

Department of Education
HOWARD UNIVERSITY
Fiscal Year 2012 Budget Request

CONTENTS

	<u>Page</u>
Appropriations Language	U-1
Analysis of Language Provisions and Changes.....	U-2
Amounts Available for Obligation	U-3
Obligations by Object Classification	U-3
Authorizing Legislation	U-4
Appropriations History	U-5
Activity:	
Howard University	U-6

HOWARD UNIVERSITY

For partial support of Howard University, \$234,977,000, of which not less than \$3,600,000 shall be for a matching endowment grant pursuant to the Howard University Endowment Act and shall remain available until expended.¹

NOTES

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.

A regular 2011 appropriation for this account had not been enacted at the time the budget was prepared; therefore, this account is operating under a continuing resolution (P.L. 111-322, Dec. 22, 2010; 124 Stat 3518) that provides funding through March 4, 2011. The amounts included for fiscal year 2011 in this budget reflect the annualized levels provided by the continuing resolution.

HOWARD UNIVERSITY

Analysis of Language Provisions and Changes

Language Provision	Explanation
¹ ...of which not less than \$3,600,000 shall be for a matching endowment grant pursuant to the Howard University Endowment Act and shall remain available until expended.	This language establishes a minimum funding level for the endowment program. Endowment funds would remain available for obligation until expended.

NOTE

A regular 2011 appropriation for this account had not been enacted at the time the budget was prepared; therefore, this account is operating under a continuing resolution (P.L. 111-322, Dec. 22, 2010; 124 Stat 3518) that provides funding through March 4, 2011. The amounts included for fiscal year 2011 in this budget reflect the annualized levels provided by the continuing resolution.

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

	2010	2011 CR	2012
Discretionary appropriation:			
Appropriation.....	\$234,977	0	\$234,977
Annualized CR (PL 111-322).....	0	\$234,977	0
Unobligated balance, start of year.....	6,929	900	0
Unobligated balance, end of year.....	<u>-900</u>	<u>0</u>	<u>0</u>
Total obligations	241,006	235,877	234,977

Obligations by Object Classification
(\$000s)

	2010	2011 CR	2012
Grants, subsidies, and contributions	\$241,006	\$235,877	\$234,977

HOWARD UNIVERSITY

Authorizing Legislation
(\$000s)

Activity	2011 Authorized	2011 CR	2012 Authorized	2012 Request
General support (<i>20 U.S.C. 121 et seq.</i>)	Indefinite	\$206,031 ¹	Indefinite	\$206,031 ¹
Endowment program (<i>P.L. 98-480</i>)	--- ²	--- ³	--- ²	--- ³
Howard University Hospital (<i>20 U.S.C. 128</i>)	Indefinite	<u>28,946</u>	Indefinite	<u>28,946</u>
Total definite authorization	---		---	
Total appropriation		234,977		234,977

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 \$3,600 thousand for the endowment program.

HOWARD UNIVERSITY

Appropriations History (\$000s)

	Budget Estimate to Congress	House Allowance	Senate Allowance	Appropriation
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	233,866
2008	233,866	237,392	237,392	233,245
2009	233,245	236,709 ²	233,244 ²	234,977
2010	234,977	234,977	234,977 ³	234,977
2011	234,977	234,977 ⁴	234,977 ³	234,977 ⁵
2012	234,977			

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.

² The levels for the House and Senate allowances reflect action on the regular annual 2009 appropriations bill, which proceeded in the 110th Congress only through the House Subcommittee and the Senate Committee.

³ The level for the Senate allowance reflects Committee action only.

⁴ The level for the House allowance reflects the House-passed full-year continuing resolution .

⁵ The level for the appropriation reflects the continuing resolution (P.L. 111-322) passed December 22, 2010.

