

Department of Education
HOWARD UNIVERSITY
Fiscal Year 2009 Budget Request

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For partial support of Howard University, [\$237,392,000] \$233,245,000, of which not less than [\$3,562,000] \$3,600,000 shall be for a matching endowment grant pursuant to the Howard University Endowment Act (Public Law 98-480) and shall remain available until expended.¹
(Department of Education Appropriations Act, 2008.)

Note.—Each language provision that is followed by a footnote reference is explained in the Analysis of Language Provisions and Changes document, which follows the appropriation language.

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Analysis of Language Provisions and Changes

Language Provision	Explanation
<p>¹ ...of which not less than [\$3,562,000] <u>\$3,600,000</u> shall be for a matching endowment grant pursuant to the Howard University Endowment Act (Public Law 98-480) and shall remain available until expended.</p>	<p>This language establishes a minimum funding level for the endowment program. Endowment funds would remain available for obligation until expended.</p>

HOWARD UNIVERSITY
Amounts Available for Obligation
(\$000s)

	2007	2008	2009
Discretionary appropriation:			
Appropriation.....	\$237,392	\$237,392	\$233,245
Across-the-board-reduction.....	<u>0</u>	<u>4,147</u>	<u>0</u>
Subtotal, appropriation.....	237,392	233,245	233,245
Unobligated balance, start of year	10,602	3,526	3,464
Unobligated balance, end of year	<u>-3,526</u>	<u>-3,464</u>	<u>-3,600</u>
Total obligations.....	244,468	233,307	233,109

Obligations by Object Classification
(\$000s)

	2007	2008	2009
Grants, subsidies, and contributions	\$244,468	\$233,307	\$233,109

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Authorizing Legislation
(\$000s)

Activity	2008 Authorized	2008 Estimate	2009 Authorized	2009 Request
General support (20 U.S.C. 121 et seq.) ¹	Indefinite	\$204,299	Indefinite	\$204,299
Endowment program (P.L. 98-480)	---	---	---	
Howard University Hospital (20 U.S.C. 128)	Indefinite	<u>28,946</u>	Indefinite	<u>28,946</u>
Total definite authorization	---		---	
Total appropriation		233,245		233,245

¹ The University has discretion to allocate funds for activities authorized under the general statute for Howard University.

² Title II of P.L. 98-480, the Howard University Endowment Act, authorized \$2,000 thousand in fiscal year 1985 to establish an endowment program. Subsequent year appropriations language has authorized minimum funding levels for the endowment program under the terms and conditions of the Act.

³ The University must allocate at least \$3,464 thousand for the endowment program.

⁴ The University must allocate at least \$3,600 thousand for the endowment program.

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Appropriations History (\$000s)

	Budget Estimate to Congress	House Allowance	Senate Allowance	Appropriation
2000	219,444	219,444	219,444	219,444
2001	224,000	226,474	224,000	232,474
2002	232,474	242,474	232,474	237,474
2003	237,474	240,000	239,974	238,440
2004	237,474	242,770	238,440	238,763
2005	238,763	243,893	239,763	238,789
2006	238,789	240,790	238,789	237,392
2007	237,392	N/A ¹	N/A ¹	233,865
2008	233,866	237,392	237,392	233,245
2009	233,245			

¹ This account operated under a full-year continuing resolution (P.L. 110-5). House and Senate Allowance amounts are shown as N/A (Not Available) because neither body passed a separate appropriations bill.

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(20 U.S.C. 121 et seq.)

FY 2009 Authorization (\$000s): Indefinite

Budget authority (\$000s):

	<u>2008</u>	<u>2009</u>	<u>Change</u>
Howard University Hospital	\$28,946	\$28,946	0
General support ¹	<u>204,299</u>	<u>204,299</u>	<u>0</u>
Total	233,245	233,245	0

¹ The University has discretion to allocate funds for activities authorized under the general statute for Howard University. However, the Department is proposing appropriations language requiring the University to allocate at least \$3,600 thousand for the endowment program.

PROGRAM DESCRIPTION

Howard University was established in 1867 as a federally chartered, private, nonprofit educational institution. As a comprehensive, research-oriented, predominantly African-American university, its mission is to provide a high-quality educational experience at reasonable cost. The annual appropriation for Howard University provides partial support for construction, development, improvement, endowment, and maintenance of the University and Howard University Hospital. Howard University has discretion in allocating funds for its academic, research, and endowment programs and construction activities.

