ONE OF THE SQUAD  Dr. Frederick photobombs a group shot of the Howard University cheerleaders during the HBCU Classic at MetLife Stadium. Photo by Pete Souza.
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### 18 THE WOMAN AND A TRUE SON OF HOWARD

Looking back at Dr. Frederick’s years as a student and as a professor at Howard.

### 24 THE PRESIDENT

**A Transformational Decade**

The story of Howard University’s 17th presidential administration.

### 44 THE FAMILY

**The Family Tree**

How Dr. Frederick’s close relationships with family and friends shaped his success.

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### A NOTE FROM PETE SOUZA

When Dr. Frederick announced his retirement last Spring, our office began planning a special edition of Howard Magazine about his work. To be clear, Dr. Frederick never said, “I want a magazine all about me.” If anything, he kept trying to redirect us to focus on the office of the president. To him, the presidency does not start and end with one person. However, we—and the entire Howard community and beyond—know that Dr. Frederick is someone who cannot be cloned, and that his story is unique.

Though we have many images of Dr. Frederick at various University events, I remember wishing aloud that we had photos of his regular day-to-day—meeting, talking, writing, listening, thinking. “Like Pete Souza’s photos,” I told VP Frank Tramble. Former chief official White House photographer Pete Souza had spent years capturing Presidents Obama and Reagan doing those exact things so famously. After calling around his network, VP Tramble secured a meeting and we asked Pete if he would take on just one more president, and he agreed. I hope you enjoy the different perspectives Pete was able to capture of Dr. Frederick. I thank my team who spent countless hours on this issue, and to all the colleagues, family, and friends for their stories. I also thank Dr. Frederick for allowing me to follow him over the past several months in order to produce this very special edition. I wish you all the best.

Rin-rin Yu, Editor-in-Chief

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### A NOTE FROM PETE SOUZA

Since departing my job as President Obama’s chief official White House photographer, I continue to make photographs on a regular basis. However, I do very few “assignments,” that is, where a magazine or publication hires me for a project. Rather, I prefer to photograph people and places of my own choosing both for my archive and posting to my Instagram account. When Rin-rin Yu and Frank Tramble approached me about photographing Dr. Wayne A. I. Frederick, I was intrigued right away and thought it could be a purposeful project. After all, this was the Howard University, one of the premier historically Black colleges in the country, paired Dr. Frederick’s impressive background as its president, a surgeon, and leader. I wanted to make sure everyone involved understood the way I work. Essentially, I tag along with a subject and make authentic, candid photographs throughout the day. But once I talked to Rin-rin and Frank—and Dr. Frederick—I realized they all understood, and we settled on a week for me to shadow him. The results of the week are the photographs in the following pages. I am thankful and honored to have done this project with Dr. Frederick for Howard University.

Pete Souza
WHAT IS THE ROLE AND THE IMPACT OF HOWARD UNIVERSITY’S PRESIDENCY?
by NYLAH LEE (SOC CLASS OF 2023)

April Carter (BFA ’97)
Personnel records coordinator for the Chadwick A. Boseman College of Fine Arts

“The presidency is to maintain that historical image of the University by working with constituents to make appropriate changes but to keep the face of Howard University looking like Howard University. But do it strategically so that it will continue to make an impact on the world.”

James J. Davis, PhD
Associate dean for academic and student affairs and humanities | College of Arts and Sciences

“The role of the president, especially with what is happening on campus, is so key to Howard Forward. The next president should be forward-leaning, and that is very, very hard to do. It’s easy to be comfortable, but we need a Howard Forward president.”

Eshe Unweli
Senior journalism major, English minor

“I believe the purpose of the presidency is to make sure that the president is taking care of all students, making sure that staff and students are heard, and that the University is working harmoniously together toward a shared mission to support higher education amongst a broader community.”

James J. Davis, PhD
Associate dean for academic and student affairs and humanities | College of Arts and Sciences

“The presidency has always set the precedent for how every-thing else needs to happen. The presidency is one of the most important positions in the HBCU family, because either people are looking up to Howard or they’re coming to Howard to take something back where they’re going.”

Joshua Jackson
Senior TV and film major, Afro-American studies minor

“I think the true meaning and impact of a presi-dency is what is left after a presidency is over, what was done during the presidency that will last and forever change the Howard community.”

Benita King
Program manager for the College of Arts and Sciences

“A Howard president should be a person that values honesty, integrity, and community.”

Joshua Jackson
Senior TV and film major, Afro-American studies minor

“I think the true meaning and impact of a presi-dency is what is left after a presidency is over, what was done during the presidency that will last and forever change the Howard community.”

Yasmin Degour (PhD ’88)
Acting chair, Department of English

“The purpose of Howard’s presidency is to provide leadership for the University community and direction. The administration is pushing for R-1 research status, an example of University lead-ership taking direction.”

Nylah Lee (SOC Class of 2023)

“When you’re leading such a large institution that has an important impact on the Black community.”

Alana McClellan
Senior TV and film major, theatre arts minor

“I believe what the Howard president should make sure that not only is the student body taken care of, but that the school as a whole is in good standing.”

“Howard sits at the top, and everybody looks to the top to know what everybody else is doing. Howard has always set the precedent for how everything else needs to happen. The presidency is one of the most important positions in the HBCU family, because either people are looking up to Howard or they’re coming to Howard to take something back where they’re going.”

Dallas Jennette
Senior psychology major, music minor

“A president should be able to make impartial decisions based on what’s best for the students regardless of their own biases, especially when you’re leading such a large institution that has an important impact on the Black community.”

James J. Davis, PhD
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“The presidency should be impartial, based on what’s best for the students regardless of their own biases, especially when you’re leading such a large institution that has an important impact on the Black community.”

“Howard sits at the top, and everybody looks to the top to know what everybody else is doing. Howard has always set the precedent for how everything else needs to happen.”

Farah Pope
Assistant dean of multimedia, technology (CTO) and facilities for the School of Communications

“The role of the president, especially with what is happening on campus, is so key to Howard Forward. The next president should be forward-leaning, and that is very, very hard to do. It’s easy to be comfortable, but we need a Howard Forward president.”

On December 12, a two-hour conversation titled “Conversation on Women and Trade: Advancing African and Diaspora Women in the Global Marketplace” was held by the Center for African Studies, the Center for Women, Gender, and Global Leadership; and the Ralph J. Bunche International Affairs Center.

The last event, titled “Africa’s Future: University Partnerships, Business, Tech & Open Diplomacy,” included a four-session program on each of these topics, plus the U.S. in Africa Awards.
College of Pharmacy Names Oluwaranti “Ranti” Akiyode as New Dean

Oluwaranti “Ranti” Akiyode, Pharm.D., was named the New Dean of the College of Pharmacy. Akiyode has been serving as the interim dean of the College of Pharmacy since July 2022, and has taught at Howard University for 23 years. Akiyode has extensive administrative experience and a long record of advancing diabetes treatment, education, and research. She was the founding pharmacist at the Howard University Hospital Diabetes Treatment Center in 2007. Over the past decade, she established the curriculum of medication therapy and diabetes management service in collaboration with the center’s endocrinologists, nurses, and dieticians. With Akiyode’s appointment, 11 of the 14 academic deanships at the University are held by women.

Akiyode earned a bachelor of science degree in chemistry from Jackson State University, and a Bachelor of Science in pharmaceutical sciences and a Doctor of Pharmacy at Leesburg Pharmacy. She is board certified in pharmacotherapy and is a diabetes care and education specialist.

ATHLETICS

Howard University Holds Bi-Annual Athletic Hall of Fame Induction Ceremony by Nylah Lee, SOC CLASS OF ‘23

On September 30, 2022, the biannual Howard University Athletic Hall of Fame Induction Ceremony was held in the presence of over 450 current and former student-athletes, coaches, faculty, and staff. The event, sponsored by Bison Express, honored the accomplishments of 38 trailblazing members and teams of the Howard University athletic community.

For inductees like Sadia Doyle (BS ’13, MSW ’15), MEAC’s all-time leading scorer in women’s basketball, the award was an incredible honor. “It’s surreal,” voiced Doyle, the All-MEAC player who, in her four years with Howard University women’s basketball, averaged 18.0 points per game and maintained the MEAC record for free throws in a single season. “When I look back at it, I never dreamed of receiving this special honor. It is very humbling.”

Joining Doyle as a Hall of Fame inductee is Nic Askew (BS ’01), Howard University alumnus, current tennis director, and swimming and diving coach of eight seasons. As director of the only NCAA Division I swimming and diving team in the country, Askew has spent over two decades making a lasting impact on Howard Athletics.

The Buffalo Soldier Award, honoring special contributors to the Howard Athletics program, was also presented to two individuals, including the late Shellie Bowers, the Howard Athletics PA announcer of over 30 years known for coining the instantly recognizable call of “HU, You Know!”

“Sports have always been and will forever remain an essential component of the Howard University experience, both for those who actively participate in them and for those who observe our sports and cheer on our teams,” wrote Howard University President Wayne A. I. Frederick in the opening letter of the program. “Our ventures in the athletic arena are perfectly aligned with our mission in the classroom.”

