



# State of the University Address

Spring 2022

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# In This Presentation

- Campus Safety and Wellness
- New Construction and Facilities Upgrades
- Financial Sustainability
- Facilities and Real Estate
- Enrollment: Fall 2021 (Updates) and Fall 2022 (Projected)
- Inspiring New Knowledge
- Academic Excellence & Student Outcomes
- Increasing Faculty and Staff Compensation
- Commencement Updates
- Q&A



# Campus Safety and Wellness






# Threats to Our Community

The University has seen an increase in compounding threats over the past several years. From external protests and demonstrations to pandemics and bomb threats, these events have impacted campus in ways not seen before. As the potential for hazards grows, the University continues to improve preparedness and safety efforts to protect the campus community.



# Partnering with Local Law Enforcement to Decrease Crime in the Community

Year-Over-Year Comparison of Crime Statistics (August – February)

 **54.44%**

Overall total decrease in campus crime

58.52% decrease in crime on campus

50% decrease in crime at Howard University Hospital

As crime rates in the district continue to rise, it is vital that everyone in our community remain vigilant.



# Bomb Threats Update

## Targets: HBCUs, Places of Worship

- Howard University received multiple bomb threats in January and February of this year. The threats were either called into the local Metropolitan Police Department or the Howard University Department of Public Safety (DPS). No credible threat was established during any of these incidents.
- To date, over 40 HBCUs have received at least one bomb threat, with Howard University, Spelman, Xavier, Lincoln University, Morgan State and the University of Arkansas at Pine Bluff receiving multiple threats.
- The FBI is leading nationwide coordination efforts. They deemed that the threats are related. At least six individuals have been identified as being involved with the bomb threats.



# The Campus Emergency Response

## Preparedness & Safety

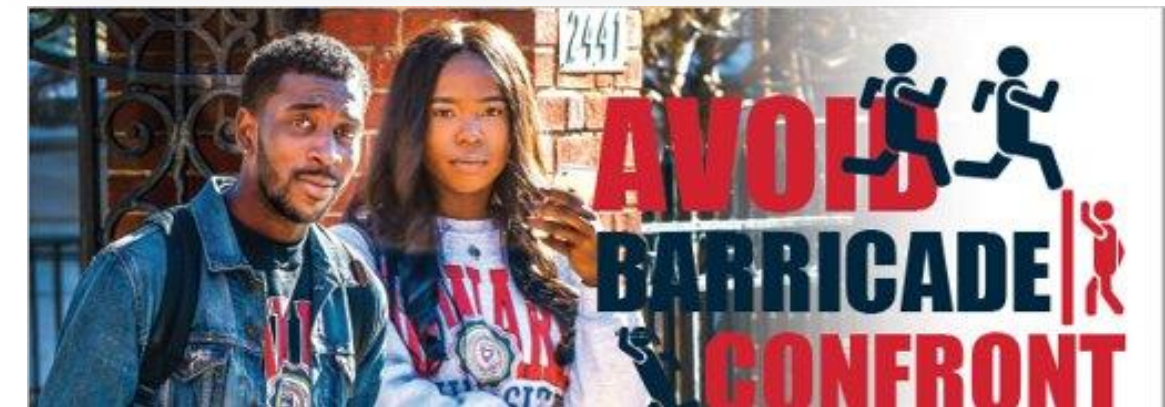
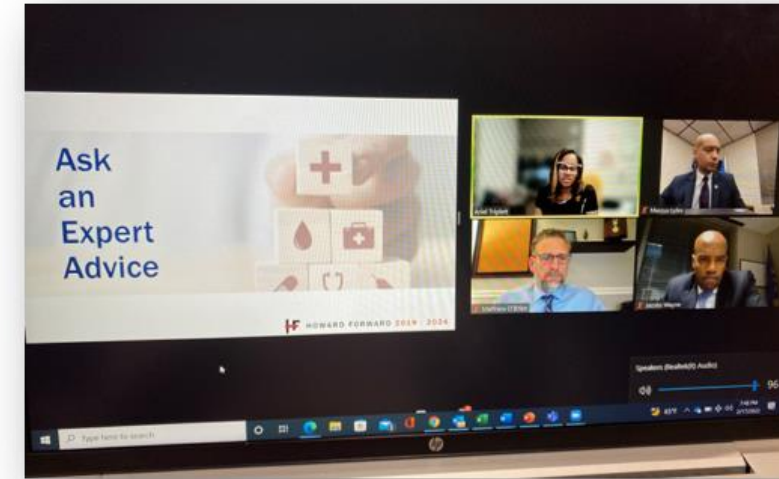
- ✓ Bison SAFE updates, revamp, and increased usage
- ✓ COVID-19 Integration
- ✓ J6 Insurrection
- ✓ Tropical Storm Ida
- ✓ Ransomware
- ✓ HU vs HU – City-wide threats similar to J6
- ✓ Hybrid Homecoming
- ✓ Bomb Threats
- ✓ City Impacts & Demonstrations





# The Campus Emergency Response

- The FBI joined the Emergency Mgmt. Response division of DPS to host an information session with the entire campus community (February 2022).
- DPS conducted multiple active shooter and bomb threat training with our campus community (February 2022).
- DPS partnered with our students to publish safety campaigns.



# Broadening Engagement with **Our Campus**

- **Video/Social Media Platform Creation:** Incorporating more student friendly campaigns and information to meet the student where they are.
- **Safety 101:** Moved to virtual opportunities to capture a wider audience.
- **Safety Committee:** HUSA Leadership Partnership and continued meetings
- **Department Training:** Threat, evacuation, shelter-in-place, and preparedness training for departments for increased awareness and safety culture growth
- **Student Safety Fair:** HUSA & DPS planned partnership to have a safety fair for all students.
- **Revamp Active Shooter Video:** HUSA & DPS partnership to create and update the active shooter video to capture student perspective.
- **Bison Safe Communication:** Student involvement to incorporate student feedback and perspective to increase and maintain connection with Bison SAFE app.
- **Local Exposure:** Partnerships with University Consortium, HSEMA, 3rd District MPD, MPD Chief, FBI, Secret Service, and HBCU LEEA for interconnectivity, planning, integration, and information sharing.

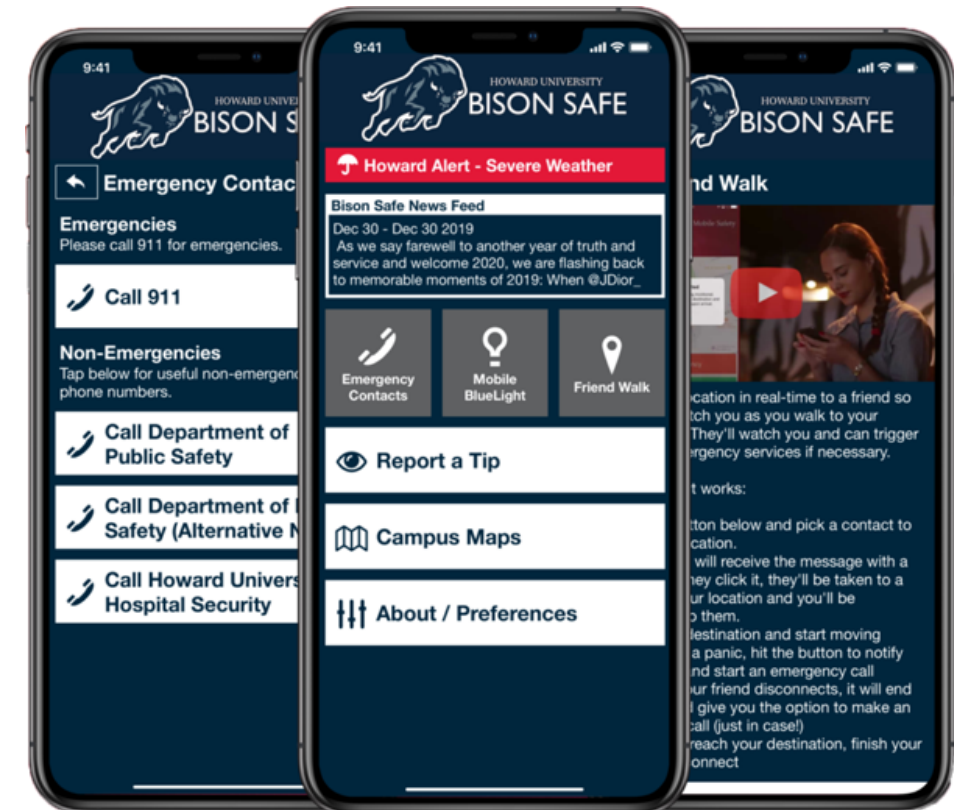
# Providing Modern Tools to Enhance Campus Safety

## Campus Safety Tools Are Informed by Campus Safety Assessments and Campus Community Engagement

- Open Path System (Access Control)
- Project Eagle Eye (CCTV)
- Peace of Mind device
- Bison SAFE App

## Obsolete Tools being phased out Open Path System (Access Control)

- Blue Light Stationary Systems
- Outdated Camera Systems





# Bison SAFE App: Effectiveness and Utilization

All Howard University students, faculty and staff receive Bison SAFE notifications if they download the app, but emergency notifications are also sent via email to ensure targeted reach.

**20,000**

Bison SAFE App  
users

136 total notifications since incorporation in 2020

4,500 average daily passes for COVID-19  
surveillance

1,363 total tips submitted to Bison SAFE



# Caring for Our Campus **Community**

- **Mental Health Day:** The entire campus was given a paid holiday and encouraged to take some time to themselves.
- **Counseling Sessions:** The Student Counseling Center received students who needed to speak with a counselor. Faculty and staff are able to connect with counselors via our medical health provider.
- **Healing at Howard:** DPS participated in a Healing at Howard session hosted by the Division of Student Affairs.
- **DPS Engagement:** With the entire campus community – in particular with students and student leaders. Partnering with HUSA to communicate more broadly to students.

# COVID-19 Testing Updates

School Year 08-23-21 to 04-08-22

	POSITIVE	NEGATIVE	TOTAL	POSITIVITY RATE
FACULTY/STAFF	719	22512	23231	3.10%
STUDENT	1741	82679	84420	2.06%
Overall Total	2460	105191	107651	2.29%

04-02-22 to 04-08-22

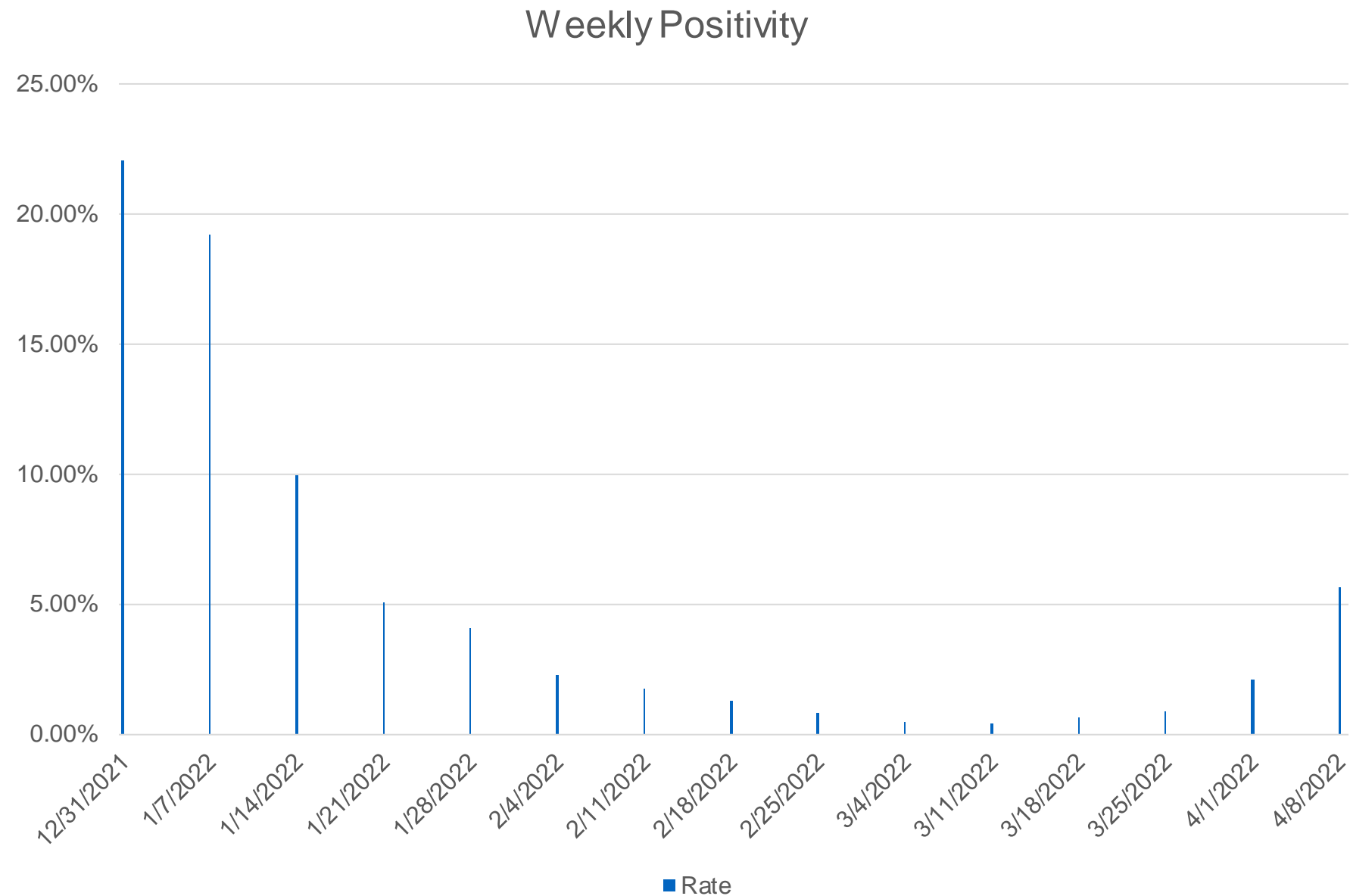
	POSITIVE	NEGATIVE	TOTAL	POSITIVITY RATE
FACULTY/STAFF	13	681	694	1.87%
STUDENT	198	2827	3025	6.55%
Overall Total	211	3508	3719	5.67%

- Since the beginning of the Fall 2021 semester, Howard has conducted 107,650 COVID-19 tests.
- We test between 35-50% of the campus community each week.





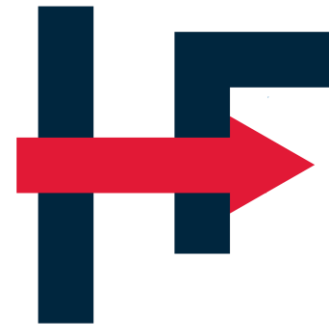
# COVID-19 Testing Updates



- For the Week ending April 8, 2022, the most recent positivity data was 5.67%.
- We have seen a decrease in positivity from 22% at the start of the semester.
- We attribute this significant decrease both to decline in the omicron surge in DC, NYC and other early impacted cities, as well as stronger COVID-19 mitigation at the University and other schools, than in the general community.
- Most recently, in the past three weeks, we have seen an increase in positive cases. This increase is partly due to the impact of the BA.2 Omicron subvariant. BA.2 is now the dominant strain in the United States, including in D.C. and on our campuses.



# Investing in Our Future – Today



# We Are Moving Howard **Forward**

Revitalized facilities will empower us to deliver a world-class experience for our students, faculty and staff as well as the members of our community who depend on our services.



# Largest Real Estate Initiative in Howard's History

The University will invest **\$785 million** to build three new state-of-the-art multidisciplinary academic halls and renovate existing on-campus facilities.

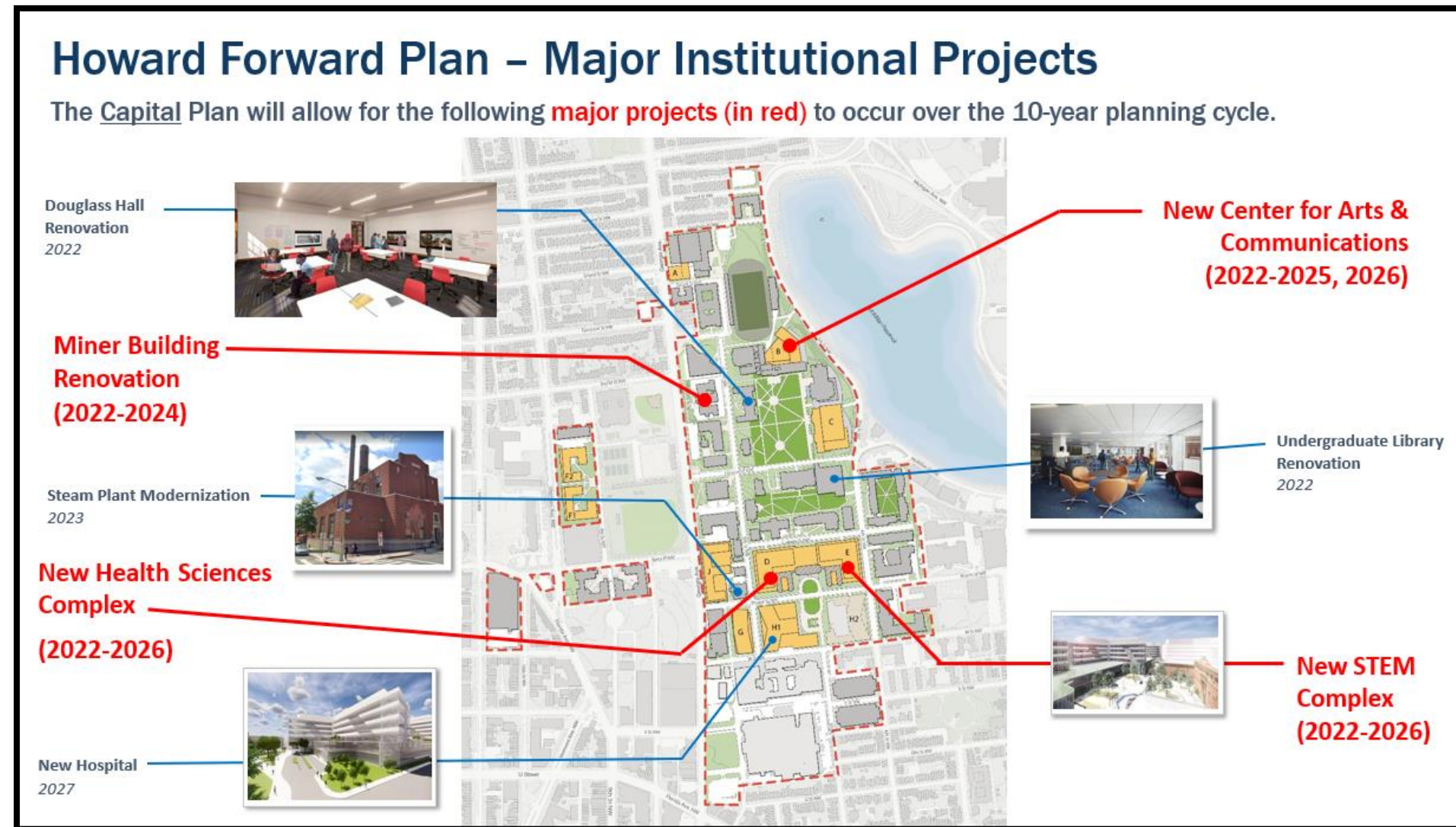




# Howard Constructs New Core Academic Buildings for the First Time Since 1984

The majority of the funds (\$670 million) will be used for the construction of new state-of-the-art multidisciplinary academic buildings:

- Health Sciences Complex
- Center for Arts and Communication
- STEM Complex
  
- The new construction projects are slated to begin this year and are expected to be completed by 2026.





# Howard Forward Plan – Student Housing & Campus Life Projects

The Master Plan will allow the following student housing /campus life projects to occur over the 10-year planning cycle.

