TRANS
FORM!

2019-2024

HOWARD
FORWARD

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I. REMARKS FROM THE PRESIDENT

Coupled with our mission to provide an educational experience of exceptional quality and our commitment to produce distinguished global leaders, we are embarking on a forward trajectory that positions Howard University as a model of excellence in academics and operations. "Howard Forward 2024" articulates attainable aspirations for a more sustainable future and outlines five over-arching priorities that we are uniquely positioned to address.

The notable trailblazing demonstrated by our alumni has birthed progressively improved iterations of excellence in our student body. We have long since competed with, and attracted top talent across the nation. As we move forward, we will continue to incorporate the tenets of diversity and inclusivity as integral components of our enrollment growth strategy. Providing access, and facilitating affordability to a Howard University education, especially amongst communities of color, is paramount.

We are fully cognizant of the interplay between the corporate sector and the academy and our faculty is instrumental in developing relationships that ensure our graduates meet the demands of the increasingly complex 21st century workforce. In the fall of 2017, and at the climax of our sesquicentennial year, Generation Z Bison entered Howard University's hallways. Upon entry, they have pre-dispositions of the conduits through which knowledge delivery takes place. Our innovative, modern educators must develop the skills to communicate with, and teach modern learners, while our technology must be robust and cutting-edge to facilitate the same.

Our academic repositioning will yield interdisciplinary connections that are attributes of a contemporary education. Howard University maintains a laser focus on performing exemplary, collaborative research that positively impacts our nation and the world. We will continue to be an anchor for our surrounding community – ever cognizant and responsive to the needs of our local citizens as a source of educational upliftment and economic empowerment.

> "Opportunity is America's promise; Education is the contract with which that was written; Howard University is the inkwell."

Our strategic plan is ever-evolving, fluid and bold, enabling us to be responsive to market changes; and intentionally innovative, allowing us to create influential ripples in the higher education industry. The strategy is not meant to limit our imagination or to curtail our responsiveness to opportunities. Rather, it is a document that culminates the ideas of the Bison family, and represents the static point from which we will catapult Howard Forward.

Wayne Frederick

WAYNE A. I. FREDERICK, M.D.,MBA
PRESIDENT

"A strategic plan by our campus community for our campus community"

II. THE STRATEGIC PLANNING COMMITTEE

- Agudosi, Jade – 2017-2018 HUSA President
- Akiyode, Oluwaranti - Professor, College of Pharmacy
- Arnold, Ariana W - Interim VP for Human Resources
- Bennett, David P. – VP for Development & Alumni Relations
- Bernard, Daphne B. – Assoc. Provost, Institutional Accreditation & Assessment
- Brock-Smith, Cynthia A. – Asst. VP for External Affairs
- Brown, Crystal L. - VP and Chief Communications Officer
- Chouikha, Mohamed – Professor, Electrical Engineering & Computer Sciences, CEA
- Douglas, Brenda – AVP for Risk Management
- Dubroy, Tashni-Ann – EVP and Chief Operating Officer
- Ekue, Osagie I. – Student, College of Arts & Sciences
- Elliott, Rassii - Alumnus
- Francis, Andre P. – Director of Strategic Communications
- Fryer, Cheryl E. – Professor, College of Dentistry
- Fungwe, Thomas V. – Associate Dean, CNAHS
- Garuba, Moses – Assoc. Professor, Computer Sciences, CEA
- Grant, Keneshia N. – Asst. Professor, Political Sciences, COAS
- Gray, Ashley L. – Graduate Student, School of

- Education (Trustee Member)
- Grillo, Lisa M. – Asst. Professor, School of Education
- Hadley, Calvin – Student Ombudsman, Office of the President
- Hector, Dana – Director of Sponsored Programs
- Hicks, LaTasha C. – Director of Admin Ops and Internal Communications
- Hillman, Gracia – VP for External Affairs
- Holmes, Kenneth M. – VP for Student Affairs
- Hopson, Ronald – Assoc. Professor, School of Divinity
- Jackson, Lennon N. – Director of Ops for Student Affairs
- James, Shomari A. - Executive Director of Strategy Deployment and Business Transformation
- Jasper, Frederick A. – Director of Student Accounts
- Johnson-Ross, Sheryl – Assoc. Professor, School of Communications
- Latta, Judi M. – Professor, School of Communication
- Maneno, Mary – Assoc. Professor, College of Pharmacy
- Mansfield, Quentin – Student, School of Communications
- Martinez, Silvia – Assoc. Professor, School of Communication
- Masch, Michael – VP and Chief Financial Officer

- Medford, Edna Greene – Professor, History, COAS
- Melbourne, Bertram L. – Professor, School of Divinity
- Niec-williams, Derrek L. – Executive Director of Campus Planning
- Pinto, Nadia - HUAA President
- Porter, Miacia F. – Associate Registrar
- Prioleau, Florence W. – EVP, General Counsel
- Smith, Matthew – Student, School of Communications
- Smith, Raymond D. – Assoc. Professor, School of Business
- Talbert, Patricia Y. – Associate Dean, CNAHS
- Thomas, Veronica G. – Professor, School of Education
- Tofade, Toyin – Dean, College of Pharmacy
- Towers, Yvonne – Executive Director of Budget and Finance
- Wells, Jean T. – Assoc. Professor, School of Business
- Williams, Antoine D. – Director of Business Development
- Woods, Dexter – Dean, College of Dentistry
- Wright, Richard – Professor, School of Comm., Faculty Senate Chair
- Wutoh, Anthony K. – Provost and Chief Academic Officer
- Young, Bobby – AVP for Risk and Controls

*The participants listed were present at the time and represented their constituency in accordance with the role they were serving during this planning process.

III. THE STRATEGIC PLANNING PROCESS

The pace of today's market dictates the need for Howard University to be agile and compelled to move *forward*, faster. In 2016, we embarked on the foundational stages of developing a new strategic plan for the University. The initial framework committee began the process to develop the backbone for the strategic plan.

This included outlining the strategic planning process, hosting focus groups with internal stakeholders, community engagement activities with stakeholders, and a survey, administered to a subset of faculty, staff, students and alumni to solicit their input.

In the Fall of 2017, the framework committee was expanded to include stakeholders from a broader cross-section of the campus community – including interdisciplinary faculty, staff, administrators, students and alumni. Iterative input was solicited on the strategic priorities and the initiatives that would be undertaken to realize the same.

The strategic plan will drive a culture of continuous improvement and create an environment that connects employees to Howard University's mission and reinforces the importance of focusing on strategy and measurable objectives which are rewarded with success. The rewards are incremental, quick wins to materialize into large gains so our campus community reaps both immediate and sustainable benefits.

The strategic plan will drive a **culture of continuous improvement** and create an environment that **connects employees to Howard University's mission** and reinforces the importance of **focusing on strategy and measurable objectives** which are rewarded with success.

Howard University has a rich history of responding to the needs of our community and higher education. For 150 years we have prioritized building a culture of academic excellence and rigor, while infusing service into our culture. Our collective efforts and combined expertise will allow us to realize the ambitious goals and priorities before us. In doing so, we will ensure a vibrant and sustainable institutional future that is focused on providing excellent service to our students, faculty, staff, alumni and broader community.

Execution of the strategic plan will be an ongoing process to monitor, review and update the campus community on the progression of our results. There will be quarterly dashboard reporting, quarterly and annual strategic reviews, including assessments and committee meetings for plan review. A microsite will be established to communicate progress. The aforementioned actions of the campus community will afford us the opportunity to propel the success of our institutional priorities and achieve long term sustainability for Howard University.

THE STRATEGIC PLAN WAS APPROVED BY THE HOWARD UNIVERSITY BOARD OF TRUSTEES IN SPRING 2018.

IV. OUR HOWARD UNIVERSITY

Where We Stand

The Strategic Planning Committee collated input received from members of Howard University's Board of Trustees, faculty, students, staff, alumni and community members to inform a plan that outlines our strengths, growth opportunities and goals that will position the University to strengthen and transform our academic model and lead our peers in innovation in higher education. Members of the campus community were engaged via surveys, interviews and focus groups to ensure that a united voice was created, then charged with identifying and prioritizing the near, and long-term needs of Howard University.

The global higher education market environment, and socio-economic and political climates require that Howard positions itself to be competitive and financially sustainable. This strategic plan serves as a call to action, that lays out who we are, what we do, how we do what we do, where we plan to go, how we invest our resources, and the resources that are needed to accomplish our bold vision. Above all, it defines why the pursuit of these goals, and the accomplishment of the same are critical to the longevity of Howard University and our national and global positioning.

Probing the integration of next generation technology in the classroom will lead to innovation in teaching and learning. Appropriately, our strategic plan focuses on how our community connects our endeavors to achieving the University's overarching mission, while making ground breaking discoveries that promote the accomplishments of our students, faculty and staff, and propel **Howard Forward.**

We continue to challenge local, national and global inequities, and have engineered a cohesive plan that defines our stance on Academic Excellence, Research and Innovation, Community Service, Efficiency and Effectiveness and Financial Stability.