HOWARD UNIVERSITY

Howard University

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

FY 2012 Authorization (\$000s): Indefinite

Budget Authority (\$000s):

	<u>2011 CR</u>	<u>2012</u>	<u>Change</u>
Howard University Hospital	\$28,946	\$28,946	0
General support	<u>206,031¹</u>	<u>206,031¹</u>	<u>0</u>
Total	234,977 ²	234,977	0

¹The University has discretion to allocate funds for activities authorized under the general statute for Howard University. However, the 2011 CR, which is based on the 2010 appropriations act, requires the University to allocate at least \$3,600 thousand for the endowment program. The Administration proposes the same language for 2012.

²Funding levels in FY 2011 represent the annualized continuing resolution levels of the 4th Continuing Appropriations Act, 2011 (P.L. 111-322).

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 11,037 students, of whom 7,405 are undergraduate students, 2,107 are graduate students, and 1,525 are enrolled in professional degree programs. The University offers 27 bachelor of arts, 18 master of arts, 3 doctoral, and 5 professional degrees, as well as 5 professional certifications and 5 dual degrees, in approximately 181 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 at a reasonable cost, Howard's tuition, which is \$17,100 for an entering undergraduate student in academic year 2010-2011, 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 \$42,860 and at Georgetown University is \$39,768. Howard's tuition and fees also compare somewhat favorably with local public institutions. For example, the annual tuition and fees for the University of Maryland are \$8,415 for Maryland residents and \$24,830 for non-Maryland residents.

HOWARD UNIVERSITY

Howard University

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.

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 2010 (\$000s)				
	Federal Appropriation ¹	Tuition and Fees	Other Revenues	Total Expenditures
Academic Instruction	\$37,935	\$126,217	\$22,891	\$186,065 ²
Divinity School	0	2,606	1,086	3,692
Research	0	0	32,265	32,265
Chapel	0	1,316	0	1,316
Public Service	6,817	0		6,817
Academic Support	27,876	0		27,876
Student Services	21,853	0		21,853
Institutional Support	75,442	0	78,450	153,891
Patient Care	0	0	285,155	281,912 ²
Charity Health Care	18,113	0	0	18,113
Auxiliary Enterprises	0	0	45,800	45,800
Depreciation Expense	37,109	0	12,351	49,460
Debt Service - Interest	6,233	0	3,000	9,233

¹ In addition to the funds shown below, Congress appropriated \$3.6 million in fiscal year 2010 for the Howard University Endowment program, of which the University matched \$2.7 million. In addition, Howard matched \$6.9 million in endowment funds carried over from prior years.

² Resources in excess of total expenditures constitute an operating surplus.

HOWARD UNIVERSITY

Howard University

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 13,300 admissions and 55,000 emergency room visits annually. 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. The Hospital is also a major teaching and training facility for nurses, paramedics, and physicians, providing training for approximately 453 medical school students and 370 dentistry students annually. As part of the College of Medicine’s mission to provide disadvantaged students with a quality education at a reasonable cost, the price of Howard’s medical school annual tuition and fees is \$34,081. In comparison, the George Washington University School of Medicine charges \$48,687 and the Georgetown University School of Medicine charges \$47,202. The tuition and fees for the School of Medicine at Howard University also compare favorably with local public schools. For example, the annual tuition and fees for the University of Virginia School of Medicine are \$37,880 for Virginia residents and \$48,874 for non-Virginia residents.

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

	(\$000s)
2007	\$233,866
2008	233,245
2009	234,977
2010	234,977
2011 CR.....	234,977

FY 2012 BUDGET REQUEST

The Administration requests \$235 million for Howard University in fiscal year 2012, the same as the fiscal year 2011 CR level. Federal funds, which provide approximately 46 percent of Howard University’s operating costs in fiscal year 2011, are needed for the University to maintain its current level of educational services and for the Hospital to continue offering healthcare services. This request supports the Administration’s goal to increase access to postsecondary education, particularly for low-income students. As a congressionally chartered Historically Black College or University serving students from 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, \$206 million would be allocated under General support to the University. General support includes Howard University’s academic programs, research programs, endowment program, and construction. Within this amount, \$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 Department 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.