ATHLETES INDUCTEES
Nic Askew, Pat Boyd, James Breakfield, Oliver Bridges, Camille Chakoor (Richards), Mike Davey, Kenneth Davy, Saadia Doyle, Jason Guyton, John Holloway, Dwight O.W. Holmes, Billy Jenkins, Charles Jupiter, Adrienne Lofton, Deborah Murphy, Marques Ogden, Steve Powell, Herman Redden, Lucy Biggs Slowie, Reggie Sojourner, Adrian Thompson, Amie Young, Courtney Young, and Ronald Waldo Wilson.

COACH INDUCTEES
John Organ

TEAM INDUCTEES
1961 CIA Men’s Golf Champions
1982 and 1983 4x400 Men’s Relay Teams
1995 Wrestling Team

BUFFALO SOLDIER AWARD INDUCTEES
Alvera Addison, Shellie Bowers, Jw. Women Crucific, Daryl Dennis, Portia Garrett, Peter Keiller, Erica Kennedy, Thomas Payne, and Alexander Williams.

CONNECTIONS

“CHAT & CHEW” GATHERINGS INSPIRE UNDERSTANDING by Shelly Ridgeway

On Friday afternoons, a small group of students gather in a special section of the Blackburn Center dining hall for lunch and conversation with Howard University administrators and leaders. This hour-long “Chat & Chew” activity is a collaboration between the Office of Vice President for Student Affairs and the Office of University Communications that connects students and University leadership in an informal way. The conversation is free-flowing and presents a different topic each week that is related to the student experience.

“It’s wonderful to see the students excited to come to the table each week and ask questions, share their ideas, and gain understanding about areas that impact their experiences at Howard,” said Cynthia Evers, EdD., vice president of student affairs. She co-hosted the first “Chat & Chew” with Frank Tramble, vice president and chief communications officer.

Noah Price, a sophomore journalism major from Charlotte, North Carolina, attended the first “Chat & Chew” with one of her friends. “I think opportunities like this are so important. It’s not often that we get to connect with our administration on this level,” she said.

Students interested in participating in “Chat & Chew” complete an online form, where they can also submit a few questions in advance to help jumpstart the conversation. The group size is kept to a maximum of 15 students, with leaders, faculty, and staff from the Office of Student Affairs.

Future “Chat & Chew” gatherings will include how to explore off-campus housing, financial aid and scholarship opportunities, preparing seniors for life after graduation, and more.

COMMUNITY

MEN OF THE MECCA INITIATIVE by Ron-río Ve

For many Black male students, there is a number of systemic barriers to success even before they reach college—and continue through their education. To combat this phenomenon, Howard’s program, the Mecca Initiative (MI), has been striving to help provide the tools, resources, and experiences necessary for success on campus and beyond.

Community and belonging are foundational elements of success for many of our male students, and we want to create a safe environment where students can build, grow, and develop freely. They need spaces where they can simply exist without being held to the need to wear the mask that so many of us wear every day,” said Calvin Hadley, senior adviser to the president for strategic initiatives and director of the Men of the Mecca Initiative.

The program began when Dr. Frederick approached Hadley about researching and evaluating what could be done to help the male population on campus given the known circumstances surrounding Black males nationwide. The Men of the Mecca Initiative is designed to elevate their personal well-being, improve academic and professional development, and increase their civic engagement. Black males often encounter a plethora of historically rooted obstacles in the classroom and out that hinder their ability to succeed to their maximum capacity, including the ability to graduate high school and continue into college. MI was designed to identify the unique needs of the Black male population and create an infrastructure of support around them.

MI’s first area of approach was surrounding mental health and removing the stigma associated with it. Programs included kicking off the academic year with a “Burning of Fears Ceremony” in partnership with Rankin Chapel, a Barbershop Talk Series, in which various campus partners engage in conversation with group members in a safe and comfortable setting, and community service projects and engagement. The Men of the Mecca also have a student lounge, weekly study sessions, and tutoring access. Success will ultimately be determined by recruitment, retention, and graduation rates among men at Howard, but equally important are the things that can’t easily be measured, like sense of belonging, state of well being, and the ability to seek help when needed. Hadley hopes that MI will illuminate the unique needs of the Black male population on Howard’s campus and nationwide.

“Dream of a day when male students come to Howard specifically because of its unique ability to serve their needs and propel them toward success,” Hadley said.
Dr. Wayne A. I. Frederick

SON
of
HOWARD
Dear Howard University Community,

Dr. Frederick not only led Howard University through the coronavirus pandemic but was also at the forefront nationally, confronting the health care disparities among people of color. He also guided the most talented minds in providing knowledge, aid, and solutions to the most vulnerable communities.

With President Frederick’s leadership, Howard University experienced tremendous growth and increased national and international prominence, amid a pandemic and global economic challenges. In addition, his contribution to the legacy of gender diversity in leadership roles in higher education stands alone as a trailblazing accomplishment. President Frederick is unique as he stands simultaneously as the leader of a university, a leader in medicine, and a leader in health care advocacy for vulnerable communities. His journey has not been without struggle—as all leaders of significance must confront challenge. He works tirelessly, caring for this community with compassion while modeling fatherhood and civic duty. He serves as a beacon for what it means to be a true product of Howard University’s long and rich history.

The future of his labor is still being written, but there is no doubt he has, as I have often challenged us all to do, “Made a great university even greater.” Howard University is greater because this alumus—an international student with health challenges—found his way to its door, allowed it to take residence in his heart, and committed his life and talents to its legacy.

As you explore these pages that seek to capture the essence of this surgeon, philanthropist, loving husband, and father, who is the 17th president of Howard University, you will wonder as I and so many have: How can one individual accomplish so much? President Frederick would answer this question by speaking of blessings, gratitude, and grace. We who have experienced the leadership of Dr. Frederick also lift our voices with shouts of blessings, gratitude, and grace for the presidency of Dr. Wayne A. I. Frederick.

In Truth and Service,

The Rev. Bernard Richardson, PhD
Dean of the Andrew Rankin Memorial Chapel

HE SERVES AS A BEACON FOR WHAT IT MEANS TO BE A TRUE PRODUCT OF THE HOWARD UNIVERSITY COMMUNITY. BOLD, INNOVATIVE, AND COMMITTED, HE IS A TRUE SON OF HOWARD.”

Timeline of President Wayne A. I. Frederick

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<th>Year</th>
<th>Event</th>
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<td>1971</td>
<td>Born in Port of Spain, Trinidad and Tobago.</td>
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<td>1985</td>
<td>Attends high school at St. Mary’s College in Port of Spain.</td>
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<tr>
<td>1988</td>
<td>Earns his bachelor of science degree and his medical degree at the age of 22.</td>
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<tr>
<td>1994</td>
<td>Completes post-doctoral research and surgical oncological fellowships at the University of Texas MD Anderson Cancer Center and becomes assistant professor of surgery at University of Connecticut Health Center.</td>
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<tr>
<td>2000</td>
<td>Becomes a clinical instructor in surgery at Baylor College of Medicine in Houston, Texas.</td>
</tr>
<tr>
<td>2005</td>
<td>Named director of surgical oncology and associate director of Neag Comprehensive Cancer Center at the University of Connecticut Health Center.</td>
</tr>
<tr>
<td>2011</td>
<td>Becomes full professor in the department of surgery, Completes MBA at HU School of Business.</td>
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<tr>
<td>2013</td>
<td>Introduces the State of the University address series.</td>
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<tr>
<td>2014</td>
<td>Named provost and chief academic officer of Howard.</td>
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<tr>
<td>2015</td>
<td>Named the 17th president of Howard University.</td>
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<td>2016</td>
<td>Appointed by U.S. President Barack Obama to Board of Advisors for White House Initiative on HBCUs.</td>
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<tr>
<td>2018</td>
<td>Announces plans to reestablish the College of Fine Arts.</td>
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<tr>
<td>2020</td>
<td>Named the distinguished Charles R. Drew Professor of Surgery by the Board of Trustees.</td>
</tr>
<tr>
<td>2022</td>
<td>Inducted into National Academy of Medicine. Receives The Order of the Republic of Trinidad and Tobago - the country’s highest honor.</td>
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### Dr. Frederick’s Presidency By the Numbers

- **Fall 2014**: 10,265
- **Fall 2022**: 12,886
- **Applications Received**: 2011 = 8,794, 2021 = 29,396
- **Four-Year Graduation Rate**: 2014 = 40%, 2022 = 59%
- **GRANTS AND CONTRACTS AWARDED**: In 2018, Dr. Frederick re-launched the Office of Research.
- **CREDIT RATING**: Fitch and S&P: Global Rating: BBB (Positive)
- **US NEWS & WORLD REPORT RANKING**: 2014 = #145, 2022 = #89
- **Real estate initiatives to construct new academic buildings for the first time since 1984**: $785 Million
- **Pell Grant students.**

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The STORY OF DR. WAYNE A. I.
Frederick’s illustrious college career at Howard University, one that would culminate in the earning of three degrees—a bachelor’s degree in 1990, a medical degree in 1994, and a master’s in business administration in 2011—began with a missed deadline and a recurring case of mistaken identity.

Dr. Frederick’s Life as an HU Student

A True Son of Howard

BY SETH SHAPIRO

B ack home in Trinidad and Tobago, Dr. Frederick recalls, Howard was regarded as the big name school—the university everyone aspired to attend. His best friend from childhood, Shaka Hislop, was already there and urging him to submit his application. So he did. It was the only university he would apply to.

First Steps on Campus

He was 16 years old when he received his Howard acceptance letter at his home in the city of Port of Spain. Yet, despite all his focus and dedication on getting into Howard, he was largely unaware of the steps he needed to take in order to matriculate.