EXCELLENCE IN TRUTH AND SERVICE, THE STRATEGIC PLANNING COMMITTEE

Who We Are

Established in 1867, Howard University is a federally chartered, private, doctoral Historically Black University, with an R2 Carnegie classification. With an enrollment of more than 9,000 students, its undergraduate, graduate, professional and joint degree programs span more than 120 areas of study within 13 schools and colleges. The University has four health science units including Colleges of Medicine, Nursing and Allied Health, Dentistry and Pharmacy. The main campus sits on two hundred and fifty-six acres, while professional schools of law and divinity are housed on Howard's West campus.

The University owns a hospital that partners with Howard University's medical school to provide optimum care in Washington D.C. Howard University Hospital has become one of the most comprehensive health care facilities in the Washington, D.C. metropolitan area and designated a DC Level 1 Trauma Center. In April 2007, the Hospital ranked number one among selected area hospitals on 19 quality measures published by the U.S. Health and Human Services Department.

A private, nonprofit institution, HUH is the nation's only teaching hospital located on the campus of a historically Black university. It offers medical students a superior learning environment and opportunities to observe or participate in ground-breaking clinical and research work with professionals who are changing the face of health care. Washingtonian and Black Enterprise magazines have identified physicians affiliated with the hospital as leaders in a vast range of specialties.

The University owns and operates a public television station (WHUT) and nonprofit commercial radio station (WHUR) – which is one of the top 5 radio stations in the D.C., Maryland and Virginia market.

Why We Serve

Since our founding in **1867**, Howard University has existed to address a plethora of disparities that disproportionately affect the African-American population. We were borne of the Bureau of Refugees, Freedmen and Abandoned Lands, an entity established in **1865 by Abraham Lincoln** to assist those left destitute in the wake of the Civil War. The Bureau developed an acute focus on recently emancipated men, women, and children, and is most widely recognized for its accomplishments in the educational arena.

1870

By **1870 over 1,000 Freedmen's schools** existed across the nation – supported largely by the federal government, and mission-based religious charities. In its brief seven years of operations under its Director, General Oliver O. Howard, the Bureau pioneered the delivery of public education to people of color in the United States – a basic right previously withheld, on the basis of race, for over four hundred years.

1872

In **1872 Congress defunded the Bureau** amidst a wave of resistance to Reconstruction efforts.

1896

In **1896 Plessy v. Ferguson established a precedent for Jim Crow** laws promoting **"separate but equal"** public educational facilities – perpetuating a race-based double standard in public education whose socioeconomic effects would be felt for over a century.

1945

In **1945, Howard University Professor Ralph Bunche** played a key role in forming the United Nations, and in the subsequent development of the **Universal Declaration of Human Rights in 1948.**

In **1954**, Howard University alumnus **Thurgood Marshall's brilliant victory in the Brown vs. Board of Education** case paved the way for the passage of the Civil Rights Act in 1964, and the Voting Rights Act in 1965.

In the half century since these momentous times, our great nation has seen much progress in the realm of social justice and equality - at bridging gaps that address disparities to create a freer America.

For over 150 years, Howard University has been committed to the context of our founding – an unwavering quest to balance the scales for the disenfranchised, and promote an America that is devoid of inequalities.

OUR STUDENTS AND ALUMNI REMAIN INSTRUMENTAL IN THAT QUEST.

Who We Serve

Howard was birthed during an era of social exclusion as an institution for the disadvantaged. While students of all races are graduates of Howard University, our original mission and commitment has been to serving members of the African Diaspora. Our institutional culture proudly reflects this heritage. Howard was built on stalwart principles of inclusion and social justice. We provide equal opportunity access to education regardless of race, color, religion, creed, sexual orientation, gender identity, national origin, ancestry, age, or disability.

Age spectrum/educational continuum

Howard University spans the educational continuum – from our Early Childhood Center, to the Howard University Middle School for Math and Science, to our many doctoral programs. Howard University's exemplary academics attract high-performing students, faculty and staff, alike. Howard remains competitive in the higher education marketplace by consistently delivering a high-quality academic experience, and ranks among the highest producers of Black professionals.

Based on the demographic that we have traditionally served, a high proportion of our student body remains Pell Grant eligible. Towards this end – and in light of our historical predispositions – the University is committed to providing access to education at an affordable cost.

2018 FRESHMAN PROFILE

46 States

7 Nations & Territories

70.8% OF WOMEN FRESHMEN

29.2% OF MEN FRESHMEN

89th RANKED 89TH BEST COLLEGE IN THE NATION

3.56 GPA AVERAGE HIGH SCHOOL GPA

1220 SAT AVERAGE SAT SCORES

16,000+ NUMBER OF APPLICANTS

V. MISSION, VISION AND VALUES

Mission

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

Vision

The vision for Howard University is to boldly deliver on its mission in a contemporary context. Howard will provide a world-class global educational experience to every student. Howard will become a top 50 research institution, providing research and advancement to impact Black communities. And Howard will attract and sustain a cadre of faculty who are committed to excellence, leadership, truth and service.

Core Values

Core values define the belief system and norms that are utilized to implement Howard University's vision. Excellence, leadership, service, and truth are our core values. Howard's aim is to forward the development of scholars and professionals who drive change, and engage in scholarship that provides solutions to contemporary global problems, particularly ones impacting the African Diaspora.

EXCELLENCE

Howard University is committed to excellence in workforce development and sustainability in operations and leadership. These tenets will undergird our campus-wide approaches in teaching and research, stewardship of resources, character and competitiveness in academics and athletics. We will provide a transformative educational experience, with the nation's capital as a learning laboratory, through the cultivation of opportunities which promote lifelong learning, personal achievement and evolving traits of leadership.

LEADERSHIP

Howard University will continue to develop technically competent and moral leaders who drive change, and engage in scholarship that provides solutions to contemporary global problems, particularly ones impacting the African Diaspora.

SERVICE

Howard University's mission aligns with the nation's founding principles of equality, diversity and opportunity. Its environment, identity, services, and outreach will reflect tenets of dignity and civility in all areas of engagement and support.

TRUTH

Howard University is committed to transparency in governance and accountability.

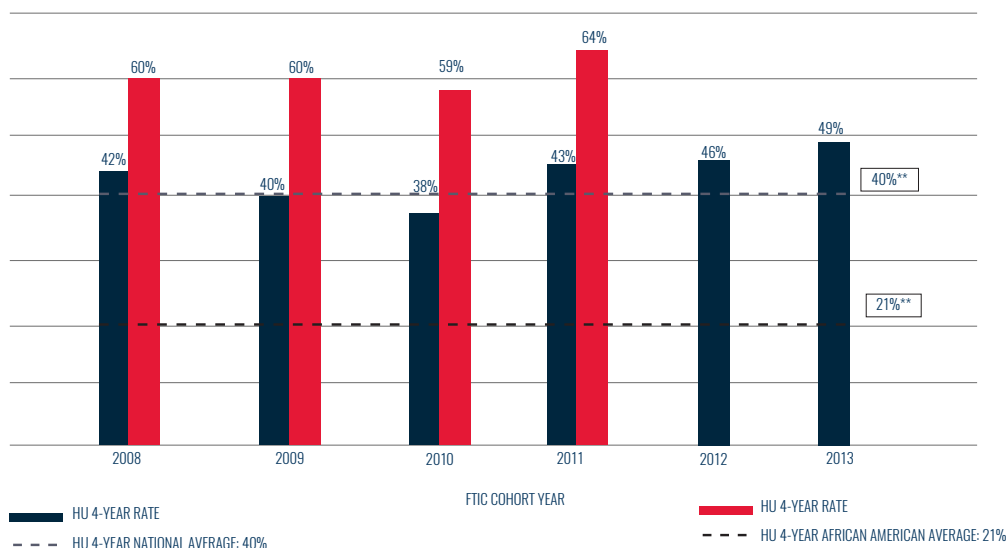# VI. HOWARD FORWARD ENVIRONMENTAL SCAN: KEY HIGHLIGHTS

Student Achievement

Howard University has a rich legacy of student achievement. In 2014, the Office of Undergraduate Studies (OUS) was established to increase student retention and graduation rates, with a heightened focus on increasing the 4-year graduation rate. Working with the University's individual Schools and Colleges, academic support and advising services offered through the Office of Career Services and the Center for Academic Excellence provided training programs and individual success coaching for academic achievement and post-graduate career placement.

The Office of Honors and Scholar Development, a division of OUS, provides outreach and training to students in Howard University's three honors programs in the College of Arts and Sciences, the School of Business Executive Leadership (SBEL) Honors Program, and the School of Communications' Annenberg Scholars Honors Program. Training includes outreach and assistance for students applying for national, prestigious scholarships, including the Rhodes Scholarship, Marshall Scholarship, Truman Scholarship, and the Fulbright Student Program, among others. Howard University has produced:

2	**4**	**11**	**20**	**23**	**60+**
MARSHALL SCHOLARS	RHODES SCHOLARS	TRUMAN SCHOLARS	RANGEL FELLOWS	PICKERING FELLOWS	FULBRIGHT AWARDEES

HOWARD UNIVERSITY 4-AND 6-YEAR GRADUATION RATES VS. NATIONAL AVERAGE

FTIC COHORT YEAR	2008	2009	2010	2011	2012	2013
HU 4-YEAR RATE (navy)	42%	40%	38%	43%	46%	49%
HU 4-YEAR RATE (red)	60%	60%	59%	64%		

40%**
21%**

- ■ HU 4-YEAR RATE
- - - - HU 4-YEAR NATIONAL AVERAGE: 40%
- ■ HU 4-YEAR RATE
- - - - HU 4-YEAR AFRICAN AMERICAN AVERAGE: 21%

Note: 4-year graduation rate is a common metric reported by all institutions for external surveys and to IPEDS. 6-year graduation data for Fall 2012 and 2013 are not yet available.