**Sherman Avenue Student Housing (Phase 2)**  
*(privatized) – 2027*

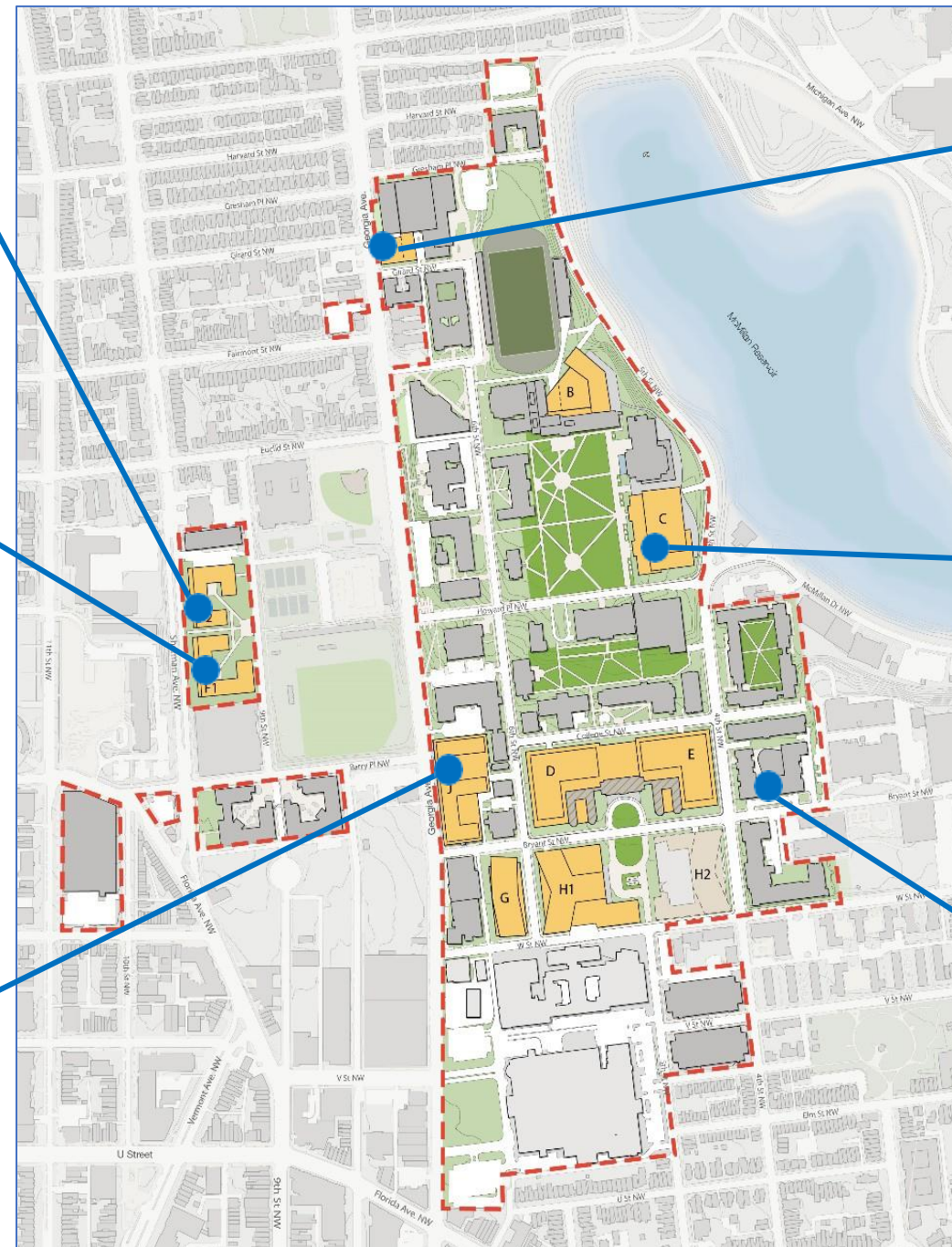
**Sherman Avenue Student Housing (Phase 1)**  
*(privatized) – 2025*

**Fusion Building (includes student housing & rec/wellness center)**  
*(privatized) – 2026*

**Intercollegiate Athletics Annex**  
*TBD*

**New Howard Union**  
*TBD*

**Bethune Annex Renovation**  
*(privatized) TBD*





# Major Renovation Project: **Miner Building**

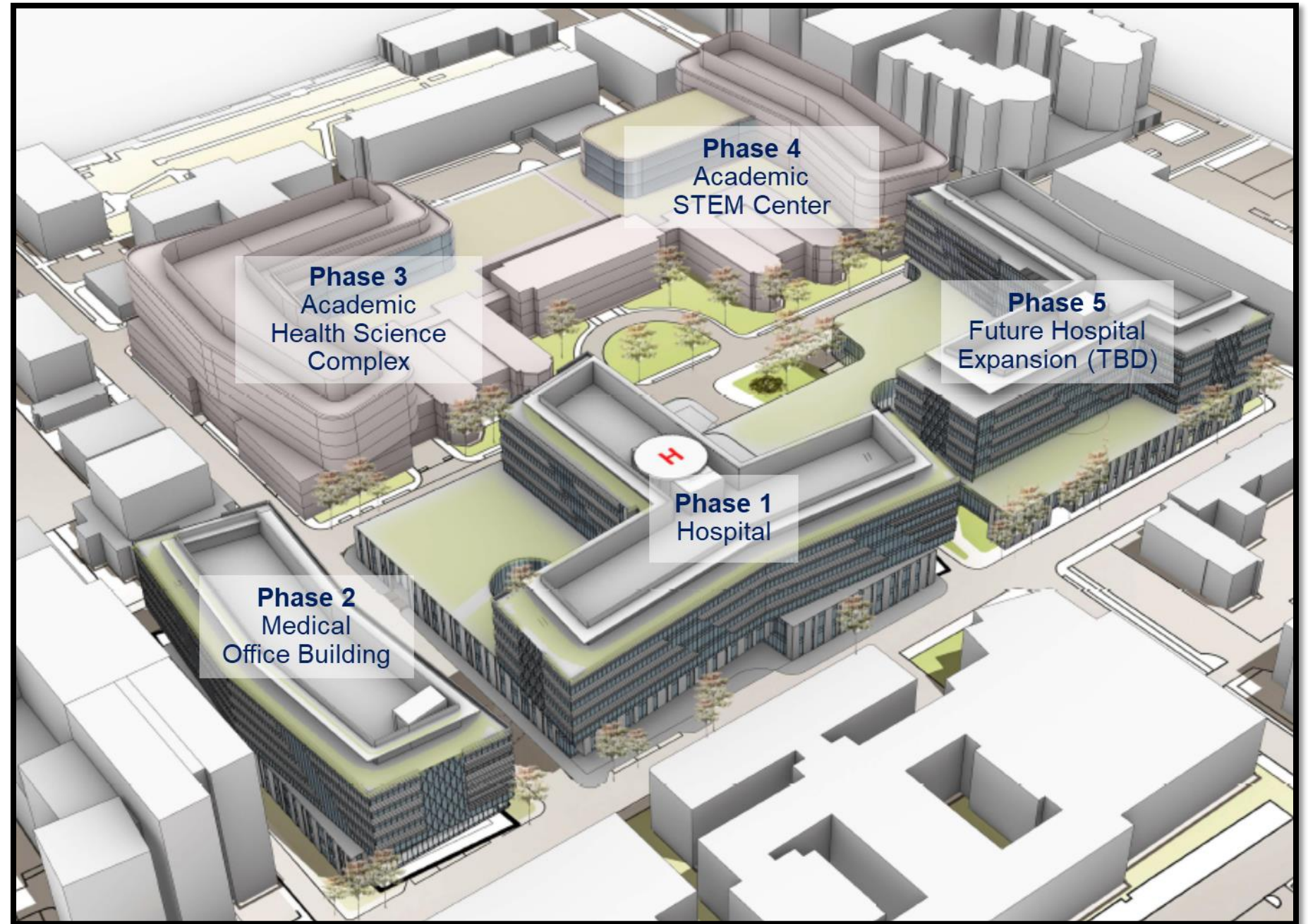
The historic Myrtilla Miner Building, which sits prominently on Georgia Avenue, will be renovated to house the School of Education and the Howard University Middle School for Mathematics and Science.





# A Revitalized, 21st Century Howard University Hospital

- The federal spending bill signed into law on March 15 includes \$100 million to support the construction of a new Howard University Hospital.
- 600,000-square-foot project would establish a 225-bed teaching hospital with a Level 1 Trauma Center.
- The new hospital will cost upwards of \$650 million.
- Construction to complete by 2027.
- Phased plans include a new Medical Office Building & Cancer Center.





# How Did We Get Here?

- This is a watershed moment for Howard University.
- Today's achievements are the result of years of strategic planning, financial planning, regulatory and zoning approvals, building our human capital, and more.
- To move forward with these projects, we, first and foremost, needed to dramatically improve our financial posture.

## 2020 Central Campus Master Plan (CMP)

The 2020 Central Campus Master Plan (CMP) can be found [here](#). View our April 17, 2020 press release for full details.

**View April 17, 2020 press release** →





# **Financial Sustainability**

# Funding for New Real Estate Projects

- **Bonds:** Howard University issued \$300 million in bonds to fund these projects.
- **Fundraising:** Unprecedented philanthropic activity represents a far-reaching commitment from Howard University alumni, as well as individual and institutional donors, in the bold vision of Howard Forward.
- **Federal funding:** Howard received a total of \$344 million in its latest federal appropriation, including the \$100 million for the new hospital. This is the largest single increase in Howard's appropriation in the entire history of our institution.

# HBCU Capital Financing Program

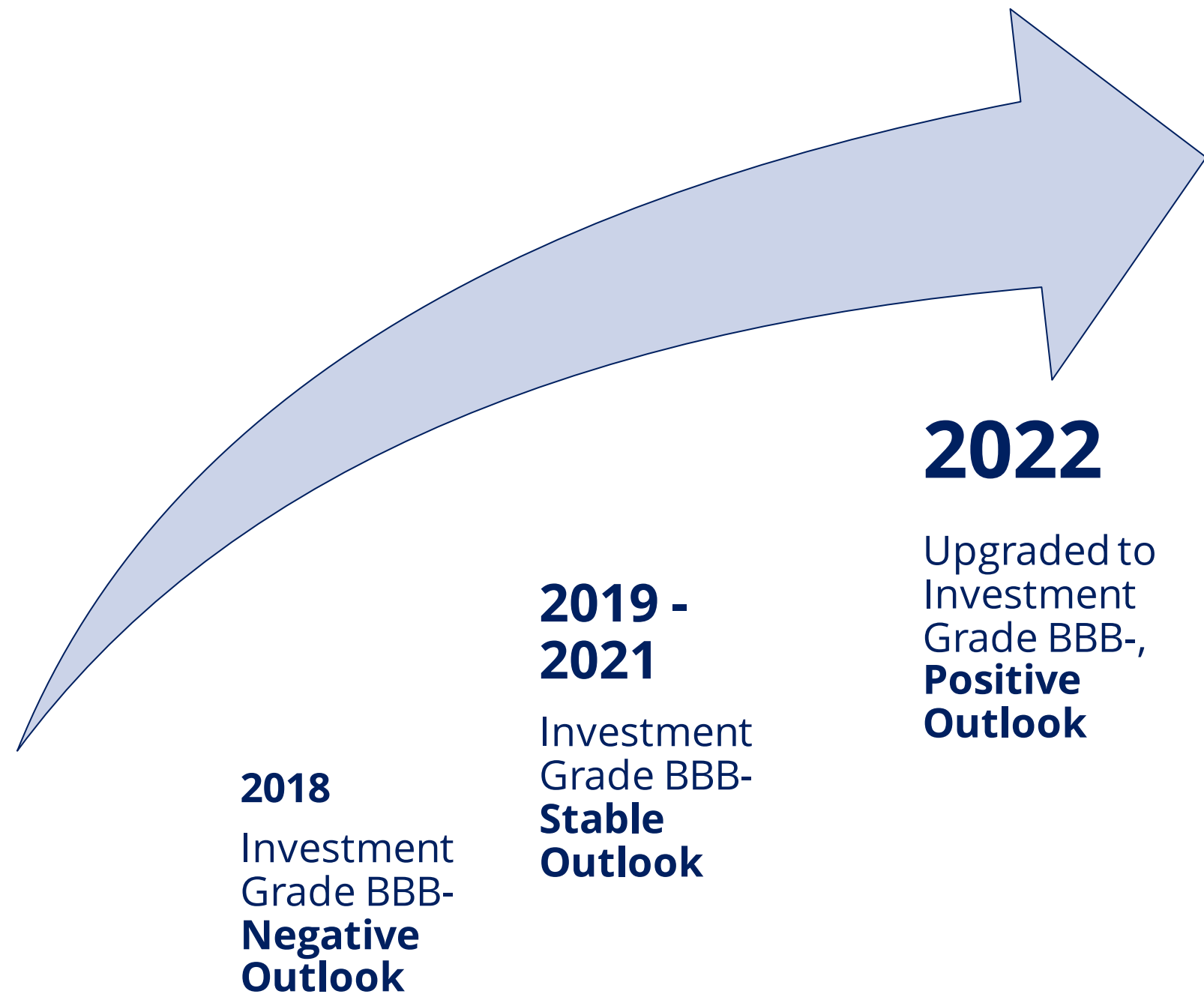
- This Department of Education program provides low-cost capital financing to HBCUs to help finance infrastructure and facilities improvements.
- Historically, Howard has not participated in the program.
- However, beginning this year, Howard will be able to participate in the program, adding to the financing plan for our new construction and renovation projects.



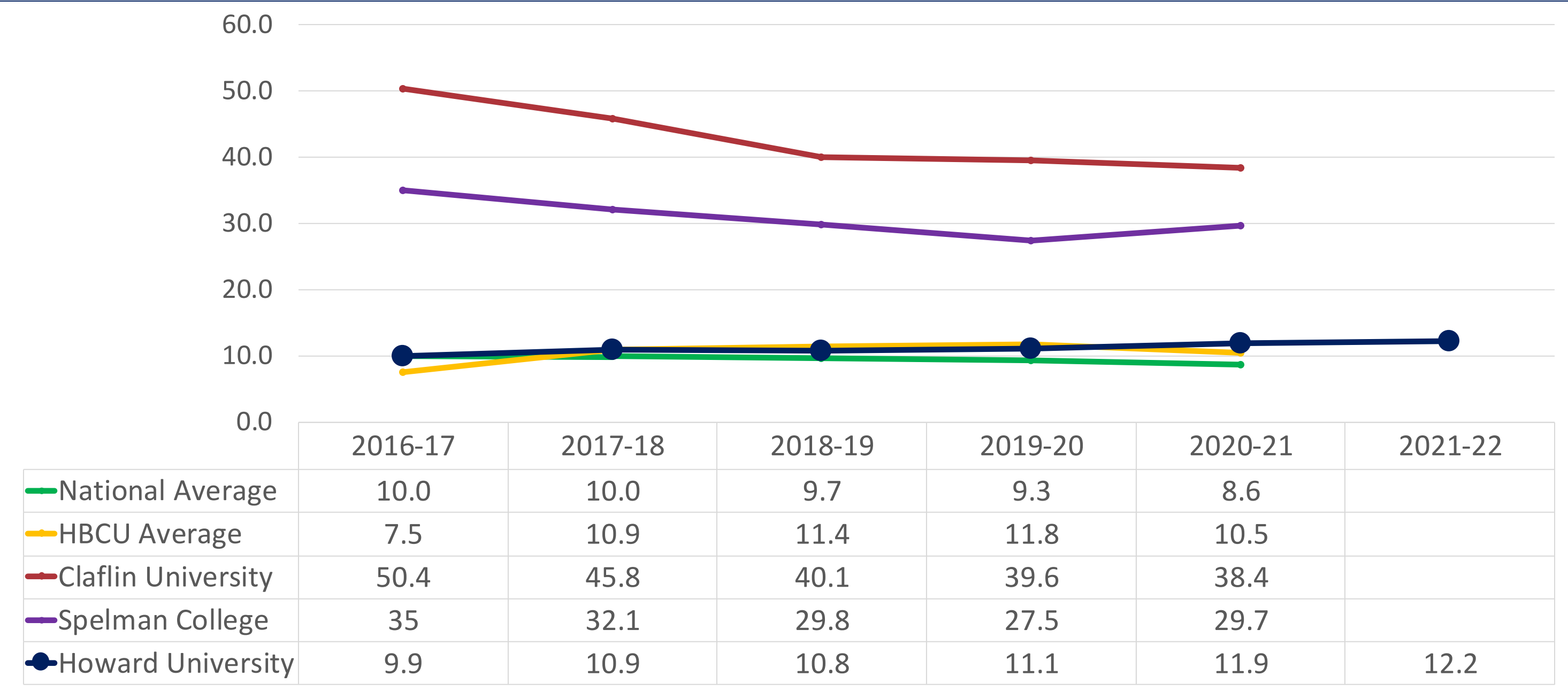


# Credit Rating Improvement

Our continued improvement in financial sustainability under Howard Forward has resulted in two upgrades in our financial outlook by credit rating agencies over a three-year period, which provides greater investor confidence and lower cost of capital for important campus renewal investments.



# Undergraduate Alumni Giving

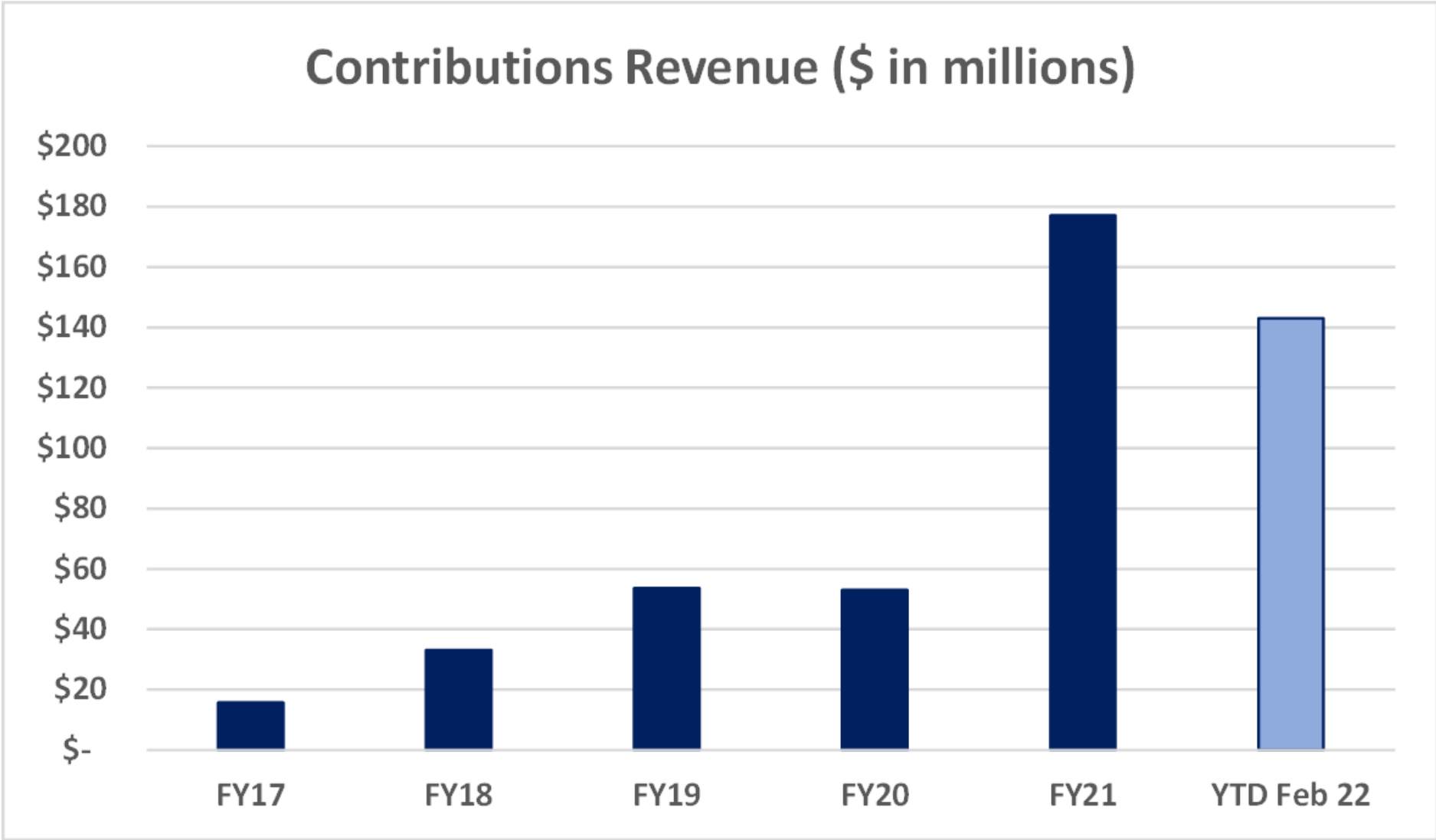


Source: US News Academic Insights Database



# Continued Growth in Gifts

Our strategic investment in enhanced fundraising and grant administration personnel and systems continue to generate outsized returns as we see record-breaking growth in donations and grants awarded.



