STATE OF THE UNIVERSITY ADDRESS TO ALUMNI
WAYNE A. I. FREDERICK, M.D., MBA, PRESIDENT
OCTOBER 2, 2015
• Howard Charter signed by President Andrew Johnson, March 2, 1867

• John Smith sells 149 acres of Mt. Pleasant in June 1867 to Howard University for $147,000

• Howard University founded by members of the First Congregational Church of Washington
• Howard Charter created six (6) schools: Normal, Collegiate, Theological, Law, Medical, Agriculture

• Howard University founded as a “University for the education of youth in the liberal arts/sciences”

• Howard University was unique in that it enrolled black/white males and females, and had black and white trustees, students and faculty
  – black universities/colleges after the Civil War in the South did not allow mixing of races

• Howard’s first Board of Trustees consisted of its original 17 incorporators
FIRST FACULTY MEMBERS OF THE COLLEGE OF MEDICINE

1867–1873

- First Howard department to open was the Normal Department, May 1-2, 1867 with the four (4) white daughters of trustees/faculty members

- Howard University named after General Oliver Otis Howard, 3rd president of the University, who served simultaneously as the Commissioner of the Bureau of Refugees, Freedmen and Abandoned Lands (Freedmen’s Bureau)

- Howard University supported with financial assistance from the Freedmen’s Bureau
  - Between 1867-1873 Howard received $528,955.05 from the Freedmen’s Bureau
1873–1879

- Educational activities of the Freedman’s Bureau discontinued with its closure in 1873
- Howard survives financially during 1873-1879 on private donations from individuals and organizations and the sale of some Howard land
EARLY 20TH CENTURY

- George W. Cook became the University’s first black senior executive administrator. He served as Secretary of the Board of Trustees and Secretary of the University from 1909-1911.

- By late 1920s, University community adopts attitude that a Black president was needed.

- Black scholars trained at the best white institutions in the country come to Howard to teach and assume administrative positions.

- Elimination of academic programs below the collegiate level.

- University receives its first annual direct appropriation of $10,000 from the U.S. Congress.
In 1928, Congressman Louis C. Cramton of Michigan initiates and pushes passage of legislation authorizing the U.S. Congress to make an annual appropriation to the University.

Legacy of Dr. Mordecai Wyatt Johnson, first African American President.

Status of HU in 1926:
- Eight schools and colleges, none were fully accredited
- Enrollment: 1700 and budget, $700,000

Status of HU in 1950:
- Ten schools and colleges, all were fully accredited
- Enrollment: 6000 students and budget, $8M
- 20 new buildings

Initiation of the Graduate School in 1934 supported continued growth.

First Ph.D. program authorized in 1955.
13 Schools and Colleges

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

4 schools of the Health Sciences
- College of Medicine
- College of Dentistry
- College of Pharmacy
- College of Nursing & Allied Health Sciences

Total Enrollment: 10,000 students, 160 fields of study

Howard University Hospital: Owned by the University

Federal Appropriation
NEW DEANS

Hugh Mighty
College of Medicine

Bernard Mair
College of Arts & Sciences

Lorraine Fleming
Engineering, Architecture & Computer Science (Interim)

Dexter Woods
College of Dentistry

Gracie-Lawson Borders
School of Communications

Daphne Bernard
College of Pharmacy (Interim)

Sandra Crewe
School of Social Work

Gina Brown
College of Pharmacy, Nursing & Allied Health Sciences

Danielle Holley-Walker
School of Law
College enrollment rate surges for black high school grads

The percentage of black high school graduates enrolled in college jumped last year, exceeding that of both white and Hispanics, according to new data from the Bureau of Labor Statistics.

That’s the highest percentage of black enrollment since BLS started tracking the data.
2014 COLLEGE ENROLLMENT RATE

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>86.1%</td>
</tr>
<tr>
<td>Black</td>
<td>70.9%</td>
</tr>
<tr>
<td>White</td>
<td>67.3%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>65.2%</td>
</tr>
</tbody>
</table>

Source: Bureau of Labor Statistics
## TOP 50 U.S. BACCALAUREATE-ORIGIN INSTITUTIONS OF 2002–11 BLACK SCIENCE AND ENGINEERING DOCTORATE RECIPIENTS

1. Howard University 220  
2. Spelman College 175  
3. Florida A & M University 154  
4. Hampton University 150  
5. Xavier University of LA 126  
6. Morehouse College 106  
7. Morgan State U. 102  
7. NC A&T State U. 102  
9. Southern U. 100  
10. Tuskegee U. 80  
10. U. Maryland, Baltimore County 80  
12. U. Maryland, College Park 76  
13. U. Michigan, Ann Arbor 73  
14. U. Virginia, 72  
15. Harvard U. 71  
16. Jackson State U. 69  
17. U. California, Berkeley 64  
18. U. Illinois, Urbana-Champaign 62  
18. U. North Carolina, Chapel Hill 62  
20. Tennessee State U. 61  
21. Yale U. 60  
22. Brown U. 55  
22. Massachusetts Institute of Technology 55  
24. U. Florida 54  
25. Cornell U. No 51  
26. Alabama A&M U. 50  

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

Source: National Science Foundation
TOP 10 UNDERGRADUATE INSTITUTIONS SUPPLYING BLACK OR AFRICAN AMERICAN STUDENTS TO US MEDICAL SCHOOLS

<table>
<thead>
<tr>
<th>Institution</th>
<th>Total Applicants</th>
<th>Black Applicants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Xavier Univ of Louisiana</td>
<td>155</td>
<td>149</td>
</tr>
<tr>
<td>Howard University</td>
<td>125</td>
<td>95</td>
</tr>
<tr>
<td>University of Florida</td>
<td>59</td>
<td>56</td>
</tr>
<tr>
<td>Spelman College</td>
<td>54</td>
<td>54</td>
</tr>
<tr>
<td>Duke University</td>
<td>341</td>
<td>47</td>
</tr>
<tr>
<td>Univ of Maryland College Park</td>
<td>312</td>
<td>47</td>
</tr>
<tr>
<td>Hampton University</td>
<td>44</td>
<td>44</td>
</tr>
<tr>
<td>Oakwood College</td>
<td>50</td>
<td>44</td>
</tr>
<tr>
<td>Florida State University</td>
<td>165</td>
<td>38</td>
</tr>
<tr>
<td>Morehouse College</td>
<td>42</td>
<td>38</td>
</tr>
</tbody>
</table>