“When I applied to come to Howard, I knew nothing about housing and those types of things. I had no concept of residence halls,” Dr. Frederick says. “I missed the on-campus housing deadline, so I had to live in Brookland in Northeast D.C.”

Dr. Frederick’s morning commute on the bus was a feature of his freshman year. Many of the passengers were students at Benjamin Banneker Academic High School, just on the other side of Georgia Avenue, opposite Howard’s campus. Due to Dr. Frederick’s relatively young appearance, he was often assumed to be a high school student rather than an undergraduate.

“If you lined up all the students in my class and put those most likely to one day become president of Howard at the front, I would have been at the end of the line,” Dr. Frederick quips.

Carving a Career Path

While his path to the presidency might have been unconventional, those who knew him at that time say they can see the president he would become in the student that he was.

“One of the first things that comes to mind is that he’s probably the most inquisitive and curious student I’ve ever had,” says Clive Callender, MD, professor of surgery at the Howard University College of Medicine and founder of the National Minority Organ Tissue Transplant Education Program. “[He wanted] to know every step I took—and understand why I was doing things.”

Dr. Callender notes that Dr. Frederick’s curiosity did not stop at medicine or surgery. Particularly for those he considered to be his mentors, he wanted to glean any and all wisdom they had to offer—about medicine, of course; but later, also about being a good husband, a good father, and a good person.

“All those things seemed to captivate him,” Dr. Callender says. “Not only was he curious; he was unwilling to accept no for an answer.”

As a person with sickle cell disease, Dr. Frederick was often told throughout his academic career that he should abandon his aspirations of becoming a cancer surgeon. But at Howard, he not only received essential care for his condition at the Center for Sickle Cell Disease, but he found people who encouraged him to pursue his highest ambitions.

“People in positions of authority at the time told him he could not become a surgeon because he was a sickle cell patient and had a splenectomy. … We were able to dispel him of the notion,” Dr. Callender says. “In spite of his sickle cell disease, he decided he was going to be a surgeon and there was nothing going to stop him, and we certainly were going to enhance his abilities to become a surgeon and not let his disability stand in the way.”

The EARLY YEARS

Dr. Frederick’s Life as an HU Student

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LaRue Barkwell was Dr. Frederick’s work-study supervisor in the Office of Financial Aid. Later, she became his executive assistant and chief of staff. In 2019, Dr. Frederick awarded her the Capstone Distinguished Service Award. In 2020, the award was renamed in her honor.

“I am so happy he did. I think just being here at Howard and having people like you was the icing on the cake. It enabled him to have the financial aid, students coming and going, but he was helping us with the paperwork and keeping things organized. He was very interested in football. And at first, I thought it was regular football, until I realized that he was talking about soccer.”

He had some health challenges, and a lot of the staff helped him through that. Their office had a family atmosphere. They took care of our students, we had potlucks, took them home with us for events, and made sure that they were fed. We loved to see them excel and do well. It’s not an easy job being president of a University. I think a lot of his leadership skills were gained throughout his educational experience at Howard. As an undergraduate student, he first-hand saw the complexity of funding higher education. He witnessed the lines at financial aid and what it was like not to have enough money to cover higher education. He understood how finances can be a big barrier for students. He learned to really appreciate other people’s circumstances.

Dr. Frederick would repay Barkwell, in a manner of speaking, for giving him his first job. When he became president, he hired her to be the executive assistant in the Office of the President, before promoting her to chief of staff. Dr. Frederick often says that his primary motivator in serving as president is to pay down the tremendous debt he has incurred to Howard University for the education he received and the work that it has enabled him to do as a cancer surgeon, faculty member, medical researcher, and more. One way he tries to diminish his debt is to foster the same love he has for Howard in the next generation of students. “I absolutely love this place,” he said during Opening Convocation 2022, directing his comment to the new freshman class. “And I hope that you will love it, too.”

“Beyond Work-Study” by LaRue Barkwell

“I had no idea he had aspired to come back to Howard, but it was Dr. Frederick’s work-study supervisor in the Office of Financial Aid. Later, she became his executive assistant and chief of staff. In 2019, Dr. Frederick awarded her the Capstone Distinguished Service Award. In 2020, the award was renamed in her honor.”

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“I had no idea he had aspired to come back to Howard, but it was Dr. Frederick’s work-study supervisor in the Office of Financial Aid. Later, she became his executive assistant and chief of staff. In 2019, Dr. Frederick awarded her the Capstone Distinguished Service Award. In 2020, the award was renamed in her honor.”

“I am so happy he did. I think just being here at Howard and having people like you was the icing on the cake. It enabled him to have the financial aid, students coming and going, but he was helping us with the paperwork and keeping things organized. He was very interested in football. And at first, I thought it was regular football, until I realized that he was talking about soccer.”

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to return to school to follow his dreams—a lesson in perseverance. He credits his grandmother, Christine Tyson, for guiding his way: “My moral compass is a direct result of the lessons I have learned and continue to learn from my grandmother,” says Dr. Frederick. He is a lifelong learner who draws inspiration to teach from a myriad of places. He was mentored by a trio of American giants: the late L’Amar DeLalf MD, who encouraged him to pursue a surgical oncology course; Olve C. Callicer MD, and the late Vernon Jordan Jr., an outlier to his medical mentors, who Dr. Frederick describes as having been “more father than mentor.”

It’s easy to feel like you’ve been transported to a medical school classroom while listening to Dr. Frederick speak emphatically and with intense imagery about his work. He describes the field of surgical oncology as “incredible.” Further explaining the indelible mark his interactions with his patients and how they display courage has left on him, “[this field] has the right mix of making a difference and medical complexity. Oncology patients always display courage and humility that I find heartwarming and that has helped me keep perspective,” he says.

Creating a Lasting Impact

When I needed an esteemed faculty member with commensurate experience to teach the inaugural Presidency course, Dr. Frederick graciously accepted. Today, it is one of the department’s most popular courses.

Dawn Williams, PhD Dean, School of Education

and Leadership Policy Studies (ELPS) program in the School of Education.

The course on the college and university presidency is designed for a former or sitting president to teach it. Dr. Frederick offers that engaging with students as a sitting president provides them with a contemporary experience. “The uniqueness of this course is students can see my response to what is happening in real time,” says Dr. Frederick. “The workforce is changing, we should be as transparent as possible and give exposure and experiences our future higher education leaders can’t learn from a textbook. Additionally, hindsight makes responding to a decision very different—we often don’t respond the same when we have all the answers, and that is what makes real-time experience so critical.”

Bilal Badruddin is a doctoral candidate for higher education leadership and policy studies who took the course in the Spring of 2018 when Dr. Frederick first taught it, and who has helped organize the course for Dr. Frederick. “The presidency is very demanding. When Dr. Frederick and I discuss the syllabus, we are considering the higher education landscape and what is happening in the world around us to inform what the lessons will cover and who the guest speakers will be. I appreciate that, while Dr. Fredrick is the University president, he recognizes and appreciates other subject matter specialists in the field and exposes students to them.”

Badruddin’s research is focused on the experiences of Asian, Pacific Islander, and Desi American students, reflects on how he and his classmates were able to see how Dr. Frederick responded to student demonstrations, how decisions were made, and how/why the executive leadership team chose to respond. “The course continues to evolve,” says Badruddin. Over the years, the syllabus has given space for participants to discuss the experiences of LGBTQIA and gender-nonconforming students, and how to best provide mental health resources. “Dr. Frederick doesn’t separate himself from the presidency or how his journey to the presidency has impacted him and his family, which helps students understand the humanity of the person in the position—the presidency.”

There is no one title or single story that encompasses Dr. Frederick—the professor, his relationship with Howard University, and his passion for teaching. He says in a mantra-like way, “Don’t get obsessed with the last victory or last failure, it all propels you forward. The key is to not be obsessed with any of them. You must experience them all to have a complete and fulfilling experience.”

The Professor

FOREVER A TEACHER

Professor Frederick has taught students about medicine and about university leadership.

Bilal Badruddin is a doctoral candidate in the Higher Education Leadership and Policy Studies program at Howard University, and his passion for this course is students can see my response to what is happening in real time,” says Dr. Frederick. “The workforce is changing, we should be as transparent as possible and give exposure and experiences our future higher education leaders can’t learn from a textbook. Additionally, hindsight makes responding to a decision very different—we often don’t respond the same when we have all the answers, and that is what makes real-time experience so critical.”

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Learning from the Source

BY BILAL BADRUDDIN

Bilal Badruddin is a doctoral candidate in the Higher Education Leadership and Policy Studies program at Howard University. Many people take on a college presidency not truly understanding how colleges work, and not seeing how university presidents make decisions; however, the Higher Education Leadership and Policy Studies program at Howard is leading the way in changing this narrative at HBCUs and other MSIs. This program, and specifically the College and University Presidency course allows doctoral students to gain insight into the day-to-day operations of the presidency at Howard. This has been enlightening for students, as they learn how decisions are made at the executive level.

My time assisting President Frederick in teaching the ELPS 603: College and University Presidency course has been extremely rewarding. As a member of the inaugural cohort of the Higher Education Leadership and Policy Studies program, I am particularly invested in the success of the program and content of this course. President Frederick has provided me the opportunity to serve as thought-partner in syllabus development for this course. Designing a doctoral-level course is not an opportunity everyone has been afforded.