HOWARD UNIVERSITY

Howard University

PROGRAM OUTPUT MEASURES (\$000s)

	<u>2010</u>	<u>2011 CR</u>	<u>2012</u>
Student population by enrollment:			
Number of full-time undergraduate students	6,527	6,500	6,477
Number of full-time graduate students	<u>2,960</u>	<u>2,994</u>	<u>3,028</u>
Total number of full-time students	9,487	9,494	9,505
Total number of undergraduate students	7,405	7,450	7,475
Total number of graduate students	<u>3,632</u>	<u>3,690</u>	<u>3,748</u>
Total number of students	11,037	11,140	11,223
Student population by race:			
Number of black U.S. undergraduate students	7,080	7,123	7,147
Number of other U.S. undergraduate students	65	65	65
Number of foreign undergraduate students	260	262	263
Number of black U.S. graduate students	2,907	2,954	3,000
Number of other U.S. graduate students	382	388	394
Number of foreign graduate students	343	348	354
Student population by family income:			
Number of undergraduates with family income of less than \$40,000	2,175	2,455	2,175
Number of graduate students with family income of less than \$40,000	2,000	2,300	2,000
Undergraduate student financial aid:			
Number of U.S. students receiving Federal aid	5,250	5,750	5,750
Average amount of aid	\$13,250	\$14,000	\$14,500
Number of foreign students receiving Fed'l aid	75	55	55
Average amount of aid	\$11,260	\$11,260	\$11,260
Number of U.S. students receiving non-Fed'l aid	3,050	4,000	4,100
Average amount of aid	\$12,750	\$12,800	\$12,850
Num. of foreign students receiving non-Fed'l aid	370	375	375
Average amount of aid	\$13,650	\$13,000	\$13,000
Graduate student financial aid:			
Number of U.S. students receiving Federal aid	2,600	2,675	2,675
Average amount of aid	\$25,000	\$24,500	\$24,500
Number of foreign students receiving Fed'l aid	70	70	70
Average amount of aid	\$24,300	\$24,500	\$24,500

NOTE: 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.

HOWARD UNIVERSITY

Howard University

PROGRAM OUTPUT MEASURES (\$000s)

	<u>2010</u>	<u>2011 CR</u>	<u>2012</u>
Graduate student financial aid (continued):			
Number of U.S. students receiving non-Fed'l aid	1,325	1,450	1,450
Average amount of aid	\$12,800	\$11,000	\$11,500
Num. of foreign students receiving non-Fed'l aid	240	275	275
Average amount of aid	\$17,400	\$18,100	\$18,100
Degrees awarded by type and race:			
Baccalaureates awarded to Black U.S. students	1,157	1,185	1,210
Baccalaureates awarded to other U.S. students	15	15	15
Baccalaureates awarded to foreign students	<u>91</u>	<u>95</u>	<u>95</u>
Total number of Baccalaureates awarded	1,263	1295	1,320
Degrees awarded by type and race:			
Ph.D.s awarded to Black U.S. students	53	65	75
Ph.D.s awarded to other U.S. students	2	5	5
Ph.D.s awarded to foreign students	<u>12</u>	<u>10</u>	<u>10</u>
Total number of Ph.D.s awarded	67	80	90
Faculty and staff:			
Number of paid faculty	1,276	1,200	1,200
Number of faculty serving without compensation	<u>128</u>	<u>125</u>	<u>125</u>
Total number of faculty	1,404	1,325	1,325
Total number of staff	1,946	1,900	1,900
Median faculty salaries by academic status:			
Professor	\$98,716	\$101,500	\$104,000
Associate Professor	\$74,553	\$76,500	\$78,500
Assistant Professor	\$64,623	\$66,500	\$68,000
Instructor	\$51,377	\$52,500	\$54,000
Construction:			
Total construction expenditures	\$19,537	\$60,400	\$78,800
Endowment program:			
Federal appropriation	\$3,600	\$3,600	\$3,600
Match funds raised by University	<u>\$9,628</u>	<u>\$4,500</u>	<u>\$3,600</u>
Total new contributions	\$19,257 ¹	\$9,000 ¹	\$7,200

NOTE: 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.