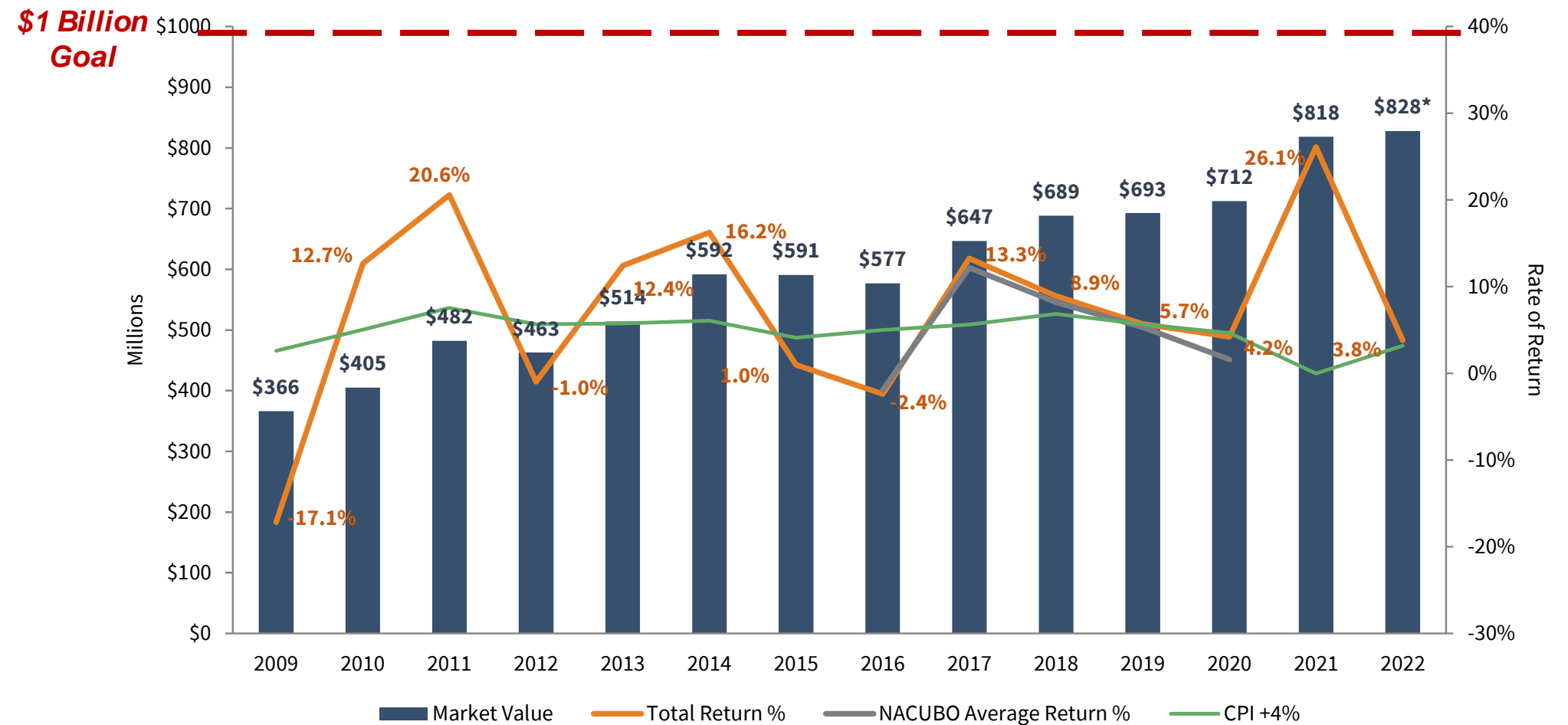
# Continued Growth in Gifts

- In FY 2021, Howard raised \$177 million, more in one year than any other time in its 153-year history.
- The record-breaking growth continues, having recognized contribution revenues of \$143 million as of YTD February 2022, and increasing alumni giving rates as we approach the launch of a comprehensive fundraising campaign.



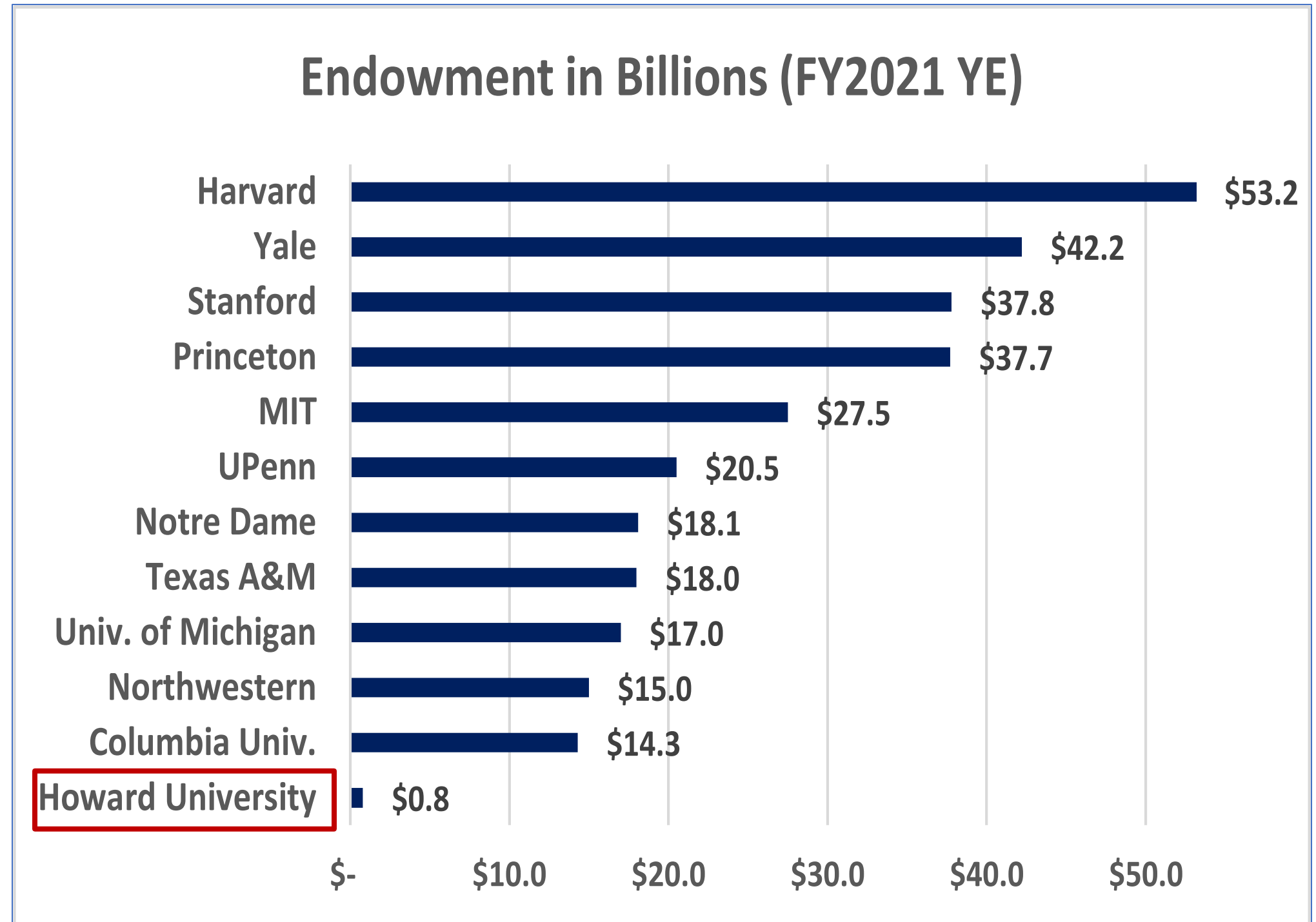
# Continued Endowment Growth

- Our endowment continued to grow from \$366 million in 2009 to \$839 million by January 1, 2022, with phenomenal 26.1% total returns in FY 2021.
- Demonstrating our effective stewardship of this important asset, Howard's investment returns typically outperform the National Association of Colleges & University Business Offices (NACUBO) average peer returns.



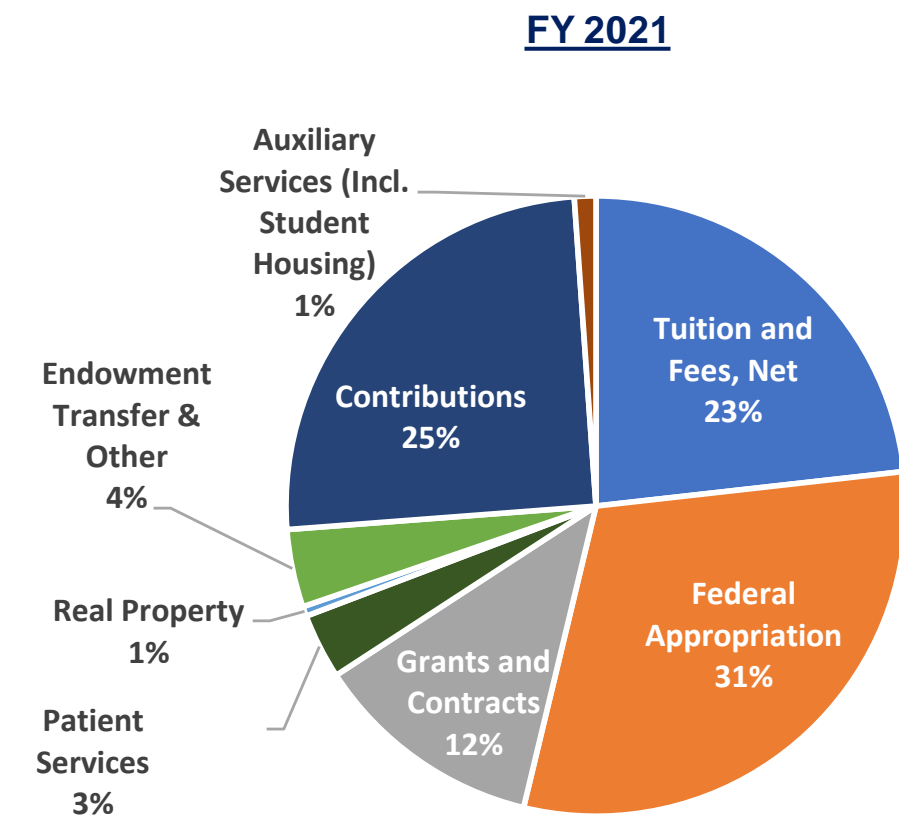
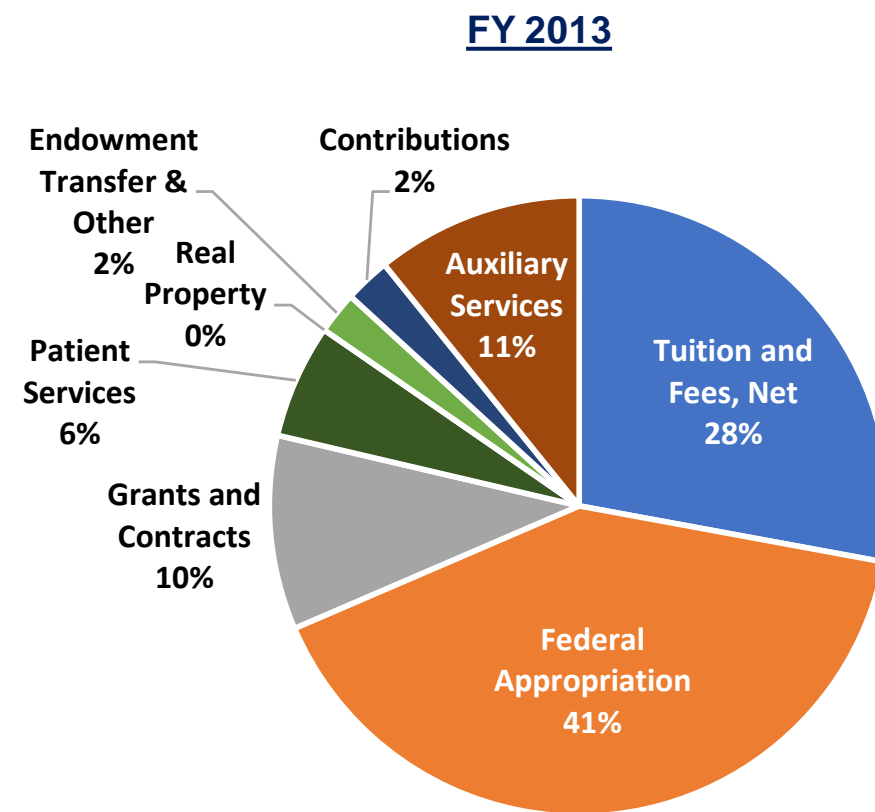
# Endowment Comparisons

- While Howard's endowment has performed tremendously and is large for an HBCU, the largest University endowments in the country greatly surpass Howard's endowment.



# University Revenue By Type

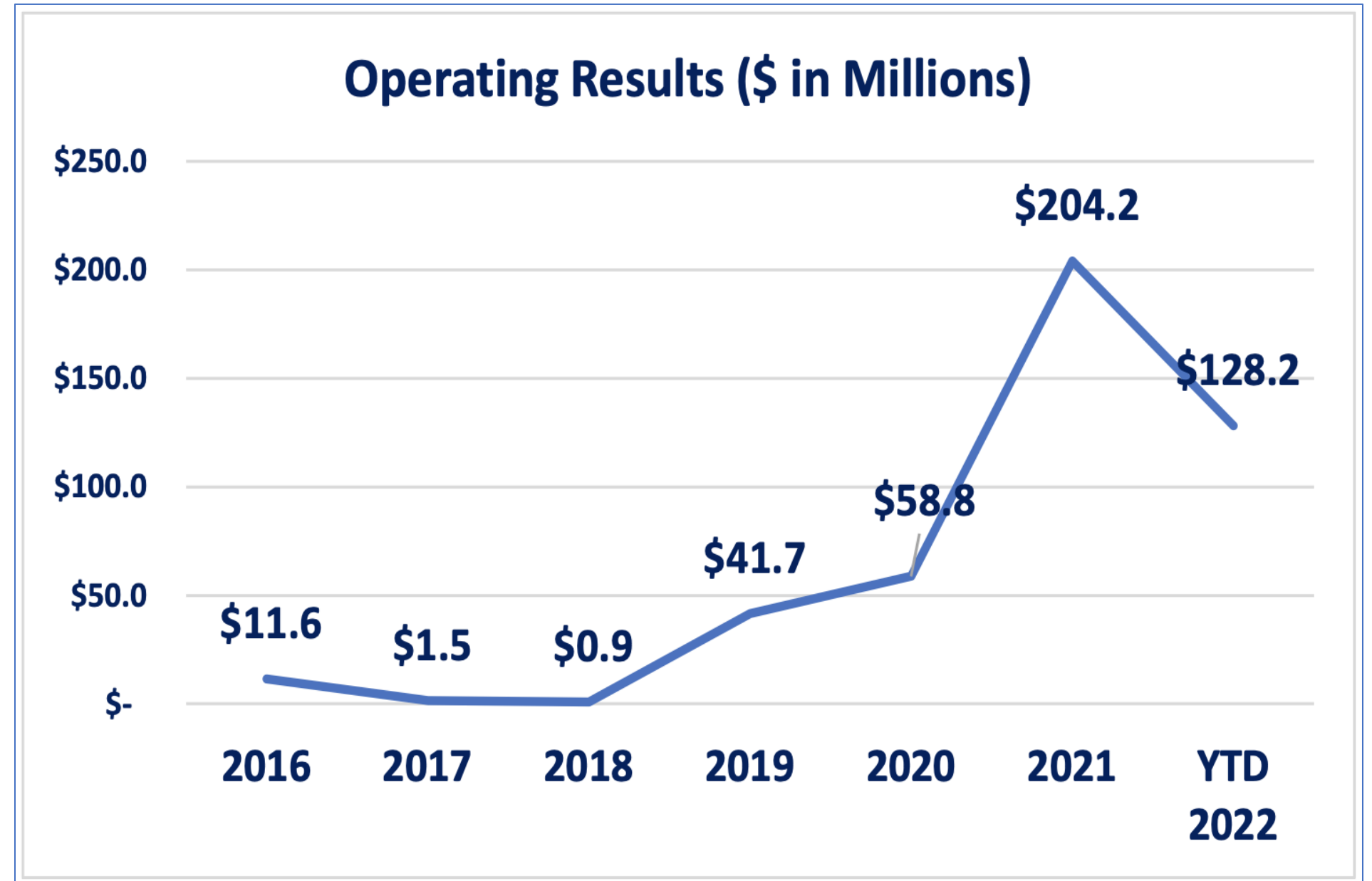
- The following charts reflect the changes in sources of revenue of Howard University over time from FY 2013 to FY 2021. Contributions, grants and contracts, and endowment revenue have grown over time relative to other sources.





# Growth in Operating Results

- We have consistently maintained positive operating results since fiscal year 2016.
- Now that we have achieved this Howard Forward goal of consistent positive operating results, we are working to ensure that these results are sustained and increased.



# Facilities and Real Estate





# Recent Renovations & Relocations

Howard has undergone significant campus renovations to include the full renovation of the **Undergraduate Library** in 2021, reopening of the historic **Frederick Douglass Memorial Hall** in 2021, and the construction of the **Interdisciplinary Research Building (IRB)**.

The Cathy Hughes School of Communications was successfully relocated to the Washington Metropolitan Building, one block away from its prior home.

The College of Nursing and Allied Health Sciences was successfully relocated to a leased facility at 801 North Capitol Street.





# Effingham Site Transforms into **The Oliver**

The vacant Effingham Apartments (located at Georgia Avenue and Fairmont Street) are currently being demolished, and will be replaced by a brand new, mixed-use development dubbed “The Oliver,” named for Major General Oliver Otis Howard.

The development program **includes market-facing residential units** (centered on co-living), and **dedicated University office, conferencing, and event space** for OUC and DAR.



Demolition, currently under way at Effingham Apartments



Concept Rendering, “The Oliver”, as proposed



# Repair & Modernization of Howard Manor

Howard Manor (located at Georgia Avenue and Girard Street) contains retail space and over 75 apartment units of varying sizes. The University and its partners are currently repairing and modernizing the facility, which was built in 1939. The development program will help to: add market-oriented retail and residential offerings (including affordable housing units); attract HU stakeholders to the neighborhood; and activate the northern edge of campus.



Existing conditions, prior to work commencement

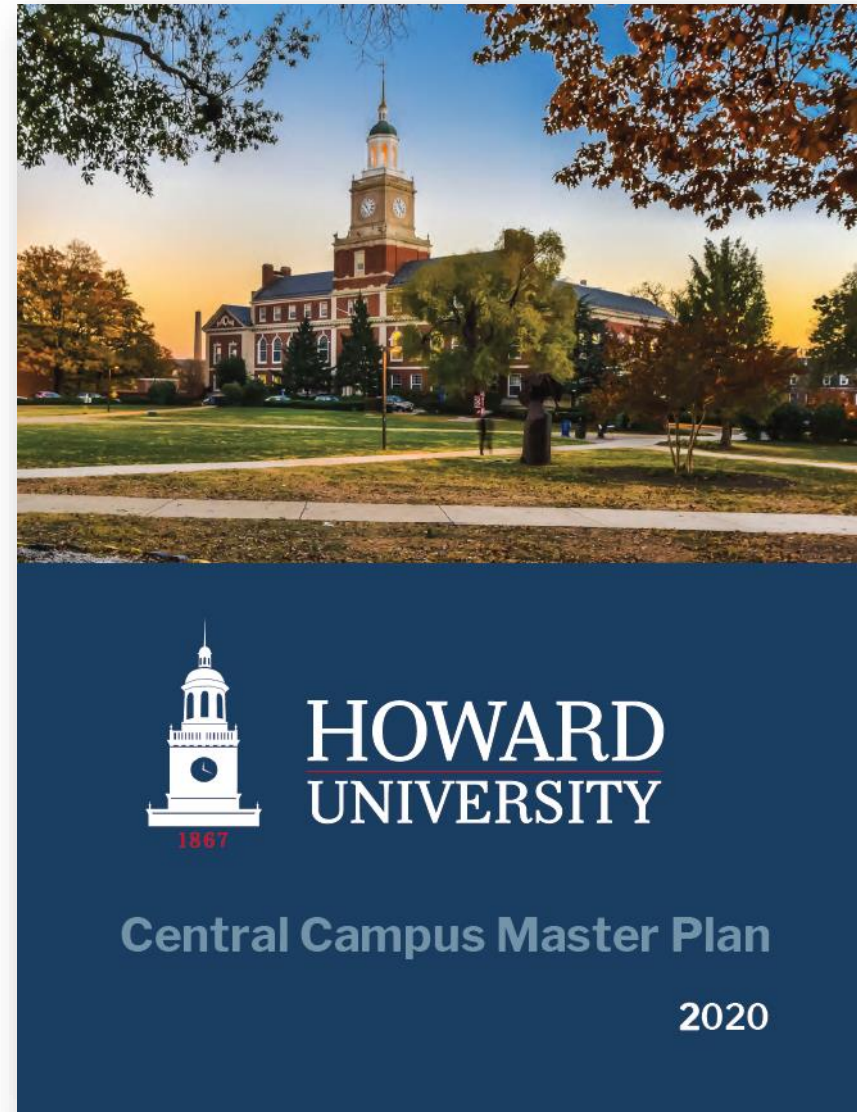


Concept Rendering, as proposed



# 2020 Central Campus Master Plan (CCMP)

- Building on the Howard Forward Strategic Plan, the 2020 CCMP serves as the roadmap to the largest investment in capital projects on Howard's campus.
- The CCMP outlines new construction projects to revitalize our campus as part of a multiyear plan to address our changing space needs.
- The result of a multiyear effort, the 2020 CCMP was unanimously approved by the district in April 2021 with the support of the local community organizations.



Meeting with LeDroit Park Civic Association



Lower Georgia Avenue Main Streets Program



# 2020 Central Campus Master Plan

- The vision of Howard University as a world-class academic and research presence is reflected in an ambitious investment in its academic programs, facilities, grounds, infrastructure, and the community surrounding the campus.