President Frederick provides a unique lens to the presidency, not only because he holds three degrees from the University, but also because he has seen multiple presidents lead the institution prior to himself. His knowledge of Howard’s history and the time he has invested makes his perspective and approach to the presidency different than anyone else, and deeply Howard.
“Equanimity under duress” is a favorite phrase that Dr. Frederick learned from his esteemed mentor, LaSalle D. Leffall Jr., MD. It is the ability to step back and examine the larger situation without making a rash decision just because the pressure is mounting to do so. The practice is a critical one that Dr. Frederick employs in the operating room and has since extended to his presidency and beyond. As a life-long sickle cell patient, he understands the necessity of studying the whole picture, which has allowed him to break as many barriers as he has through his career and life.

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Photograph by PETE SOUZA

The
SURGEON
Dr. Frederick’s mother and his experience with sickle cell disease shaped his career in medicine

The Woman and the Illness That Set the Template

BY SHOLMN FREEDMAN (MA ’12, PHD ’21)

His family was acutely aware that in Trinidad and Tobago, children with sickle cell disease were not expected to make it out of childhood. Every birthday was a landmark. Tyson-Hill prepared over-the-top celebrations, bringing together the entire neighborhood. Wayne’s grandmother, Christine Tyson-Hill, explained to him that he had sickle cell anemia. She told him about the severity of the condition and pain crises that he would experience.

The sickle cell limited his participation in sports; even going to the beach could be painful. He was hospitalized a couple of times every year due to the illness. Coming to terms with his own daily reality of dealing with a medical condition and the impact of his mother’s own deferred professional aspirations subtly steered him to his own dream of studying medicine, Dr. Frederick recalls.

In many ways, Tyson-Hill was the perfect role model for a child committed to medicine at such an early age. She worked for five decades serving island communities as a primary nurse. However, nursing was not Tyson-Hill’s original career choice. She had herself aspired to one day become a physician. But she was thwarted by discriminatory attitudes in the 1960s about the capabilities of women in leading professions which prevailed in the Caribbean, just as they had in the United States at the time.

Growing up, Dr. Frederick consumed most of his free time at home reading. Much of the rest was spent marveling at his mother’s medical work. As a nurse and a district health officer, Taylor-Hill would spend hours dedicated to ailing people who would sometimes call her at the family home. Young Wayne was unfazed, even by the goriest of...
The Gift of a Surgeon
BY CLIVE O. CALLENDER, MD, FACS

SURGERY IS KNOWING WHEN TO OPERATE AND WHEN NOT TO OPERATE. HOW TO HANDLE TISSUES. ALL OF THESE THINGS DR. FREDERICK SEEMED TO EXCEL AT. AS A SURGEON, DR. FREDERICK HAS EXCELLENT MANUAL DEXTERITY. HE ALSO HAS GREAT SURGICAL JUDGMENT. WHEN HE BECAME THE PRESIDENT, HE WAS DISCOURAGED FROM CONTINUING TO OPERATE. BUT HE CONTINUED TO DO SO. BECAUSE HE HAS A GIFT AS A SURGEON, HE WANTS TO USE IT AS LONG AS HE CAN.

His forte is that he loves people. He loves getting along with people, and he loves helping people. What makes a good doctor is not how smart you are, but how much compassion and caring kindness you have. And those are traits that he possesses.

Most of us doctors did not enjoy administration, but we could survive as administrators. But with Dr. Frederick, not only did he survive, he thrived and loved the administrative aspects of practicing medicine. He did extremely well and loved it. That set him aside early on in his career.

Clive O. Callender, MD, FACS is a transplant surgeon at Howard University Hospital and founder of the National Minority Organ Tissue Transplant Education Program.

The Influence of Sickle Cell Disease

SICKLE CELL DISEASE PLAYED A LARGE PART IN HIS EDUCATION. AS A MEDICAL STUDENT, DR. FREDERICK SET HIS SIGHTS ON BECOMING A HEMATOLOGIST-ONCOLOGIST. HE ALSO DREAMED OF FINDING A CURE FOR SICKLE CELL DISEASE. SOMETHING HE WOULD PRACTICE THE NOBEL PRIZE SPEECH THAT HE IMAGINED HE WOULD BE CALLED ON TO GIVE AS A REWARD FOR THE DISCOVERY.

EARLY LIFE CHALLENGES WITH DISEASE OFTEN SPARKS THE IMAGINATION OF FUTURE PHYSICIANS, ACCORDING TO CLIVE O. CALLENDER, MD, THE SURGEON WHO MENTORED DR. FREDERICK IN THE COLLEGE OF MEDICINE.

“I’M A SURGEON, AND I HAD TUBERCULOSIS (TB) WHEN I WAS 15,” CALLENDER SAID. “AT THAT TIME, TB WAS NOT CURABLE. SO THE OPTIONS FOR ME SURVIVING WERE NOT GOOD, SO I UNDERSTAND HOW WHATEVER DISABILITY YOU HAVE CAN INFLUENCE YOUR PATH INTO MEDICINE. SOMETIME OBSTACLES ARE JUST STEPPINGSTONES TO SUCCESS.”

Dr. Frederick walked through Howard’s gate in 1988 enrolled in the accelerated BS/MD program, which would allow him to earn an undergraduate and medical degree within six years. Because of Howard University Hospital’s highly reputable Center for Sickle Cell Disease, he knew he could be immersed in academic excellence while receiving good health care for his sickle cell. He remains heavily involved with the center, and would participate in the annual Sickle Cell Race.

Through the mentorship of Dr. Callender and another legendary Howard surgeon, Dr. L. Salle Lefall Jr., MD, FACS, Dr. Frederick fell in love with the discipline of surgery. Over time, his interests narrowed even further to cancer surgery, and then to treating gastrointestinal cancers. Dr. Frederick has always found this choice of specialization ironic: the intestines and open abdomen was the one area of the body that repulsed his mother. “She was not crazy about seeing the inside of people’s abdomen.”

In 2000, he became a clinical instructor in surgery at Baylor College of Medicine in Houston, then pursued a surgical oncology fellowship and postdoctoral research at University of Texas MD Anderson Cancer Center in 2003.

“As I continued my training, the complexity of gastrointestinal cancers is what drew me in,” Dr. Frederick says. “In fact, the pancreas, in particular, was so far back in the abdomen and so intricate in terms of the blood vessels around the ducts. It’s probably the most difficult operation that we do.”

Upon completing his fellowship, he went to the University of Connecticut Health Center to lead surgical oncology with the Neag Comprehensive Cancer Center. In 2006, he returned to Howard as associate professor in the Department of Surgery at Howard University Hospital. He became associate dean of the College of Medicine, division chief in the Department of Surgery, director of the cancer center, and deputy provost for health sciences. In 2010, the Board of Trustees named him the Charles R. Drew Professor of Surgery.

Much of Dr. Frederick’s research focuses on disparities in health care and medical education, specifically in narrowing racial, ethnic, and gender disparities in cancer care outcomes, particularly in gastrointestinal cancers.

Back when Dr. Frederick was a medical student in the early 1990s, patients with gastrointestinal cancer generally had poor outcomes. Today, with improving treatments, outcomes have drastically improved. Recalling a childhood at the feet of his mother, Dr. Frederick still appreciates the thrill of watching an illing patient become healed. Seventeen years ago, Dr. Frederick completed his first independent surgery—on a patient suffering from pancreatic cancer. Each year, the man calls Dr. Frederick on the anniversary of the surgery to thank him.

“The mortality of pancreatic cancer has been really poor,” Dr. Frederick says. “I know he’s going to call me, so it is very humbling.”

Dr. Frederick’s leadership is quiet yet stern, forceful yet determined, and focused on a level that is stealth yet productive. Dr. Frederick’s leadership has been a gift to Howard University and his leaving the institution at this point brings about a magnanimous change at every level.

Gina Spivey-Brown, PhD, MSA, RN
DEAN, COLLEGE OF NURSING AND ALLIED SCIENCES
Dr. Frederick entered the presidency when the University was plagued with financial distress, low enrollment, maintenance problems, dire renovation needs, personnel issues, and more. The hospital was in the red. The University was receiving very little in gifts and donations, but he was determined to turn it around. After all, that's what someone does for a place they love with all their heart.
In June 10, 2013, the Washington Post published a letter written by a member of the Howard University Board of Trustees and leaked to the press. In the communication, which had been sent to the other board members on April 24 of that year, the trustee warned that, if the University did not take decisive action, “Howard will not be here in three years.”

Any institution of higher education, especially ones as old as Howard, will inevitably endure periods of growth and decline. Additionally, colleges and universities do not operate in a vacuum; they are subject to the particular social, economic, and environmental challenges of their time and space. Howard in 2013, along with other American universities, was still grappling with the aftermath of the Great Recession, persistently high unemployment, falling enrollment in higher education nationwide, and more challenges.

Certainly, many in the Howard community disagreed with the letter, either in terms of the specific critiques or perhaps just in the direness of the message. Nevertheless, during the Fall 2013 semester, Howard’s problems were undeniably serious—and, therefore, so were the challenges facing the new interim president, Wayne A. I. Frederick, MD, MBA.
Howard University is his “can do” and “do it now” attitude. Through the Howard Forward group that he created, I was invited to attend the meeting, but as an assistant professor, I was first introduced to President Frederick over 16 years ago when our children were toddlers in the Howard University Child Care Center. I was drafted to serve under Dr. Frederick’s leadership as the dean of the College of Pharmacy and currently as the provost and chief academic officer. Sixteen years later, the student body we now manage has grown from 50 preschoolers to 12,000 undergraduates and graduates, and fundraising has become more complicated than a bake sale. But our mission remains the same: recognize great teachers, improve educational opportunities, and engage in educational encounters from a grass roots level.