Legend:
- Red bar: Total Applicants from school
- Blue bar: # of Black Applicants

OFFICE OF THE PRESIDENT
## ENROLLMENT SUMMARY
### FALL 2015

<table>
<thead>
<tr>
<th>STUDENT LEVEL</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>6,954</td>
</tr>
<tr>
<td>Graduate</td>
<td>1,629</td>
</tr>
<tr>
<td>Professional</td>
<td>1,485</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>10,068</strong></td>
</tr>
</tbody>
</table>

**Gender Ratio:** 35% Men 65% Women  

**Geographic Distribution:** 48 States 70 Countries
ENROLLMENT INDICATORS FOR FRESHMEN ENTERING IN FALL 2015

- Freshman applications are up the highest with a 9.85% increase YoY and applications are up 10.7% overall
- Accepts are up 7.3% YoY and FTIC (first-time-in-college) accepts are up 10.4%
- The average SAT is 1114, ACT 24, GPA 3.33 respectively and commensurate with goals and last year’s final. The SAT at the 75th percentile is 1220.
- Demographic profiles (e.g. male:female ratio, states/ territories (44) and foreign countries (23) represented) remain consistent with goals and last year’s figures
- The financial profile of the incoming class remains consistent (almost 60% Pell eligible) with the current enrollment.
The largest class in the last 30 years was the incoming class of Fall 1988.

We are on track to have the largest class in 27 years.

NOTE: Fall 1999 decrease attributed to first year launch of Banner ERP.
OVERALL SAT- MATH & VERBAL
2009 – 2015*

Score of Possible 1600

Overall SAT- Math & Verbal 2009 - 2015*

Fall 2009: SATC 1067, NATIONAL- SATC 1064, NATIONAL- AF.-AM. SATC 855, NATIONAL WHITE SATC 1064
Fall 2010: SATC 1067, NATIONAL- SATC 1064, NATIONAL- AF.-AM. SATC 857, NATIONAL WHITE SATC 1064
Fall 2011: SATC 1081, NATIONAL- SATC 1063, NATIONAL- AF.-AM. SATC 855, NATIONAL WHITE SATC 1063
Fall 2012: SATC 1093, NATIONAL- SATC 1063, NATIONAL- AF.-AM. SATC 856, NATIONAL WHITE SATC 1063
Fall 2013: SATC 1107, NATIONAL- SATC 1061, NATIONAL- AF.-AM. SATC 860, NATIONAL WHITE SATC 1063
Fall 2014: SATC 1124, NATIONAL- SATC 1063, NATIONAL- AF.-AM. SATC 860, NATIONAL WHITE SATC 1063
Fall 2015*: SATC 1127, NATIONAL- SATC 1063, NATIONAL- AF.-AM. SATC 860, NATIONAL WHITE SATC 1063
The University continues to enroll a very high number (59%) of Federal Pell Grant recipients.

The average Adjust Gross Income (AG) for the majority of our undergraduates is $60K.

TAKE AWAY- The University is leveraging financial aid resources to support students with high financial need.

TAKE AWAY- The University launched the Graduation & Retention Access to Continued Excellence (GRACE) Grant that pays the remaining tuition and mandatory fees for highest need students who are on track for graduation.

Over 210 students were awarded over $2M this fall in the GRACE Grant.
10-YEAR INSTITUTIONAL AID DISBURSED TO STUDENTS
2005-2015

$120,000,000
$100,000,000
$80,000,000
$60,000,000
$40,000,000
$20,000,000
$0

Office of the President

Howard University
UNDERGRADUATE HOME STATUS BY PELL ELIGIBILITY

PELL STATUS FOR SINGLE PARENT HOMES
- Not Pell Eligible: 24%
- Pell Eligible: 34%
- Pell Eligible - Zero EFC: 42%

PELL STATUS FOR TWO PARENT HOMES
- Not Pell Eligible: 73%
- Pell Eligible: 16%
- Pell Eligible - Zero EFC: 11%

PELL STATUS FOR NOT REPORTED/INDEPENDENT STUDENTS
- Not Pell Eligible: 17%
- Pell Eligible: 16%
- Pell Eligible - Zero EFC: 67%

76% of single parent homes are Pell Grant eligible.
Only 27% of two parent homes are Pell Grant eligible.
83% of independent students are Pell Grant eligible.
UNDERGRADUATE STUDENT HOUSEHOLD STATUS

STUDENT HOUSEHOLD STATUS

- N/A / INDEPENDENT STUDENT: 13%
- TWO PARENT HOME: 36%
- SINGLE PARENT HOME: 51%

TWO PARENT HOMES
- Avg. 4 in home & 1 in College
- Avg. AGI $125K
- Avg. Parent Age 50/53

SINGLE PARENT HOMES
- Avg. 3 in home & 1 in College
- Avg. AGI $44K
- Avg. Parent Age 48/52

N/A & INDEPENDENT HOME
- Avg. 2 in home & 1 in College
- Avg. AGI $16K
- 18/20

PARENT MARITAL STATUS

- MARRIED: 36%
- DIVORCED/SEPARATED: 26%
- NEVER MARRIED: 22%
- N/A INDEPENDENT STUDENT: 13%
- WIDOWED: 3%
- UNMARRIED-LIVING TOGETHER: 0%
STUDENT FINANCIAL HEALTH INDICATORS (UNDERGRADUATE)

AVERAGE AGI BY PELL STATUS

PELL ELIGIBLE - ZERO EFC
PELL ELIGIBLE
NOT PELL ELIGIBLE

AVG. AGI
$135,842
$45,124
$13,937

PELL ELIGIBLE - ZERO EFC

$0
$50,000
$100,000
$150,000

AVG. AGI
$135,842
$45,124
$13,937

AVERAGE HOUSEHOLD ADJUSTED GROSS INCOME BY GPA RANGE

NEW STUDENT
3.50 - 3.74
3.00 - 3.24
2.50 - 2.74
1.99 - BELOW

Take Away: Adjusted Gross Income

• 27% of our students have families with an average AGI of $13k
• 32% of our students have families with an average AGI of $25k

Take Away: Federal Plus Loan Status

• The average AGI of a federal plus loan approved family is $88k which is well above the average AGI of those denied ($51k)

Take Away: GPA & AGI Correlation

• There is a direct correlation with GPA and AGI. The higher the AGI, the higher GPA on an overall basis.