- To meet its capital needs over the next decade, Howard will undertake extensive renovations of specific existing buildings and systems and develop new facilities to house critical program priorities that support the mission, vision and strategic priorities of the University.

- A: Intercollegiate Athletics Annex
- B: Center for Arts & Communications
- C: Howard University Union
- D: Health Sciences Complex
- E: STEM Center
- F1/F2: Apartment-Style Residences
- G: Medical Office Building
- H1: Howard University Hospital
- H2: Future HUH Expansion (2030+)
- J: Fusion Building

## LEGEND

- - - Campus Boundary
- Proposed Buildings
- Future HU Hospital Expansion
- Existing Buildings
- Potential Decommissioning
- Open Space
- Formal Landscape
- Athletic Fields





# Improving the Student Residential Experience

Over the last five years, the University has renovated 80 percent of residence hall beds, with improved security, new amenities, and building system upgrades.

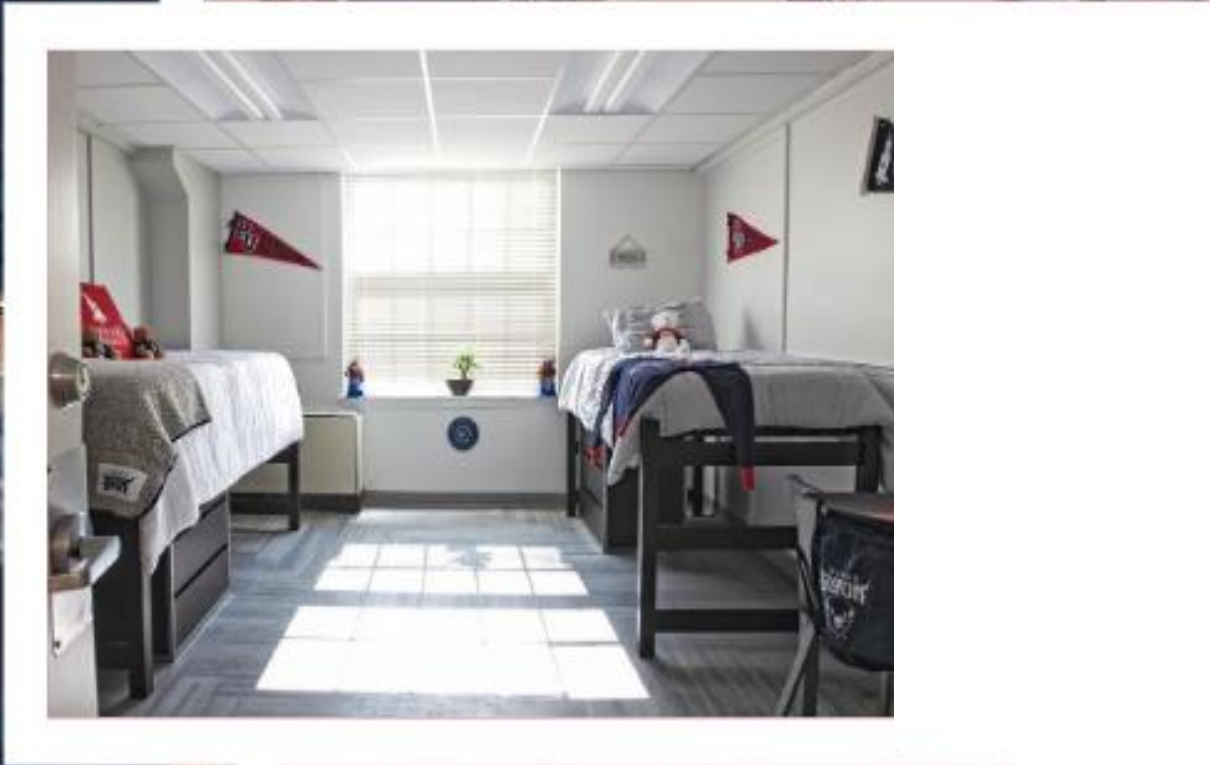
The University Central Campus Master Plan also allows for roughly 1,500 additional student beds.







Finalized renovation & development of 665 beds, academic spaces, and elevator connectors.

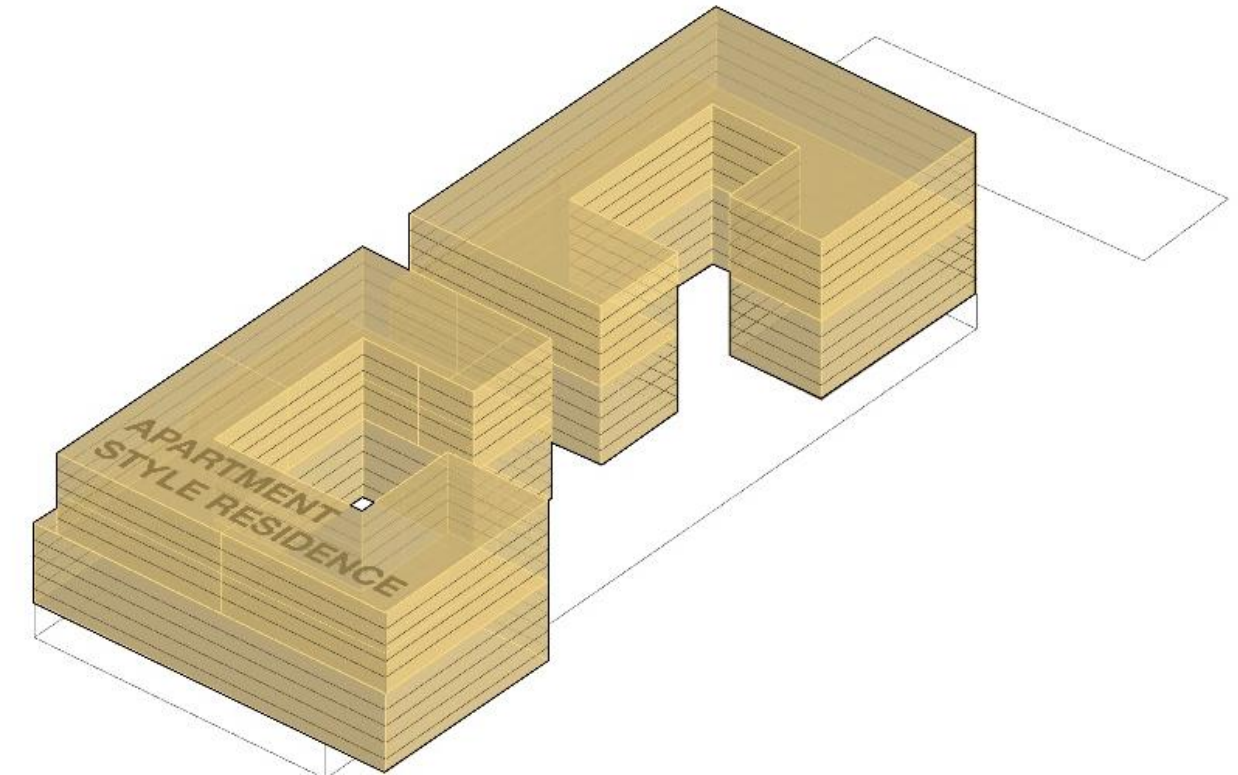
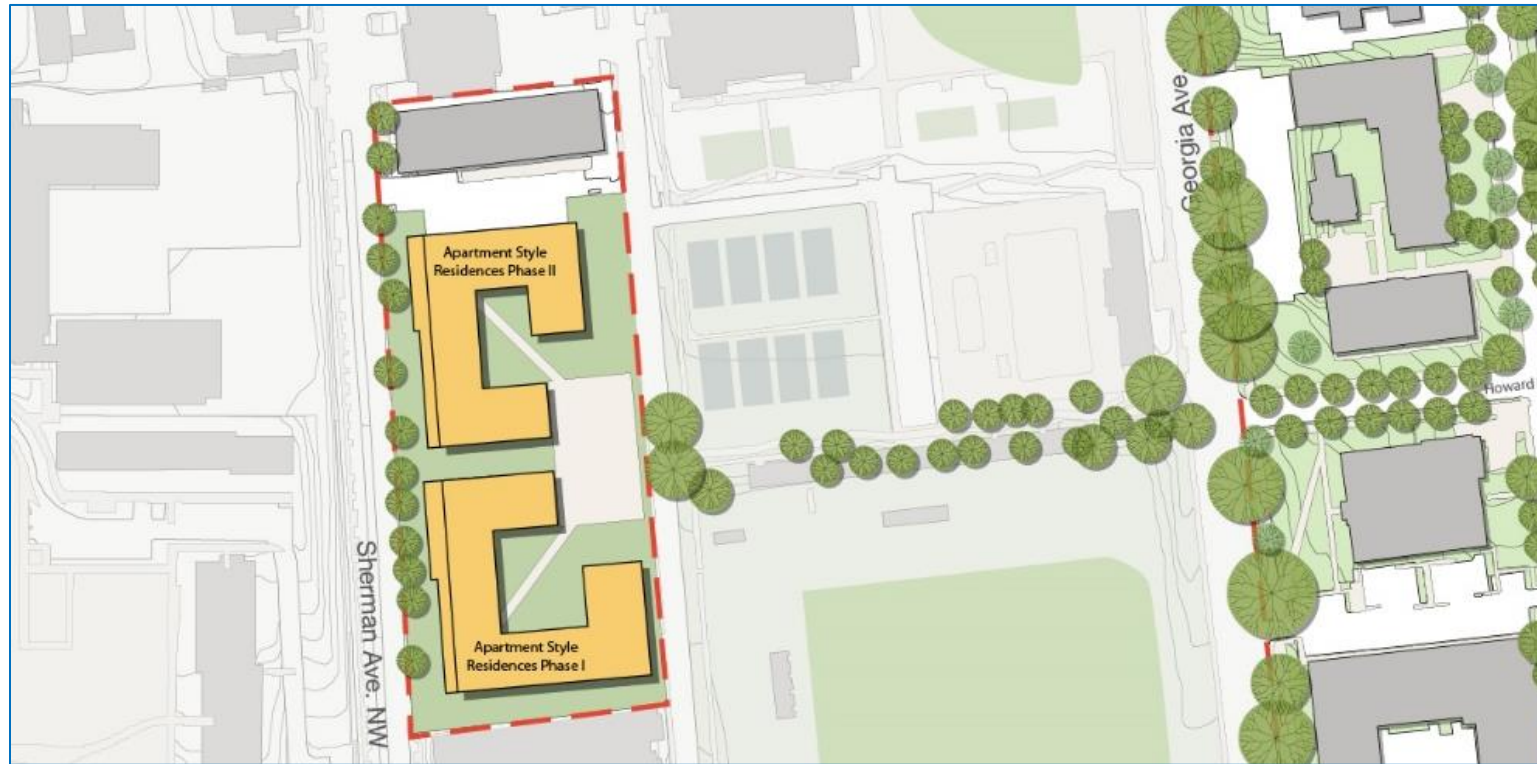


Secured a \$102M bond to redevelop both buildings without utilizing any University capital.

# HARRIET TUBMAN QUADRANGLE



# Capital Projects "F1, F2": Apartment-Style Residences



- The proposed apartment-style residence buildings would occupy the full block with the structures set to allowable setbacks.
- The concept is to create a vibrant urban **upper-classman housing environment** that blends into the surrounding city fabric and the Plaza Towers.
- The U-shaped form maximizes the number of units that would have **views over the adjacent park** and to the central campus.
- The first floor fronting Sherman Avenue could house appropriately scaled **amenities and commercial/retail opportunities**.
- Connection to the east-west axis of Howard Place creates exceptionally walkable situation, punctuated by a green court at the western terminus of this axis.

## F. 2 Apartment-Style Residences (ASR) @ 90' Height

Floors 1-4	29,170 GSF (F-1) + 26,295 GSF (F-2) Total 55,465 GSF Floor/Combined
<b>Total Floors 1-4</b>	<b>221,860 GSF (Combined)</b>
Floor 5-9	25,902 GSF (F-1) + 23,255 GSF (F-2) Total 49,157 GSF Floor/Combined
<b>Total Floor 5-9</b>	<b>245,785 GSF (Combined)</b>
	1 Level of Amenities (Offices/Retail/Fitness/Common/Storage/Support, etc.)
	6 Levels of Residential Units
	1 Level of Basement (Not Included in Total)
	2 Level of Below-Grade Structured Parking

**ASR TOTAL 467,645 GSF** (GSF Does Not Include any below grade basement/parking)

\* Floor-specific GSFs are estimates only, and are not intended to limit design flexibility during further processing

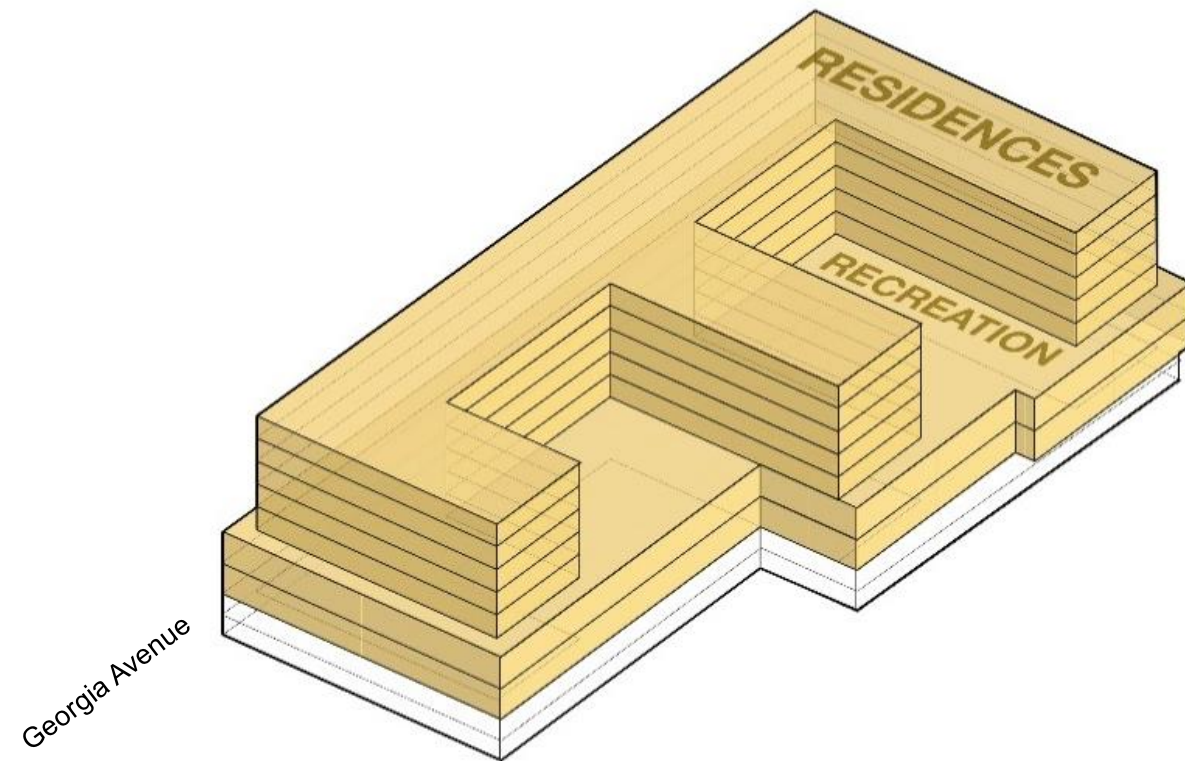
Zoning

RA-5





# Capital Project J: Fusion Building (Wonder Plaza Site)



- The Fusion Building along Georgia Avenue will activate the campus' western edge and serve as a new "Gateway" to the campus. The concept is to create an on-campus urban environment that blends into the surrounding urban fabric. The upper story student residences maximize views into the campus core and across the City and will serve to further animate the corridor.
- The facility will accommodate **housing, recreation, wellness and student support functions, a new iLab, a potential University Club**, and appropriately scaled **retail** functions on the ground floor along Georgia Avenue.

J Fusion Building (FB) @ 90' Height	
Floors 1-2	66,668 GSF (each)
<b>Total Floors 1-2</b>	<b>133,336 GSF</b>
Floors 3-7	35,714 GSF (each)
<b>Total Floors 3-7</b>	<b>178,570 GSF</b>
	B1 Below Grade Level Parking / Bldg. Service
	B2 Below Grade Level Paarking
<b>HUH TOTAL</b>	<b>311,906 GSF</b> (GSF Does Not Include any below grade basement/parking)

Zoning

PDR-2

\* Floor-specific GSFs are estimates only, and are not intended to limit design flexibility during further processing





# Improving the Academic Environment

The Central Campus Master Plan will allow the following **major academic projects** to occur over the 10-year planning cycle.

Douglass Hall  
Renovation  
2022



Miner Building  
Renovation  
(2022-2024)



Steam Plant Modernization  
2023

New Health Sciences  
Complex  
(2022-2026)



New Hospital  
2027

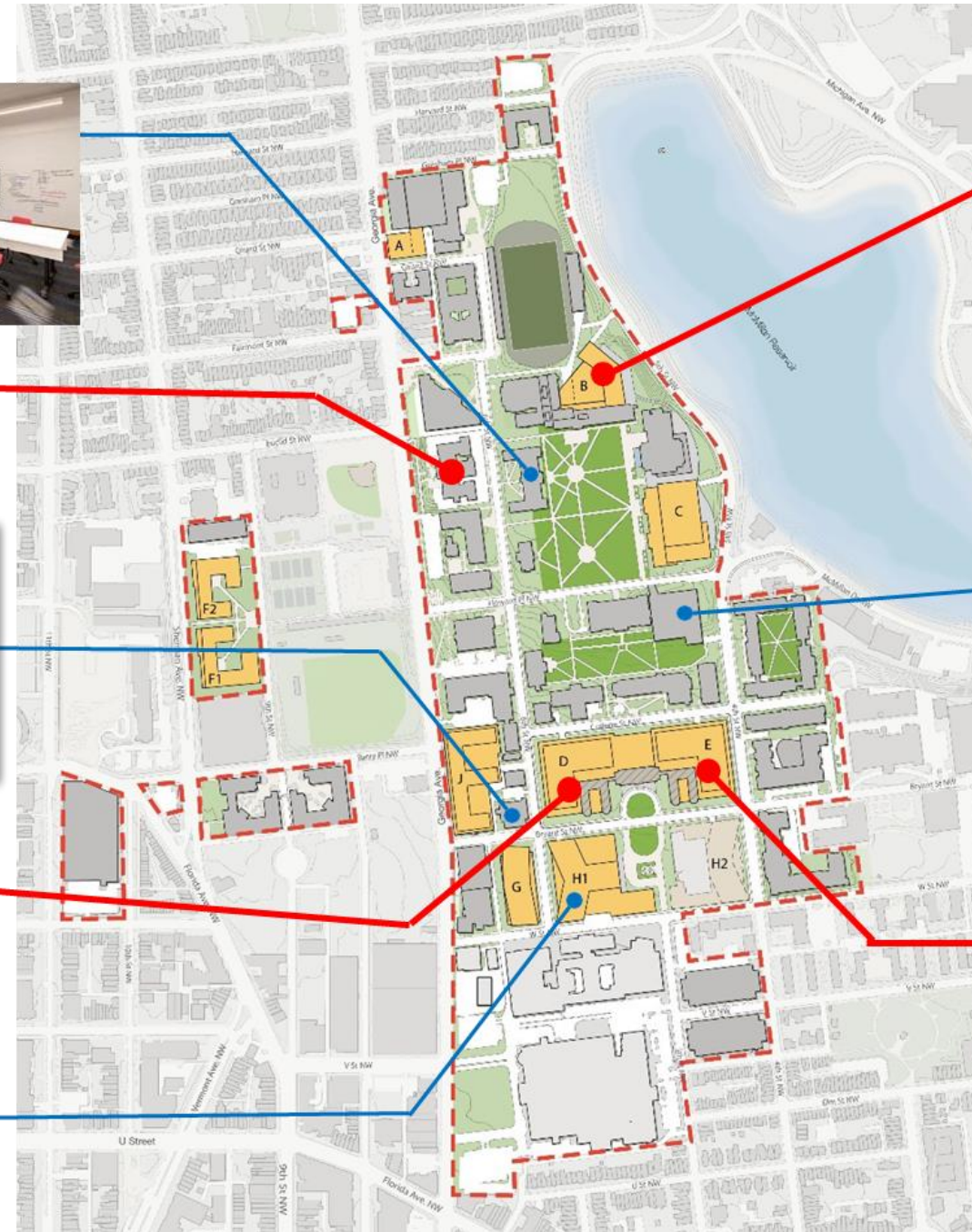
New Center for Arts &  
Communications  
(2022-2025, 2026)