As we both progressed in our academic careers to positions of increasing responsibility and challenge, I am most appreciative to have known him first as a caring parent and proud Bison father. I have been honored to serve under Dr. Frederick’s leadership, decision-making, and deep love for the University, as well as an understanding that the work that we do is not only for our own purposes, but to continue to create excellent educational opportunities for generations of Bison to come.

I was first introduced to President Frederick over 16 years ago when our children were toddlers in the Howard University Child Care Center. I was drafted to serve as the president of the PTA, I talked with parents about the opportunities, challenges, and ways that we could be more engaged in our children’s early educational experiences. We conducted bake sales, attended field trips, made suggestions for improving opportunities, recognized great teachers, and engaged in educational encounters from a grass roots level.

These early experiences allowed me to get to know President Frederick as a father and parent. We developed a working relationship that was framed around what was in the best interests of our children. Even at that young age, Howard University was already impactful in their lives. Those preschool days underscored my appreciation for providing care to a significantly underserved part of the population. "It’s one of the essential elements in having a medical school and in getting students not only properly trained, but placed, and having a clinical experience that is appropriate," he says.

A Dramatic Financial Turnaround

Enhancing the hospital’s solvency was only one of Dr. Frederick’s financial priorities. The end of his presidential tenure has been defined by record-setting financial improvements from where the University was at the beginning of his presidency. In 2023, Howard received two credit rating upgrades over three periods. Growth in philanthropic gifts reached an all-time high of $177 million in fiscal year 2023, compared to $10 million in fiscal year 2013. The endowment has grown to an unprecedented level of $854 million in 2022, and is steadily tracking toward the University’s $1 billion goal, in 2013, the endowment was at $344 million. Net tuition revenue has grown from $160 million in fiscal year 2013 to $260 million in fiscal year 2023. Operating cash flow climbed from $35 million to $165 million.

I had no idea that he would be as effective a president in terms of fundraising," says Clive Calender, MD, professor of surgery at the Howard University College of Medicine and founder of the National Minority Organ Tissue Transplant Education Program. "There’s nothing that we could do better."

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Chadwick Boseman was influential in bringing back the College of Fine Arts, which Dr. Frederick announced at the 2018 graduation in which Boseman was keynote speaker.

A Place Worthy of Investment

In many ways, Dr. Frederick’s presidency has been defined by the transformational funding he has helped to secure for the University. Dr. Frederick was willing to do the grunt work, the unglamorous, yet vitally necessary tasks needed to “tighten the finances, raise the strength of internal controls. These are the pieces inside the house that have to be strong for the University to thrive,” Monteiro says. “[He] built confidence among the alumni [and donors] that this is a place you want to invest in. You watch the alumni giving rate skyrocket. The federal government [gave the] highest federal appropriation ever under his presidency.”

From the unrestricted $40 million gift from philanthropist MacKenzie Scott to the $20 million 2022 federal appropriation, the largest in institutional history, this influx of investments and partnerships is creating tremendous opportunities for the University itself and those in our community. “Dr. Frederick did the necessary work of strengthening the enterprise from within, so that when the eyes of the nation really turned to Howard, Howard was ready for the moment,” Monteiro says.

Throughout his presidency, the eyes of the nation did indeed turn toward Howard—in both good times and bad. During the more than 30-day long student protest in the Fall 2021 semester, where students occupied the Blackburn Center and camped out in front of it to protest conditions in the residence halls on campus, Howard attracted tremendous amounts of media and national attention. The student protest of 2018 prompted a federal investigation that resulted in the University being placed on heightened cash monitoring by the Department of Education.

“Dr. Frederick’s ability to navigate some of the family fights that have happened here. The federal investigation that [resulted in] the most draconian sanction the Department of Education can apply, [which] usually puts schools out of business. We were off it in a year because they came in and looked and saw that there were things that needed to be improved, but the house was sufficiently in order that they could take us off of that very burdensome sanction,” Monteiro says. “Dr. Frederick dealt with [these challenges] with grace. [Regarding the protests], he did not take adversarial, critical, or harsh lines with folks, because these are members of the Howard family, whether they’re current students, faculty, staff, alumni donors. [He would always] try to teach you in medical school [about] how to raise millions of dollars. And that’s an area that he’s just been astoundingly successful.”

I will always appreciate Dr. Frederick’s willingness to share the thinking behind some of his major decisions and to allow himself to not be seen, publicly or privately, as a leader that was larger than life.

— John M. M. Anderson, PhD

DEAN, COLLEGE OF ENGINEERING AND ARCHITECTURE
A HISTORY OF THE PRESIDENTS OF HOWARD UNIVERSITY

by BAYAN ATARI

Mordcai Wyatt Johnson
SEP 1, 1926—JUN 30, 1960
Johnson was a noted preacher and author in addition to being the first Black president of Howard University. From Paris, Tennessee, he earned his BA from Atlanta Baptist College, now known as Morehouse, and a DD from Howard University. Johnson awarded Dr. Martin Luther King Jr. an honorary degree after the Montgomery bus boycott.

James Stanley Durkee
JUL 1, 1918—JUN 30, 1926
Durkee was the last white president of Howard University. Originally from Massachusetts, Boynton was ordained by the Columbia, New York presbytery in 1840. He served as chaplain of the U.S. House of Representatives from 1865-1869.

Stephen Morrell Newman
JUL 1, 1912—JUN 30, 1918
Newman was a pastor of the First Congregational Church in Washington. Newman was also the author of a book titled "America: An Encyclopaedia of Its History and Biography, Arranged in Chronological Paragraphs; With Full Accounts of Prehistoric America and the Indians, and Notes on Contemporaneous History; Containing a Complete Record of Explorations, Conquests."

Jeremiah Eames Rankin
JAN 1, 1890—FEB 24, 1903
Rankin was an abolitionist, a writer of popular hymns and sermons, and a respected minister. During his tenue, he oversaw the construction of the Andrew Rankin Memorial Chapel, which was named after his brother.

John Gordon
MAY 26, 1903—JUN 30, 1906
Gordon was relieved of his presidential duties in 1905 and resigned in 1906. According to theota chapter of the Omega Psi Phi fraternity: "Following Gordon's announcement of industrial education, a protest was launched by faculty groups and students, who believed such a decision as an affront to both their social positions and cognitive abilities."

Wayne A. I. Frederick
SEP 1, 2014—PRESENT
Dr. Frederick is a three-time Howard graduate (undergrad, medicine, and MBA). He is a researcher and practicing cancer surgeon, who turned around Howard’s financial situation and increased enrollment and graduation rates.

Sidney A. Ribeau
AUG 1, 2008—DEC 31, 2013
Before leading Howard University, Ribeau served as president of Bowling Green State University, where a leadership program was named for him. At Howard, Ribeau upgraded the University’s communications and computing technology and encouraged collaboration with other institutions.

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to explain what he was doing, why he was doing it, [how] he had done the due diligence to [determine] the best strategy for what ails Howard in whatever context. [He was always] as transparent as you could be. There was very little he wouldn’t share.”

Open communication is what Dr. Frederick believes strongly in, as well as exercising protest with cordial tones. “For a university like Howard’s, I still believe that it does require a certain tone and tenor in terms of our approach,” he says. “There is a decency that we should interact with one another with, there’s a way we should speak to one another, there’s a way we should even make assumptions about each other’s intent. That raises the discourse to a civil nature [even if] we still disagree. But I don’t think it should ever rise to personal animus or personal attacks.”

An Innovative Approach to Transforming Howard’s Campus

In March 2022, Howard announced an ambitious $785 million capital plan, which included construction of a new STEM complex, a new Health Sciences Complex, and a Center for Arts and Communications, all slated for a 2026 completion date. These will represent the first new facilities erected on campus since 1984. Also, the Myrtilla Miner Building, home of the School of Education, will undergo extensive renovation.

Prior to that announcement, the University had already renovated 80% of residence halls with improved security and building system upgrades. The University Central Campus Master Plan also includes roughly 1,500 additional housing units.

While Dr. Frederick recognized the need to make these enhancements when he first took office, he also understood that not all of these projects could take place right away considering the financial challenges the University was experiencing in 2013.

“Major construction initiatives on college and university campuses requires years of planning. We have to strategically prioritize which projects to undertake based on numerous factors, both internal and external. The fact that we are now positioned to move forward with three large-scale new construction efforts in addition to major renovations speaks volumes to the administration’s long-term vision and execution,” said Rashad Young, senior vice president and chief strategy officer.

In addition to overhauling many on-campus facilities, Dr. Frederick’s administration has taken a novel approach when it comes to the University’s real estate holdings. The University has
The GRACE Grant was established by Dr. Frederick, who served as Dr. Frederick’s executive assistant and chief of staff, and also managed him as a student financial aid employee.

The GRACE Grant was established by Dr. Frederick to help remove any financial barriers for students who successfully completed their freshman year. This need-based program, created in 2014, provides a 100% match for students who receive the maximum Federal Pell Grant and provides additional funding for those with an expected family contribution (EFC) of $0.