*Preliminary data as of 5/25/2017.

** Latest available data from the National Center for Education Statistics for Fall 2009 cohort. Source: www.nces.ed.gov

Notable Accolades

TOP PRODUCER
OF MINORITY MED STUDENTS

Howard University is the **leading producer of African American students** entering medical schools in the U.S.

TOP PRODUCER
OF UNDERGRADS WHO LATER EARN Ph.D.s

The National Science Foundation cites Howard University as the **top producer of African American undergraduates who later earn a Ph.D. in natural sciences.**

TOP HBCU
FOR BEST UNDER-GRADUATE TEACHING

Ranked No. 34 on *U.S. News & World Report's* list of 2019 Best Undergraduate Teaching Programs.

#1 GREATEST OPPORTUNITY

The School of Business **earned the number 1 spot by *Princeton Review*** as the "greatest opportunity for minority students."

#1 PRODUCER OF MINORITY COMMUNICATIONS & JOURNALISM DEGREES

The **No. 1 producer of African Americans earning degrees in communications and journalism** by *Diverse Issues in Higher Education*.

#2 PRODUCER OF AFRICAN AMERICAN LAWYERS

The School of Law is the **No. 2 law degree producer for African Americans** by *Diverse Issues in Higher Education*.

4 RHODES SCHOLARS

Highest number of HBCU Rhodes Scholars to study at the University of Oxford.

#89

The only HBCU to be **ranked in the top 100 on *U.S. News & World Report* Best Colleges list.**
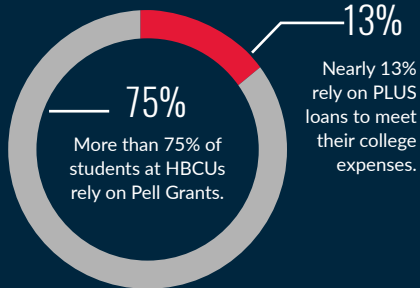
HBCUs

ARE RESPONSIBLE FOR

22%

OF CURRENT BACHELOR'S DEGREES GRANTED TO AFRICAN AMERICANS

13%
Nearly 13% rely on PLUS loans to meet their college expenses.

75%
More than 75% of students at HBCUs rely on Pell Grants.

🏛️ **40%** MEMBERS OF CONGRESS

👥 **50%** PROFESSORS AT HBCUs

⚖️ **50%** LAWYERS

🔨 **80%** JUDGES

💼 **12.5%** CEOs

⚙️ **40%** ENGINEERS

DAVID DINKINS

TONI MORRISON

ZORA NEALE HURSTON

L. DOUGLAS WILDER

KAMALA HARRIS

Alumni Success

The pioneering work of Howard University's distinguished alumni are a point of pride and rich history for the institution, the nation and the world. With a total of 45,000 alumni worldwide, Howard University Alumni Association chapters are present in more than 30 states. In addition, international chapter of HUAA include membership in Africa, Asia, Central/South America, Europe, Mexico and the Caribbean.

Today, Bison hold prominent positions in Fortune 500 companies, the U.S. Government, Hollywood studios and fields and industries in all major sectors, leading the nation through private industry and public service.

HISTORIC ALUMNI ACHIEVE- MENTS:

1940 - 1950
Pauli Murray (J.D. '44): First African-American appointed Deputy Attorney General for the state of California.

1989
L. Douglas Wilder (L.L.B. '59): First African-American U.S. governor elected post reconstruction.

1993
Toni Morrison (B.A. '53): First African-American woman to win a Nobel Peace Prize in literature.

1937
Zora Neale Hurston (A. D.I.P. '20): Harlem Renaissance author of *Their Eyes Are Watching God*.

1962
Thurgood Marshall: (L.L.B. '33): First African-American U.S. Supreme Court Justice.

1966
Edward Brooke (B.S. '41): First African-American U.S. Senator.

1989
David Dinkins (B.S. '50): First African-American elected mayor of New York City.

EDWARD BROOKE

NICOLE BLACK

TARAJI P. HENSON

RECENT ALUMNI ACHIEVEMENTS:

2017

Kamala Harris (B.A. '86): U.S. Senator for California.

2016

Taraji P. Henson (B.F.A. '95): 2016 Golden Globe Award Winner for Best Performance by an Actress in a Television Series.

Like the diamonds she sells, Nicole Black (B.A. '92) became the embodiment of The Howard Woman while under pressure.

"The Howard Woman is bold," Black said. "She's resilient, she's a trendsetter, she's unbelievably resourceful, she's a groundbreaker, she's fearless, she's conscious."

As co-owner of the Philadelphia Diamond Company, with her husband, Kenyatta Black, Nicole Black credits a great deal of her success to the opportunities she was given while a student in the School of Communications.

"When you have the exposure at Howard, you learn to make a way out of no way … day in and day out … that really set me on a course of success, quite frankly," Black said.

While at Howard, she knew she wanted to focus on public relations, so she landed an internship in corporate public relations at DuPont USA, a chemical and healthcare conglomerate. At 19 years old, she was incredibly steadfast in creating her future and interacted with the company executives.

Because of my can-do attitude and the confidence that was instilled in me from Howard, they were always

so impressed with how I carried myself at that age," Black said. "So, I got more opportunity because of it."

After earning her M.B.A. from Clark Atlanta University, Black went on to work as a brand manager at Johnson & Johnson, where she helped launch Splenda. But it was always the plan for Black to leave the corporate world to focus her attention on the diamond business that she and her husband, a second-generation jeweler, started almost 15 years ago and to spend more time with her elderly parents and two young sons. This past February, she did just that.

Black has been working to make their business appealing to millennials with many customization options, appointment-only services and their Queen Cut diamonds. This business model differs from the retail storefront they ran back when they'd first started, and she said that she is excited to see how their business continues to grow.

"Your version 1.0 is not going to look like your final success, because you have to learn," she said. "You have to fail and adapt."

281 SPONSORED AWARDS

$55M PER YEAR AVERAGE

During the last five fiscal years, the University has received an annual average of 281 awards for an average $55M per year.

Research Achievement

"The University remains committed to growing research and externally funded projects to maintain classification as a Higher Research Activity University noting that students who work with teacher-scholars who are directly engaged in debates about their fields can be confident that they are gaining access to relevant and up-to-date material and debates in those fields. They are interacting with scholars who know the future, as well as the past, of their disciplines; and from people whose own professional activities communicate the lesson that knowledge is not a static commodity but rather is achieved through a continuing process of testing and revision."

(ACLS, MAY 2007)

Howard University's long-term goal is to increase research funding to the level of a Carnegie Classification R1: Doctoral Universities – Highest Research Activity. Howard University is currently classified as a R2: Doctoral University – Higher Research Activity institution.

From 2009 to 2014, the National Science Foundation's (NSF) average rank of Howard University was 208 of 715 institutions based on total research expenditures. Based on an average of 1074 institutions that received federal awards, Howard University had an average standing of 187 in externally sponsored awards received during the same five-year period. The University typically submits an average of 442 proposal submissions a year requesting an average of $107.7M per year. During the last five fiscal years, the University has received an annual average of 281 awards for an average $55M per year.

Some of the remarkable awards received in FY2018 by Howard University were a **$1M** award from the W.M. Keck Foundation for Quantum 2D Layer Optoelectronics; a **$800K** award from the U.S. Air Force Research Laboratory for Novel Methods for Fatigue Life Prediction for Turbine Engine Components; a **$1M** HBCU-RISE award titled HBCU-RISE: Security Engineering for Resilient Mobile Cyber-Physical Systems from the NSF; a **$500k** award partnering Howard internationally with other HBCU's (Charles R. Drew University of Medicine and Science, Meharry Medical College, and Morehouse School of Medicine) and the American International Health Alliance (AIHA) Twinning Center. The award is from the Health Resources and Services Administration (HRSA) and is to support PEPFAR's goal to achieve an AIDS-free generation.

Two National Oceanic Atmospheric Agency (NOAA) Cooperative Science Centers to conduct educational and collaborative research programs.

The Louis Stokes Alliances for Minority Participation (LSAMP) program awarded by the National Science Foundation (NSF) to assist universities and colleges in diversifying the STEM workforce.

Multiple NSF Major Research Instrumentation awards.

Multiple NSF CAREER awards, their most prestigious awards in support of early-career faculty.

NSF awards for establishing Science and Technology Centers.

The National Institutes of Health Clinical and Translational Science Program Award.

The National Institutes of Health Research Centers in Minority Institutions Program Award.