Undergraduate Library  
Renovation  
2022

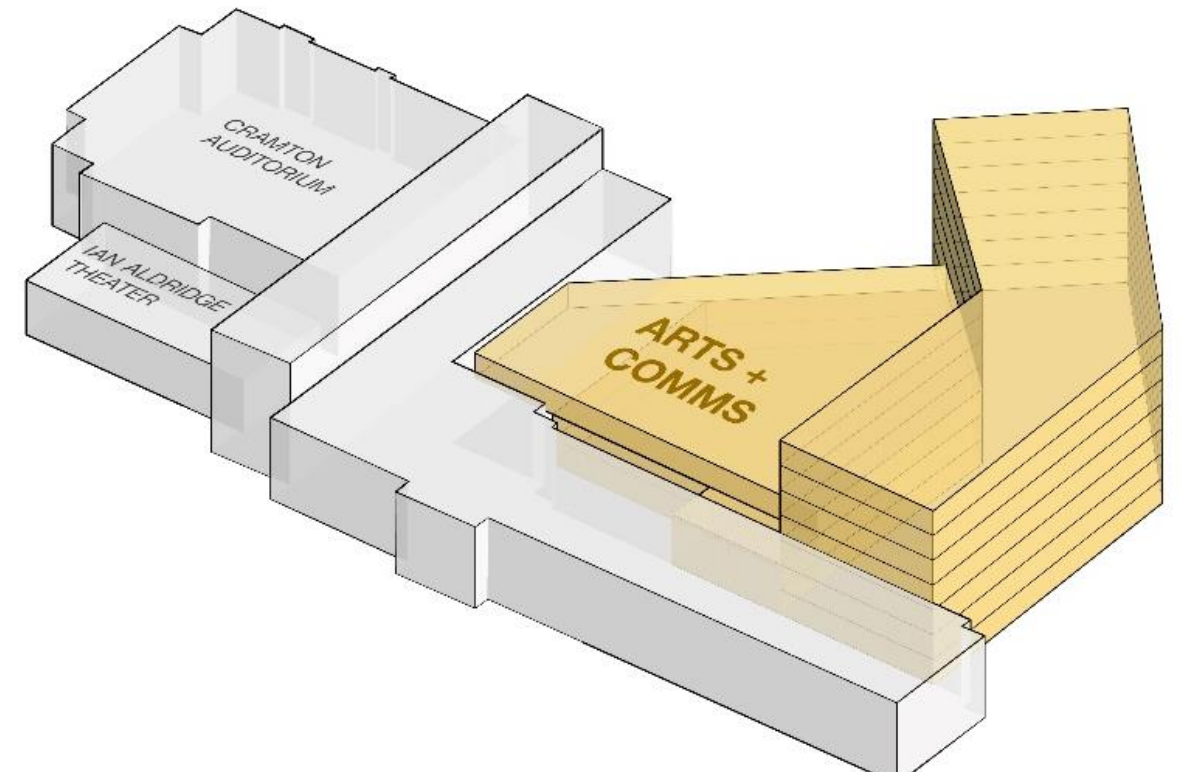


New STEM  
Complex  
(2022-2026)





# Capital Project "B": Center for Arts & Communications



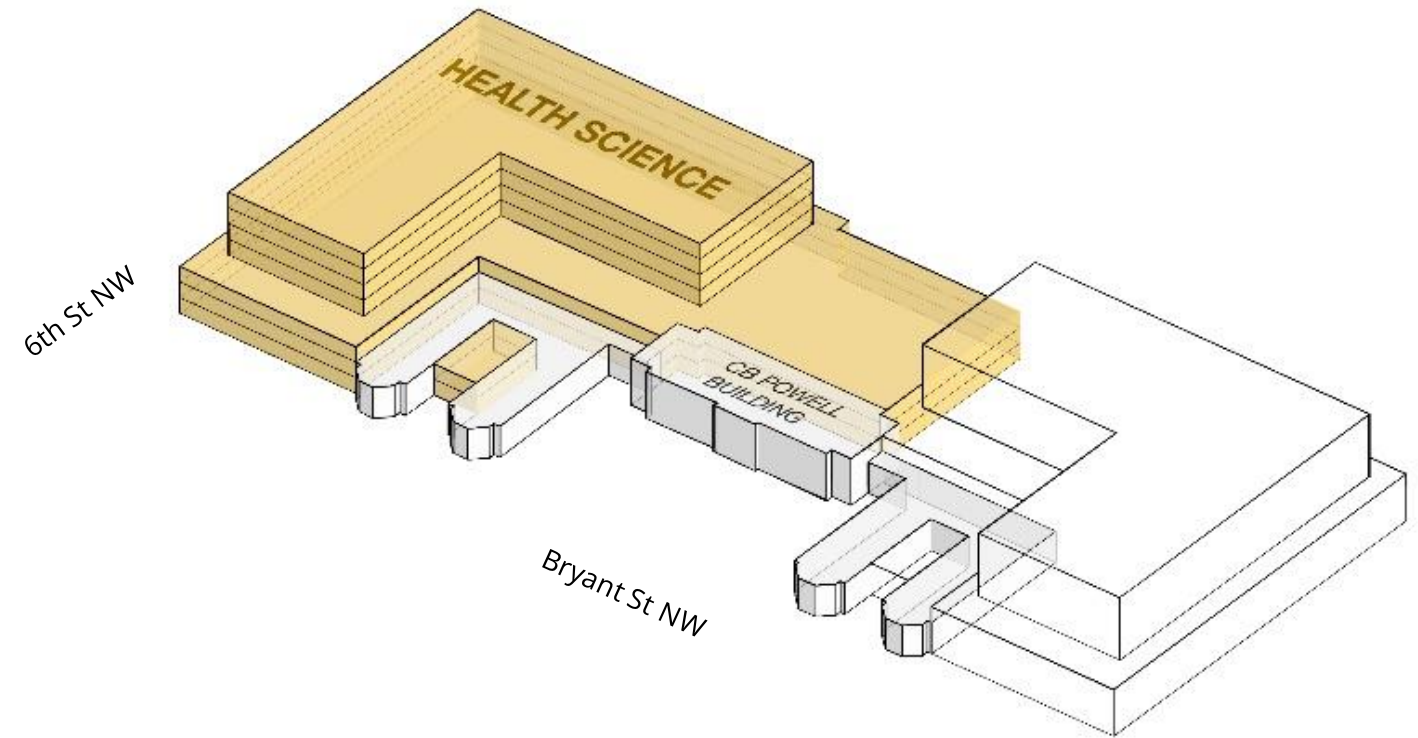
- A new Center for Arts and Communication will be established on the northern end of the Yard, between Childers Hall and Greene Stadium.
- The concept retains three historically significant facilities (Childers, Cramton, Aldridge) and introduces a **new state-of-the-art academic facility** that creates a fusion environment of old/new facilities.
- The facility will focus on **studio-based learning environments** for the fine and performing arts, architecture, and communications programs, also potentially including WHUR and WHUT.
- The location will enable better event synchronization with other major event venues within the northern end of campus (e.g. Greene Stadium, Cramton, Aldridge Theatre, Blackburn, Burr).
- Site provides an optimal structured parking opportunity with access from 4th Street, amazing views to McMillan and the Stadium.

B. Center for Arts & Communications (CAC) @ 90' Height		Zoning
Floors 1 -3	35,491 GSF (each)	RA-2
<b>Total 1-3 Floors</b>	<b>106,473 GSF</b>	
Upper Floors (4-7)	27,011 (each)	
<b>Total 4-7 Floors</b>	<b>108,044 GSF</b>	
7	Levels of Academic + Support Spaces	
1	Level of Basement (Not Included in Total)	
2	Levels of Below-Grade Structured Parking	
<b>CAC TOTAL</b>	<b>214,517 GSF</b> (GSF Does Not Include any below grade basement/parking)	

\* Floor-specific GSFs are estimates only, and are not intended to limit design flexibility during further processing



# Capital Project "D": Health Sciences Complex

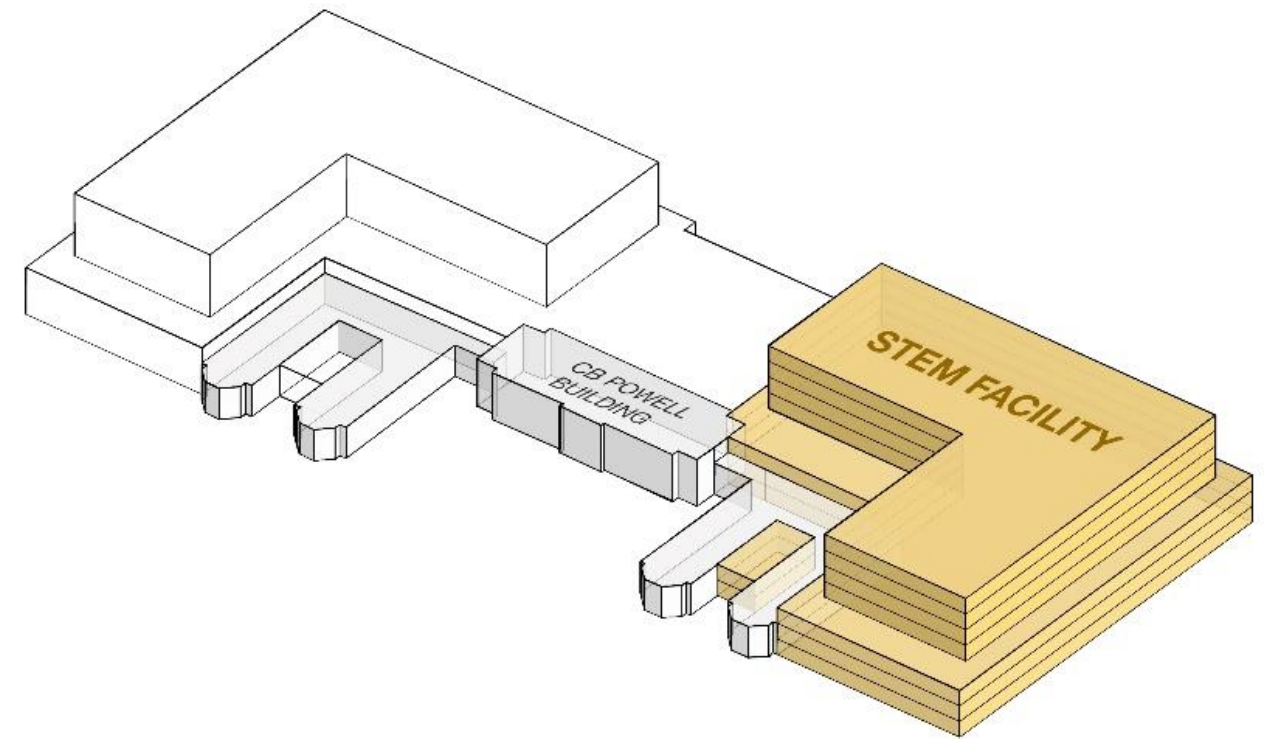


- Incorporating a **patient-centered care** model, the new Health Sciences Complex on the western side of the former CB Powell site, will house:
  - College of Medicine,
  - College of Dentistry,
  - College of Pharmacy,
  - College of Nursing and Allied Health Sciences,
  - Clinical uses, and
  - Mental Health programs.
- The new complex clusters programs requiring access to specialized labs, creating opportunities for interdisciplinary collaboration.
- Proposed plan integrates & **preserves the original Freedmen's Hospital** building.
- Substantial underground parking opportunity

D. Health Sciences Complex (HSC) @ 90' Height		Zoning
Floors 1-4	86,921 GSF (each: includes portion of renovated CB Powell/Freedman's Annex)	MU-2
<b>Total Floors 1- 4</b>	<b>247,945GSF</b>	
Floors 5-7	51,603 GSF (each)	
<b>Total Floors 5-7</b>	<b>206,412 GSF</b>	
7	Levels of Academic / Support Space	
1	Level of Basement (Not Included in Total)	
2	Level of Below-Grade Structured Parking	
<b>HSC TOTAL</b>	<b>454,357 GSF</b> (GSF Does Not Include any below grade basement/parking)	



# Capital Project "E": S.T.E.M. Center



- A new **lab-intensive STEM Center** will be developed on the east side of the CB Powell site, sharing **direct adjacency with Health Sciences Complex**.
- Co-locating the Health Sciences and STEM programs will enable/foster cross-disciplinary collaboration, innovation, and discovery.
- Proposed plan integrates & **preserves the original Freedmen's Hospital building**.
- Building envelope can accommodate additional growth of Health Sciences Complex
- Substantial underground parking opportunity.

E. STEM Center (STEM) @ 90' Height		Zoning
Floors 1-4	79,093GSF Each (Includes portion of renovated CB Powell/Freedman's Annex)	MU-2
<b>Total Floors 1-4</b>	<b>316,372 GSF (Combined)</b>	
Floors 5-7	38,475 GSF (each)	
<b>Total Floors 5-7</b>	<b>115,900 GSF</b>	
	7 Levels of Academic/Support Space	
	1 Level of Basement (Not Included in Total)	
	2 Level of Below-Grade Structured Parking	
<b>STEM TOTAL</b>	<b>431,797 GSF</b> (GSF Does Not Include any below grade basement/parking)	

\* Floor-specific GSFs are estimates only, and are not intended to limit design flexibility during further processing

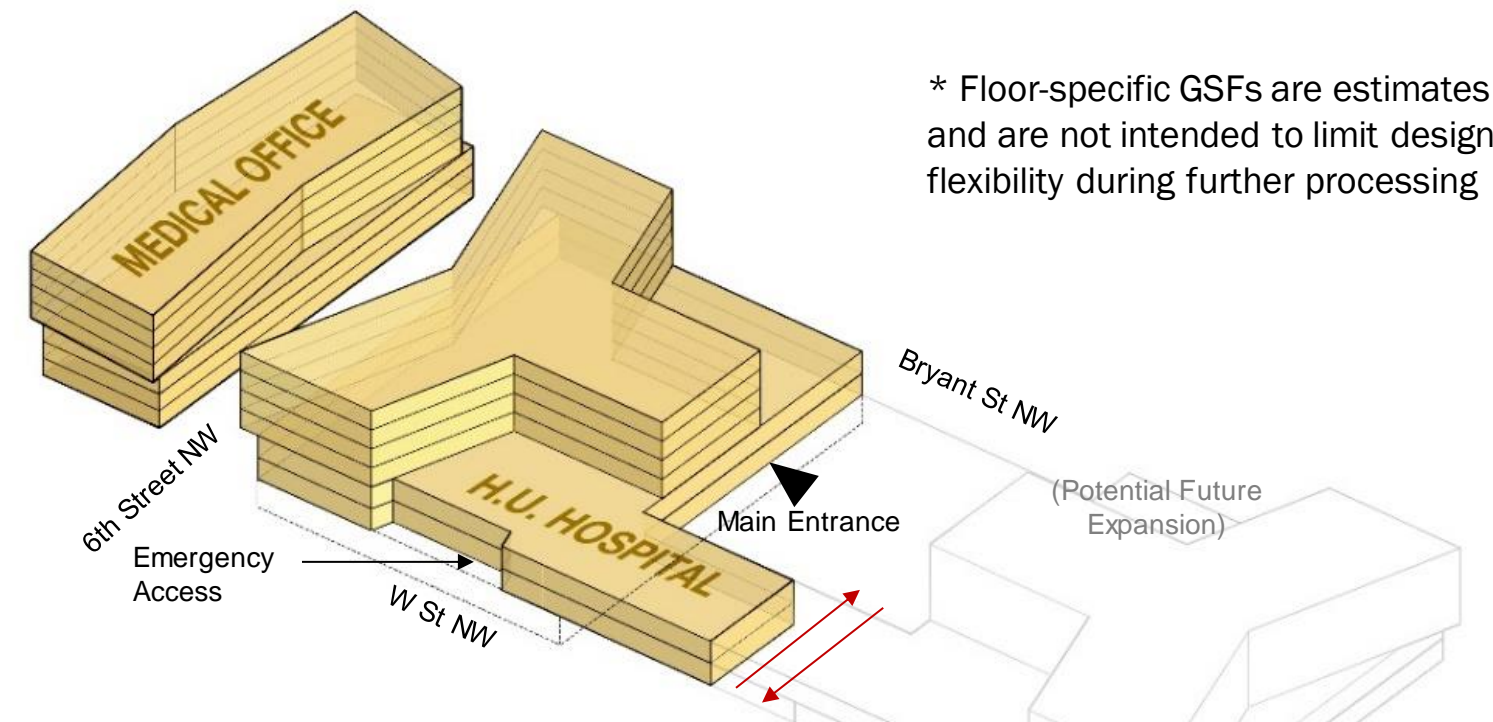


# Capital Projects G, H1, H2: **New HU Hospital & M.O.B.**



The development of a revamped, state-of-the-art hospital, trauma center, and MOB is a cornerstone of Howard’s commitment to service.

- The proposed new Howard University Hospital (HUH) will be an advanced, **modern, urban teaching hospital and trauma center** that serves both the planned health sciences programs and the DC community.
- Directly west of the new HUH will rise a **modern Medical Office Building**, which will also house a **new Cancer Center**.
- The Hospital is composed of a significant functional base topped by multi-story bed towers. The design will be urban in nature, and work within allowable setbacks to maximize site utilization.
- Substantial parking opportunity (replacement of current HUH spaces).
- Intent to arrange and activate appropriate green space on-site (along 4<sup>th</sup> Street, east of the Stokes Library)



\* Floor-specific GSFs are estimates only, and are not intended to limit design flexibility during further processing

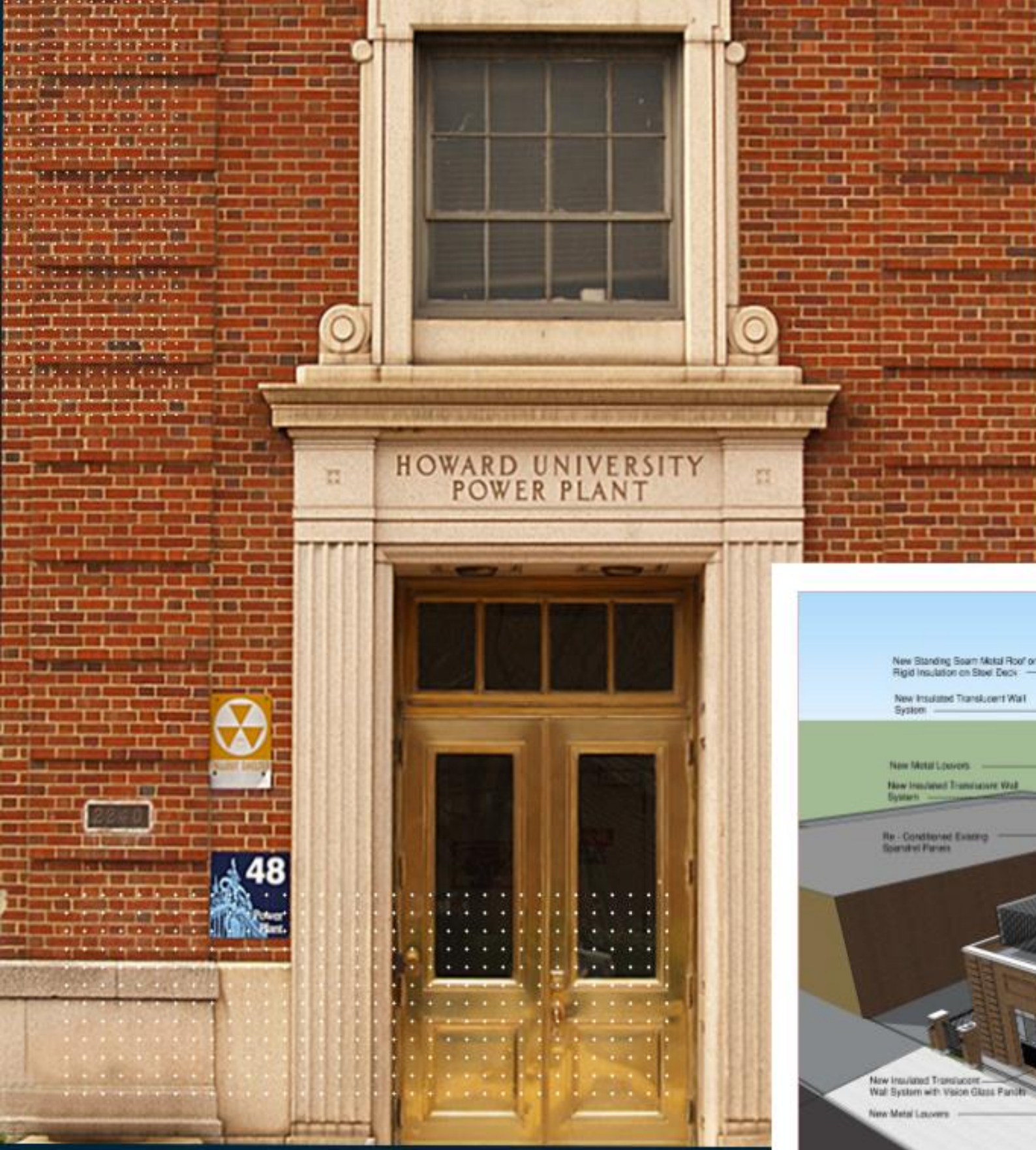
G. Medical Office Building (MOB) @ 90' Height		Zoning
Zoning	PDR-3	
Floors 1-2	32,00 GSF (each)	
<b>Total Floors 1- 2</b>	<b>164,000 GSF</b>	
Floors 3-6	29,013 GSF (each)	
<b>Total Floors 3-6</b>	<b>116,052 GSF</b>	<b>PDR-3</b>
7	Levels of Office + Support Spaces	
1	Level of Basement (Not Included in Total)	
2	Level of Below-Grade Structured Parking	
<b>MOB TOTAL</b>	<b>180,052 GSF</b> (GSF Does Not Include any below grade basement/parking)	