Academic Programs—Howard University currently has approximately 11,000 students, of which 7,000 are undergraduate students, 2,000 are graduate students, and 2,000 are enrolled in professional degree programs. The University offers 28 bachelor of arts, 18 master of arts, 26 doctoral, and 5 professional degrees, as well as 11 certificated programs, in approximately 178 fields of study. There are 12 academic schools and colleges including: Arts and Sciences; Business; Communications; Dentistry; Divinity; Education; Engineering, Architecture and Computer Sciences; Graduate School; Law; Medicine; Pharmacy, Nursing and Allied Health Sciences; and Social Work. To support these academic programs, the University provides a wide range of administrative, library, computer, and technology resources. As part of Howard University's mission to provide disadvantaged students with a quality education, Howard's tuition, which is \$6,607 for an entering undergraduate student in academic year 2007-2008, is one of the lowest in the Nation for private schools. In comparison, the tuition for an entering undergraduate student at George Washington University is \$39,210 and at Georgetown University School is \$35,568.

Research Programs—The University's research programs provide support for doctoral and post-doctoral research in scientific disciplines, pilot studies of interdisciplinary faculty teams, and the purchase of laboratory equipment. In addition, they provide new faculty with start-up research funding and offer bridge support for externally funded research programs.

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Endowment Program—Howard University's endowment program is designed to assist the University in increasing its financial strength and independence by stimulating private contributions. To receive Federal endowment funds, the University must provide a one-for-one match through non-Federal contributions to the endowment. Through low-risk investments, the endowment fund continues to grow by generating income that may be used to pay University expenses. However, Howard University may withdraw no more than 50 percent of the yearly income, except in the case of a financial emergency or another unusual occurrence.

Construction—Howard University has discretion in allocating funds for capital construction and renovation of University buildings to maintain and improve the University's ability to provide high-quality postsecondary education and research opportunities. The major construction projects currently underway include the Interdisciplinary Science and Engineering Center, which will include new facilities for biomedicine, computational sciences, and engineering.

Howard University's Allocation of Resources for 2006				
	Federal Appropriation	Tuition	Other Revenues	Total
Academic Instruction	\$112,372	\$19,681	\$9,724	\$141,777
Divinity School	0	1,552	0	1,552
Academic Support	14,393	5,329	0	19,722
Student Services	15,226	5,637	0	20,863
Scholarships and Fellowships	0	37,950	0	37,950
Research	4,614	0	476	5,090
Outreach and Public Service	3,761	668	0	4,429
IT Services	16,199	5,998	0	22,197
Institutional Support	18,089	28,621	4,126	50,836
Plant Operation & Maintenance	18,545	6,866	799	26,210
Faculty Practice Plan	1,480	0	15,539	17,019
Capital Projects	0	23,810	0	23,810
Debt Service	0	12,300	2,352	14,652

Howard University Hospital—Howard University Hospital was established in 1862 as Freedmen's Hospital and was incorporated into Howard University by Congress in 1962. Today, Howard University Hospital serves as a major acute and ambulatory care center for the inner city of Washington, DC, receiving over 13,000 admissions and 47,000 emergency room visits annually. The Hospital is also a major teaching and training facility for nurses, paramedics, and physicians, providing training for approximately 450 medical school students and 300 dentistry students annually. As part of the College of Medicine's mission to provide disadvantaged students with a quality education, Howard's medical school tuition, at \$13,050, is one of the lowest in the Nation for private schools. In comparison, George Washington University's Medical School charges \$44,555 and Georgetown University School of Medicine charges \$39,958.

Hospital operations are financed through a combination of Federal funds, hospitalization insurance and Medicare payments, and contractual agreements for patient care services with the Washington, DC, government, and other local jurisdictions. In January 2006, the Washington, DC, government signed an agreement with Howard University Hospital to establish a National Capital Medical Center (NCMC). The plan is to establish the NCMC as a non-

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affiliated, nonprofit corporation, incorporating Howard University Hospital into a larger regional medical center. With the 2007 election of a new mayor in the District of Columbia, plans for the NCMC are currently uncertain.