Research is an essential part of Howard University's delivery of outstanding education and professional training experiences for students. Some faculty have current inventions in nanotechnology, computer sciences, biotechnology, electrical engineering, green energy technology, medical treatment technology and pharmaceuticals. Still, less than 10% of faculty are actively engaged in externally-funded research activities. This gap means that there are limited on-campus opportunities for student engagement in research. Our strategic plan calls for a renewed focus on an increase in research participation and grant funding acquisition.

Faculty, staff and students research discoveries can also lead to commercial applications that translate to successful marketing and licensing of intellectual property. This promotes the potential for additional revenue through entrepreneurship, start-up ventures and economic development. Through a partnership with the District of Columbia City Government, Howard University created a startup incubator space based on campus, an entrée into the types of ventures that are mutually beneficial to us achieving our strategic objectives.

The National Science Foundation awarded **Howard University's College of Engineering and Architecture (CEA) a three-year, $1,000,000 grant to fund an innovative cyber security research** project created by Associate Dean Moses Garuba, Ph.D. and Associate Professor of Electrical Engineering and Computer Science Danda B. Rawat, Ph.D.

The research project, entitled, "Security Engineering for Resilient Mobile Cyber-Physical Systems," will focus on significantly advancing the field of cybersecurity for networked systems. According to the NSF award abstract, the goal is to design, develop and evaluate the cyber-defense solutions for resilient cyber-physical systems using a federated framework.

"The rapid and massive connection of remotely accessible and reconfigurable cyber-physical system (CPS) devices, which can be any device, such as a smart car, make CPS systems more vulnerable to a multitude of cyber-attacks," says Rawat, who is also director of the University's Data Science and Cybersecurity Center. Rawat and Garuba plan to develop a mobile physical systems testbed for implementing and evaluating adaptive cyber-defense solutions.

"With this award, Howard University will be able to provide research assistantships to graduate and undergraduate students to work on this project to develop adaptive cyber defense solutions for CPS," says Rawat. The project is being supported by NSF's Historically Black Colleges and Universities Research Infrastructure for Science and Engineering (HBCU-RISE) initiative and aligns with national efforts to produce the next-generation of cybersecurity experts for government and academia. "I am delighted to see our faculty vigorously transform our college, while engaging our students in conquering the daunting technological challenges of our time,"

DEAN ACHILLE MESSAC, PH.D., COLLEGE OF ENGINEERING AND ARCHITECTURE.

National & Global Impact

Howard University African American Studies Professor Nikongo BaNikongo, Ph.D., filed a lawsuit in the International Criminal Court (ICC), located in Hague, Netherlands, on behalf of Haitian sugar cane-cutters in the Dominican Republic who have been denied residency for themselves and their children born in the country. The complaint seeks to hold Dominican Republic President Danilo Medina Sanchez, criminally responsible for the injustice. It requests that the ICC prosecutor investigates Sanchez in his capacity as president for "crimes against humanity," stemming from the mass expulsion of Haitians and failing to exercise due diligence in securing the rights of Haitian workers in the DR.

For several generations Haitians have worked on sugar cane plantations, known as bateys, in the Dominican Republic. Over time, families have given birth to children born in the Dominican Republic, however, the government has declared that the offspring of Haitian-born parents

> "The Dominican Republic has the obligation to look after the rights and the quality of life and justice as it pertains to citizens and foreigners. In our case it is foreigners," says BaNikongo.

cannot be considered citizens, despite being born in the country. BaNikongo says the government has not provided a reasonable way for them to establish residency in the Dominican Republic.

Howard University's Alternative Spring Break (ASB) sends students to a number of US cities as well as Haiti, and Ghana for volunteer community service opportunities preparing students to be national and global servant leaders. There are various other experiential and community service opportunities in which Howard University students participate, including partnering with the U.S. State Department, other federal government agencies, The Clinton Foundation, foreign governments and other institutions in many countries. In 1993 Howard University established an International Affairs Center to serve as a central point for the University's many international activities and interests. Financial support was provided by the W.K. Kellogg Foundation. In 1996, the Center was renamed The Ralph J. Bunche International Affairs Center. The center serves as the hub and catalyst for enhancing international engagement for the benefit of the HU community. In doing so, the Center integrates global perspectives into the HU experience, promotes education abroad, facilitates deeper scholarship on global issues, supports cross-cultural dialogue and respect for cultural diversity, and prepares leaders who can find solutions to global problems.

The center currently hosts the distinguished Pickering, Rangel and Payne fellowships. These programs are responsible for contributing to the diversity of the Foreign Service and U.S. Diplomatic Corp. Our faculty, students and staff have contributed to aiding development in a number of countries including helping to build healthcare infrastructure, as well as capacity building in education, economics, engineering, and various other areas. The University has welcomed students from almost every continent, including

over seventy countries around the world. We also provide opportunities for students to participate in semester and year-long study abroad, as well as short term academic travel to various countries.

Supported by funding from USAID, the CDC, and other international partners, the University has expanded its global outreach through establishment of various local non-governmental organizations (NGOs) including Howard University Global Initiative – Nigeria (HUGIN), Howard University Global Initiative in Mozambique, and Howard University Global Initiative – South

Africa (HUGISA). HUGISA is a non-governmental organization (NGO) based in South Africa that serves as the central hub implementation unit for Howard's various health, training and capacity-building projects in the Southern African region.

Opportunities for Growth

In tune with the challenges facing higher education institutions nationally, Howard must address challenges in college affordability, ensuring that a Howard education remains affordable

for the students we serve. Funding for best-in-class research facilities and classroom technology must be identified in order to attract and retain stellar students and faculty. Further, compensation packages must be competitive in order to attract and retain research faculty. Infrastructural improvements related to facilities, development infrastructure and enterprise resource planning technology are all areas that are focal points in the next iteration of Howard's strategic vision.
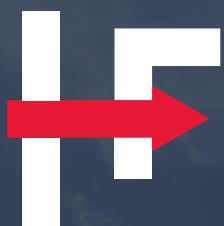
HOWARD FORWARD
THE PLAN

Enhance Academic Excellence

We will enhance academic excellence by supporting faculty, research and student development, academic rigor and retention, through strategic recruitment and continuous improvement of academic programs.

Inspire New Knowledge

We will reward innovation in instruction, research, entrepreneurship, collaboration and capacity building that maximizes our impact, and challenges, enlightens and inspires our faculty and students to change the world.

Serve our Community

We will serve our diverse community with high impact outreach and collaborative partnerships across divisions and beyond campus borders, while cultivating an atmosphere of inclusivity, wellness and civility.

Improve Efficiency & Effectiveness

We will improve efficiency and effectiveness with investments in upgraded technology and systems to promote process automation and strategic incentive programming for customer satisfaction metrics, while consistently delivering the highest quality products and services.

Achieve Financial Sustainability

We will achieve financial sustainability through revenue diversification, process optimization, asset management, fundraising and investment in high return business opportunities, communicating in transparency and operating with accountability, all while being good stewards of our resources.

ENHANCE ACADEMIC EXCELLENCE

STRATEGIC PRIORITY 1:

Enhance Academic Excellence

We will enhance academic excellence by supporting faculty, research and student development, academic rigor and retention, through strategic recruitment and continuous improvement of academic programs.

....

GOAL 1:

Enhance Student Success through Transformation and Innovation in Teaching & Learning, enhanced by the use of technology.

Excellence in Teaching, Learning and Student Success:

- By 2019, conduct and complete academic prioritization and reorganization to realign academic offerings with national and global priorities, so that at least 70% of programs are in areas of demand, and result in our students having the skills and mindsets needed to be competitive in the workforce of the future.

- Promote the development and integration of strategic and effective distance learning options, to 20% of course offerings being offered online.

Recruitment, Retention and Access to Education

- Incorporate data analytics and artificial intelligence to target and matriculate a diverse mix of high potential undergraduate, graduate and professional student body, to achieve and maintain a 1st year retention rate of 95% and above.

- Develop and implement an innovative strategy for increasing need- and merit-based funding to increase access, and ensure a Howard University education is affordable for all students, in turn progressively decreasing the drop-out rate due to financial hardship, to zero.

- Promote and champion University policy changes, financial and academic programs and strategies that drive student success, to propel the University towards a top 50 ranking in *U.S. News and World Report*.

- Introduce academic support programs that improve student success, to increase four- and six-year graduation rates to 70% and 80%, or above, respectively, with special focus on sub-group performance in addition to overall attainment.

Professional Development

- Provide additional educational development opportunities for faculty to increase rigor and quality of instruction that emphasizes retention through active learning and student engagement.

- Devise and implement a new faculty and staff development plan to promote professional advancement and specialized skills training for university personnel.

Technology that Supports 21st Century Academy

- Invest in state-of-the-art, cutting-edge technology across all programs, to result in at least 40% of the classrooms campus-wide being equipped with technology needed to enhance teaching and learning across the curriculum.

- Create new and innovative physical and virtual learning spaces with enhanced technology to support the research enterprise, and exceed standards for sustainability and environmental stewardship.

INSPIRE NEW KNOWLEDGE

Inspire New Knowledge

We will reward innovation in instruction, research, entrepreneurship, collaboration and capacity building that maximizes our impact, and challenges, enlightens and inspires our faculty and students to change the world.