OFFICE OF THE PRESIDENT
NEW RECRUITMENT & TUITION MODELS
NOTES ON THE HOWARD UNIVERSITY FRESHMAN SCHOLARSHIP (HUFS) PROGRAM

- The program currently accounts for $50M of the University’s unrestricted aid budget. This includes incoming students who received the award and continuing students whose awards are renewed.
- The HUFS program has not undergone any major changes in criteria since its inception in 1995. The one change that did occur was the elimination of the Hilltop Scholarship (lower than the Legacy Scholarship) in 2004.
- The University will review the criteria, award amounts and renewal requirements of this program in an effort to update the program. This includes a consideration of financial need which currently does not exist for this program.
- The average SAT for our incoming class has increased over 100 points since the program’s inception.
- Historically, all eligible students are automatically awarded the scholarship beginning with the first round of awards for Early Action (November/December).
- This year, the University significantly reduced the number of awards to students whose SAT was within the lowest level of consideration (1160 – 1190).
- The 75th percentile SAT for the Fall 2015 incoming class is 1220, well into the freshman scholarship range.
- Despite decreases in the Legacy Scholarships, the incoming class has a greater number of students eligible for the next highest award, the Capstone Scholarship, which provides full tuition, mandatory fees and room.
# OFFICIAL HUFS CRITERIA

<table>
<thead>
<tr>
<th>Scholarship Type</th>
<th>Criteria: SAT=</th>
<th>Award:</th>
<th>RENEWAL:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Presidential</td>
<td>1500 - 1600 or ACT = 34 - 36 and GPA ≥ 3.75</td>
<td>Tuition, Fees, Room, Board, $950 Book Voucher, &amp; Laptop</td>
<td>Earn ≥ 12 credit hours/semester and cumulative GPA ≥ 3.50</td>
</tr>
<tr>
<td>Founders</td>
<td>1400 - 1490 or ACT = 32 - 33 and GPA ≥ 3.50</td>
<td>Tuition, Fees, Room, Board &amp; $500 Book Voucher</td>
<td>Earn ≥ 12 credit hours/semester and cumulative GPA ≥ 3.30</td>
</tr>
<tr>
<td>Laureate</td>
<td>National Achievement Finalist Scholars who designate Howard as their First Choice</td>
<td>Tuition, Fees, Room, Board, &amp; $950 Book Voucher</td>
<td>Earn ≥ 12 credit hours/semester and cumulative GPA ≥ 3.30</td>
</tr>
<tr>
<td>Capstone</td>
<td>1300 - 1390 or ACT = 29 - 31 and GPA ≥ 3.25</td>
<td>Tuition, Fees, Room</td>
<td>Earn ≥ 12 credit hours/semester and cumulative GPA ≥ 3.30</td>
</tr>
<tr>
<td>Legacy</td>
<td>1170 - 1290 or ACT = 26 - 28 and GPA ≥ 3.0 (or Ranked #1 or #2 in class)</td>
<td>Tuition, Fees</td>
<td>Earn ≥ 12 credit hours/semester and cumulative GPA ≥ 3.00</td>
</tr>
</tbody>
</table>

**NOTE:** The SAT score used for scholarship determination is the combination of the Critical Reading and Math sections only. The Writing component of the SAT is not used.
### RECOMMENDED MODIFICATIONS TO FRESHMAN SCHOLARSHIP PROGRAM

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raise minimum SAT Score to 1250</td>
<td></td>
</tr>
<tr>
<td>Change name of Legacy Scholarship to prevent confusion with alumni Legacy status. (new name TBD)</td>
<td></td>
</tr>
<tr>
<td>Update the minimum qualifying un-weighted GPA for all applicants to 3.25</td>
<td></td>
</tr>
<tr>
<td>Eliminate fee payments for bottom tier scholarships (i.e. Legacy &amp; Capstone)</td>
<td></td>
</tr>
<tr>
<td>Elimination of Laureate Scholarship</td>
<td></td>
</tr>
<tr>
<td>Changed renewal criteria once awarded (&gt;=15 credits per semester; 3.30 Renewal GPA)</td>
<td></td>
</tr>
</tbody>
</table>

These recommended modifications seek to save the University in costs for the scholarship program and make the scholarship program more competitive among applicants.
Full financial support for all students with zero EFC (expected family contribution)

- the Graduation and Retention Access to Continued Excellence (GRACE) has been launched to remove financial barriers for students who have high need but who are also on track for graduation.
- Howard University will pay 100% of the remaining tuition and mandatory fee charges for full-time sophomore through senior students who 1) receive the maximum Federal Pell Grant, 2) have a cumulative GPA of 2.5 or higher, and 3) who are on-track for graduation as determined by their school/college.

Rebate for on-time and early graduation

- 50% rebate on the final semester’s direct payment(s) for undergraduates who entered as first-time-in-college students and who graduate on-time (4 years) or early.
BUDGET & FINANCES
OPERATING REVENUE

- Tuition and Fees, Net, $164, 20%
- Federal Appropriation, $223, 28%
- Patient Services, $246, 31%
- Auxiliary Services, $65, 8%
- Grants and Contracts, $57, 7%
- Contributions, $12, 1%
- Endowment Transfer and Other, $37, 5%
Net Tuition and Clinical revenue have offset some of the losses from the Appropriations, Gifts and Grants.
Howard University was chartered in 1867 by the Federal Government and as a result receives a direct annual appropriation from the Federal Government.