Funding levels for the past 5 fiscal years were as follows:

	(\$000s)
2004	\$238,763
2005	238,789
2006	237,392
2007	237,392
2008	233,245

FY 2009 BUDGET REQUEST

The Administration's request for Howard University is \$233.2 million for fiscal year 2009, the same as fiscal year 2008. Federal funds, which provide approximately 50 percent of Howard University's operating costs, are needed for the University to maintain its current level of educational services. Funds will be targeted at strengthening academic programs and providing additional support for the priorities identified through the University's second 5-year strategic plan.

This level of funding supports the Department's goal of enhancing the quality of and access to postsecondary education, and specifically supports the objective of strengthening Historically Black Colleges and Universities (HBCUs). As a congressionally chartered HBCU serving students throughout the Nation, Howard University plays an important role in providing disadvantaged individuals, particularly African Americans, with access to a high-quality postsecondary education.

Of the amount requested, \$204.3 million would be allocated under General Support to the University. General Support includes Howard University's academic programs, research programs, endowment program, and construction. Of the General Support funds, \$3.6 million would be earmarked to continue building Howard University's endowment. The University would be required to increase the endowment by at least an equal amount. The Administration believes that earmarking a minimum dollar level to be allocated for the endowment will continue to encourage the University to increase its financial strength and independence from Federal support. The Administration's request also includes \$28.9 million for the Howard University Hospital. Federal support for the Hospital enables it to provide medical, dental, and other health-related education, research, training, and service opportunities for students.

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PROGRAM OUTPUT MEASURES¹ (\$000s)

	<u>2007</u>	<u>2008</u>	<u>2009</u>
Student population by enrollment:			
Number of full-time undergraduate students	6,490	6,470	6,440
Number of full-time graduate students	<u>3,220</u>	<u>3,330</u>	<u>3,230</u>
Total number of full-time students	9,710	9,800	9,670
Total number of undergraduate students	7,550	7,430	7,470
Total number of graduate students	<u>4,065</u>	<u>4,300</u>	<u>4,110</u>
Total number of students	11,615	11,730	11,580
Student population by race:			
Number of black U.S. undergraduate students	6,775	6,670	6,815
Number of other U.S. undergraduate students	143	140	135
Number of foreign undergraduate students	632	620	520
Number of black U.S. graduate students	3,280	3,470	3,295
Number of other U.S. graduate students	360	380	420
Number of foreign graduate students	425	450	395
Student population by family income:			
Number of undergraduates with family income of less than \$40,000	2,295	2,100	2,175
Number of graduate students with family income of less than \$40,000	2,002	1,980	2,005
Undergraduate student financial aid:			
Number of U.S. students receiving Federal aid	5,005	5,115	5,225
Average amount of aid	\$12,701	\$12,905	\$13,250
Number of foreign students receiving Fed'l aid	108	78	70
Average amount of aid	\$11,260	\$11,260	\$11,260
Number of U.S. students receiving non-Fed'l aid	3,018	3,025	3,045
Average amount of aid	\$11,668	\$11,725	\$12,750
Num. of foreign students receiving non-Fed'l aid	383	380	370
Average amount of aid	\$13,090	\$13,100	\$13,650
Graduate student financial aid:			
Number of U.S. students receiving Federal aid	2,550	2,500	2,575
Average amount of aid	\$24,504	\$24,710	\$24,875
Number of foreign students receiving Fed'l aid	65	65	65
Average amount of aid	\$24,198	\$24,200	\$24,260

¹ All data have been provided by Howard University. The data reflect activity during the University's academic year, which runs from July 1 to June 30.

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PROGRAM OUTPUT MEASURES¹ (\$000s)

	<u>2007</u>	<u>2008</u>	<u>2009</u>
Graduate student financial aid (continued):			
Number of U.S. students receiving non-Fed'l aid	1,281	1,296	1,300
Average amount of aid	\$12,028	\$12,730	\$12,760
Num. of foreign students receiving non-Fed'l aid	232	235	237
Average amount of aid	\$17,296	\$17,300	\$17,375
Degrees awarded by type and race:			
Baccalaureates awarded to Black U.S. students	1,200	1,210	1,205
Baccalaureates awarded to other U.S. students	30	45	37
Baccalaureates awarded to foreign students	<u>150</u>	<u>155</u>	<u>163</u>
Total number of Baccalaureates awarded	1,380	1,410	1,405
Degrees awarded by type and race:			
Ph.D.s awarded to Black U.S. students	68	69	65
Ph.D.s awarded to other U.S. students	2	2	3
Ph.D.s awarded to foreign students	<u>20</u>	<u>20</u>	<u>20</u>
Total number of Ph.D.s awarded	90	91	88
Faculty and staff:			
Number of paid faculty	1,095	1,095	1,095
Number of faculty serving without compensation	<u>446</u>	<u>446</u>	<u>446</u>
Total number of faculty	1,541	1,541	1,541
Total number of staff	1,941	1,941	1,955
Median faculty salaries by academic status:			
Professor	\$90,996	\$92,000	\$92,000
Associate Professor	66,807	68,807	68,807
Assistant Professor	57,752	59,752	59,752
Instructor	49,316	51,316	51,316
Construction:			
Total construction expenditures	\$24,093	\$19,504	\$24,453
Endowment program:			
Funds raised by University	\$10,602	\$3,526	\$3,464
Federal appropriation	<u>10,602</u>	<u>3,526</u>	<u>3,464</u>
Total new contributions	21,204 ²	7,052	\$6,928