....

GOAL 2:

Increase participation in grant funded research activity.

Research Success for a Changing World

- Support research that addresses local, national and global health challenges through collaboration with STEM academic fields, such as biology, chemistry, medicine, engineering and computer science, and the social sciences.

- Support opportunities for interdisciplinary collaboration and co-creation that produces 20% joint academic programs and research collaborations.

- Increase the number of students who participate in study abroad experiences and high impact academic and extracurricular activities that expand thinking, promote diversity of thought, civil discourse and empathy.

Growing Research Capacity

- Develop a world-class research faculty that advances and grows the research capacity of the university, especially in multi-disciplinary fields.

- Build and renovate new academic and research facilities in accordance with the master plan for the University.

Expand our Academic and Research Impact

- Leverage Howard University's Genetics and Cancer research to attract and mobilize resources to tackle global challenges, especially as it relates to Black populations, by the year 2022.

- Create a series of innovative initiatives that ensure Howard graduates have access to the fastest growing digital fields, such as that created by the Howard West talent pipeline.

Augmenting Research Revenue

- Facilitate the commercialization of research and technology to increase overall contribution to $100M.

- Provide incentive programming to increase research funding that is aligned with University strategic priorities to 20% of overall University revenue.

SERVE THE COMMUNITY

Serve The Community

We will serve our diverse community with high impact outreach and collaborative partnerships across divisions and beyond campus borders, while cultivating an atmosphere of inclusivity, wellness and civility.

....

GOAL 3:

Use experiential service learning opportunities to teach awareness of local and global issues that align with our University's mission.

### Strategic Corporate and Community Engagement

- Develop effective models for industry and community engagement through expansion of Howard University's Alternative Spring Break and Day of Service initiatives.

- Serve the District of Columbia through strategic and effective engagement and coordination with its citizens, businesses and K-16 institutions to enhance educational outcomes of Washington D.C.

- Leverage relationships with Corporate partners to maximize job creation, train the workforce of the future and contribute to economic growth in Washington D.C.

Health & Wellness

- Increase awareness and participation in initiatives that support a healthy campus community, as it relates to physical and mental health.

- Develop mutually beneficial business partnerships to combat health disparities in the local community.

Leaving a Positive Impact on the World

- Progressively increase service opportunities and programs, tracking progress through development of a system that globally monitors service delivery by our students, faculty and staff to the public.

- Increase alumni engagement that is demonstrated through philanthropic contributions and service to Alma Mater and their local communities.
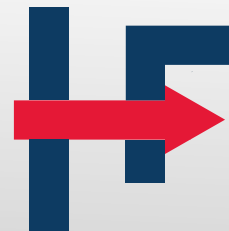
Leaving a Positive Impact on the World

IMPROVE EFFICIENCY & EFFECTIVENESS

Improve Efficiency & Effectiveness

We will improve efficiency and effectiveness with investments in upgraded technology and systems to promote process automation and strategic incentive programming for customer satisfaction metrics, while consistently delivering the highest quality products and services.

....

GOAL 4:

Operate efficiently and effectively across all levels of the organization.

Operational Excellence & Compliance

- Overhaul the enterprise resource planning system to streamline key processes and procedures, reducing the time to completion of key processes by 30%.

- Regularly review the effectiveness and efficiency of administrative, operational and academic processes to ensure compliance with regulatory and governing agencies.

Campus Footprint and Sustainability

- Reduce the campus' carbon footprint and energy use by 20%.

- Prioritize campus masterplan, and align renovations and new construction with academic and research priorities.

Customer Service and Engagement

- Conduct campus-wide customer service training to improve the customer service experience for our students, employees and external customers.

- Engage the campus community to collaborate and share new ideas, methods and processes to increase productivity, improve efficiency, reduce costs and manage the assets of the University towards a sustainable future.

ACHIEVE FINANCIAL SUSTAINABILITY

STRATEGIC PRIORITY 5:

Achieve Financial Sustainability

We will achieve financial sustainability through revenue diversification, process optimization, asset management, fundraising and investment in high return business opportunities, communicating in transparency and operating with accountability, all while being good stewards of our resources.

....

GOAL 5:

Improve organizational financial accountability and outcomes.

Fiscal Management, Compliance and Accountability

- Support internal audit and compliance functions to ensure adherence of operating budgets and business processes to achieve excellence in fiscal operations, resulting in less audit findings.

- Employ revised fiscal management procedures to promote effective university-wide financial planning and budgeting practices.

- Clarify institutional roles and responsibilities related to budget and finance to facilitate effective collaboration and communication between responsible parties and appropriate monitoring of performance and accountability.

Increase Growth of Revenue Streams

- Demonstrate high return on investment for federal funding to increase Howard's allocation of federal appropriation.

- Develop and execute real estate partnerships that reduce institutional risk and increase revenue that includes monetization of edge and non-core properties to reinvest in the core mission.

- Ensure proactive and long-term planning efforts with affected local governments and constituencies to optimize the university's investments, enhance community relations and leverage local, state and federal funding.

Endowment Growth

- Elevate the endowment to $1 billion to increase support for student scholarships and infrastructural investments.

Fundraising

- Build infrastructure for sustained corporate and private philanthropy in order to launch a robust and successful capital campaign.

- Promote top fundraising priorities that are aligned with the academy's priorities and objectives.

- Implement strategies to increase alumni engagement, and increase alumni giving rate to 20%.

- Increase the number of private donors to Howard University by 10% annually.

VIII. RESOURCING THE STRATEGIC PLAN

Investing in Human Capital to Sustain Future Howard

Implementing Howard Forward requires attracting, managing, training, developing and retaining a skilled and competitive workforce. To retain top talent in the organization, we must foster an environment of intellectual curiosity, innovation and excellence

> We are committed to providing high quality customer service to all prospective, current and past staff and faculty and treating them with dignity and respect.

– attributes that are required in order to meet our bold strategic objectives. Employees must be taught the refreshed Howard culture, the dynamics of the Howard University ecosystem, and possess the skills and mindsets

needed to realize Howard University's vision.

Our workforce must mimic the workforce of the future, and be nimble and adaptive to external environmental changes, with differentiation of product, and sustainability of the Howard legacy at the forefront of our thinking.

We are committed to providing high quality customer service to all prospective, current and past staff and faculty and treating them with dignity and respect. This includes handling every aspect of their employment relationship through their lifecycle with Howard University. By making this commitment to the University and its customers, the Office of Human Resources will be able

to maintain elevated levels of mutual trust, respect and unwavering support.

Designing and Planning for the Future

Howard is an anchor institution in the nation's capital that has watched communities thrive, decline, and rebound during our 150-year history. Our leadership recognizes that the health and well-being of the University is inextricably tied to the physical, social, and economic well-being of the city in which we were founded. This simple truth drives the University's prerogative to improve our physical campuses and the communities that surround them.

As a major landowner, the University controls numerous underdeveloped assets within and outside of the District

of Columbia. University assets are assessed using two primary filters: asset typology and activity tier. Asset typology is a categorization of assets based upon the extent to which the use of an asset is directly linked to the furtherance of the University's educational mission (Core, Edge, Non-Core). Activity tiers categorize and prioritize development sequences based upon the immediacy of, and potential for value optimization (Tiers I through III). The intersection of these two filters has established the rhetoric for the strategic treatment of assets in furtherance of the mission.

As the University pursues development opportunities and initiatives, Howard has a responsibility to dedicate our resources to projects and programs that align with our core mission. The guidelines in this document offer a consistent set of guidelines that will steer Howard's real estate development efforts. The policies are designed to work in combination with the University's Campus Master Plan, Strategic Plan, and other planning documents to achieve Howard's goals.

Key Guidelines

Howard University's Office of Real Estate Development and Capital Asset Management ("Real Estate") is committed to optimizing the value and performance of real assets in support of the University mission. The "optimization of value" relates mainly to commercial real estate activities intended to generate capital for strategic reinvestment. The "optimization of performance" relates to the repair and maintenance of core facilities that support the academic mission, and is executed primarily by Howard's Department Physical Facilities and Maintenance ("PFM").

The University's future development initiatives are driven by a consistent set of guiding principles that align with and advance the University's core mission. These principles must be flexible to enable Howard to respond quickly to opportunistic programs and projects, but precise enough to direct decision-making. In a resource-constrained environment, Howard will use these principles to make careful selections among competing opportunities.

The economic development principles and initiatives described in this section ultimately support Howard's mission in the following areas: catalytic development, value optimization, risk mitigation, diversity, affordability and transparency.

CATALYTIC DEVELOPMENT

As an anchor institution in the District of Columbia, Howard University is committed to supporting strong, vibrant communities in the neighborhoods surrounding our campus. Through partnerships with local communities and the District, Howard seeks to catalyze economic growth through strategic development.

VALUE OPTIMIZATION

Howard is leveraging our assets to generate value to support mission-critical physical and programmatic improvements across our campuses. As such, one of the University's primary goals in all economic development initiatives is the creation and capture of value, including financial and in-kind.

RISK MITIGATION

All major economic development initiatives present risks to Howard, whether they relate to financial or legal concerns, student experience, or brand. When selecting and executing

projects, Howard will prioritize projects that minimize risk to the University by allocating risks among the parties best suited to manage and efficiently price such risk.

