

AMERICAN UNIVERSITY 2011 CAMPUS PLAN

Advancing Knowledge,
Building Community



AMERICAN UNIVERSITY
WASHINGTON, DC

ZONING COMMISSION

District of Columbia COMMISSION

District of Columbia

CASE NO.

CASE NO. 11-07

EXHIBIT NO.

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SECTION 1

EXECUTIVE SUMMARY

SECTION 1

EXECUTIVE SUMMARY

American University embraces its role as a private university with a public responsibility.

Appreciating Our Role

Among the world's great cities, Washington, D.C., can claim distinction as the epicenter where power, politics, thought leaders, and solutions to the challenges of the day all converge. As a vibrant institution of higher education that prepares future leaders, American University is geographically located and academically positioned to attract the brightest young minds to our traditional campus setting to combine creative ideas with scholarly research to find local, national, and global-minded solutions.

AU's Statement of Common Purpose underlines that "the central commitment of American University is the development of thoughtful, responsible human beings in the context of a challenging yet supportive academic community." Since its first graduating class in 1916, American University has demonstrated a unique commitment to both academic excellence and public service.

As AU has become increasingly selective and academically more rigorous, it has kept its commitment to student volunteerism and local public service. While attracting top students and scholars to apply knowledge nationally and internationally, AU also is strongly involved close to home with hands-on work to help city schools, assist local populations with vital services, involve neighbors in educational and recreational events on campus, and pump needed dollars into the local economy.

Having climbed to #79 among national universities in *U.S. News & World Report's* rankings (a rise of some 40 places during the past 15 years), AU has become a prestigious global university while keeping its neighborhood feel. It is where U.S. presidents make major speeches, while residents enjoy the park-like setting in which they jog or walk their dogs; where international dignitaries discuss their nation's challenges, while local children learn to swim in the pool and learn about art in the museum; where U.S. political leaders address national

AU's neighbors take advantage of the many on-campus educational activities open to the community.



issues, while high school students explore science in the labs and retired persons take classes.

This is what American University is today—academically strong, globally involved, nationally focused, and locally engaged. American University's 2011 Campus Plan is designed to carry that essence into the future by carefully balancing academic objectives with community needs.

Serving D.C. and Environs

AU remains true to its Methodist roots as a private university with a public responsibility and a strong commitment to student volunteerism and service. A few examples include:

- By the time they are seniors, 74 percent of AU undergraduates will have participated in community service or volunteer work.
- Last year, 2,244 students contributed 104,815 hours of service to the D.C. community.
- The Washington College of Law's clinical programs are ranked consistently among the top three in the nation for providing free legal services to poor and unrepresented area residents. Staffed *pro bono* by AU law students and faculty, these clinics serve a variety of clients, including victims of domestic violence, indigent women, and victims of human rights abuse. About 230 law students per year participate in these clinics.



Students doing volunteer work in the city as part of the Freshman Service Experience, which just marked its 20th anniversary.

- Before fall classes begin, new freshman students report to campus to perform community service, contributing more than 12,000 hours at some 50 sites throughout Washington, including public and charter schools, geriatric centers, and community development organizations. Nearly 8,000 students have participated in the program since 1990.
- School of Education, Teaching and Health students and faculty play a vital role by mentoring, tutoring, and helping with faculty development and curriculum planning in the elementary, middle, and high schools through formal partnerships with D.C. schools, valued at some \$17 million since 2002.
- Through D.C. Reads, more than 140 undergraduates work annually with public school students to help improve the literacy rates of local youth.
- AU ranks second in the nation among medium-sized schools in the number of Peace Corps volunteers, and 51 alumni currently serve as Peace Corps members.

- AU students were recognized as the most politically active in the nation by *The Princeton Review* in 2010.

Who Are the AU Students?

AU students come from all 50 states, the District of Columbia, U.S. territories, and more than 140 countries. Twenty-three different religions are represented. AU is 62 percent female and 38 percent male. A few other facts:

- The average GPA of an incoming student (2010) is 3.87 and the average SAT score is 1299.
- Out of every 10 students who apply as prospective freshmen, only four are admitted.
- The entering class of law school students (2010) had a median GPA of 3.40 and an average LSAT score of 165.
- In 2008, more than 60 AU undergraduate and graduate students won recognition as national scholarship recipients and finalists.
- AU students have won numerous Boren and Truman Scholarships, Fulbright Grants, and Pickering Foreign Affairs Fellowships, combining their academic interests with a desire to engage in public service.
- AU was named a Truman Foundation Honor Institution (2006) for consecutive years (nine) of success in nominating candidates for this prestigious public service scholarship.