¹ All data have been provided by Howard University. The data reflect activity during the University's academic year, which runs from July 1 to June 30.

² A total of \$10,602 thousand remained unmatched in fiscal year 2006 and was carried forward to fiscal year 2007.

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PROGRAM OUTPUT MEASURES (\$000s) ¹

	<u>2007</u>	<u>2008</u>	<u>2009</u>
Endowment program (continued):			
Market value of total University endowment	\$489,256	\$525,950	\$565,396
Endowment investment income	\$10,901	\$11,800	\$12,154
Investment income as percent of endowment	2.2%	2.2%	2.1%
Howard University general support:			
Federal appropriation	\$207,931 ²	\$205,207 ²	\$204,299 ²
Other Federal funding	<u>51,333</u>	<u>70,000</u>	<u>71,680</u>
Total Federal funding	259,264	275,207	275,979
Revenue from tuition and fees	\$157,318	\$167,768	\$178,563
Other non-Federal revenue	<u>106,874</u>	<u>109,976</u>	<u>113,916</u>
Total non-Federal revenue	264,192	277,744	292,479
Total University revenue	\$523,456	\$552,951	\$568,458
Total University expenditures	\$523,456	\$552,951	\$568,458
Federal funding as percentage of total revenue	49.5%	49.8%	48.6%
Tuition and fees as percentage of total revenue	30.1%	30.3%	31.4%
Howard University Hospital:			
Federal appropriation	\$29,461	\$29,088	\$28,946
Other Federal funding	<u>42,430</u>	<u>43,703</u>	<u>45,014</u>
Total Federal funding	71,891	72,791	73,960
Revenue from patient services	\$39,464	\$40,648	\$41,867
Other non-Federal revenue	<u>159,599</u>	<u>180,341</u>	<u>185,751</u>
Total non-Federal revenue	199,063	220,989	227,618
Total Hospital revenue	\$270,954	\$293,780	\$301,579
Total Hospital expenditures	\$266,351	\$293,780	\$293,783
Federal appropriation as percent of total revenue	10.9%	9.9%	9.6%

¹ All data have been provided by Howard University. The data reflect activity during the University's academic year, which runs from July 1 to June 30.

² Amounts shown include 25 percent of prior-year and 75 percent of current-year appropriations to correspond with the University's academic year.

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PROGRAM PERFORMANCE INFORMATION

Performance Measures

This section presents program performance information, including, for example, GPRA goals, objectives, measures, and performance targets and data; and an assessment of the progress made toward achieving program results. Achievement of program results is based on the cumulative effect of the resources provided in previous years and those requested in fiscal year 2009 and future years, and the resources and efforts invested by those served by this program.

Goal: To assist Howard University with financial resources needed to carry out its educational mission.

Objective: *Maintain or increase the undergraduate graduation rate.*

Measure: The percentage of first-time, full-time, degree-seeking, undergraduate students who graduate within 6 years of enrollment.		
Year	Target	Actual
2004	68	63.1
2005	68	67.3
2006	68	67.5
2007	69	
2008	69	
2009	70	

Assessment of progress: This measure was revised in 2005 during the Program Assessment Rating Tool (PART) process to make it consistent with newly created performance measures for other programs that focus on strengthening institutions serving large minority populations. The revised measure explicitly defines the graduation rate as completion of a 4-year degree within 6 years of enrollment at the University. Furthermore, the measure uses data taken from the Integrated Postsecondary Education Data System (IPEDS) database maintained by the National Center for Education Statistics (NCES) rather than directly from the University, which should increase the consistency and credibility of the measure.