Over the past 12 years, that annual appropriation has averaged approximately $235 million representing about 25% of the University's operating budget.
FEDERAL APPROPRIATION

Thousands

$250,000

$200,000

$150,000

$100,000

$50,000

$0

# ANNUAL SOURCES OF FEDERAL REVENUE

<table>
<thead>
<tr>
<th>SOURCE</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Appropriation</td>
<td>$220,000,000</td>
</tr>
<tr>
<td>Clinical Revenue</td>
<td>$206,000,000</td>
</tr>
<tr>
<td>Federal Student Aid</td>
<td>$196,000,000</td>
</tr>
<tr>
<td>Sponsored Research</td>
<td>$44,000,000*</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$696,000,000</strong></td>
</tr>
</tbody>
</table>

Total University Budget - $757,000,000  
92%* from Federal Sources

* This slide has been updated to include federally sponsored research funding.
FACILITIES
# REAL ESTATE PORTFOLIO OVERVIEW

<table>
<thead>
<tr>
<th>Portfolio Overview</th>
<th>Non Core and Edge Properties</th>
<th>Development Philosophy</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tax Assessed Value</td>
<td>• Capture value and build momentum by aggressively monetizing underutilized assets</td>
</tr>
<tr>
<td></td>
<td>$1,500,000,000</td>
<td>– Seasoned Real Estate leadership in place</td>
</tr>
<tr>
<td></td>
<td>• Nearly 6.4 Million Sq.Ft. of Land Area</td>
<td>– Strategic transaction consultants enhance capacity</td>
</tr>
<tr>
<td></td>
<td>• Portfolio value increased 11.0% YOY 2014/15</td>
<td>• Align with qualified development partners. Ensure that University interests are protected and appropriate asset value is realized</td>
</tr>
<tr>
<td></td>
<td>Approximately 27% of the total portfolio, or <strong>$400 million</strong> of value</td>
<td>• Reinvest increased liquidity to address critical mission needs</td>
</tr>
<tr>
<td></td>
<td>Over <strong>5 million square feet</strong> of developable FAR at conservative program assumptions</td>
<td></td>
</tr>
</tbody>
</table>

**OFFICE OF THE PRESIDENT**
### CURRENT CAMPUS DEVELOPMENT ACTIVITY

<table>
<thead>
<tr>
<th>Barry Place</th>
<th>Howard Interdisciplinary Research Building</th>
<th>Bethune Annex Cafeteria</th>
<th>Technology Venture Hub</th>
<th>Chipotle</th>
</tr>
</thead>
<tbody>
<tr>
<td>320 Unit Mixed-use multi-family development featuring housing opportunities for Howard faculty and graduate students</td>
<td>University gateway and academic STEM research opening 2015-2016</td>
<td>Expanded two-story dining facility with classic and grab and go options</td>
<td>Partnership with the District of Columbia to provide office and event space for small venture capital firms and tech startups</td>
<td>New restaurant opened fall 2015</td>
</tr>
</tbody>
</table>
## MAJOR FACILITY CAPITAL PROJECTS UNDERWAY

<table>
<thead>
<tr>
<th>Project</th>
<th>Strategy</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Howard Towers Renovation</td>
<td>PFM to lead critical facilities upgrades in a programmatic approach over several summers</td>
<td>Air quality and certain amenity upgrades under way</td>
</tr>
<tr>
<td>Divinity School Relocation</td>
<td>Relocate to the West Campus in preparation for redevelopment</td>
<td>• Faculty and staff relocated to West Campus</td>
</tr>
</tbody>
</table>

Howard Plaza Towers

Howard Divinity School
$843M Gross Revenue
$831M Expenses
$700M Deferred

Maintenance
$TBDM Capital Projects

Both immediate capital outlay & long-term incremental allocations are needed to modernize facilities

INSTITUTIONAL REVENUE DISTRIBUTION

Diversify revenue streams vis-à-vis Real Estate Investment to support Howard’s Institutional Mission

Present Sources (2015)

Mid-Term Aspiration

Desired Long-Term Outcome

Illustrative
## HU FACILITIES DATA FOR ANNUAL COST OF BUILDING MAINTENANCE

<table>
<thead>
<tr>
<th>Count</th>
<th>Function</th>
<th>Gross Sq. Ft</th>
<th>Net Sq. Ft</th>
<th>Annual O &amp; M Based on Gross Sq. Ft</th>
<th>Deferred Maintenance Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>47</td>
<td>Academic</td>
<td>2,892,227</td>
<td>2,312,982</td>
<td>$25,714,716</td>
<td>High: $336,805,291, Low: $120,562,458</td>
</tr>
<tr>
<td>29</td>
<td>Administrative</td>
<td>951,069</td>
<td>760,855</td>
<td>$8,458,855</td>
<td>High: $148,332,232, Low: $61,881,482</td>
</tr>
<tr>
<td>13</td>
<td>Public</td>
<td>119,249</td>
<td>95,399</td>
<td>$1,060,606</td>
<td>High: $2,246,300, Low: $876,282</td>
</tr>
<tr>
<td>13</td>
<td>Residence Halls</td>
<td>1,522,223</td>
<td>1,217,778</td>
<td>$13,538,727</td>
<td>High: $189,833,921, Low: $79,607,032</td>
</tr>
<tr>
<td>8</td>
<td>Residences/Private</td>
<td>105,403</td>
<td>82,892</td>
<td>$937,459</td>
<td>High: $13,513,076, Low: $5,271,451</td>
</tr>
<tr>
<td>1</td>
<td>Student Services</td>
<td>145,000</td>
<td>116,000</td>
<td>$1,289,637</td>
<td>High: $13,114,676, Low: $6,380,750</td>
</tr>
<tr>
<td>111</td>
<td>TOTALS</td>
<td>5,734,171</td>
<td>4,585,906</td>
<td>$51,000,000</td>
<td>High: $703,845,496, Low: $274,579,454</td>
</tr>
</tbody>
</table>

