous fiscal years. Howard had experienced operating gains for three consecutive years: \$13 million, \$10 million and \$10 million in FY2011, FY2012 and FY2013 respectively. However, in FY2014 and FY2015, Howard experienced an operating loss of \$45 million and \$55 million, respectively, mainly attributed to unfavorable volume variances and deteriorating market share at the Hospital, the sequestration that reduced the federal appropriation, and increased expense related to instruction and academic support.

Howard has committed to more effective, efficient and accountable management, using automation and improved business processes to enhance service delivery while containing costs. Howard's leadership continues to focus on accountabilities and to develop goals and metrics centered on four strategic themes: academic/clinical quality, research expansion, financial sustainability and service effectiveness. The results of this transition and period of renewal continue to be reflected in Howard's operating results.

## FACILITIES RENEWAL

In FY2012, Howard initiated a three-year \$450 million capital improvement plan, which involved the construction of several new buildings and major renovations. This renewal continued in FY2014 as the College Residence Halls and the new Interdisciplinary Research Building construction continued throughout the year, financed by bonds and the developer, respectively. These two projects are the first major new construction on campus in more than 15 years. The College Residence Halls were completed and placed into service in Q1 of FY2015.

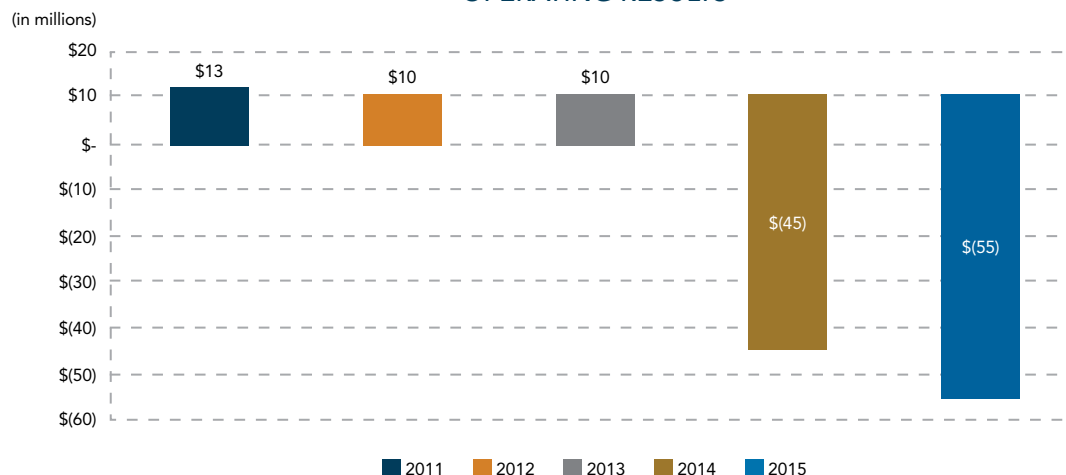
## FINANCIAL MANAGEMENT AND ADMINISTRATIVE OPERATIONS

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

## AUDITED FINANCIAL STATEMENTS

Consistent with prior years, Howard has received an unmodified opinion from its independent auditors. This opinion signifies that Howard's financial statements are fairly presented in all material respects.

## OPERATING RESULTS





# HOWARD UNIVERSITY BOARD OF TRUSTEES 2014-2015

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