DIVERSITY

Howard recognizes our role as a promoter of economic opportunity for underrepresented professionals and businesses and will support diversity among our business partners. Howard will increase participation of local and minority-owned businesses; Certified Business Enterprises (CBEs); and city residents in design, consulting, and construction opportunities.

AFFORDABILITY

Much akin to the rising costs of higher education, the affordability of housing in and around Howard's campuses is an area of concern for the University community. Howard is committed to supporting the community's affordable housing goals responsibly, and will continue to leverage our real estate development initiatives to make our curricula and degrees accessible to students with financial need.

TRANSPARENCY

Howard has a long tradition of working closely with community and local government partners when pursuing campus planning and economic development initiatives. This transparency has allowed the University to communicate our reinvestment needs and our intent to leverage assets strategically to meet those needs. Howard will continue to communicate our plans and priorities from community stakeholders and incorporate feedback and recommendations that align with the University's core mission.

Investing in Howard Forward 2024

Howard University requires resources to sustain its ongoing operations, and additional resources to invest in academic renewal, new initiatives and major capital investments. At present, the University relies on a small number of revenue sources for the majority of its income.
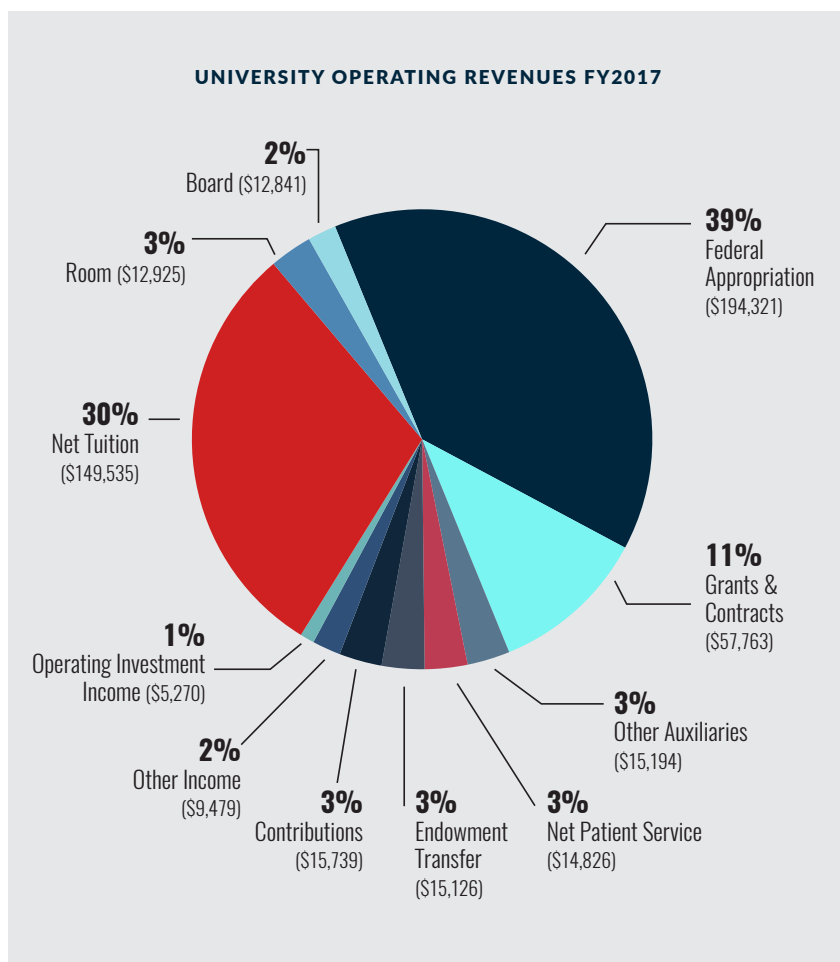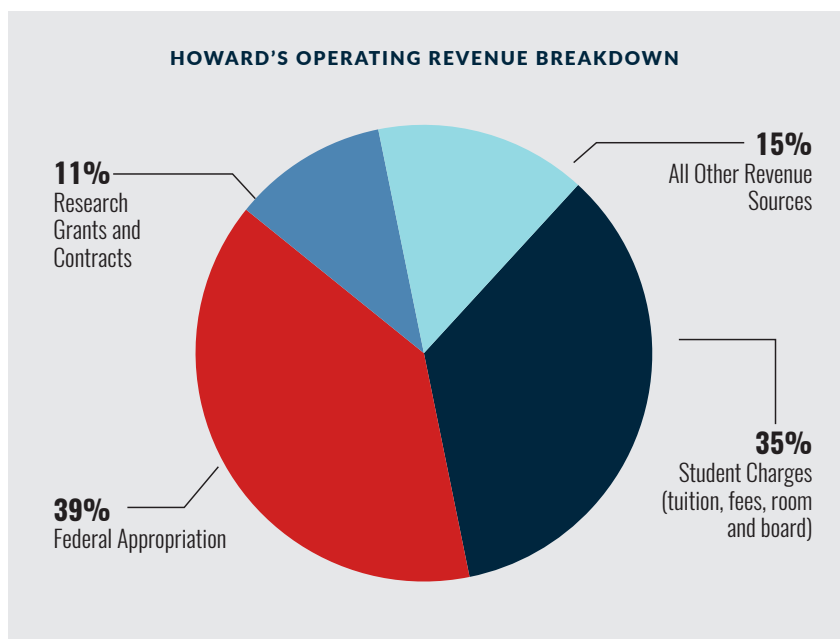
In Fiscal Year 2017 (the most recent year for which audited financial statements are currently available), Howard's operating revenues broke down by major component as indicated in the pie chart herein.

To secure the resources Howard needs to achieve sustainable financial stability, fund the strategic plan and permit new investment, the University must maintain, and then grow and diversify its existing revenue base.

Howard is currently implementing strategies intended to enhance and diversify the University's revenue streams over the next five years and beyond.

From FY14 to FY17, Howard's recurring annual operating revenue declined by $60 million (11%). To thrive, the University must reverse this trend and grow its recurring operating revenues above the FY14 level. FY18 was a rebuilding year in which one third of the FY14 to FY17 loss in recurring operating revenues was reversed. This is an encouraging development, but much more work needs to be done to enhance and diversify the University's revenue base. In order to improve the University's bottom line, some new approaches must be pursued. Select revenue enhancement strategies include:

- Enhancing net tuition and fees
- Augmenting income from sponsored programs
- Increasing patient service revenue
- Cultivating private and corporate donors and increasing donor contributions
- Diversifying and growing auxiliary revenue
- Real Estate asset management and private partnerships

HOWARD'S OPERATING REVENUE BREAKDOWN

- 15% All Other Revenue Sources
- 35% Student Charges (tuition, fees, room and board)
- 39% Federal Appropriation
- 11% Research Grants and Contracts

UNIVERSITY OPERATING REVENUES FY2017

- 2% Board ($12,841)
- 3% Room ($12,925)
- 30% Net Tuition ($149,535)
- 1% Operating Investment Income ($5,270)
- 2% Other Income ($9,479)
- 3% Contributions ($15,739)
- 3% Endowment Transfer ($15,126)
- 3% Net Patient Service ($14,826)
- 3% Other Auxiliaries ($15,194)
- 11% Grants & Contracts ($57,763)
- 39% Federal Appropriation ($194,321)

(Note: All figures presented herein exclude operating revenues generated by Howard University Hospital.)

IX. KEY PERFORMANCE INDICATORS (KPIS) & BENCHMARKING

Our strategic plan incorporates a general approach to guide the development and use of qualitative and quantitative indicators that will be used to assess progress on plan goals, objectives, and strategic initiatives. Each University division will develop and refine the appropriate metrics and qualitative indicators pertinent to measure success in their individual areas of academics and operations.

Overall Approach

Focus on university-wide (aggregated) metrics and qualitative indicators but include, where appropriate, unit-level ones:

- Organize metrics and qualitative indicators around goals and priorities.
- Include both quantitative and qualitative indicators.
- Have multiple indicators for each goal, given the complexity of the assessment, but as few as possible to enhance focus.
- Make the metrics flexible and adaptable to be useful across a wide range of academic areas or units.
- Consider the need to minimize the amount of staff time or additional staff to implement the metrics.
- Use existing sources of data and information whenever possible.

THE DETAILED PLAN INCLUDES KPIS FOR EACH OBJECTIVE. A FEW EXAMPLES OF CORE METRICS ARE TABULATED BELOW:

INITIATIVE	METRIC
Recruitment, Retention and Access to Education	Student Acceptance, Retention and Graduation Rates
	Average annual net price for students awarded grant and scholarship aid
	Average total indebtedness of graduating class
	% Undergrad students awarded Pell/ % low income families
	Total undergraduate and graduate student enrollment
Research Success for a Changing World	R&D expenditures in STEM and the medical sciences
	Increase in the number of patents filed
	Increase in the number of publications
	Investment dollars placed in research infrastructure
	USNWR ranking

X. IMPLEMENTATION + ACCOUNTABILITY

The Strategic Plan will drive a culture of continuous improvement and create an environment that connects stakeholders to the organization's bold vision. Execution of the strategic plan is the fundamental practice that is critical for our strategy to take hold. We will be successful in execution if overarching tenets are met.