The impact of the GRACE Grant is clear. Since its inception, GRACE recipients saw an average 17 percent increase in retention and an average six-year graduation rate of 91%, a 30% increase compared to students in the same financial category who did not.

Creating Opportunity, Supporting Students

The coronavirus pandemic revealed and exacerbated the tremendous need that existed within the Howard University student body as well as some of the fractures that exist within our society.

During the most challenging days of the pandemic, Howard was committed to providing for students in need. The University kept open the food pantry, allowed housing insecure students to live in the residence halls, and more. Howard distributed $176 million in institutional and donor-funded aid during the 2021-2022 academic year, helping students by eliminating debt, waiving fees, providing direct cash payments, free emergency housing, providing emergency meal assistance, and more.

Prior to the COVID-19 pandemic, Dr. Frederick made supporting students a priority of his administration. “As an undergraduate student [working in the Office of Financial Aid], he saw the lines and knew what it was like not to have enough money to cover your funds,” says LaRue Barkwell, a long-time Howard employee, who served as Dr. Frederick’s executive assistant and chief of staff, and also managed him as a student financial aid employee.

He walks with purpose. Undeterred by negativity and naysayers; a challenge becomes an invitation to finding solutions; obstacles become opportunities.

Phyllicia Rashad, Dean, Chadwick A. Boseman College of Fine Arts

 leased land and buildings to developers to use for non-Howard purposes, including high-end condos. However, the arrangements ensure that Howard retains the title to the land in perpetuity.

“My homeland is the dirt. That’s where the wealth and value is. We’re monetizing the real estate,” Monteiro says, adding the arrangement allows the facilities to be upgraded by third-party users when Howard doesn’t have the cash on hand to finance the renovations itself. And in addition, the proceeds from leasing the building has proven to be a reliable source of revenue that can be used for other ventures.
receive GRACE funds. In addition to helping students financially, Dr. Frederick has also been committed to creating opportunities for students to develop their professional skills and enhance their workforce readiness—and to change the world in the image and vision of Howard University.

‘He Sees the World, Not As It Is, But As It Should Be’

According to Hadley, Dr. Frederick’s capabilities as president stem from his vision. “He sees the world, not as it is, but as it should be,” Hadley says. And then he works to bring his vision to fruition.

Dr. Frederick saw the talent and potential of Howard students not only to be successful in their careers, but to transform key industries. Throughout his presidency, he has worked to develop programs to develop Howard students and provide them with opportunities to excel in their careers, and increase diversity in key areas in the process.

One of Dr. Frederick’s first presidential trips was to Silicon Valley. He met with leaders at Google and ultimately partnered with them to create Howard West, now known as Tech Exchange. The idea was to get Google to invest in the education and training of Howard students. Through this exchange program, Howard students are taught by Google leaders, and they intern at the company. The end result is better training and experiential opportunities for Howard students and an enhanced likelihood of finding employment at the company after the program had ended. Dr. Frederick’s administration created several similar programs for different industries, including Howard Entertainment with Amazon Studios.

The Karsh STEM Scholars Program has also been an essential proof of concept program for Howard and Dr. Frederick. The program selects high potential science, technology, engineering, and mathematics students coming out of high school and provides them with all the resources they need to be successful. It continues to attract high-achieving minority students interested in science, technology, engineering, and math. And it has already established a record of cultivating exceptional graduates who have moved on to some of the most preeminent institutions to pursue a STEM-based PhD or a combined MD-PhD.

In the case of these Howard programs, Dr. Frederick was never content to just serve Howard students. He wanted to create opportunities for all HBCU students. “Once Howard kicks in the door, the goal is to leave it off the hinges,” Hadley says.
Leading the Flotilla of HBCUs

When Howard West changed its name to Tech Exchange, it did so when it invited other HBCU students to participate in the program.

Howard has also created several Summer enrichment programs, where HBCU students have been invited to Howard’s campus to participate in training and exam preparation free of charge. Through the Pre-Health Scholars Summer Enrichment Program, Pre-Law Scholars Summer Enrichment Program, and the Pre-PhD Scholars Summer Enrichment Program, students learn from current Howard graduate students as well as faculty members to prepare for the rigorous admissions processes as well as understand the challenges of graduate school.

“To whom much is given, much is expected,” Hadley says. “We’ve seen [Dr. Frederick take on that responsibility] throughout his presidency. Our goal was to take all of what we have [at Howard], get some more, and [then] ensure that the rest of the HBCU community has [the same] opportunity [to succeed].”

An Unusual President for an Unprecedented Time

As a cancer surgeon, Dr. Frederick’s background made him an unusual choice to become Howard’s president. He is one of only a few dozen physicians serving as presidents of American institutions of higher education—and likely the only one who remained a practicing surgeon throughout his presidential tenure. But according to many, it was precisely his capabilities as a surgeon that made him an ideal candidate to tackle the immense challenges Howard was facing 10 years ago.

“What sets him apart is his willingness to handle the situations [of his presidency] the same as he does in surgery. And what sets us apart as surgeons is the ability to, when the bleeding is there, when the crisis is there, to be cool, calm, and collected, and to do what is the right thing,” says Dr. Callender. “And I think that’s what makes him a great surgeon [and] also makes him a great president.”

According to Winston, it was Dr. Frederick’s...
“unusual combination of training” that enabled his presidency to thrive. In addition to the mentality he cultivated as a surgeon, Winston also points to the master’s in business administration that Dr. Frederick earned in 2011.

“His MBA is not decorative,” he says. Dr. Frederick leveraged his business acumen to improve the University’s financial posture. In addition to his academic and professional resume, many say that what made Dr. Frederick the right person for the job was not just the degrees he earned, but where he earned them from—Howard University.

“He had a self-sacrificial attitude toward Howard,” Winston says. “When he says that he loves this place, he does, and he loves it for the best of reasons. He was one of many people who had a transformational experience at Howard University.”

However, as an alumnus, Dr. Frederick did not feel beholden to keep Howard the same or to return it to precisely what it had been before. On the contrary, “he respects the tradition by innovating,” Winston says. Dr. Frederick was willing to buck Howard tradition if he felt it was in the best interest of the University’s long-term future.

A Steward of Howard University

Winston tells a story about Howard’s 13th president James Cheek, who served from 1969-1989. Two Howard students were walking The Yard, a few paces behind President Cheek and Winston. The students were discussing some possible upgrade or improvement at Howard—he doesn’t recall the specifics—when one of them said, “That’s too good for Howard.”

“Dr. Cheeks stopped in his tracks, spun around, and said, ‘Nothing is too good for Howard,’” Winston says. “Dr. Frederick lives that. He wants the best for Howard. He is devoted to achieving real excellence.”

I was President Frederick’s first decanal hire when he was provost. The service and dedication for his Alma Mater he displayed at our first meeting continues to this day.

Gracie Lawson-Borders, PhD
DEAN, CATHY HUGHES SCHOOL OF COMMUNICATIONS

Dr. Frederick rebuffs any conversation about his legacy. The goal for any college president, he attests, is to be a good steward of the institution and its resources that have been entrusted to the president’s care throughout their tenure. For Dr. Frederick, he emphasizes that he wanted to address the problems the University had at the start of his administration and ensure that the institution was in a stronger position when he leaves the Office of the President than when he first occupied it.

If his one job was to ensure Howard was in a better place at the end of his presidency than at the beginning, then mission accomplished—and then some.

I’m no stranger to hard work. I’ve worked in the White House, I’ve worked at the Justice Department—high intensity jobs where there’s no 9-5. And even with that background, the pace that Dr. Frederick kept up was something else. Weekends, evenings, early mornings, holidays, a text about this, let’s meet about that, we need to meet with so and so because they’re upset about this, or this person is considering giving—let’s set up a meeting so we can show why Howard’s a good investment. And he gave his whole self to this place. He continued doing surgeries at no cost to the University. At the same time, he’s teaching students in his PhD class. And with his sickle cell and underlying conditions, you’re just always concerned that he’s pushing himself a bit too hard.

But he loves this place. I got to see him in the behind-the-scenes moments, these off hours where even then, he was always thinking about how to address something on campus. No one could doubt his love for Howard. Howard is his family.

Paul Monteiro, JD, with current chief of staff Allison Bryant, PhD; Dr. Frederick; and Simone Frederick.

CHIEFS ALL AROUND
Paul Monteiro, JD, with current chief of staff Allison Bryant, PhD; Dr. Frederick; and Simone Frederick.

Non-Stop
BY D. PAUL MONTEIRO, JD

FILLING HIS SHOES
(Left) Dr. Frederick climbs the stairs at Howard Hall to his temporary Summer office. (Above) Leaving more than a footprint on the heart of campus.

TRIBUTE

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When examining what the University achieved during his presidency, the list of successes appears to be a direct counter example to the challenges he cited when he became interim president and what the trustee cited as the University’s existential challenges in the letter leaked to The Post.

If his one job was to ensure Howard was in a better place at the end of his presidency than at the beginning, then mission accomplished—and then some.
Family is everything to Dr. Frederick, and it extends beyond just his nuclear family. There are many family figures who extend through the generations, both blood-related and heart-related, who are responsible for molding him into the president he is today. His mother, grandparents, mentors, friends, and more have become part of his inner circle, people for whom he would do the impossible to show his love and support.

Photograph by Pete Souza
Dr. Frederick attributes his success to the close relationships of family and friends he’s held through his life.