The long-term goal has been to increase Howard University's graduation rate to above the national average for comparable institutions, defined as other institutions in the Consortium for Student Retention Data Exchange. According to the IPEDS data, in 1998, the Consortium average was 52 percent, while the graduation rate for Howard University was only 41 percent. By 2003, the Consortium's rate had increased to 57 percent while Howard University's graduation rate had increased significantly to 69 percent. Howard University's graduation rate has decreased since 2003 and was 67.5 percent in 2006, just below the target. However, it remains considerably higher than the Consortium's rate, which was 58 percent in 2006. Data for 2007 will be available in December 2008. At this time, the long-term goal of the program is to maintain Howard University's performance at a level that is above the average for comparable institutions.

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Objective: *Maintain or increase the retention of full-time undergraduate students.*

Measure: The percentage of first-time, full-time, degree-seeking, undergraduate students who were in their first year of postsecondary enrollment in the previous year and are enrolled in the current year.		
Year	Target	Actual
2004	90	90
2005	90	90
2006	90	90
2007	90	85
2008	90	
2009	90	

Assessment of progress: This measure was also revised in 2005 during the PART process to make it consistent with newly created performance measures for other programs that focus on strengthening institutions serving large minority populations. In the past, the Department used a measure that tracked the University's attrition rate, which is the inverse of persistence. The revised measure, which now focuses on persistence, utilizes data taken from NCES' IPEDS database rather than directly from Howard University.

The long-term goal for the persistence measure has been for Howard University's rate to exceed the national average for comparable institutions, defined as institutions in the Consortium. NCES only added a question on persistence to IPEDS in 2003. Data provided by Howard University show that, in 1997, the student attrition rate at Howard University was 20 percent, while the Consortium's rate was 27 percent. By 2004, the University had improved its attrition rate to 13 percent, whereas the Consortium's attrition rate had declined to 38 percent. Data from IPEDS show that Howard University's persistence rate held steady at 90 percent from 2003 to 2006, before dropping to 85 percent in 2007. By comparison, the Consortium's average persistence rate was 75 percent in 2006. At this time, the long-term goal of the program is to maintain Howard University's performance at a level that is above the average for comparable institutions.

Objective: *Increase student enrollment over the long term.*

Measure: The number of full-time, degree-seeking, undergraduate and graduate students enrolled at Howard University.		
Year	Target	Actual
2003		9,437
2004		9,621
2005		9,663
2006		9,834
2007		9,614
2009	10,055	
2012	12,120	

Assessment of progress: This measure was created during the PART process in 2005. The new measure utilizes data taken from NCES' IPEDS database rather than directly from the University. The target for this measure represents a 1 percent increase in enrollment annually until 2009. Enrollment increased steadily each year from 2003 to 2006, before dropping slightly

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in 2007. Future data will indicate whether the 2007 data are a one-year aberration or part of a larger pattern.

Efficiency Measures

The Department has created an efficiency measure for this program. The efficiency measure tracks the cost of a successful outcome, where success is defined as graduation. This is a new measure created through the PART process, which ties in with the program's revised performance indicators.

Measure: Federal cost of degrees and certificates awarded by Howard University.		
Year	Target	Actual
2004		\$ 90,900
2005		\$ 83,445
2006	\$ 95,333	\$ 87,995
2007	\$ 95,333	
2008	\$ 95,333	
2009	\$ 95,333	

The efficiency measure is calculated by dividing the total funds appropriated for Howard University in the Department of Education Appropriations Act by the number of students successfully completing degree or certificated programs. The 2006 value reflects the 2006 appropriation (exclusive of hospital funding) of \$208 million divided by the number of degrees and certificates awarded, which was 2,363 in that year. Data for 2007 will be available in December 2008. This measure will allow the Department to track program performance in terms of cost to the Federal Government and the efficiency of Federal funds in achieving successful outcomes. A similar efficiency measure has been established for the higher education programs authorized under Titles III and V of the Higher Education Act (HEA) as well as for Gallaudet University and the National Technical Institute for the Deaf. This metric may enable the Department to assess program performance across institutions with similar types of missions.