**NOTE:** Does not include HUH buildings with a deferred maintenance range of $22,277,760 (high) to $8,690,554
SCHOOL OPENING ISSUES
CHALLENGES

• Required upgrading of physical plant
• IT infrastructure
• Technical issues
• Transition of facilities maintenance
ACADEMIC RENEWAL
DISCONTINUED UNDERGRADUATE DEGREE PROGRAMS
JANUARY 2011 BOARD RESOLUTION

1. Anthropology-BA (COAS)
2. Fashion Merchandising-BFA (COAS)
3. Interior Design-BA (COAS)
4. Hospitality Management-B.B.A. (Business)
5. Insurance-B.B.A. (Business)
6. Classical Civilization-BA (COAS)
7. Communication Sciences & Disorders-BS (Communications)
8. Music Education-B.Mus.E. (COAS)
9. German-BA (COAS)
10. Russian-BA (COAS)

NOTE: Final closure these degree programs should be completed via Board Action in AY 2015-16
DISCONTINUED GRADUATE DEGREE PROGRAMS
JANUARY 2011 BOARD RESOLUTION

1. Art History MA (Grad School/COAS)*
2. Communication & Culture-MA (Communications)*
3. Communication & Culture-Ph.D (Communications)**
4. Mass Communications & Media Studies-Ph.D. (Communications)**
5. Certificate of Advanced Graduate Study –CAGS (Education)*
6. Curriculum & Instruction-MA (Education)*
7. Curriculum & Instruction-MAT (Education)*
8. Leadership & Policy Studies-MA (Education)*
9. Educational Administration & Policy-MA, MS (Education)*
10. Counseling Psychology-EdD (Education)**
11. Educational Psychology-EdD (Education)**
12. Human Development-M.S. (Education)*
14. Philosophy-M.A. (Grad School/COAS)*
15. Public Administration-M.A.P.A. (Grad School/COAS)*
16. French-MA (Grad School/COAS)*
17. Spanish-MA (Grad School/COAS)*

NOTES:
*Formal closure master’s degree programs should be completed via Board Action in AY 2015-16
**Formal closure doctoral degree programs should be completed via Board Action in AY 2017-18.
FOLLOW-UP NOTES ON ACADEMIC RENEWAL OUTCOMES

While degrees will no longer be offered in discontinued degree programs

- Faculty in those programs were retained
- Minors and/or concentrations have been retained or offered for most of the discontinued majors
- Courses in several discontinued degree programs serve as General Education requirements.
DEVELOPMENT & ALUMNI RELATIONS
FUNDRAISING PERFORMANCE
FY 2015

• **Private gifts** to from July 1, 2014-June 30, 2015 total $11,580,217 in cash.

• **Cash** (*Gifts + Pledge Payments, including payments on previous year commitments*) is up 36% for FY 2015 versus FY 2014. ($11.6M FY 2015 vs. $8.5M FY 2014.)
  
  – **Gifts are up 17%** ($8.8M vs. $7.5M)

• **Total number of alumni donors increased 47% FY 2015** vs. FY 2014 (5,529 FY 2015 vs. 3,765 FY 2014).

• Increase attributed to donors solicited through *We Are Howard, #GivingTuesday, and the Gift a Student Campaign.*
CASH BY CONSTITUENT TYPE
FY 2015 GIFTS + PLEDGE PAYMENTS
$11,580,217 TOTAL

- Alumni: $3,210,269 (28%)
- Friends: $3,870,456 (33%)
- Organizations: $771,673 (7%)
- Corporations: $2,456,466 (21%)
- Foundations: $1,271,353 (11%)

OFFICE OF THE PRESIDENT
CASH BY CONSTITUENT TYPE
FY 2015 GIFTS + PLEDGE PAYMENTS (SANS ONE LARGE GIFT)
$9,448,075 + $2,132,142 = $11,580,217 TOTAL

- Organizations
  $771,673
  8%
- Corporations
  $2,456,466
  26%
- Foundations
  $1,271,353
  14%
- Friends (sans one large gift)
  18%
- Alumni
  $3,210,269
  34%
Total Cash Collected

- FY14 – $8,501,187
- FY15 – $11,579,791

<table>
<thead>
<tr>
<th>Year</th>
<th>Payments on Same FY Commitments</th>
<th>Payments on Previous Commitments</th>
<th>Outstanding Expectancies+Pledges</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2011</td>
<td>$561,487</td>
<td>$609,537</td>
<td>$2,355,085</td>
</tr>
<tr>
<td>FY 2012</td>
<td>$623,283</td>
<td>$362,884</td>
<td>$8,374,503</td>
</tr>
<tr>
<td>FY 2013</td>
<td>$245,758</td>
<td>$385,217</td>
<td>$4,747,989</td>
</tr>
<tr>
<td>FY 2014</td>
<td>$693,911</td>
<td>$276,707</td>
<td>$7,631,420</td>
</tr>
<tr>
<td>FY 2015</td>
<td>$397,292</td>
<td>$2,393,695</td>
<td>$7,530,569</td>
</tr>
</tbody>
</table>

OFFICE OF THE PRESIDENT
CASH BY CONSTITUENT TYPE
LAST 5 FISCAL YEARS

<table>
<thead>
<tr>
<th>Constituent Type</th>
<th>FY2011</th>
<th>FY2012</th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni</td>
<td>$2,343,211</td>
<td>$2,715,823</td>
<td>$2,570,340</td>
<td>$2,102,835</td>
<td>$1,271,353</td>
</tr>
<tr>
<td>Friends</td>
<td>$2,623,742</td>
<td>$1,699,303</td>
<td>$1,846,483</td>
<td>$2,838,456</td>
<td>$3,870,406</td>
</tr>
<tr>
<td>Foundations</td>
<td>$996,419</td>
<td>$785,459</td>
<td>$652,922</td>
<td>$863,307</td>
<td>$1,271,353</td>
</tr>
<tr>
<td>Corporations</td>
<td>$3,993,050</td>
<td>$1,169,303</td>
<td>$2,120,008</td>
<td>$2,402,965</td>
<td>$3,208,319</td>
</tr>
<tr>
<td>Organizations</td>
<td>$3,794,437</td>
<td>$895,649</td>
<td>$2,612,008</td>
<td>$694,040</td>
<td>$771,673</td>
</tr>
</tbody>
</table>

OFFICE OF THE PRESIDENT
Total Donors

- FY14 – 10,697
- FY15 – 11,930
The Alumni Participation Rate is determined by criteria set forth by CASE for reporting to US News and World Report. This guidance states that the participation rate is generated by dividing the institution’s total number of undergraduate degree holding donors by the total number of undergraduate degree holders of record.