Well Defined and Measurable

Initiatives must be well defined and measurable.

Clear Frontline Capacity

Initiatives must have clear frontline capacity behind them.

Devoted Capacity

Capacity must be devoted to overall implementation.

Genuine Engagement Process

Action must be supported by clear, broad and genuine engagement process.

Clear Owners

Initiatives must have clear owners.

Visibility

Senior leadership must have visibility into implementation progress.

Effective Coordination

Effective coordination mechanisms are needed.

Dedicated Budgets

Clear and dedicated budgets must be allocated.

STEERING COMMITTEE

President
Chief Operating Officer
Provost
Chief Financial Officer

DELIVERY UNIT

Delivery Unit Leader
Implementation Managers
Data/Finance Analysts
Admin
Advisory & Thought Partners
Marketing/Communications

KEY STAKEHOLDERS

Board of Trustees
Deans
Faculty Senate
Staff
Union
Students

The purpose of each delivery unit is to:

- Shepherd initiative planning and execution by driving performance management and accountability.

- Resolve bottlenecks through problem solving, focused leadership attention, and coordination.

- Build relief and enthusiasm for the strategic plan and impact the University.

Strong execution separates good institutions from great ones, and affords Howard the opportunity to grow farther and faster. Through a grant provided by JP Morgan's Force for Good, we have developed a customized dashboard to track Howard University's annual progress.

Safeguards of the plan address lack of ownership by requesting each Unit assign a Champion. Champions will have the responsibility of cascading information as well as documenting the success metrics and communication of the progress.

Initiative Owners will be responsible for data collection and facilitation of the completion of the Plans, Progress reports and submission of the Annual Report. Owners will be empowered to provide strong motivation for improving performance, have the authority, responsibility, and tools necessary to impact relevant measures.

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

Enhance Academic Excellence

Inspire New Knowledge

Serve Our Community

Improve Efficiency and Effectiveness

Achieve Financial Sustainability
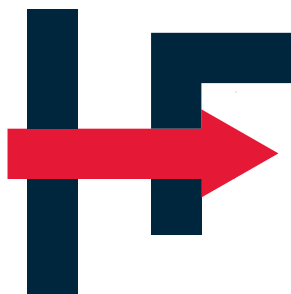
HOWARD FORWARD STRATEGIC PLAN APPENDIX

October 11, 2017

Dear Howard University Community:

In 2016, we embarked on the foundational stages of developing a new strategic plan for the University. The plan will reflect our collective voice and bold vision to drive Howard forward as we continue to strive for excellence in every endeavor.

Howard University has a rich history of responding to the needs of our community and higher education. For 150 years we have prioritized building a culture of academic excellence and rigor, while infusing service into our culture. As Howard's 17th president, my aim is to enhance our legacy, ensure that we maximize our impact, and inspire innovation and excellence for the next generation of Bison.

The Deans of your Schools and Colleges, and University leaders will be reaching out to many of you to invite additional input. This opportunity to provide insights and ideas will be invaluable as we cement our vision for the future. I invite and urge you to engage and contribute to the exciting and demanding work that is before us. This campus-wide effort will build upon the critical feedback we have already received to date from those members of our community that have participated via surveys, focus groups, town hall meetings, and working groups.

I am confident that our collective efforts and combined expertise will allow us to imagine the ambitious goals and priorities before us. In doing so, we will ensure a vibrant and sustainable institutional future that is focused on providing excellent service to our students, faculty, staff, alumni and broader community.

Excellence in Truth and Service,

Wayne A. I. Frederick, M.D., MBA
President

The Strategic Planning Committee

The University Strategic Planning process was spearheaded by Provost Anthony Wutoh and supported by Tashni-Ann Dubroy, Executive Vice President and Chief Operating Officer. The Strategic Planning Committee is made up of more than 50 invited attendees. Committee representation includes, students, faculty, staff, and alumni. Committee members are listed by title and affiliation as of the year the committee met.

- Agudosi, Jade – 20017-2018 HUSA President
- Akiyode, Oluwaranti - Professor, College of Pharmacy
- Arnold, Ariana W - Interim VP for Human Resources
- Bennett, David P. – VP for Development & Alumni Relation
- Bernard, Daphne B – Assoc. Provost, Institutional Accreditation & Assessment
- Brock-Smith, Cynthia A – Asst. VP for External Affairs
- Brown, Crystal L - VP for Communications
- Chouikha, Mohamed – Professor, Electrical Engineering & Computer Sciences, CEA
- Douglas, Brenda – AVP for Risk Management
- Dubroy, Tashni-Ann – EVP and Chief Operating Officer
- Ekue, Osagie I – Student, College of Arts & Sciences
- Elliott, Rassii - Alumnus
- Francis, Andre P – Director of Strategic Communications
- Fryer, Cheryl E – Professor, College of Dentistry
- Fungwe, Thomas V. – Associate Dean, CNAHS
- Garuba, Moses – Assoc. Professor, Computer Sciences, CEA
- Grant, Keneshia N – Asst. Professor, Political Sciences, COA
- Gray, Ashley L – Graduate Student, School of Education
- Grillo, Lisa M – Asst. Professor, School of Education
- Hadley, Calvin – Student Ombudsman – Office of the President
- Hector, Dana – Director of Sponsored Programs
- Hicks, LaTasha C – Director of Admin Ops and Internal Communications
- Hillman, Gracia – VP for External Affairs
- Holmes, Kenneth M – VP for Student Affairs
- Hopson, Ronald – Assoc. Professor, School of Divinity
- Jackson, Lennon N. – Dir. of Ops for Student Affairs
- James, Shomari A. - Executive Director of Strategy Deployment and Business Transformation
- Jasper, Frederick A – Director of Student Accounts
- Johnson-Ross, Sheryl- Assoc. Professor, School of Communications
- Latta, Judi M. – Professor, School of Communication
- Maneno, Mary – Assoc. Professor, College of Pharmacy
- Mansfield, Quentin - Student, School of Communications
- Martinez, Silvia – Assoc. Professor, School of Communication
- Masch, Michael – VP and Chief Financial Officer
- Medford, Edna Greene- Professor, History, COAS
- Melbourne, Bertram L. –Professor, School of Divinity
- Niec-williams, Derrek L – Exec. Dir. of Campus Planning
- Pinto, Nadia - HUAA President
- Porter, Miacia F – Associate Registrar
- Prioleau, Florence W. – EVP, General Counsel
- Smith, Matthew – Student, School of Communications
- Smith, Raymond D. – Assoc. Professor, School of Business
- Talbert, Patricia Y – Associate Dean, CNAHS
- Thomas, Veronica G – Professor, School of Education
- Tofade, Toyin –Dean, College of Pharmacy
- Towers, Yvonne – Exec Director of Budget and Finance
- Wells, Jean T. – Assoc. Professor, School of Business
- Williams, Antoine D. – Director of Business Development
- Woods, Dexter – Dean, College of Dentistry
- Wright, Richard –Professor, School of Comm., Faculty Senate President
- Wutoh, Anthony K. – Provost and Chief Academic Officer
- Young, Bobby – AVP for Risk and Controls

HOWARD UNIVERSITY
Strategic Planning Team
Strategic Plan Gantt

HOWARD UNIVERSITY

STRATEGIC PLAN COMMUNICATIONS

SEPTEMBER 2017

September 23, 2017
HU Communication Emails
Office of University Communications

September 30, 2017
Communications Support
Office of University Communications

OCTOBER 2017

October 7, 2017
Strategic Plan Microsite (still in development stage)
Office of University Communications

October 7, 2017
Social Media Blasts
Office of University Communications

October 14, 2017
Communications Framework
Office of University Communications

ENGAGEMENT (PLANNING & EXECUTION)

SEPTEMBER 2017

September 23, 2017
Meet with Framework Team Discussion of Next Steps
Tashni-Ann Dubroy, Ph.D.
Executive Vice President & Chief Operating Officer

September 23, 2017
Meet with Deans one on one
Tashni-Ann Dubroy, Ph.D.
Executive Vice President & Chief Operating Officer

September 30, 2017
Send Deans Request for Faculty
Office of University Communications

September 30, 2017
Engage Faculty Senate
Framework Team

September 30, 2017
Strategic Plan Process Information Discussion to VP's During Cabinet
Tashni-Ann Dubroy, Ph.D.
Executive Vice President & Chief Operating Officer

September 30, 2017
HU Community Send VP's Request for Staff
Office of University Communications

September 30, 2017
Prepare Rubric for Taskforce
Framework Team

September 30, 2017
Taskforce Meeting 1
Taskforce

September 30, 2017
Taskforce Meeting 2
Taskforce

September 30, 2017
Review Taskforce Information
Framework Team

OCTOBER 2017

October 28, 2017
Taskforce Meeting 3
Taskforce

October 28, 2017
Final Review and Feedback for Taskforce
Framework Team

PUBLISH THE PLAN (PREPARATION AND PRESENTATION)