104,815

the number of hours of service AU students contributed to the D.C. community last year



AU always has been a place that celebrates the diversity of its campus community. The university's first 28 students included five women—a notable figure at a time before women could vote; the Washington College of Law was founded in 1896 by two women to provide opportunities for females to study law; and an African-American student won a fellowship in 1915 to pursue a doctorate.

The 2011 Campus Plan demonstrates a desire to further enhance campus community by building on AU's academic history and public service mission.

Managing Student Enrollment

The current student population is 10,298—including 6,318 undergraduates; 3,230 graduate students; and 750 others. This is below the 10,600 cap suggested by the 2001 Campus Plan. The current law school enrollment is 1,770.

The goal for the coming decade is to maintain the student quality with minimal (1.3 percent) growth in the undergraduate population and moderate growth in programs that can best handle it (graduate and law) because they have older (and non-resident) students with different matriculation and class usage patterns.

The projected total enrollment for all student populations (including law) during the coming decade would be 13,600—which would include 6,400 undergraduates; 4,400 graduate students; 2,000 law students; and 800 others.

Many of these students will remain in the D.C. area after graduating, as some 40 percent of current AU alumni now live in this region.

American University's campus plan is academically exciting, financially feasible, developmentally reasonable, appropriately sited, and responsive to community concerns.



East Campus: New Mexico Avenue facing east

Planning for the Future

American University's 2011 Campus Plan reflects a desire to strengthen AU's impressive growth in academic prestige, be an asset to Washington, D.C., and be an education, cultural, and aesthetic amenity to the surrounding community. To support academic objectives, AU plans to:

- enhance undergraduate housing to remain competitive in higher education
- provide more recreation, dining, and activity space to give students an on-campus focus
- create a new law school campus close to public transportation and a retail corridor
- build additional offices to attract and keep top faculty
- improve science and research facilities to sharpen our scholarly edge
- add athletics facilities for fitness and campus wellness
- establish an admissions welcome center for new students and their parents
- create an alumni center to serve our graduates



East Campus:
Nebraska
Avenue
elevation

Key plan projects to fulfill these objectives include:

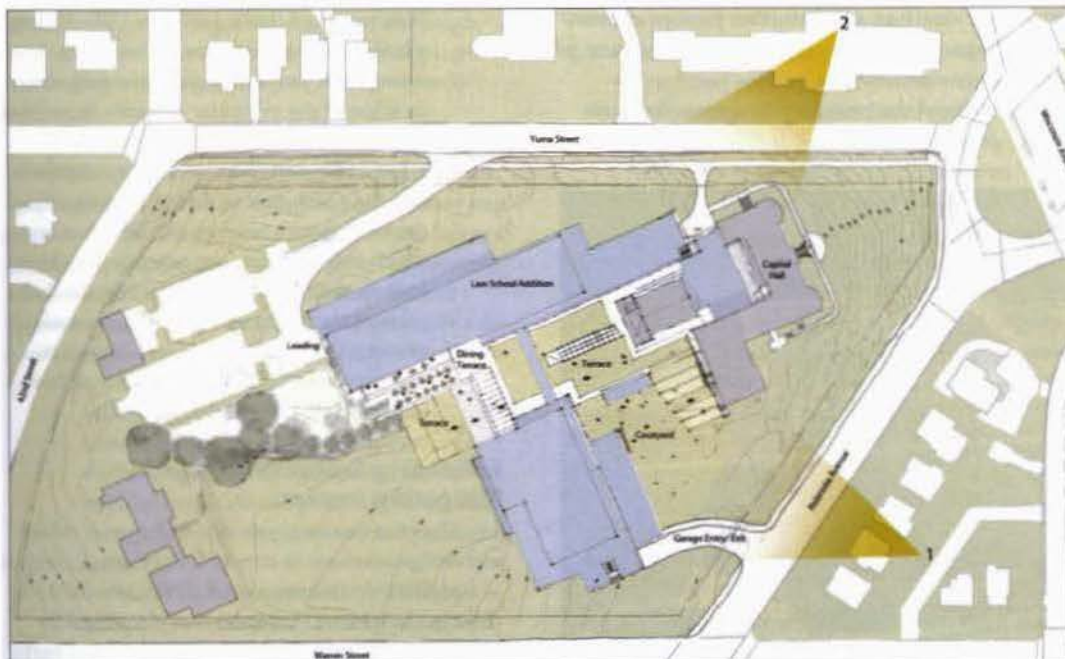
- **Undergraduate housing**—New housing is needed to provide space for students already here, including up to 300 students now forced to live in triples; for 200 who live in nearby apartments under a university lease; and for 497 now housed on the Tenley campus, which will be the future home of the law school. This will be accomplished by developing the eight-acre asphalt Nebraska Avenue parking lot as a residence community (for 770), building an addition to Nebraska Hall (for 120), and constructing new residence halls on South Campus at the Child Development Center site (for 200) and behind the President's Office Building (for 200). The last major

housing project (Centennial) was finished in 1986.