- Undergraduate alumni of record include all undergraduate degree holders with good preferred addresses.
- Total number of undergraduate alumni of record includes a 5% reduction for return mail.
- Class of 2015 Alumni and 2015 alumni gifts are not included, as allowed by US News guidance (would lower rate).
- Number of undergraduate alumni donors includes cash donations from alumni (and gifts from their spouses, as allowed in the US News guidance).
HOWARD UNIVERSITY UNDERGRADUATE ALUMNI PARTICIPATION RATE
LAST 10 FISCAL YEARS

National Average = 8.7%

FY2006 7.70%
FY 2007 7.09%
FY 2008 6.73%
FY 2009 6.46%
FY 2010 5.94%
FY 2011 5.95%
FY 2012 5.49%
FY 2013 4.96%
FY 2014 7.09%
FY 2015 9.10%
Private gifts to Howard University through the Division of Development and Alumni Relations since July 1, 2015 total $2,671,014 (Gifts + Pledge Payments, including previous commitments) in cash.

- **Outright Gifts** are up 303% for FY 2016 versus same period FY 2015 ($2.3M FY 2016 vs. $584K FY 2015).

- **Overall Cash** is down 17% for FY 2016 versus same period FY 2015 ($2.7M FY 2016 vs. $3.2M FY 2015).
FUNDRAISING PERFORMANCE
FISCAL YEAR 2015 TO 2016 YEAR-TO-DATE COMPARISON

OUTRIGHT GIFTS
PAYMENTS ON SAME FY COMMITMENTS
PAYMENTS ON PREVIOUS COMMITMENTS

$2,236,517  $98,778  $584,371
FY 2015

$2,356,861  $265,339  $48,904
FY 2016
FUNDRAISING PERFORMANCE
MONTHLY CASH COMPARISON FY15 VS FY16 TO DATE

FY 2015 FY 2016

FY 2016

$11,580,187
$11,210,642
$10,353,158
$9,026,426
$8,034,712
$7,336,102
$7,044,222
$4,308,632
$3,208,638
$2,671,104
$1,991,049
$764,288

JUL AUG SEPT OCT NOV DEC JAN FEB MAR APR MAY JUN
Allocation of Contributions in FY15
(Rough Estimate)

- $5 M - Scholarships
- $1.3 M - Annual funds (Unrestricted except school/college)
- $2.1 M - Naming rights
- $3.2 M - Other University accounts/support
HOWARD UNIVERSITY
ALUMNI CLUB ENGAGEMENT EVENTS

Dallas, Texas
April 24, 2015

Houston, Texas
April 26, 2015

Los Angeles, California
March 29, 2015

Chandler, Arizona
July 24, 2015

St. Louis, Missouri
July 31 - August 1, 2015

Tampa, Florida
September 15, 2015

Indianapolis, Indiana
September 20, 2015

September 27, 2015
Chicago, Illinois

January 30, 2016
Columbia, South Carolina

February 19, 2016
Atlanta, Georgia

February 20, 2016
Winston Salem, North Carolina
ATHLETICS
**H.U. ATHLETICS**
**19 TEAMS**

<table>
<thead>
<tr>
<th>MEN’S SPORTS</th>
<th>WOMEN’S SPORTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basketball</td>
<td>Basketball</td>
</tr>
<tr>
<td>Soccer</td>
<td>Soccer</td>
</tr>
<tr>
<td>Indoor Track &amp; Field</td>
<td>Indoor Track &amp; Field</td>
</tr>
<tr>
<td>Outdoor Track &amp; Field</td>
<td>Outdoor Track &amp; Field</td>
</tr>
<tr>
<td>Tennis</td>
<td>Tennis</td>
</tr>
<tr>
<td>Cross Country</td>
<td>Cross Country</td>
</tr>
<tr>
<td>Swimming &amp; Diving</td>
<td>Swimming &amp; Diving</td>
</tr>
<tr>
<td>Football</td>
<td>Lacrosse</td>
</tr>
<tr>
<td></td>
<td>Softball</td>
</tr>
<tr>
<td></td>
<td>Bowling</td>
</tr>
<tr>
<td></td>
<td>Volleyball</td>
</tr>
</tbody>
</table>