¹ Indicates the total amount of funds contributed to the endowment by the close of the fiscal year. In fiscal year 2010, Howard matched \$6.9 million in endowment funds carried over from prior years, as well as \$2.7 million of the annual appropriation. The \$900,373 remaining from the fiscal year 2010 appropriation was carried over from fiscal year 2010 to fiscal year 2011.

HOWARD UNIVERSITY

Howard University

PROGRAM OUTPUT MEASURES (\$000s)

	<u>2010</u>	<u>2011 CR</u>	<u>2012</u>
Market value of total University endowment	\$412,931	\$440,500	\$450,000
Endowment investment income	\$8,671	\$9,250	\$9,450
Investment income as percent of endowment	2.1%	2.1%	2.1%

Howard University general support:

Federal appropriation	\$206,031	\$206,031	\$206,031
Other Federal funding	<u>59,486</u>	<u>75,000</u>	<u>75,000</u>
Total Federal funding	265,517	281,031	281,031
Restricted non-Federal revenue	\$937	\$10,000	\$10,000
Revenue from tuition and fees	187,303	205,000	205,000
Other non-Federal revenue	<u>137,026</u>	<u>112,779</u>	<u>113,000</u>
Total non-Federal revenue	325,266	327,779	328,000
Total University revenue	\$590,783	\$608,810	\$620,000
Total University expenditures	\$588,241	\$567,301	\$580,000
Federal funding as percentage of total revenue	44.9%	46.2%	45.3%
Tuition and fees as percentage of total revenue	31.7%	33.7%	33.1%

Howard University Hospital:

Federal appropriation	\$28,946 ¹	\$28,946 ¹	\$28,946 ¹
Other Federal funding	<u>46,408</u>	<u>47,300</u>	<u>47,300</u>
Total Federal funding	75,354	76,246	76,246
Unrestricted non-Federal revenue (DC govt)	\$98,876	\$100,850	\$100,850
Revenue from patient services	43,164	44,025	44,150
Other non-Federal revenue	<u>92,627</u>	<u>94,480</u>	<u>94,500</u>
Total non-Federal revenue	234,667	239,355	239,500
Total Hospital revenue	\$310,022	\$315,601	\$315,746
Total Hospital expenditures	\$308,138	\$314,301	\$316,000
Federal appropriation as percent of total revenue	9.34%	9.17%	9.16%

NOTE: 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.

¹ Amounts shown include 25 percent of prior-year and 75 percent of current-year appropriations to correspond with the University's academic year.

HOWARD UNIVERSITY

Howard University

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 2012 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
2007	69	69.3
2008	69	65.2
2009	70	
2010	70	
2011	70	
2012	70	

Additional Information: This measure explicitly defines the graduation rate as completion of a 4-year degree within 6 years of enrollment at the University. 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 of the data and credibility of the measure.

The long-term goal is 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, Howard University's graduation rate significantly increased to 69 percent while the Consortium's rate had increased only to 57 percent. Despite the fact that Howard did not meet its target for graduation in 2008, Howard's graduation rate has improved over time and remains considerably higher than the Consortium's graduation rate, which was 57 percent in 2007, the latest year for which data are available. The previously reported 2008 graduation rate of 65.3 was incorrect and has been revised.