Other Performance Information

In recent years, concerns have arisen regarding the efficacy of internal controls in place at Howard University. Howard University's Chief Financial Officer (CFO) left in 2001, and the University operated with only an interim CFO until 2005 when the current CFO was hired. During the interim period, findings in the University's annual Management Audit and annual A-133 Audit of Federal awards grew steadily more serious in the areas of oversight, compliance, and internal financial controls. In addition, a 2005 audit by the National Science Foundation's (NSF) Office of the Inspector General identified significant weaknesses in these same areas.

The 2005 Management Audit was carried out by KPMG, a private financial services firm, and contained 13 findings, of which 4 were considered material weaknesses. The primary concerns were the lack of sufficiently skilled staff and technical capacity at the University, and inadequate internal controls and deficient compliance systems, especially in the areas of bank reconciliations accounts, tax compliance, and grant compliance. The 2005 OMB Circular A-133 Audit Report contained 24 findings involving internal control and noncompliance issues. The

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NSF Report contained five main findings relating to internal controls, cost sharing issues, sub-recipient monitoring, faculty salary costs, and stipend payments.

The steps that Howard University has taken to respond to these concerns can be grouped into two areas: upgrading the technical skills of Howard staff to give the University the capacity to address these critical issues; and improving the policies and structures relating to oversight, compliance, and internal controls. The University has completely revamped its financial team. They have hired a permanent CFO with substantial experience in both the private sector and the HBCU community. The University has also hired a number of other senior financial managers to provide the skills and expertise to enhance and improve the University's internal controls and fiscal controls. Additionally, the University has established a new cabinet level position, the Vice President for Research and Compliance. All administrative functions related to research and compliance, pre-award and post-award, including restricted fund accounting, are organized under this new position that reports directly to the President.

A primary indicator of the success of these reforms will be the number of findings on future annual Management Audits and A-133 Audit Reports. Given the timing of the responses put in place by the University, it would not be reasonable to expect anything other than minor improvements in the fiscal year 2006 Management Audit, with the bulk of the changes bearing fruit for the 2007 Management Audit, which will be due in spring 2008.

Followup on PART Findings and Recommendations

This program was assessed using the PART in 2005 and was rated "Adequate." As part of the PART process, the Department standardized the performance measures for all Department programs that focus on strengthening institutions serving large minority populations, and created new efficiency measures. Although Howard already tracked performance data for the three common performance measures—enrollment, persistence, and graduation—the language of these measures was revised to be consistent with the other programs in the Department that support minority-serving institutions of higher education. In addition, whereas in the past, data for the performance measures had come from Howard University, data for the revised measures comes from NCES' IPEDS. IPEDS data are reported by Howard University and are subject to NCES' consistency and validity checks. This method of data collection ensures comparability to data from other institutions. As indicated in the PART assessment, the IPEDS data show that actual program performance on the revised measures is on track to achieving the program's performance goals pertaining to graduation and persistence rates. The PART assessment noted that the Department is currently undertaking a comprehensive evaluation of all of the Department's programs, including Howard University, that focus on strengthening institutions serving large minority populations. The results of this evaluation are expected in spring 2008, and will be used to confirm the validity of the performance data.

The PART improvement plan recommendations are presented below, followed by a description of the Department's actions to address them.

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- *Conduct annual site visits as required by the authorizing law.* The Department has instituted annual monitoring site visits, the first of which was conducted in November 2006. The Department is planning the second annual site visit in spring 2008.
- *Work with Howard University to develop a system to document its expenditure of Federal funds.* The Department has worked with Howard University to obtain documentation on expenditures of Federal funds including the expenditure data included in the Program Description section of this request. It is expected that the 2007 data will be available in spring 2008.
- *Complete the study on the financial health of minority serving institutions of higher education and utilize the results to validate program performance measures and improve program performance.* The study is currently underway and it is expected to be published in March 2008. Data from the financial health study, along with other performance data, will be used to identify opportunities for targeted technical assistance, as well as to improve program performance and validate program performance measures. The Department continues to monitor the study on the financial health of minority serving institutions of higher education. It is expected that the process will be complete by the end of fiscal year 2008.
- *Review and revise the program manager's performance agreement to ensure that the manager is held accountable for achieving key program results.* The Department is currently in the process of reviewing and revising the program manager's performance agreement to ensure that the manager is held accountable for achieving key program results. It is expected that this process will be completed in spring 2008.
- *Develop trend analysis of efficiency data for Howard University and comparable institutions.* The Department will analyze the pattern of year-to-year change in efficiency measure data for Howard University and other comparable institutions.