H. Howard University Hospital (HUH) Phase I @ 90' Height		Zoning
Floors 1-2	82,000 GSF (each)	
<b>Total Floors 1- 2</b>	<b>164,000 GSF</b>	
Floors 3-7	53,900 GSF (each)	
<b>Total Floors 3-7</b>	<b>215,600 GSF</b>	<b>MU-2</b>
B1	Below Grade Level Parking	
B2	Below Grade Level HU Program Service/MEP/Parking	
B3	Below Grade Level Structured Parking	
<b>HUH TOTAL</b>	<b>677,045 GSF</b> (GSF Does Not Include any below grade basement/parking)	



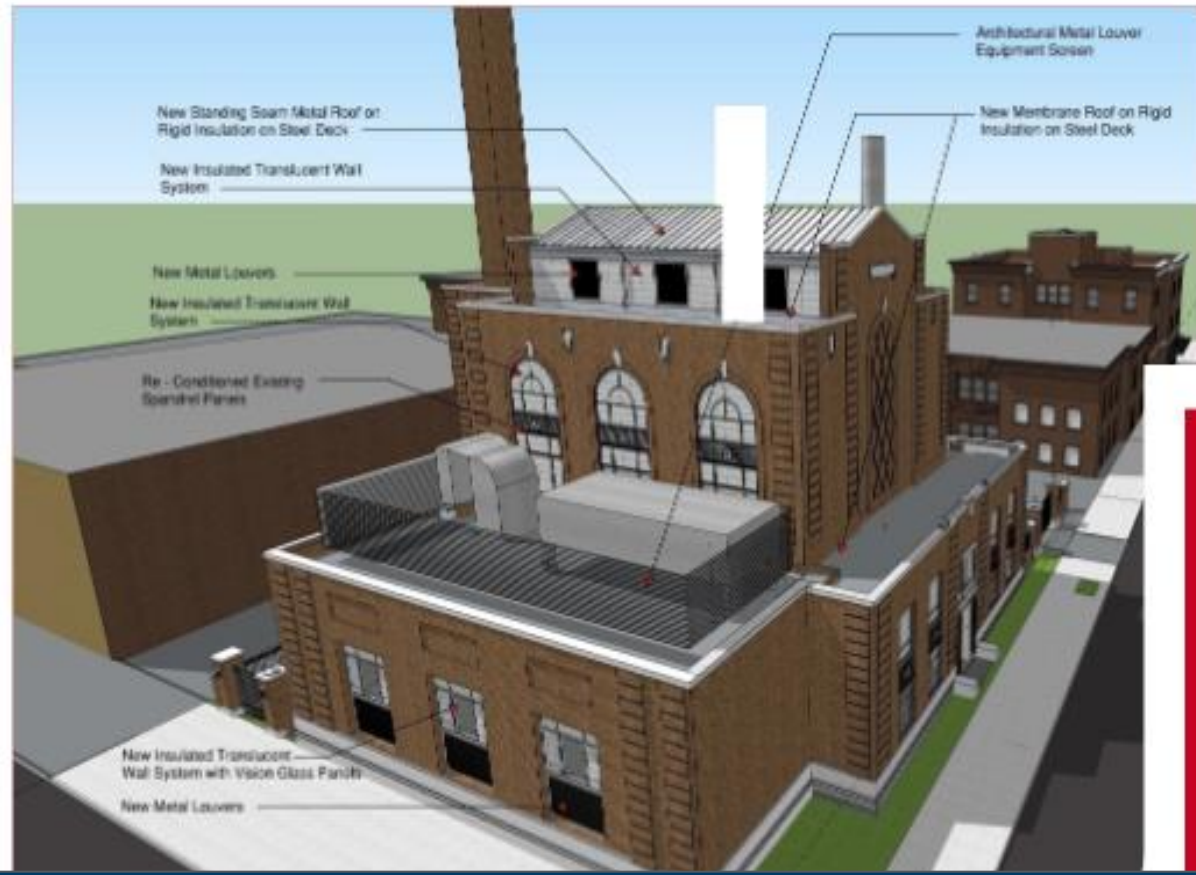




# POWER PLANT

Built in 1934, the Power Plant was designed by prominent Black architect Albert Irwin Cassell. Although the facility bears the name "Power Plant," it was not historically fitted for power generation capacity. Since its construction, its primary use has been to provide centralized steam to a dedicated loop for heat and hot water in various campus buildings. The 2018 winter weather crisis with the University's steam system resulted from decades of deferred maintenance in the central plant and the steam loop. To avoid this situation occurring again, the University solicited the markets for third party solutions.

In February 2021, the University entered into an agreement with ENGIE North America to design, build, operate, and maintain a new combined heat and power plant on a firm fixed price. Work is presently underway to completely modernize the existing infrastructure within the Power Plant. The addition of power cogeneration to the systems will at long last allow Cassell's Power Plant to fulfill its namesake. The end result will be a renewed plant that will more efficiently serve the campus for decades to come.







# GREENE STADIUM



**GREENE STADIUM HAS BEEN THE SITE OF COUNTLESS OUTDOOR ATHLETIC EVENTS, AND HAS ALSO BEEN USED FOR COMMENCEMENT CEREMONIES, SPECIAL HOMECOMING GAMES, AND OTHER FESTIVITIES.**





ARMOUR J.  
**BLACKBURN**  
**UNIVERSITY**  
CENTER







**Vendor: Choice Concrete**  
**Project Overview: Concrete repairs, tile replacement, and reactivation of water supply**  
**Budget: \$24,735.00**  
**Completion: April 2021**

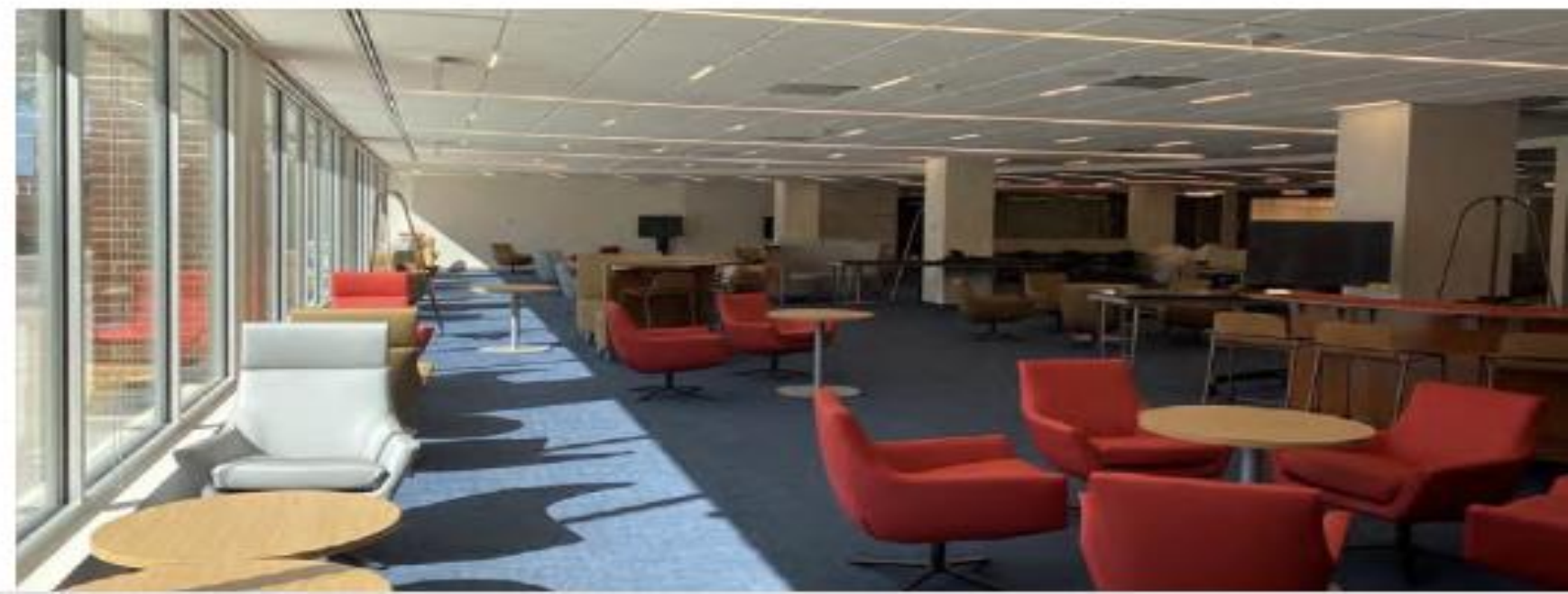


# LOWER QUADRANGLE FOUNTAIN





# UNDERGRADUATE LIBRARY

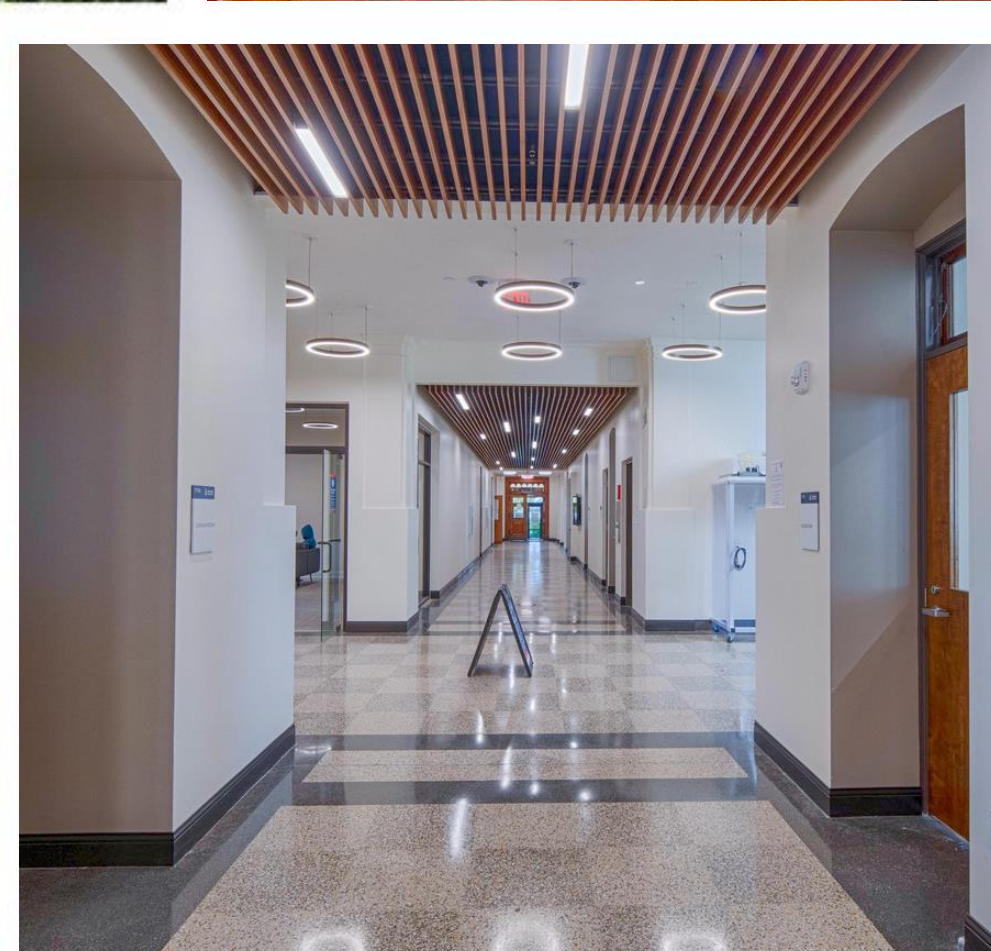
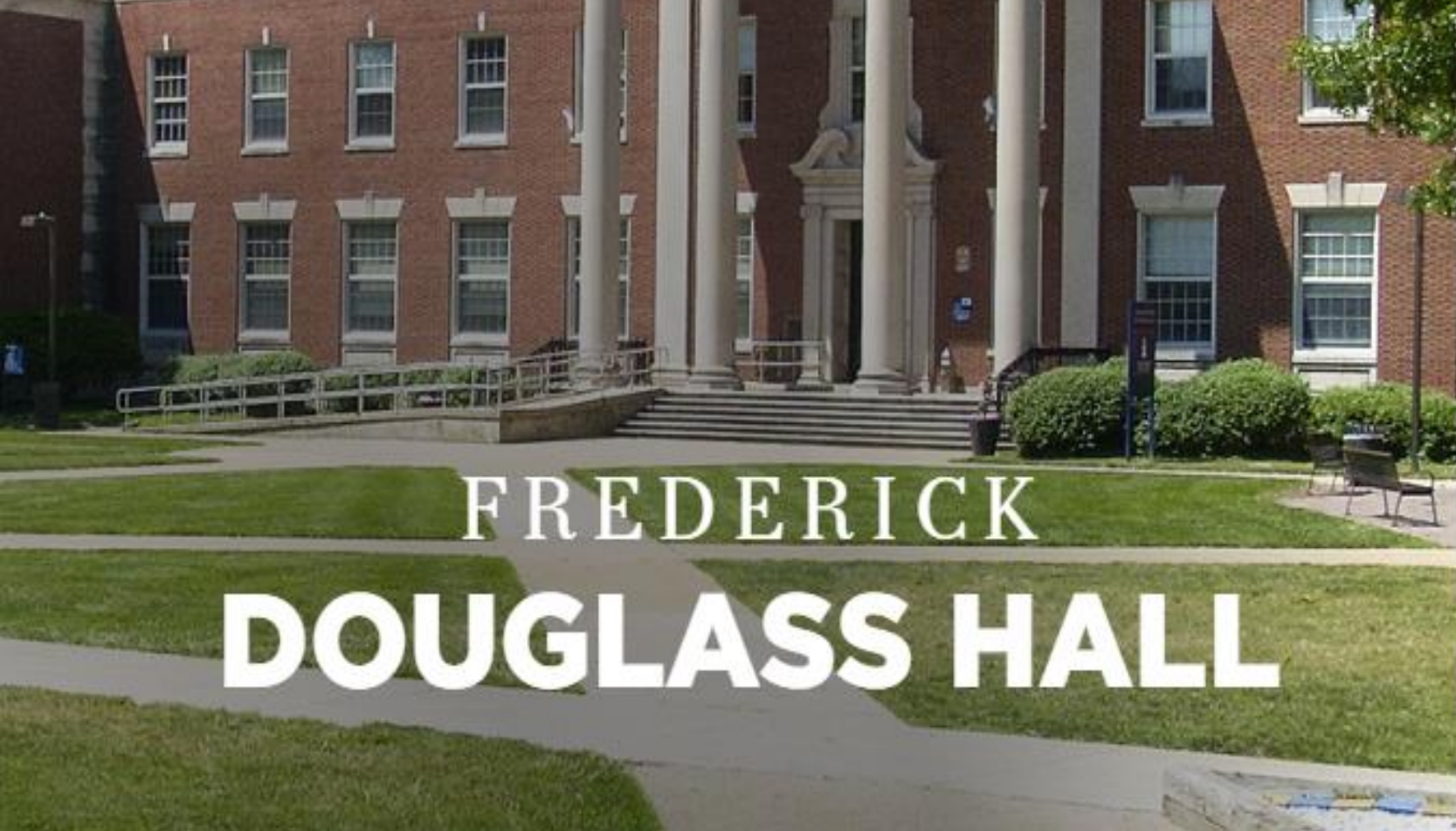






# UNDERGRADUATE LIBRARY





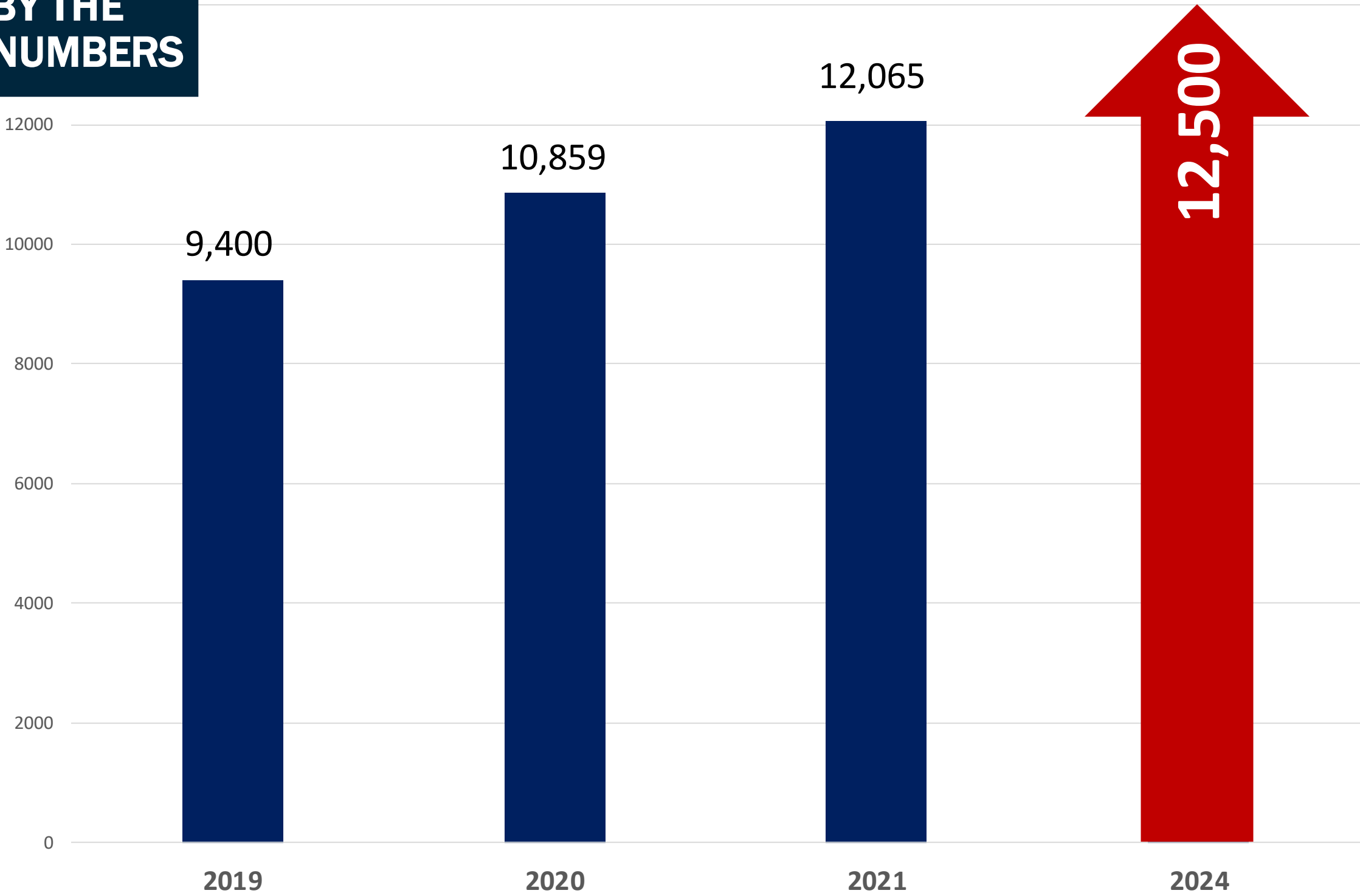


# Enrollment



# Enrollment Year-Over-Year

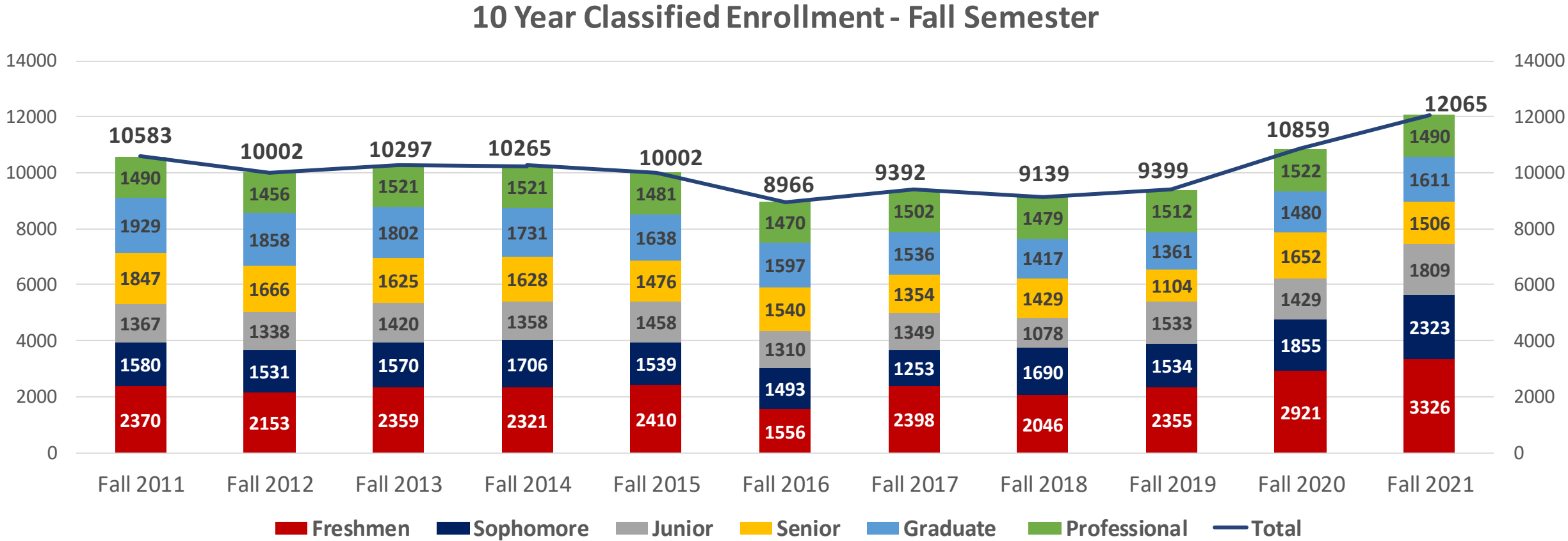
**BY THE NUMBERS**





# Keys to Successful Enrollment

- Strategic recruitment
- Increased financial aid
- Online course offerings
- Higher retention