HOWARD UNIVERSITY

Howard University

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
2007	90	85
2008	90	83
2009	84	82
2010	85	
2011	86	
2012	87	

Additional Information: 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. Data provided by Howard University show that, in 1997, the student persistence rate at Howard University was 80 percent, while the Consortium's rate was 73 percent. By 2004, the University had improved its persistence rate to 83 percent, whereas the Consortium's rate had declined to 62 percent. Data from IPEDS, available beginning in 2003, show that Howard University's persistence rate held steady at 90 percent from 2003 to 2006, before dropping to 85 percent in 2007, and then further in 2008 and 2009. By comparison, the Consortium's average persistence rate was 77 percent in 2007, the latest year for which data are available. Targets have been set to gradually bring performance back up to the 90 percent level by 2015.

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
2007		9,614
2008		9,161
2009		9,396
2010		
2011	12,000	
2012	12,000	

Additional Information: This measure utilizes data taken from NCES' IPEDS database to track the enrollment of full-time students at Howard University. Enrollment at Howard increased steadily each year from 2003 to 2006, before dropping in 2007 and 2008. In fiscal year 2009, enrollment increased slightly over the prior year. The target for this measure is based on Howard's internal target of 12,000 students for 2011. Data for fiscal year 2010 are expected in December 2011.

HOWARD UNIVERSITY

Howard University

Efficiency Measures

The efficiency measure tracks the cost of a successful outcome, where success is defined as graduation. This measure ties in with the program's performance indicators.

Measure: Federal cost of degrees and certificates awarded by Howard University.		
Year	Target	Actual
2007	\$95,333	\$88,181
2008	95,333	85,158
2009	88,000	86,133
2010	88,000	
2011	88,000	
2012	88,000	

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 2009 value reflects the 2009 appropriation (exclusive of hospital funding) of \$206 million divided by the number of degrees and certificates awarded, which was 2,392 in that year. The figure for 2008 has been adjusted from the previously reported number (\$87,232), based on updated completion data. 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 as well as for Gallaudet University and the National Technical Institute for the Deaf. This metric may enable the Department to assess relative program performance across institutions with similar types of missions.

Other Performance Information

In recent years, the Department has been concerned about 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 in number and severity 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 contained 13 major 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 NSF Report contained five main findings relating to internal controls, cost sharing issues, sub-recipient monitoring, faculty salary costs, and stipend payments.

In response to these concerns, Howard University's CFO at the time took steps to upgrade the technical skills of Howard staff and improve the policies and structures relating to oversight,

HOWARD UNIVERSITY

Howard University

compliance, and internal controls. In 2007, the CFO identified 69 critical positions within his office for which new staff were needed in order to upgrade the technical capacity of the University's financial staff.

A primary indicator of the success of Howard's ongoing reforms is the number of findings on annual Management Audits and A-133 Audit Reports. In total, the 2007 A-133 Audit included 46 findings and questioned costs relating to the Federal funding. None of the findings identified problems that were significant enough to hinder Howard University from accomplishing its primary mission of recruiting, enrolling, retaining, and graduating well-prepared undergraduate, graduate, and professional students from nationally competitive and fully accredited academic degree programs. Further, the Report of the Independent Auditors issued an unqualified audit opinion regarding the overall condition of Howard University's financial position.

The 2008 site visit report expressed concern with the lack of progress with regard to reducing the number and severity of findings on the A-133 audit, calling the overall picture disappointing. With full implementation of the necessary changes delayed, the 2008 Management Audit showed little progress. While no material findings were directly linked to the direct appropriation grant, the audit did highlight internal control issues and instances of noncompliance with requirements laid out in OMB Circular A-133 Compliance Supplement. The findings can be grouped in four primary areas: (1) effort reporting, (2) sub-recipient monitoring, (3) internal controls, and (4) recordkeeping.

By the time of the 2009 site visit, more than 2 years after the list of positions for which staff were needed was completed, not all of these positions had been filled. However, the interim CFO and new Comptroller have been restructuring Howard's financial system. Progress is being made despite hiring delays that have prevented the University from revamping its internal policies and structures relating to oversight, compliance, and internal controls as quickly as had initially been expected. A full report detailing issues from the site visit is currently being developed and is expected spring 2011.