**TOTAL # OF Student Athletes: 465**
## FINANCIAL AID & GRADUATION RATES FOR HOWARD UNIVERSITY ATHLETES

<table>
<thead>
<tr>
<th>Sport</th>
<th>Student Athletes</th>
<th>Athletic Aid Recipients</th>
<th>Aid Allocated</th>
<th>Average Award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men's Basketball</td>
<td>22</td>
<td>13</td>
<td>$454,350</td>
<td>$34,950</td>
</tr>
<tr>
<td>Men's Cross Country</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men's Football</td>
<td>102</td>
<td>78</td>
<td>$2,202,012</td>
<td>$28,231</td>
</tr>
<tr>
<td>Men's Soccer</td>
<td>27</td>
<td>15</td>
<td>$195,182</td>
<td>$13,012</td>
</tr>
<tr>
<td>Men's Swimming</td>
<td>12</td>
<td>10</td>
<td>$105,100</td>
<td>$10,510</td>
</tr>
<tr>
<td>Men's Tennis</td>
<td>7</td>
<td>5</td>
<td>$85,776</td>
<td>$17,155</td>
</tr>
<tr>
<td>Men's Track, Indoor</td>
<td>39</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men's Track, Outdoor</td>
<td>42</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&quot;Men's Track &amp; Field&quot;</td>
<td></td>
<td>15</td>
<td>$397,330</td>
<td>$26,489</td>
</tr>
<tr>
<td><strong>Fifth Year</strong></td>
<td></td>
<td>12</td>
<td>$203,307</td>
<td>$16,942</td>
</tr>
<tr>
<td>*Women's Basketball</td>
<td>12</td>
<td>11</td>
<td>$369,780</td>
<td>$33,616</td>
</tr>
<tr>
<td>*Women's Bowling</td>
<td>8</td>
<td>5</td>
<td>$98,135</td>
<td>$19,627</td>
</tr>
<tr>
<td>Women's Cross Country</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women's Track, Indoor</td>
<td>35</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women's Track, Outdoor</td>
<td>35</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>*Women's Track &amp; Field</td>
<td></td>
<td>22</td>
<td>$523,989</td>
<td>$23,818</td>
</tr>
<tr>
<td>Women's Swimming</td>
<td>13</td>
<td>10</td>
<td>$154,270</td>
<td>$15,427</td>
</tr>
<tr>
<td>Women’s Soccer</td>
<td>22</td>
<td>21</td>
<td>$344,078</td>
<td>$16,385</td>
</tr>
<tr>
<td>Women’s Softball</td>
<td>25</td>
<td>15</td>
<td>$330,242</td>
<td>$22,016</td>
</tr>
<tr>
<td>Women’s Tennis</td>
<td>9</td>
<td>8</td>
<td>$262,125</td>
<td>$32,766</td>
</tr>
<tr>
<td>Women’s Track, Indoor</td>
<td>35</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women’s Track, Outdoor</td>
<td>35</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>465</td>
<td>270</td>
<td>$6,393,962</td>
<td>$358,435</td>
</tr>
</tbody>
</table>

### Freshman-Cohort Graduation Rates

<table>
<thead>
<tr>
<th>All Students</th>
<th>Student-Athletes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2007 Cohort (6 Year Rate)</td>
<td>61%</td>
</tr>
</tbody>
</table>
FINANCIAL STATUS OF ATHLETICS

Operating Revenues $2,225,000
Financial Aid for Athletes $6,840,000
Operating Expenses $5,719,000

REVENUES LESS EXPENSES -$10,333,000

NOTE: Costs related to facilities are not included.
US NEWS & WORLD REPORT RANKING
HU Within National Universities

- 2013  Rank 142
- 2014  Rank 145
- 2015  Rank 135 *(Improved by 10 points, smaller number better)*

HBCUs (Remained Unchanged)

- HU Rank #2
- Spelman College Ranked #1
- Morehouse College Ranked #3
The Chief Data Strategist Team from USNWR indicated that mathematically, there is very little significant ranking movement expected for several years for any institution based on how the data are used (e.g. four year averages of annual averages) and the positioning of certain institutions with respect to resources and selectivity (e.g. top tier institutions). This essentially means that significant movement in rankings will generally not occur and that annual movement is still typically within the same range. This means that top-tier institutions will remain ranked in the top-tier and so on. Any movement for the University will still occur within its own mid-range rank based on the statistical analysis.

Only 6 Schools including Howard University had a significant positive change.
Very Ambitious Goal - within five years to be within the top 100. This year we improved our ranking by 10 points. On the average we anticipate improving our ranking by 7 points which will become more difficult in each successive year.
<table>
<thead>
<tr>
<th>National University Middle States Peers</th>
<th>RANK 2015-16</th>
<th>RANK 2014-15</th>
<th>RANK 2010-11</th>
<th>Annual Change</th>
<th>Change since 2010-11</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vanderbilt</td>
<td>15</td>
<td>16</td>
<td>17</td>
<td>1</td>
<td>2</td>
<td>TN</td>
</tr>
<tr>
<td>Washington U. in St. Louis</td>
<td>15</td>
<td>14</td>
<td>13</td>
<td>-1</td>
<td>-2</td>
<td>MO</td>
</tr>
<tr>
<td>Emory</td>
<td>21</td>
<td>21</td>
<td>20</td>
<td>0</td>
<td>-1</td>
<td>GA</td>
</tr>
<tr>
<td>Georgetown</td>
<td>21</td>
<td>21</td>
<td>21</td>
<td>0</td>
<td>0</td>
<td>DC</td>
</tr>
<tr>
<td>Tulane</td>
<td>41</td>
<td>54</td>
<td>51</td>
<td>13</td>
<td>10</td>
<td>LA</td>
</tr>
<tr>
<td>Univ. Maryland Col.Pk.</td>
<td>57</td>
<td>62</td>
<td>56</td>
<td>5</td>
<td>-1</td>
<td>MD</td>
</tr>
<tr>
<td>Temple</td>
<td>115</td>
<td>121</td>
<td>132</td>
<td>6</td>
<td>17</td>
<td>PA</td>
</tr>
<tr>
<td>Howard</td>
<td>135</td>
<td>145</td>
<td>104</td>
<td>10</td>
<td>-31</td>
<td>DC</td>
</tr>
</tbody>
</table>
## 2015 NATIONAL UNIV. LOCAL PEERS

<table>
<thead>
<tr>
<th>National University Local Peers</th>
<th>2015-16</th>
<th>2014-15</th>
<th>2010-11</th>
<th>Annual change</th>
<th>Change since 2010-11</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Georgetown</td>
<td>21</td>
<td>21</td>
<td>21</td>
<td>0</td>
<td>0</td>
<td>DC</td>
</tr>
<tr>
<td>George Washington</td>
<td>57</td>
<td>54</td>
<td>51</td>
<td>-3</td>
<td>-6</td>
<td>DC</td>
</tr>
<tr>
<td>Univ. Maryland Col. Pk.</td>
<td>57</td>
<td>62</td>
<td>56</td>
<td>5</td>
<td>-1</td>
<td>MD</td>
</tr>
<tr>
<td>American</td>
<td>72</td>
<td>71</td>
<td>79</td>
<td>-1</td>
<td>7</td>
<td>DC</td>
</tr>
<tr>
<td>Catholic Univ of America</td>
<td>123</td>
<td>116</td>
<td>120</td>
<td>-7</td>
<td>-3</td>
<td>DC</td>
</tr>
<tr>
<td>Howard</td>
<td>135</td>
<td>145</td>
<td>104</td>
<td>10</td>
<td>-31</td>
<td>DC</td>
</tr>
</tbody>
</table>
## HU 2013 TO 2015 RANKINGS CRITERIA