- **New law school**—To be built on the eight-acre Tenley campus in the current building footprint, the new law school will be walking distance to Metro and along a major commercial corridor and transportation route into downtown D.C. It could be a catalyst for appropriate business activity along the Tenley corridor.

\$400 million

potential economic benefit to the local area through jobs and contract opportunities associated with the new construction and renovation projects



Washington
College of Law:
Tenley campus
site plan



East Campus:
Nebraska
Avenue
elevation

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\$400 million
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Washington
College of Law:
Tenley campus
site plan

The plan is a transformational opportunity for American University—to alleviate an undergraduate housing crunch; have a better on-campus experience for students; provide opportunities for a stronger education presence in the vibrant Tenley commercial corridor; maintain a green design ethic, both tasteful and appropriate; and enhance AU's value to the community.

It also could provide close to \$400 million in new construction and renovation projects on existing campus property, bringing economic benefits to the local area through jobs and contract opportunities. This would complement the already large impact American University has on the District economy, injecting some \$415 million each year.

Involving the Community

Decennial campus planning provides a forum for universities to link academic plans with facilities needs, while allowing neighbors to express concerns and suggest new ideas. We have listened and responded to a number of community concerns.

Since July 2009, we have held public discussions with community members regarding our academic objectives, planning ideals, and potential sites. All materials were posted and documents made available, as we sought to balance university objectives and community concerns. In January 2011, we provided a formatted draft plan—the only local university to do so—to summarize 18 months of meetings and to further prompt substantive dialogue in advance of our filing. In response to community comment, we have:

- reduced the total proposed gross floor area from 1,200,000 to 892,000 square feet

A green roof adorns the top of the Media Production Center.



- removed several proposed buildings from the plan
- reduced the housing inventory target from 4,900 to 4,300 beds
- distributed new housing to four different sites across campus
- added a site (behind the President's Office Building) for additional housing
- made several changes to the East Campus (Nebraska Avenue parking lot) plan, which included reorienting buildings to mitigate views, reducing the number of beds proposed (from 1,000 to 770), adding a building to buffer potential impacts on adjacent properties, and retaining the location of the vehicular entrance from New Mexico Avenue into the site
- engaged Tenleytown community members and their architect in discussions regarding the law school's move to the Tenley campus, which helped define the community desire to keep the facility largely within the footprint of the existing structures, maintain existing site access points and curb cuts, and preserve the historic character of both Capital Hall and Dunblane

Enhancing Sustainability and Mitigating Impact

The best way to appreciate AU's green values and design aesthetic is to take a walk across campus—a registered arboretum with 2,500 trees of 130 different species and varieties complemented by ornamental gardens, flower beds, and pocket parks



The School of International Service Building, left, is seeking LEED Gold certification.



2,500

the number of trees on AU's campus, a registered arboretum

for the enjoyment of our students and community. We value that distinctiveness, appreciate its role in AU's identity, and plan to maintain it.

AU aims for carbon neutrality by 2020 and mandates LEED Silver standards (or better) for each new building. All future AU development will be done in ways that advance sustainability and minimize any negative impact on our neighborhood. Our current campus shows an appropriate scaling and design aesthetic, which we will maintain.

Being part of a community means working to fulfill our academic objectives while acting as a responsible neighbor by designing appropriate and sustainable buildings; mitigating our daily impact through transportation management; and creating a behavioral expectation for students who will become educated and responsible citizens. We take these commitments seriously and have adapted our practices in the following ways:

- enhanced and promoted use of public transportation and car pooling to reduce traffic congestion and pollution; the AU shuttle carries almost 2 million riders each year, helping to manage auto and pedestrian traffic
- vowed to be carbon neutral by 2020 by reducing consumption, buying green, and producing renewable energy

- committed to green building design
- modified our student conduct code to encompass off-campus issues and have continued to foster an understanding among students of neighborhood sensitivities
- required that all on-campus residents honor a housing contract to enforce appropriate behavior, and residence halls be managed professionally by on-site staff

American University's Campus Plan is academically exciting, financially feasible, developmentally reasonable, appropriately sited, and responsive to community concerns. Our future undergraduate student growth is small and graduate and law student growth modest, our impact is manageable, and our commitment is solid—to be a vital part of the nation's capital and Northwest Washington in ways that enhance the life of the campus, city, and community.