The Family Tree

BY RIN-RIN YU

Dr. Frederick savors moments with his family, like this one, where his daughter, Kirie, preps dinner.

Friends and family often use the same words as colleagues and other professionals to describe Dr. Wayne A. I. Frederick: “intelligent,” “thoughtful,” “caring,” “humble,” and “loyal.”

His best friend, Shaka Hislop, can certainly attest to the loyalty—they attended high school together, went to Howard together, and remained friends through thick and thin. Hislop is present for many of Dr. Frederick’s special events, and vice versa. When asked why they were friends, Hislop said it’s a question he could never really answer. “It speaks to the challenge of friendships. You’re not sure what you have in common. Someone is just your friend and you accept that as you know them. Looking back on our friendship—that’s just how it was. There’s a beauty in that simplicity.”

Despite Dr. Frederick’s seemingly complex life—a world-traveling surgeon-president-educator-board member-father-husband and more—his personal relationships are built upon that kind of simplicity. It’s evident when he reconnects with those he loves, particularly his long-time friends; their inner youth surfaces, and sometimes Dr. Frederick is seen doubled over laughing with them like mischievous kids.

His family always determinedly comes first. He is surrounded by them, besides his wife and children—Simone, Wayne Jr., and Kirie—his mother, Frances Tyson-Hill, his 99-year-old grandmother, Christine Tyson, and his aunt, Luanne Roach, are also often by his side (she the three elders still live in Trinidad). His family is almost always the bedrock of all his stories.

His mother, who Dr. Frederick calls his inspiration for becoming a doctor (she was a nurse for 50 years), is a tiny woman who looks like a replica of Dr. Frederick’s grandmother and aunt. She remembers when he was a small child, he didn’t wince as he watched her manage patients in their home, even if it meant uncovering some unpleasant-looking wounds.

“He was always ambitious, always very intelligent,” she says about her son. She wasn’t surprised when he became a doctor, but did not expect he would also become president of Howard. Proud isn’t a word she likes to use, citing her friends who claim she is being humble. “My thing is, I’m happy,” she says. “[I have] three boys, and I’m happy with all of them. … I’m glad to be alive and around to see my children.”

The First Lady

Simone Frederick is a constant, calm presence next to her husband. She is also from Trinidad; they met on the last day of Carnival in 2002, the day before Valentine’s Day, through mutual friends. By then, he had already left Trinidad—and Howard—to pursue a fellowship in oncology at the University of Texas MD Anderson Cancer Center. They exchanged numbers, and then he flew back to Texas the next morning. There were a lot of expensive long-distance phone calls, back when paying for long-distance calls was a thing, and then a lot of plane trips back and forth. In 2003, they were married.

“We ended up getting engaged during Carnival, married during Carnival, so Carnival is kind of like a special moment for us,” Mrs. Frederick says. As first lady, she understands that her role is crucial in the success of the president, something she wants to emphasize to future first spouses. “It’s a 24/7 job,” she says of the presidency. “And I think it can sometimes feel like the entire family is under a microscope … but, you get through it as a family.”

To make it all possible for Dr. Frederick, her role is crucial on the family. “I think it also helps that he...
IT HAS BEEN AN ABSOLUTE pleasure to be Howard University’s first lady! It has been a truly unique opportunity for me to experience the rich culture of this University’s storied traditions. I was equally honored and humbled by the duties afforded to me as first lady. But I could not have accomplished any of it without the diverse, brilliant professionals who worked with me to help execute many of my projects.

I have a lot of great memories of Howard but a few stand out: move-in day, graduation day, Homecoming. For me, as a mother, I look to these events because it brings the students the greatest joy. Having the opportunity to watch students enter their dorms for the first time; connecting with old friends and meeting new ones; saying goodbye to loved ones; the unbridled joy on the students’ faces as they embark on their journeys was truly awe-inspiring. And then at graduation, the pride and the anticipation of what’s to happen next—I felt their hope for the greatness that will come. Finally, Homecoming! This occasion pulls the whole college experience together in one event. It generates the most excitement in our household! It is always such an enjoyable event, a chance for the whole Howard community—past, present, and future—to come together to celebrate the successes of the University.

My advice to the next president, from our family, is to simply embrace Howard University and its traditions with open arms. We certainly did that as a family, and we benefited from the strength and love bestowed on us when we needed it the most. The future president can rely on our continued love and support even as we move on. Our family knows first hand how very consuming the position of the president can be, and that is something that takes getting used to. I wish I can convey how very emotionally invested my husband is in the success of Howard University. He’s very dedicated to preserving its legacy, and he’s strived to make it an excellent place. He also has a great team, a very confident, competent team behind him who gives him sound advice.

We have been slowly preparing for this moment. These are two very big changes—retirement and empty nesting. I’ve been a stay-at-home mom for over 12 years. So, the feeling that my kids will not be around me soon or will not need me for much anymore is a bit disconcerting, but we are coming to terms with it. My husband’s retirement from Howard will happen simultaneously, so we both have been tossing around “what’s next” questions on both events. I predict the two of us will spend a lot of time together, traveling and looking forward to whatever adventure comes next. Knows that I’m there to hold down the home front, so he doesn’t have to worry about the kids and stuff. And he’s always managed to find time, I don’t know where he finds time, but managed to find time to do it all and always makes time for his family, because that’s what is most important to him,” she says.

She says that her role has been unique, especially for someone who didn’t grow up in the United States or attend Howard. Through the years, she’s forged “strong relationships among the faculty, staff, students, alumni, to champion the many great causes of Howard University,” and almost feels like she’s an alum. “I’m proud to be part of that.”

My Dad, the President

“Dad, it hurts,” Dr. Frederick’s 16-year-old daughter, Kirie, said as he leaned over her wheelchair at the MetLife Stadium outside New York City. She had surgery for a torn ACL on a Wednesday at a hospital in Manhattan, and it was now Saturday.

Wayne Jr. and Kirie are the center of Dr. Frederick’s universe; they’re both athletic, studious, and well-mannered, having grown up under the watchful eye of the world. They are children of Howard: Kirie was born at Howard University Hospital, then gave her a hug.

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chief of staff. She says telephoning his grandmother and his mother were “essential parts of his daily life.”

The whole family attended most major events—Homecoming, graduation, Charter Day, athletic games, performances, and so forth. Through the years, the role of helping Dr. Frederick put on his ceremonial robes would shift between Mrs. Frederick and Kirie.

“This has really helped with their social development skills,” remarks Mrs. Frederick. “My daughters and I do just about anything possible to be there.”

...In addition to a scholarship grant, he was determined to remove financial barriers to other bright students through the Graduation Retention Access to Con- tinued Excellence (GRACE) Grant. Established in 2014, the need-based program provides a 100% match for students who receive the maximum Federal Pell Grant and provides additional fund-
AS SOON AS THE PLANE bumped down on the lush island of Trinidad with rainy season clouds looming overhead, Dr. Wayne A. I. Frederick already had a hankering for some doubles. Doubles are a popular Trinidadian street food item of Indian flavors, essentially round fried dough rolled with curried chick peas and chutneys, a blend of spicy and sweet and salty all at once. Locals call it their comfort food, something to remind them of home, and that’s where he was. A food stand by the taxi airport pickup sold them, and as soon as he made it through customs, Dr. Frederick beelined towards the stand. It’s a joke among members of his administration who say they have never witnessed Dr. Frederick eat lunch, because he’s so busy racing around. But on this late October trip, even if it was for a quick weekend, his days were taken up by the tastes of home, and the family and friends who joined him. Trinidad and Tobago are separate islands; Trinidad is where people work and live, while Tobago is where they play (though, of course, people still do both on each island). It was in the city of Port of Spain, Trinidad where he grew up with his mother, a nurse; his two brothers; his grandmother; and grandfather, a school principal-turned lawyer. Dr. Frederick’s father was a police officer who died when Dr. Frederick was almost three. He is not the first Trinidadian to leave the island and go to Howard. “My mom was totally obsessed with the first prime minister of Trinidad and Tobago [Eric Williams], who was a political science professor here at Howard,” he says. And then he started to notice that everyone who went abroad to study seemed to go to Howard, including the doctor who delivered his two younger brothers. “They were always everywhere.”

Port of Spain is speckled with palm trees and industry, where cargo ships dotted the blue Caribbean waters and tropical trees grow wide and shady. His mother still lives in the house where he grew up; back then, he remembers the neighborhoods being wide open. Today, the neighborhood is fenced and gated—a reflection of the changing times. He would attend St. Mary’s College for high school, where he and his best friend, Shaka Hislop, kicked around soccer balls (“footballs”) and did their homework—where Dr. Frederick would excel at his studies and dream of attending a university such as Howard. During this particular October visit, he received an honorary degree from the Faculty of Medical Sciences at the University of West Indies—St. Augustine; met current students from St. Mary’s College, where he donated lab equipment; and caught up with friends and family. He would also accompany Hislop, now also one of Trinidad’s national icons for his success as a professional soccer player, to Tobago for the morning while they distributed soccer equipment to children’s teams. (In the airport security line for Tobago, passengers recognized both Hislop and Dr. Frederick and took photos with them.)