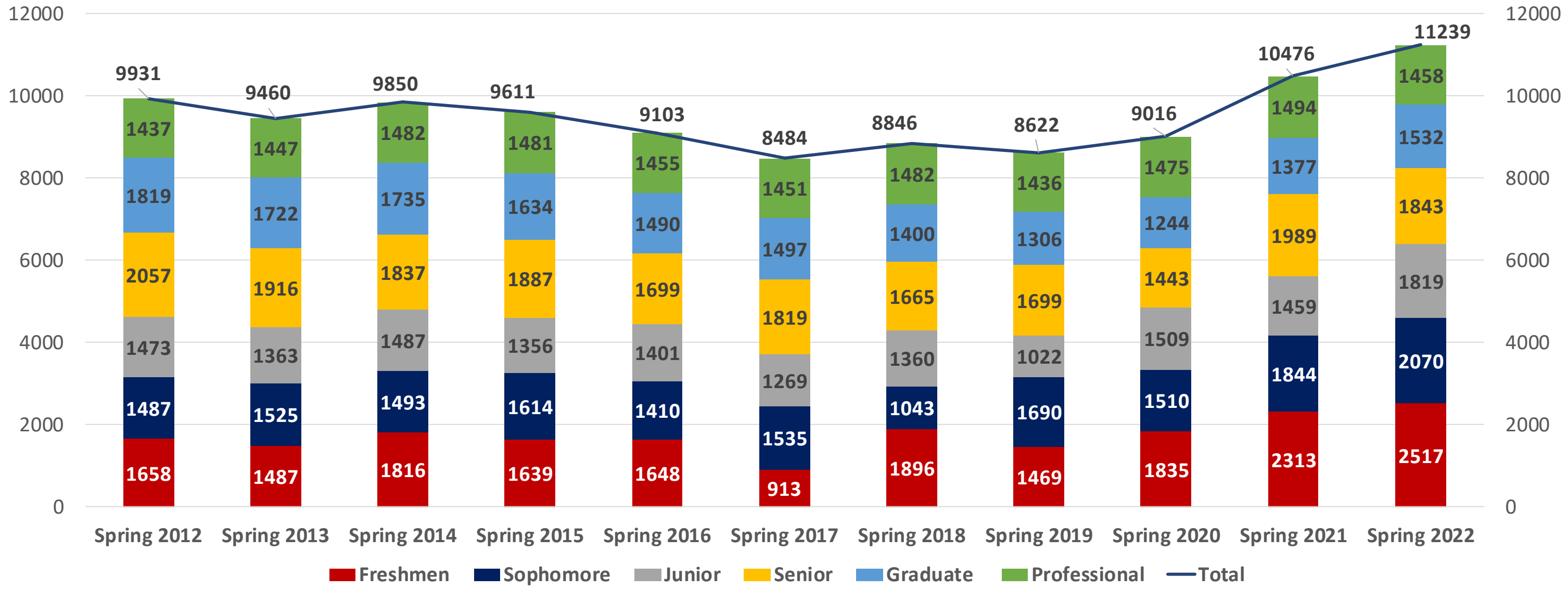


The Fall 2021 enrollment is the highest in our 154-year history



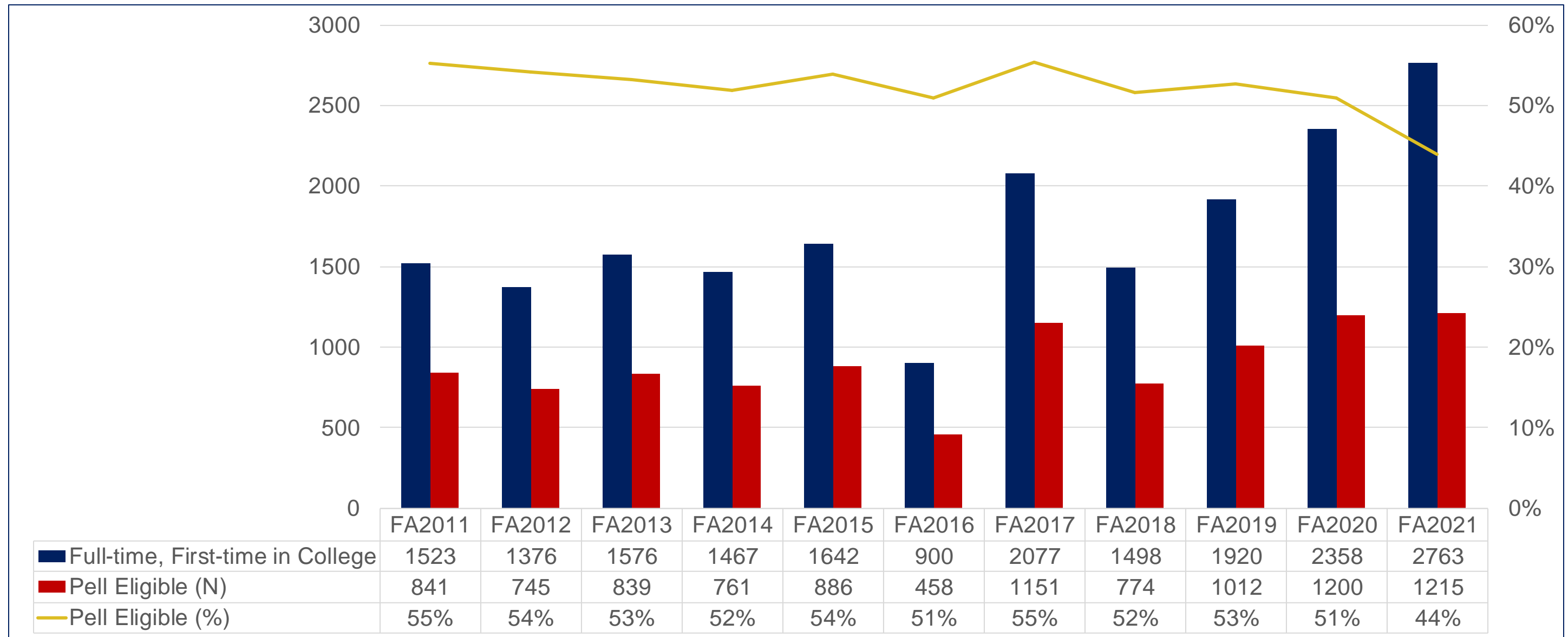
# Spring Enrollment Overview

10 Year Classified Enrollment - Spring Semester



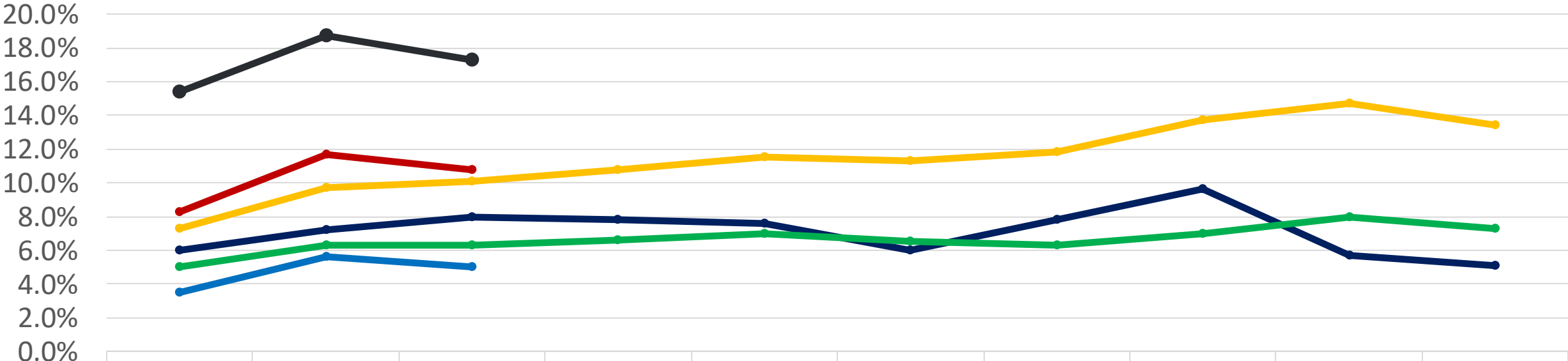


# Pell Eligible Enrollment & Trend



# Three-Year Student Loan Cohort Default Rates

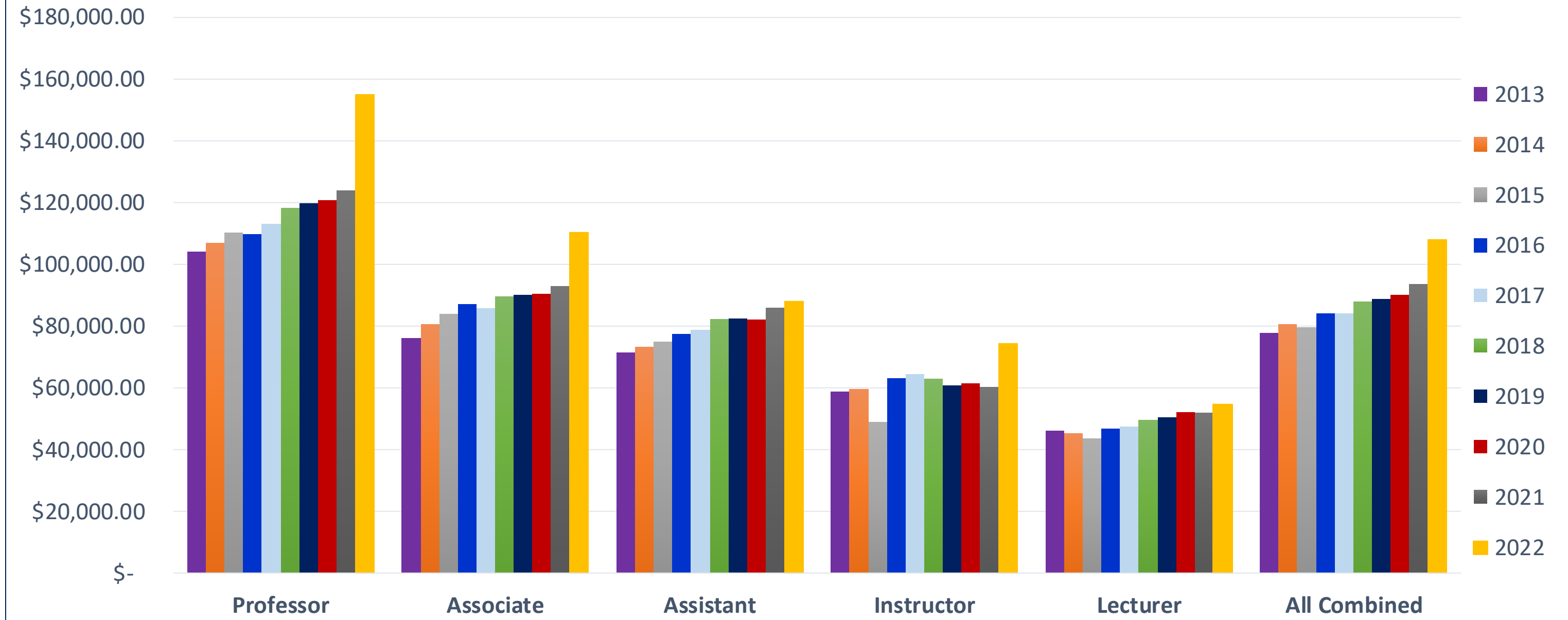
Three-year Student Loan Cohort Default Rates



	FY 2018	FY 2017	FY 2016	FY 2015	FY 2014	FY 2013	FY 2012	FY 2011	FY 2010	FY 2009
Howard University	6.0%	7.2%	8.0%	7.8%	7.6%	6%	7.80%	9.60%	5.70%	5.10%
Private, Nonprofit, 4-year	5.0%	6.3%	6.3%	6.6%	7.0%	6.5%	6.3%	7.0%	8.0%	7.3%
National	7.3%	9.7%	10.1%	10.8%	11.5%	11.3%	11.8%	13.7%	14.7%	13.4%
HBCU	15.4%	18.7%	17.3%							
Morehouse	8.3%	11.7%	10.8%							
Spelman	3.5%	5.6%	5.0%							

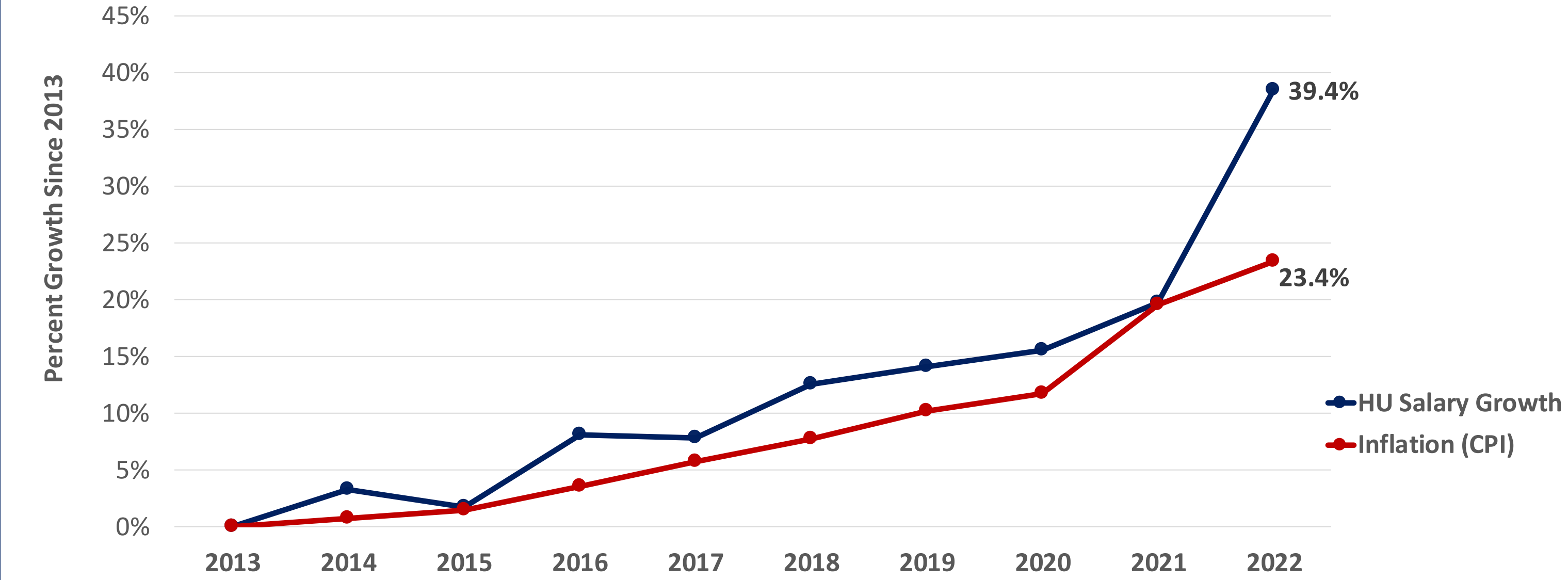


## Howard University Average Full-Time Faculty Salary by Academic Rank, 2013-2022



*American Association of University Professors – Faculty Compensation Survey*

# Howard University Growth in Average Full-time Faculty Salary All Combined Ranks, 2013 to 2022

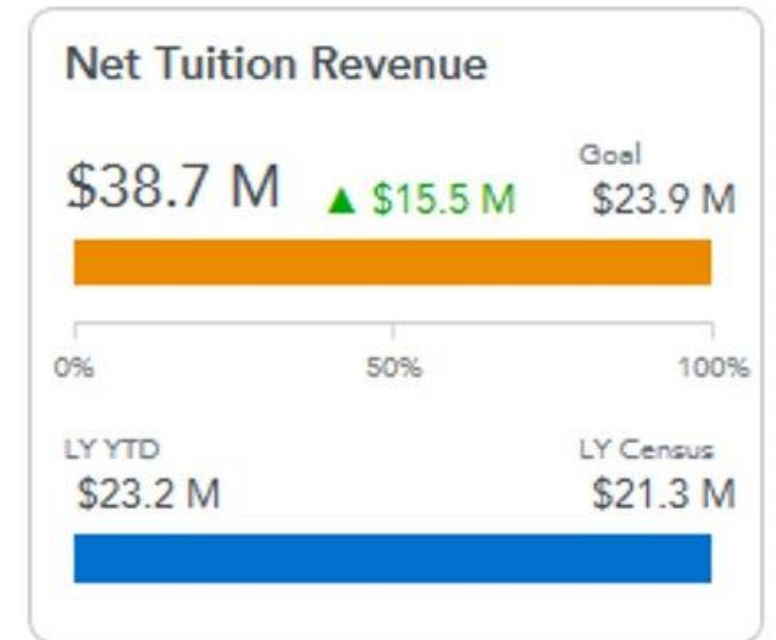
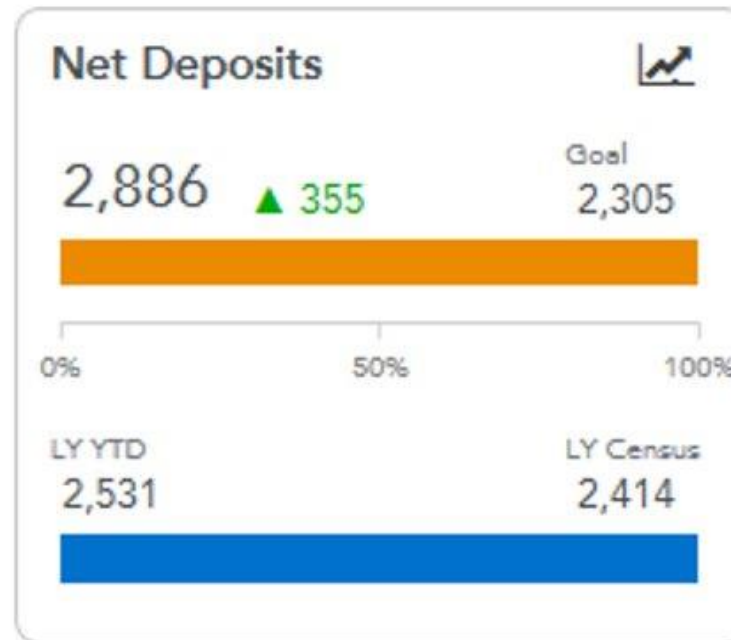
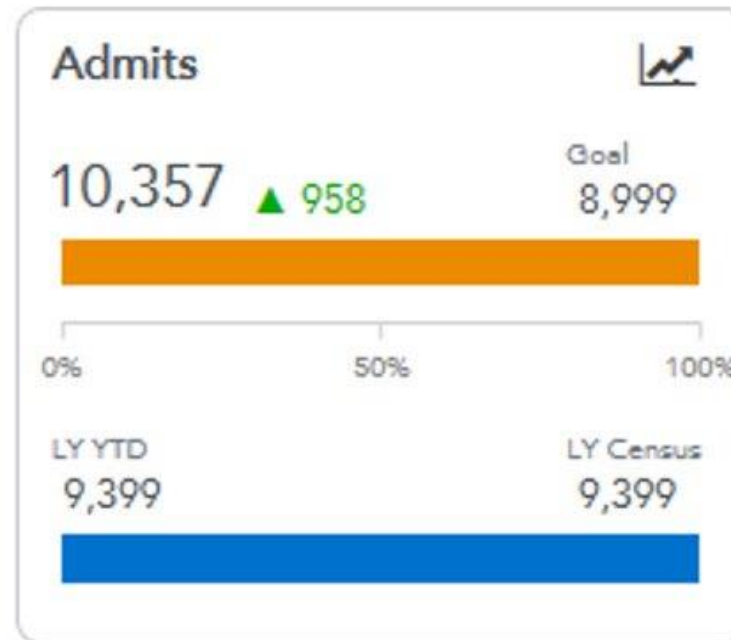