We have delivered on that commitment for 118 years, and we will continue to do so.



SECTION 2

INTRODUCTION

INTRODUCTION

This document and the attached appendix of exhibits make up the American University Campus Plan (the “2011 Plan” or the “Campus Plan”) for the period from 2011–2020.

The 2011 Plan is the product of an extensive effort by representatives of American University, the various communities surrounding the Main and Tenley campuses of American University, Advisory Neighborhood Commissions (“ANC”) 3D and 3E, representatives of the Office of Planning (“OP”) and the District Department of Transportation (“DDOT”), and Councilmember Cheh and her staff. American University began a dialogue with these community stakeholders in mid-2009 regarding the 2011 Plan. American University believes that the plan that is detailed in this statement and in the attached appendix of exhibits is a better one as result of the community dialogue process.

The Campus Plan’s primary goals are to support AU’s Strategic Plan and academic and facilities needs by:

- improving and offering attractive student housing to encourage more undergraduate students to live on campus
- creating on-campus recreation, dining, athletics, and activity space to support student needs
- building a new home for the Washington College of Law at the Tenley Campus near the Metro and a major transportation corridor
- providing additional faculty office, research, and related spaces
- improving science facilities and instructional space

- building additional athletics facilities, an admissions/welcome center, and an alumni center

These goals are achieved through the development of the projects proposed in the 2011 Plan. This plan includes three Further Processing applications that specifically target the goals of improving the student housing options and dining/recreation facilities.¹ The three Further Processing applications include:

Nebraska Hall Addition will add 120 beds in apartment-style units similar to the existing building. The addition’s bulk, height, and appearance will match the existing building. An existing fence will be extended and increased in height, and appropriate landscaping will be developed in consultation with nearby residents. (Exhibit 19)

Mary Graydon Addition will add 20,000 square feet of dining and activity space to the student center. The addition, to be located at the south end of the building, will match the existing building’s four stories with a complementary design. (Exhibit 20)

East Campus includes six buildings and an associated underground parking and service area, to be built on the site of the current Nebraska Avenue Parking Lot. The project will accommodate 770 new beds in contemporary housing units, recreation and activity space for students, instructional spaces, the Admissions Welcome Center, and administrative offices. All delivery, waste removal, and service are designed to be underground, along with parking for 300 cars. Small-scale retail spaces are planned along Nebraska Avenue. These spaces are primarily to serve university needs but will be available for the surrounding community as well. (Exhibit 21)

This statement and the attached appendix discuss in detail how the 2011 Plan and the Further Processing applications satisfy the requirements of § 210 of the Zoning Regulations.

¹A Further Processing application for the relocation of the Washington College of Law to the Tenley Campus is expected to be filed within 60–75 days of the filing of this application.



SECTION 3

THE UNIVERSITY AND THE DISTRICT OF COLUMBIA

THE UNIVERSITY AND THE DISTRICT OF COLUMBIA

3.1 HISTORY AND ACADEMIC PROFILE

3.1.1 History

American University was incorporated by the government of the District of Columbia in 1891 and chartered by an Act of Congress in 1893. Founded under the auspices of the United Methodist Church, it is an independent coeducational university with students enrolled in undergraduate, master's, doctoral, and professional degree programs. The first building was completed in 1898, and the first class graduated in 1916.

Practical idealism, a passion for public service, and a global outlook were ideals of American University when founded by Methodist Bishop John Fletcher Hurst, and they remain a strong part of AU today. The vision was to create a university to train public servants for the future, and the land chosen was on the rural fringe of the nation's capital—an area already rich with Washington history. Abraham Lincoln visited Fort Gaines (perched high on ground now held by Ward Circle and the Katzen Arts Center) to inspire the Union troops defending the nation's capital, and presidential footsteps have echoed through AU's history. In 1902, President Theodore Roosevelt laid the cornerstone of a building, named for Hurst's friend, President William McKinley, and when AU opened in 1914, President Woodrow Wilson gave the dedication.

Growing with Washington

If AU's Washington ties were evident from the start, so was its groundbreaking spirit. The first 28 students included five women, a notable number at a time before women could vote, and an African American student won a fellowship in 1915 to pursue a doctorate.

Undergraduates were first admitted in 1925, by which time graduate students had shifted to a downtown campus on F Street, near the White House. It was there in the heart of downtown that in 1934, at the start of the New Deal, AU

launched a program to help train federal employees in new methods of public administration. President Franklin Roosevelt, who spoke at the event launching the program, promised it would have the "hearty cooperation" of all branches of his administration. The program would evolve into today's School of Public Affairs.