To return to Trinidad and Tobago as the president of that dream university is one that Dr. Frederick does not take for granted; and he understands the importance of returning home to share his journey. He told the Class of 2022 at the University of West Indies graduation: “Our purpose is to steward our institutions, our countries, and our world from one era to the next. We must take that which we inherit and endow it with strength and vitality so that we may pass it on to our descendants.”—R.Y.
Today, that spirit of activism still drives her. In 2021, Harris was elected president of the Howard University Alumni Association (HUAA), and she is focused on inspiring alumni to engage in the mission of creating a stronger Alma Mater.

She brings to the role a background in academia and as a media scholar. As interim assistant vice president of undergraduate studies at California State University, Northridge (CSUN), Harris facilitates curriculum development processes and collaborates with the campus advising community to see how they can best prepare students for academic success. She has also been an administrator at Clark Atlanta University, Johnson C. Smith University, and Shaw University.

In 2018 and 2020, she was named the Region Chair of the Year, and she raised $300,000 in scholarships while serving in that role. In 2018, she received the Crystal Bison Award for her work from the Howard University Department of Alumni Relations. Most recently, she served as vice president of administration for the HUAA. With her extensive knowledge of the HUAA and all that it stands for, she felt called to lead.

“It just made sense that it was my time, and I think I have the skillsets as a media scholar, as a higher education professional and as a seasoned servant leader for the University, to bring all those together and take us into a new level of engagement for the alumni.”

She ran for office with a six-point plan called Bison E.N.G.A.G.E. that sought to engage alumni of all generations; increase access to the global Bison network; increase alumni giving; improve access to information that alumni need to best support Howard; galvanize alumni into action through global, national, and local events; help alumni excel through opportunities and the sharing of our stories.

Harris wants to expand the way alumni view giving. Besides financial support, she says, “You can give of your time.” In some cases, “time is even more valuable in terms of how you can really impact the student.”

In 2018, she signed to prepare mid- and senior-level academicians to be HBCU presidents. Harris first joined the HUAA as a way to connect with other Bison, but quickly took on leadership roles. In 2014, she became a region chair. “I got to be more impactful because I got to work with the alumni in the area that I was in,” she says. “I got to see Howard in a different way.”
ROY LESTER SCHNEIDER

ROY LESTER SCHNEIDER (BS '65, MD '65, H '96) was a pillar in health care in both the U.S. and the U.S. Virgin Islands. At Freedman’s Hospital, now Howard University Hospital, he held various administrative positions, including vice chairman in the Department of Oncology, associate director at Howard’s Cancer Research Center, and consultant in the Cancer Surgery Department of Radio Therapy, all in 1973. He created the Roy L. Schneider Endowed Chair in oncology in the Howard University College of Medicine to attract and recognize distinguished faculty and scholars at that cancer center.

Dr. Schneider served as a captain, medical adviser, and surgeon in the U.S. Army during the Vietnam War. He received a Bronze Star from the U.S. government, the Vietnamese Honor Medal First Class, and the Technical Service Honor Medal from the country.

Dr. Schneider was revered in the U.S. Virgin Islands for his work in improving health care. As health commissioner, he initiated the territory’s first kidney transplant. He also performed the territory’s first radical forequarter amputation for cancer of the humerus. He played an active role in St. Thomas and St. Croix in completing new health facilities, which were previously initiated through the efforts of former governors and health executives. He also advocated for the establishment of a board of trustees for each hospital. Schneider is the namesake for the Roy Lester Schneider Hospital, a 169-bed acute care facility in St. Thomas founded in 1962. He also served as the fifth elected governor of the United States Virgin Islands from 1995 to 1999.

'50s
James Elmer Pittman (BS '54), November 10, 2022, Washington, D.C.

Clyde Thomas Parker (BA '57, MA '63), November 5, 2022, Washington, D.C.

'80s
Ozie Ree Mitchell Quarterman (BCH 85), December 12, 2022, Washington, D.C.

Patricia “Pat” Moore Harbour, EdD (BS '84), October 3, 2022, Washington, D.C.

Edward Bernard Thomas (BS '83), October 5, 2022, Tampa, Florida.

'70s
Reginald McCoy Felton (BS '74), June 11, 2022, Washington, D.C.

Clyde Alfonso Mason Jr. (BS '74), August 9, 2022, Philadelphia, Pennsylvania.

'90s

Joseph Daniel Alexander (BA '97), May 3, 2022, Beltsville, Maryland.

Jotham M. Gray (BS '74) served as a Delaware state magistrate judge for seven years until 2007 and president of the Brandywine Hills Community Association for 20 years before her election as Wilmington City Councilwoman in 2020. She devoted her time to many community organizations, including the First District Neighborhood Planning Council, Brandywine Zoo, Rockwood Foundation, Wilmington Arts Commission, and the First Night Wilmington Planning Committee.

In Memoriam

BISON BOOKSHELF
BY NYLASH LEE (SOC CLASS OF ’23)

Upright Bass - The Musical Life and Legacy of Jamil Nasser: A Jazz Memoir chronicles Jamil Nasser’s evolution on the New York jazz scene. by Cathleen Saxon (BS Howard.edu)

Improbable MD: From the Bayou to the Boardroom by Derek J. Robinson (MD '92)叙述了他在路易斯安那州海湾的不寻常生活，成为一名ER和直升机飞行员在芝加哥，领导健康组织中的一些国家最大的健康护理机构。

Making It Happen: How to Turn Setbacks into Comebacks by Leah Isaacs (BBA '91) is the world’s first and only comprehensive dictionary of colors and colored words!

Ninja Brownies by Arian T. Moore (BA '92) is about three brothers who get ninja powers from eating their mom’s special brownies, allowing them to defeat a villain caught stealing treats from the family bakery.

The Dictionary of Colors and Colored Words by Peter Isaacs (BSA '92) is the world’s only true and comprehensive collection of lexically-acceptable colors and colored words!

To submit a book for consideration in BISON BOOKSHELF, please mail a copy to Howard Magazine, Office of University Communications, 1851 9th Street NW, Washington, DC 20059.

'50s
Roy L. Lester Schneider (BS '61, MD '65, H '96) was a pillar in health care in both the U.S. and the U.S. Virgin Islands. At Freedman’s Hospital, now Howard University Hospital, he held various administrative positions, including vice chairman in the Department of Oncology, associate director at Howard’s Cancer Research Center, and consultant in the Cancer Surgery Department of Radio Therapy, all in 1973. He created the Roy L. Schneider Endowed Chair in oncology in the Howard University College of Medicine to attract and recognize distinguished faculty and scholars at that cancer center.

Dr. Schneider served as a captain, medical adviser, and surgeon in the U.S. Army during the Vietnam War. He received a Bronze Star from the U.S. government, the Vietnamese Honor Medal First Class, and the Technical Service Honor Medal from the country.

Dr. Schneider was revered in the U.S. Virgin Islands for his work in improving health care. As health commissioner, he initiated the territory’s first kidney transplant. He also performed the territory’s first radical forequarter amputation for cancer of the humerus. He played an active role in St. Thomas and St. Croix in completing new health facilities, which were previously initiated through the efforts of former governors and health executives. He also advocated for the establishment of a board of trustees for each hospital. Schneider is the namesake for the Roy Lester Schneider Hospital, a 169-bed acute care facility in St. Thomas founded in 1962. He also served as the fifth elected governor of the United States Virgin Islands from 1995 to 1999.
It’s been an honor to witness his exemplary tactical focus and be a direct recipient of his generosity in sharing winning executive strategies with me.

Anthony Wilson, PhD, PMP
Dean, School of Business

“He challenged me to join him in creating the change we both wanted to see at our beloved Howard University.”

Dean, School of Social Work

“His exemplary display of leadership and crisis management resonated with me. I always fashioned myself as a visionary, but observing his presidency closely helped me to better appreciate being a visionary and a manager.”

Rubin Patterson, PhD
Dean, College of Arts and Sciences

“Frederick is not just the heart, but the lifeblood—pumping strength and vitality back to The Mecca!”

Dean, School of Business

“‘Carpe Diem’—Seize the Day. I thought I knew what that meant until I began working for Dr. Frederick. He makes the absolute most of every day, every situation, every opportunity, and every moment. It is inspiring and energizing to witness.”

Allison Bryant, PhD, Chief of Staff and AVP, Corporate Relations

PHOTOS BY OSCAR MERRIDA (58), PETE SOUZA (59)
The Howard University Legacy Giving Society

The Howard University Legacy Giving Society is an impact-driven group of alumni and friends who have shared their intention to include Howard University in their estate plans.

Individuals who include Howard University as a beneficiary in their will, trust, retirement plan and/or life insurance policy and provide documentation are thanked and recognized as members of the Howard University Legacy Giving Society.

Legacy gifts have significant impact on Howard University students, faculty and staff. They secure the University’s future as well as support initiatives that are most important to individuals. They include and are not limited to scholarships, endowment and research.

What will be your Howard University legacy?

For information on how you can become a member of the Howard University Legacy Giving Society, please contact Quina De Laine, planned giving officer at 202-238-2518 or quina.delaine@Howard.edu.

Sample Bequest Language

I hereby give, devise and bequeath and No/100 dollars ($DOLLARS) to Howard University, a nonprofit organization located at 2400 Sixth Street NW, Washington, DC 20059, Federal Tax ID #53-0204707, for Howard University’s general use and purpose.

Visit plannedgiving.Howard.edu

This represents general information only and should not be construed as legal, financial, accounting, or other professional advice. Please seek professional assistance to determine how any giving approach discussed here might impact your situation.

PHOTO BY PETE SOUZA