Howard University Full-time Faculty Salary Growth vs. Inflation (CPI)



# Improving Net Tuition Revenue

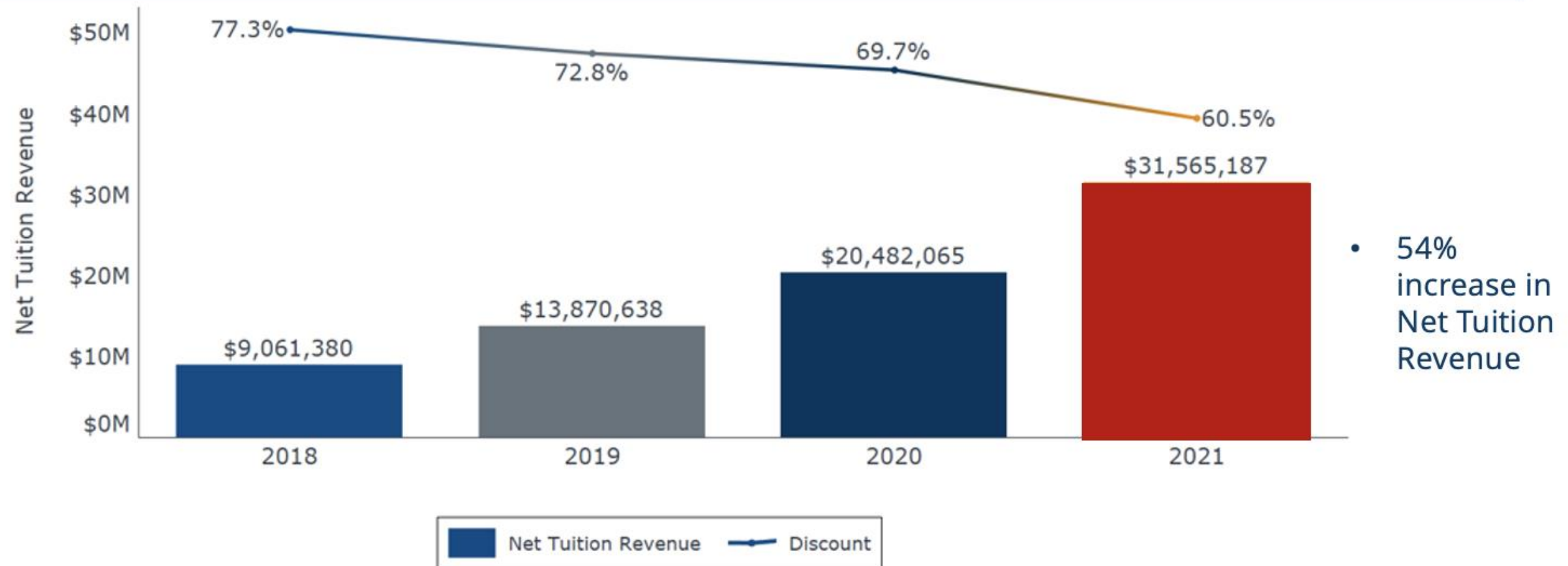
## KPIs



- The discount rate decreased by 12.7% to 56.4% between FY 21 and FY 22
- The net tuition revenue increased by 54% over the same period

# Improving Net Tuition Revenue

## Full-Time Freshmen



- 54% increase in Net Tuition Revenue

Enrollment:	1,475	1,875	2,358	2,766
Annual Tuition and Fees:	\$27,056	\$27,206	\$28,640	\$28,916
Avg Net Revenue per Student:	\$6,143	\$7,398	\$8,686	\$11,412
Average GPA:	3.56	3.60	3.60	3.66

- 31% increase in Avg. Net Tuition Revenue





# Fall 2022 Drop in Applications

- 34% decrease in year-over-year applications from Fall 2021 to Fall 2022.
- Fall 2022 application process was impacted by bomb threats and other challenges.

	Fall 2019	Fall 2020	Fall 2021	Fall 2022
Early Admits	6,970	8,308	9,419	6,757
Early Decision	254	396	467	374
Regular Decisions	13,757	15,610	19,497	12,197
<b>TOTAL</b>	<b>20,981</b>	<b>24,314</b>	<b>29,383</b>	<b>19,328</b>

# Fall 2022 Graduate and Professional Population

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021	Fall 22 (as of 2.23.2022)
Graduate Applications	1,296	1284	1,391	1,218	1,713	1,013
Professional Applications	9,215	9502	10,225	8,240	11,436	7,963
Medicine	5,013	5146	5212	5395	7502	5801
Dentistry	2,284	2059	2627	996	1120	741
Law	1,400	1450	1505	1575	2560	1307
Pharmacy	518	847	881	274	254	114
<b>Total</b>	<b>10,511</b>	<b>10,786</b>	<b>11,616</b>	<b>9,458</b>	<b>13,149</b>	<b>8,976</b>



# Inspiring New Knowledge



# Faculty Continuing to Accelerate Pace of Proposal Submissions

<b>PROPOSALS PROCESSED</b>				
	<b>January FY21</b>		<b>January FY22</b>	
	<small>(July 1, 2020 to January 31, 2021)</small>		<small>(July 1, 2021 to January 31, 2022)</small>	
College of Arts and Sciences	\$	30,149,943	\$	75,449,704
College of Dentistry	\$	840,704	\$	820,870
College of Engineering and Architecture	\$	14,874,402	\$	24,035,778
College of Fine Arts	\$	-	\$	75,000
College of Medicine	\$	41,073,282	\$	39,752,783
College of Nursing and Allied Health Sciences	\$	596,656	\$	738,151
College of Pharmacy	\$	7,094,818	\$	6,452,461
Graduate School	\$	5,221,215	\$	2,147,560
Office of the President	\$	1,141,180	\$	2,500
Office of the Provost and Chief Academic Officer	\$	5,184,461	\$	25,366,932
School of Business	\$	3,760,106	\$	3,903,956
School of Communications	\$	1,960,345	\$	368,987
School of Divinity	\$	250,000	\$	45,176
School of Education	\$	2,187,301	\$	8,498,087
School of Law	\$	329,060	\$	-
School of Social Work	\$	1,074,040	\$	204,675
<b>Grand Total</b>	<b>\$</b>	<b>115,737,513</b>	<b>\$</b>	<b>187,862,620</b>





# FY 2022 On Pace to Exceed **\$100M in Awards**

## AWARDS PROCESSED

	January FY21 (July 1, 2020 to January 31, 2021)	January FY22 (July 1, 2021 to January 31, 2022)
College of Arts and Sciences	\$ 11,990,606	\$ 14,785,101
College of Dentistry	\$ 1,502,880	\$ 1,224,537
College of Engineering and Architecture **	\$ 6,725,555	\$ 16,025,790
College of Fine Arts	\$ -	\$ 51,820
College of Medicine ***	\$ 22,421,862	\$ 25,258,900
College of Nursing and Allied Health Sciences	\$ 594,707	\$ 185,000
College of Pharmacy	\$ 6,106,857	\$ 1,924,159
Graduate School	\$ 464,482	\$ 442,332
Office of the President	\$ 273,205	\$ 1,016,400
Office of the Provost and Chief Academic Officer	\$ 6,425,378	\$ 12,943,681
School of Business	\$ 400,000	\$ 4,427,756
School of Communications	\$ 1,762,874	\$ 1,094,987
School of Divinity	\$ 1,057,034	\$ 125,000
School of Education	\$ 3,035,327	\$ 2,454,551
School of Law	\$ 218,560	\$ 75,000
School of Social Work	\$ 452,543	\$ 125,000
<b>Grand Total</b>	<b>\$ 63,431,870</b>	<b>\$ 82,160,014</b>

# Record-Setting Trend **Continues**

Fiscal Year	Funds Awarded
FY 2002	\$58,890,657
FY 2003	\$65,823,373
FY 2004	\$76,033,799
FY 2005	\$65,563,975
FY 2006	\$59,519,071
FY 2007	\$54,342,697
FY 2008	\$45,840,900
FY 2009	\$55,203,431
FY 2010	\$58,277,982
FY 2011	\$56,156,803
FY 2012	\$56,857,130
FY 2013	\$50,949,391
FY 2014	\$58,383,335
FY 2015	\$53,213,914
FY 2016	\$56,113,832
FY 2017	\$53,500,022
FY 2018	\$53,273,980
FY 2019	\$55,453,261
FY 2020	\$66,664,713
FY 2021	\$93,053,707
FY 2022	\$82,160,014

\*FY 2022 numbers are through January – fiscal year ends June 30.





# New National Climate **Laboratory/Center**

- The Department of Energy (DOE) has initiated planning for a new climate national laboratory or climate center that will be led by and/or affiliated with a historically Black college or university (HBCU) or other minority-serving institution (MSI).
- DOE has indicated this new laboratory or center will serve as a trans-national agent for connecting basic energy research and climate science with broader socio-economic and environmental justice issues in pursuit of equitable climate change solutions.
- Howard University, the nation's premier HBCU research institution, has partnered with Battelle Memorial Institute (Battelle), which oversees nine national laboratories across the country, to develop a proposal and pursue this opportunity.
- Howard University would look to further develop its existing campus in Beltsville, Maryland for this new laboratory or center. The Beltsville Campus is the site of Howard's atmospheric research program in partnership with the National Oceanic and Atmospheric Administration (NOAA).

# Leader in Climate Science and **STEM Fields**

- Howard University has a demonstrated record of excellence that makes it the ideal home for this new center.
- Top 100 in National Universities at #83
- In the top 100 of the Best Undergraduate Engineering Programs
- Top Producer of Minority Medical Students
- Top Producer of Black Undergraduates who later earn PhDs
- Produces 50% of all African American and 35% of all Latinx PhDs in Atmospheric Sciences
- Produces nearly double the number of doctoral conferrals than that of the average high intensity research institution
- Since 2018 Howard has nearly doubled its externally-funded research – from \$53M in contracts and grants to approaching \$100M this year.
- The NOAA Center for Atmospheric Sciences at Howard coordinates dozens of faculty, staff, and students in focused research on advancing weather prediction, improving air and water quality, and increasing resilience against extreme weather.
- The Howard University Interdisciplinary Environmental Studies Program integrates environmental justice into the investigation of solutions to issues that most impact communities of color, namely climate change and toxic exposures.





# Benefits of a Laboratory or Center

- Preliminary planning documents from DOE have signaled an opportunity of up to \$500M in research grants and funding for the construction and management of a lab/center.
- For Howard University and the region, obtaining this funding presents a significant opportunity to:
- Directly address the disproportionate effects climate change has on Black Americans and our area's most vulnerable communities;
- Grow the number of climate scientists from our region, especially those who are Black or from other communities of color; and,
- Attract substantial economic investment and growth to the area in and around the campus.
  
- A 2018 impact study of the University of Illinois Research Park in Urbana-Champaign showed over \$240M in economic impact, including nearly \$10M to the state and \$3M to the surrounding county.
- A 2017 impact study of University of Arizona Tech Parks showed over 11,000 jobs created in the state, with a total benefit to the state of \$2B including \$769M in wages. Average Tech Park salaries were 56% above the county average.

# Key Partnerships

- Brookhaven National Laboratory Partnership – STEM and Social Science Research Foci
- NIH – Pathways to Excellence (PEI) Initiative – Focus on HBCUs and pursuit of federal contracts
- Capital CoLAB – (Greater Washington Partnership) Corporate/University Credentialing Initiative



# Moorland-Spingarn Research Center

One of the world's premier centers for the study of the Black experience. It has made possible new research and enabled scholars to probe more deeply into the complexities of Black history and culture. In linking its past accomplishments to its plans for the future, the Moorland-Spingarn Research Center continues in its unswerving commitment to preserve the legacy of people of African descent for this and future generations.



**Benjamin Talton**

Director

Moorland-Spingarn Research Center  
(Appointed in December 2021)

# Digitization of the **Black Press Archives**

The Howard University Moorland-Spingarn Research Center (MSRC) is working to match a \$2 million grant from the Jonathan Logan Family Foundation to support the preservation and digitization of the Black Press Archives, a newspaper collection of titles by Black journalists, editors and publishers. MSRC worked in partnership with the Center for Journalism and Democracy to secure this critical gift, and the center will be committing additional funds to the project to ensure a significant number of publications in the Black Press Archives are available in an online repository for worldwide research.



# Academic Excellence & Student Outcomes



# Key Goals

- **Professional Development**

Provide educational development opportunities for faculty to increase rigor and quality of instruction that emphasize retention through active learning and student engagement. Provide professional development and training for all University personnel.

- **Technology**

Invest in state-of-the-art, sliding-edge technology across all programs.



# Key Goals

- **21st Century Curriculum, Teaching, Learning and Collaboration**

Conduct academic prioritization and reorganization to realign offerings with the needs of the global community. Identify, pursue and promote opportunities for new high-quality, distinct and compelling programs with capacity to grow enrollments. Promote the development of strategic and effective distance learning options.

- **Recruitment and Retention**

Recruit and retain to graduation an excellent and diverse undergraduate, graduate and professional student body. Develop and implement a plan for increasing need- and merit-based funding to increase access and ensure a Howard University education is affordable for all students.

# Office of Faculty **Development**

**600+**

attendees at all  
OFD programs for  
the 20-21 academic  
year

107 total number of Summer Academy graduates as of  
Summer 2021

107 total number of publications and creative works  
generated by Summer Academy graduates since Summer  
2016

24% of Summer Academy graduates granted tenure and  
promoted to associate professor in AY 2020-21

97 department chairs and associate deans successfully  
completed the Chair Leadership Academy since 2016





# Students

## Office of Undergraduate Studies

- Restructured the Office of Undergraduate Studies (OUS) to enhance student success strategies and increase efficiency.
- Created three major OUS units (Academic Center for Excellence, Center for Career & Professional Success, Office of General Education).
- Appointed inaugural director for the Office of General Education.
- Revised organizational chart to meet evolving needs.

# Students

## Alternative Spring Break

- 28th year
- More than 400 student participants
- Program expanded. Participants traveled to 15 sites (including Puerto Rico) and one virtual site (Oakland, CA)
- Staff and faculty served as advisors alongside safety liaisons (campus police) for each site
- Raised more than \$90,000 during WHUR's annual radiothon
- Partnered with HUAA across the nation.





# Students

## **Marshall Scholar**

Howard University senior Aissa Dearing-Benton is the winner of a 2022 Marshall Scholarship, making her the fourth Marshall Scholar in Howard University history. With the support of the Marshall Scholarship, Dearing-Benton will spend a year studying environmental change and management at the University of Oxford.



# Selected Faculty Exemplars

- Dr. Curtis Cain, School of Business, received a \$695,014 National Science Foundation CAREER award. The award supports emerging faculty members viewed as strong role models in their fields. Cain is the first faculty in the School of Business to receive the prestigious designation. Dr. Cain's research project that aims to examine factors that contribute to the education and career decisions of Black men in computing.
- Drs. Grant Warner and Moses Owolabi, Professors in the College of Engineering & Architecture, have been awarded a \$596,714 equipment award from the Department of Defense, Army Research Office. The equipment is a 3D systems ProX200 metal printer and a Fortus F370 Fused Deposition Modeling Printer, which will be housed in the Advanced Design and Manufacturing Laboratory in the College of Engineering & Architecture.





# Selected Faculty Exemplars

- Dr. Dana Williams, Professor and Dean of the Graduate School has been awarded the 2022 National Endowment for the Humanities Initiatives Grant. The \$150,000 award will support the development and launch of an interdisciplinary studies graduate certificate in the digital humanities with a particular focus on “Black Digital Humanities.”
- Dr. Amy Yeboah Quarkume, Associate Professor, College of Arts & Sciences is recipient of an Andrew W. Mellon Foundation New Directions Fellowship \$296,000 award.



# Selected Faculty Exemplars

- Dr. Carla Williams, College of Medicine, received a \$4.08 million from the American Cancer Society to establish a Cancer Health Equity Research Centers (CHERC) at Minority Serving Institutions (MSIs).
- Dr. Legand Burge, College of Engineering & Architecture is the Principal Investigator for a \$8 million grant for an NIH initiative entitled NIH "Artificial Intelligence/Machine Learning Consortium to Advance Health Equity and Research Diversity (AIM-AHEAD)."



# Faculty Development

- Chair Leadership Academy: 17 participants in 2021-22 cohort.
- Lead By Example: A faculty leadership initiative to develop leadership skills in faculty across the University.
- Leadership Initiative Just for Deans

# Faculty Development

- Celebration of Newly Tenured and Promoted Faculty (November 2021)
- President Frederick's Reception with New Faculty (January 2022)
- Junior Faculty Writing and Creative Works Summer Academy Application Process Launched for summer 2022
- Junior Faculty Forums held monthly to mentor and guide Junior Faculty





# Center for Excellence in Teaching, Learning, and Assessment (CETLA)

The Center for Excellence in Teaching, Learning, and Assessment (CETLA) is dedicated to developing a cadre of faculty who will produce distinguished and compassionate leaders to serve the nation and the global community. Through faculty training, instructional technology, interdisciplinary collaboration, classroom assessment, and educational research, CETLA strives to ensure that students gain an educational experience of exceptional quality. As such, CETLA provides national leadership to strengthen college teaching, especially the teaching of African American students.

- CETLA is a center for faculty development.
- CETLA strives to empower the faculty to teach more effectively, especially with technology.
- It introduces faculty to effective techniques for evaluating their teaching.
- CETLA also contributes to the research on teaching, learning, and assessment.



**Morris Thomas**  
Director

# Innovative Initiatives

- Center for Applied Data Science and Analytics: Will coordinate and facilitate interdisciplinary programs in data science and data analytics. Key components Faculty Cluster Hiring Initiative; Applied Data Science Masters Program; and CADSA Fellows Program. The center will advance Howard's leadership as a major hub of data science for social impact research and training for the next generation of data scientists with expertise in incorporating analysis of racial bias in financial services. \$5M grant from Mastercard.
- Center for Journalism & Democracy: To train and prepare a new generation of investigative journalists. Three foundations and an anonymous donor have contributed nearly \$20 million to support the University's demonstrated academic and journalistic excellence.





# Innovative Initiatives

- Cancer Health Equity Research Center: To alter the field of cancer research and improve cancer care outcomes for Black Americans
- Social Justice Certificate Program: Expanding notions of who can produce, have access to, and teach social justice knowledge. This certificate is not tied to a degree and is offered to current Howard University students. The certificate courses not only deepen community social justice knowledge, but position Humanities as the means to solve social problems. Supported by a \$5 million from the Andrew W. Mellon Foundation for the Just Futures Initiative.
- Howard University Chadwick A. Boseman College of Fine Arts received National Endowment for the Arts' American Rescue Plan (ARP) award for \$150,000 to help the arts and cultural sector recover from the pandemic. The college may use this funding to save jobs and to fund operations and facilities, health and safety supplies, and marketing and promotional efforts to encourage attendance and participation.



# National Universities #83



- #1 Most Diverse Medical School
- #3 African American History
- #7 African American Literature
- #11 Social Mobility
- #16 Social Work
- #31 Undergraduate Teaching
- #46 Nursing
- #48 History
- #71 Education



# Investing in Our People



# HUH and D.C. Nurses

## Bargaining Status

HUH has bargained in good faith to make pay more competitive and improve working conditions for its nurses and to maintain exceptional patient care:

- Substantial base wage increases placing all nurses at or above market with a 9.6% increase in the 1st this year and further increases over the next 2 years.
- Premium pay hourly rates paid to nurses working weekday evenings/nights and weekends (shift differentials) allows nurses to earn above their base wage.
- Enhanced collaboration through the Joint Nurse Staffing Committee, which consists of 10 members – five members designated by District of Columbia Nurses Association and 5 members designated by HUH, determines and reviews nurse staffing based on patient needs.





# Non-Unionized, Non-Tenure Renewable Track Faculty Pay Increase and Staff Pay Increase

- Spending an additional \$17 million in 2022 to increase compensation for faculty and staff.
- **The average faculty pay increase is 20% percent.** As a result of this action, more than 600 faculty members will see their annual base salaries increased.
- Howard also implemented a 3 percent pay raise for staff beginning in January 2022 using \$3 million from Howard's operating budget.

# Full-Time Lecturers and Adjunct Faculty Pay Increase

On March 23, the University reached a tentative three-year collective bargaining agreement with Service Employees International Union (SEIU), Local 500, the union representing Howard's full-time lecturers and adjunct faculty.





# Commencement 2022





# 154th Commencement Convocation Will Be **In Person**

- Saturday, May 7 from 10 a.m. to 1 p.m. on The Yard.
- Masks must be worn at all times.
- Each student who has been cleared academically and financially, will receive four reserved seating tickets.
- Bleacher seating will not require a ticket and is available on a first come first served basis.





# Howard's 154th Commencement **Orator**



## **Taraji P. Henson**

- Howard alumna
- Award-winning actress, producer and director
- Best-selling author
- Philanthropist
- Entrepreneur



# Presidential Transition





# Retiring as the 17th President of Howard University by June 2024