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Final Rank</td>
<td></td>
<td>120</td>
<td>142</td>
<td>145</td>
<td>135</td>
<td>10</td>
<td>(15)</td>
</tr>
<tr>
<td>Final Overall Score</td>
<td></td>
<td>43</td>
<td>39</td>
<td>35</td>
<td>35</td>
<td>-</td>
<td>8</td>
</tr>
<tr>
<td>Peer Assessment Rank</td>
<td>22.5%</td>
<td>106</td>
<td>117</td>
<td>116</td>
<td>116</td>
<td>-</td>
<td>(10)</td>
</tr>
<tr>
<td>Financial Resources Rank</td>
<td>10.0%</td>
<td>45</td>
<td>216</td>
<td>47</td>
<td>51</td>
<td>(4)</td>
<td>(6)</td>
</tr>
<tr>
<td>Graduation &amp; Retention Rank</td>
<td>22.5%</td>
<td>124</td>
<td>136</td>
<td>141</td>
<td>145</td>
<td>(4)</td>
<td>(21)</td>
</tr>
<tr>
<td>Student Selectivity Rank</td>
<td>12.5%</td>
<td>159</td>
<td>177</td>
<td>223</td>
<td>144</td>
<td>79</td>
<td>15</td>
</tr>
<tr>
<td>Faculty Resources Rank</td>
<td>20.0%</td>
<td>177</td>
<td>158</td>
<td>256</td>
<td>235</td>
<td>21</td>
<td>(58)</td>
</tr>
<tr>
<td>Alumni Giving Rank</td>
<td>5.0%</td>
<td>243</td>
<td>242</td>
<td>210</td>
<td>182</td>
<td>28</td>
<td>61</td>
</tr>
<tr>
<td>High School Counselor Rank</td>
<td>7.5%</td>
<td>83</td>
<td>69</td>
<td>75</td>
<td>58</td>
<td>17</td>
<td>(13)</td>
</tr>
<tr>
<td>Graduation &amp; Performance Rank</td>
<td></td>
<td>45*</td>
<td>57</td>
<td>59</td>
<td>123</td>
<td>(64)</td>
<td>(78)</td>
</tr>
</tbody>
</table>

*Note: National University Liberal Arts Colleges Only

Increases in improvement can not only be explained by what an institution does proactively to increase its ranking; but also, may be due to a decrease in the rankings of institutions ranked above it during the period of time.
STRATEGIC PRIORITIES
1. Revenue Enhancement
   • Asset Repositioning

2. Change in Enrollment make-up
   • 60% Pell Grant Eligible
   • 30% Maximum Pell Grant
   • 70:30 Undergraduate/Graduate Professional

3. Workforce Redeployment

4. Overall Offerings
   • Schools/Colleges
   • Programs
   • Athletics
Asset Repositioning

Examples
- Meridian Hill redevelopment
- HUH
## Immediate Development Opportunities – Within 3 Months

<table>
<thead>
<tr>
<th>Project</th>
<th>Development Strategy</th>
<th>Status</th>
<th>Potential Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meridian Hill Hall</td>
<td>Adaptive renovation to market-rate apartments maintaining historic façade</td>
<td>Valuation complete; RFP ready for issuance</td>
<td>Competitive</td>
</tr>
<tr>
<td>Effingham and Howard Manor Apartments</td>
<td>Demolition and renovation of student apartments</td>
<td>Valuation complete; Crafting regulatory strategy</td>
<td>TBD</td>
</tr>
<tr>
<td>Southwest Campus Development</td>
<td>Master Plan Review</td>
<td>Developing Strategy</td>
<td>TBD</td>
</tr>
</tbody>
</table>

**Images:**
- Meridian Hill Hall
- Howard Manor Apts.
- Effingham Apts.
- Southwest Campus

**Office of the President**

Howard University
Three properties sold by the University in recent years

- Sutton Plaza – 1230 13th Street, NW, sold for $3,360,000 in November 1995 ($39,525,200 Proposed 2015 Assessment)

- Park Square – 2407 15th Street, NW, sold for $2,100,000 in April 1999 ($7,772,000 Proposed 2015 Assessment)

- Eaton Hall – 1239 Vermont Avenue, NW – sold for $2,510,000 in September 1996
### Current vs. Proposed Enrollment Change

<table>
<thead>
<tr>
<th>Current</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>60% Pell Grant Eligible</td>
<td></td>
</tr>
<tr>
<td>70:30 Undergraduate/Graduate Professional</td>
<td>60:40 Undergraduate/Graduate Professional</td>
</tr>
</tbody>
</table>
Employee Headcounts 2007-2015

**University and Hospital Counts**

<table>
<thead>
<tr>
<th>Year</th>
<th>University</th>
<th>Hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>3,333</td>
<td>2,071</td>
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<tr>
<td>2008</td>
<td>3,546</td>
<td>2,137</td>
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<tr>
<td>2009</td>
<td>3,219</td>
<td>2,205</td>
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<tr>
<td>2010</td>
<td>3,452</td>
<td>2,102</td>
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<tr>
<td>2011</td>
<td>3,421</td>
<td>2,074</td>
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<td>2012</td>
<td>3,478</td>
<td>2,083</td>
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<tr>
<td>2013</td>
<td>3,527</td>
<td>2,012</td>
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<tr>
<td>2014</td>
<td>3,468</td>
<td>1,793</td>
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<tr>
<td>2015</td>
<td>3,105</td>
<td>1,674</td>
</tr>
</tbody>
</table>
STRATEGIC PRIORITIES
OVERALL OFFERINGS

• Schools/Colleges
• Programs
• Athletics