NOVEMBER 2017

November 4, 2017
Amend for Taskforce Feedback
Tashni-Ann Dubroy, Ph.D.
Executive Vice President & Chief Operating Officer

November 4, 2017
Prepare Final Document
Framework Team

November 11, 2017
Amalgamate Theme Graphics Colors with HU Communications Content
Framework Team

November 18, 2017
Present the Plan to HU Community
Wayne A. I. Frederick, M.D., MBA
President

JANUARY 2018

January 6, 2018
Dr. Frederick Present to Board of Trustees
(Retreat)
Wayne A. I. Frederick, M.D., MBA
President

MARCH 2018

March 24,2018
Dr. Frederick Present to Board of Trustees
(Quarterly meeting)
Wayne A. I. Frederick, M.D., MBA
President

HOWARD UNIVERSITY
Strategic Planning Commission

JANUARY 2016

January 29, 2016
Initial group meeting with the President Frederick

FEBRUARY 2016

February 10, 2016
Group meeting; Vision discussion with President Frederick

February 26, 2016
Group meeting with President Frederick
Discussion of Strategic Plan timeline

MARCH 2016

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

JUNE 2016

June 1, 2016
Group meeting with President Frederick; Mission driven Breakthrough Objectives

June 6, 2016
Team Meeting—Mission, Vision, Values, Objectives and Action Planning

June 9, 2016
Group planning meeting with President Frederick Breakthrough Objectives update and approval

June 14, 2016
Group meeting with President Frederick campus community engagement

June 21, 2016
Group meeting with President Frederick

June 21, 2016
Team Meeting - Mission driven Breakthrough Objectives Quality, Service, Affordability, Academics, and Research (QSAAR)

June 28, 2016
Team Meeting - Mission driven strategies Quality, Service, Affordability, Academics, and Research (QSAAR)

JULY 2016

July 5, 2016
Team Meeting - Mission driven strategies Quality, Service, Affordability Academics and Research (QSAAR)

July 7, 2016
Team Meeting - Mission driven recommended prioritization Quality, Service, Affordability Academics and Research (QSAAR)

July 19, 2016
Group meeting with President Frederick QSAAR progress update

July 27, 2016
Team Meeting - University Focus Group SWOT Planning meeting

AUGUST 2016

August 11, 2016
University constituents participate in Howard University SWOT analysis Focus Group

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

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

SEPTEMBER 2016

September 2, 2016
Group meeting with President Frederick update approval of next steps

September 6, 2016
Team Meeting—Strategic planning community engagement activities planning meeting; Homecoming, Campus survey and focus groups

September 19, 2016
Group meeting with President Frederick timeline review and update

OCTOBER 2016

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

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

October 21, 2016
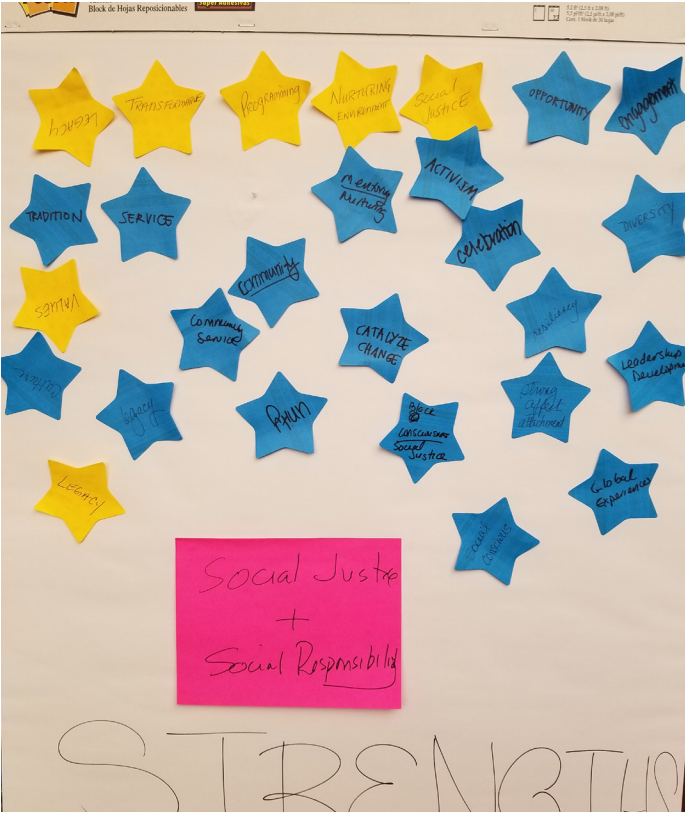Strategic Planning Homecoming engagement physical survey administered

NOVEMBER 2016

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

JANUARY 2017

January 18, 2017
Strategic Planning campus community engagement - Student Focus Group Meeting
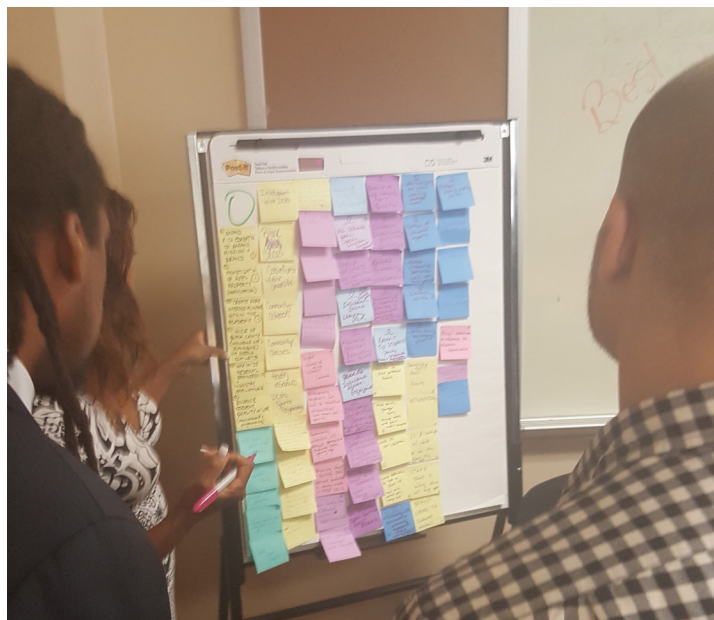
January 27, 2017
Strategic Planning campus community engagement - Staff Focus Group Meeting

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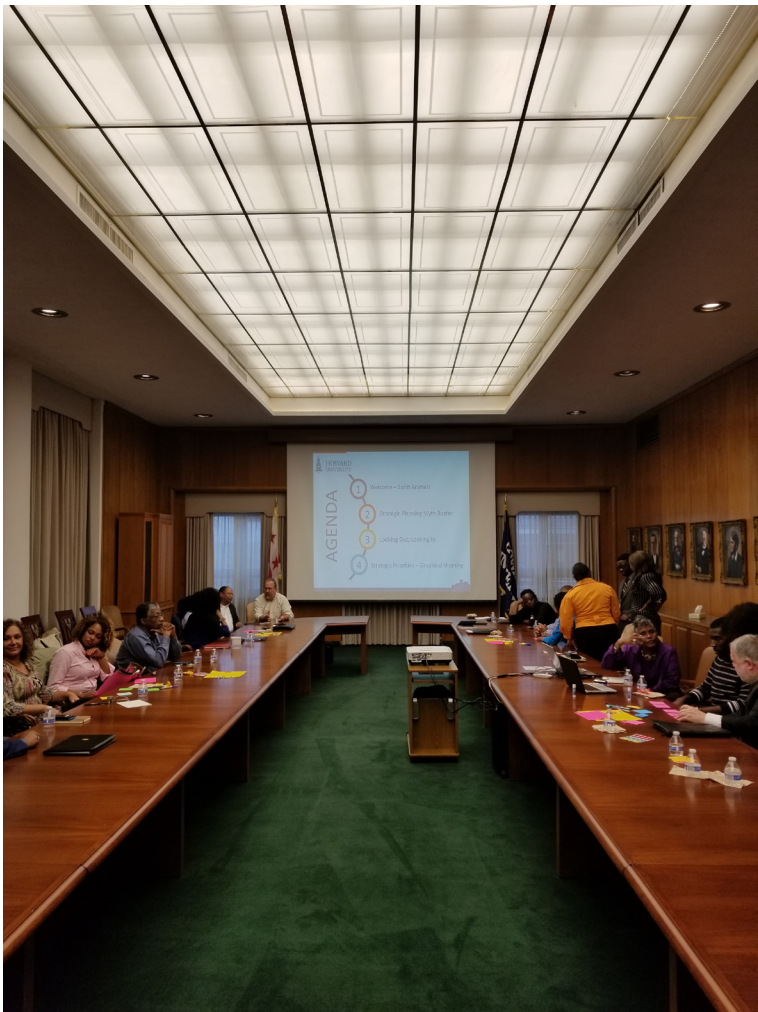Group meeting with President Frederick update of all activities and forthcoming conclusion of the strategic planning process

January 25, 2017
Strategic Planning campus community engagement - Faculty Focus Group Meeting

FEB. - MARCH 2017

February – March 2017
Approval of strategic planning draft to President Frederick and submission to the University Office of Communications

NOTES

2019
HOWARD
FORWARD