During World War II, students shared the campus with the Navy, which used it for research and training. It wasn't the first time that war impacted AU directly. During World War I, the still largely undeveloped campus was used by the war department as a military camp, testing, and training site.

The period after World War II was a time of growth and innovation. The Washington Semester Program, founded in 1947, began attracting students from around the nation (and ultimately, the world) to participate in what was then a new concept—semester internships in the nation's capital.

In 1949, the Washington College of Law merged with AU, adding its rich history (it was founded for women in 1896) to the pioneering spirit of the university. By that same year, although the nation's capital was still a segregated town, the AU community included over 400 African American students.

Post-war Expansion

The 1950s brought further expansion; by 1955, the business program had grown so large it became a separate school, now known as the Kogod School of Business. In 1957, President Dwight D. Eisenhower broke ground for the School of International Service and urged the new school to remember that "the waging of peace demands the best we have." And in 1963, an AU commencement was the occasion that President John F. Kennedy used for his historic foreign policy speech that called on the Soviet Union to work with the United States on a nuclear test ban treaty.

Through the years, new centers, institutes, and programs were born to enable faculty and students

to examine pertinent issues, and in 1984, the School of Communication was established, reflecting the growth of the journalism program from the first courses in the 1920s.

A New Century

Academic programs have continuously gained high national rankings, and the increasing quality of AU's students is reflected in the high number of merit awards and prestigious national scholarships and fellowships, such as Fulbright awards and Presidential Management Fellowships.

AU's reputation in the creative arts was underscored in 2003 with the opening of the 296-seat Harold and Sylvia Greenberg Theatre and in 2005 with the Katzen Arts Center. With 130,000 square feet of space, the Katzen includes a 30,000-square-foot art museum with three floors of exhibition space, the Washington area's largest university facility for exhibiting art.

In 2007, Neil Kerwin, SPA/BA '71, became the first alumnus to be president of AU. A noted scholar of public policy and the regulatory process, he has been part of the life of AU for 40 years, as student, professor, dean, and provost, and is now guiding the university through the process of implementing its Strategic Plan, *American University and the Next Decade: Leadership for a Changing World*, which expresses a conviction that AU's academic strengths are grounded in its core values of social responsibility and a commitment to cultural and intellectual diversity.

It's a vision for the twenty-first century that is grounded in ideals that go back to Bishop John Fletcher Hurst and the dream of a university that makes a difference in the lives of its students, its community, and the world.

3.1.2 Academic Profile

American University offers a range of undergraduate and graduate programs—including 57 bachelor's, 52 master's, 9 doctoral, and 3 law degrees, as well as more than 60 certificate programs (mostly graduate level)—through its six major schools and colleges:

- **College of Arts and Sciences**—Founded in 1925, it is AU's largest school or college and includes 16 departments and the School of Education, Teaching and Health, which has numerous teaching collaborations with D.C. schools.
- **Kogod School of Business**—Founded in

1955, it includes six departments and has been ranked among the country's top business schools—#28 in *Business Week's* "Best Undergraduate Business Schools" (2009), #36 by the *Wall Street Journal* (2007), and #54 by the *Economist* (2009).

- **School of Communication**—Established in 1984, it is a laboratory for professional education, communication research, and innovative production in journalism, film and media arts, and public communication; its alumni are prominent in news, film, and communication in Washington and nationwide.
- **School of International Service**—Founded in 1957, it is the largest school of international affairs in the country, with programs in international communication, international development, international economic relations, U.S. foreign policy, international peace and conflict resolution, global environmental politics, international politics, and comparative and regional studies. The SIS international relations track ranked #8 among master's programs and was #17 on *Foreign Policy* magazine's list of top undergraduate programs.
- **School of Public Affairs**—Created as a department in 1934 and established as a school in 1957, it has three departments—government, public administration, and justice, law and society. The school has been ranked by *U.S. News and World Report* (2009) as #14 nationally; among public management/public administration programs as #6; and among public finance and budgeting programs as #18. It has earned acclaim for areas such as campaign management, women and politics, and lobbying.
- **Washington College of Law**—Established in 1896 as the first law school founded by women, it became part of AU in 1949. It provides unparalleled opportunities for real-world experience through its highly acclaimed programs in clinical law, international law, human rights, intellectual property, business, international commercial arbitration, health, and the environment. Its multicultural environment is a particular strength, including a #1 ranking by *Hispanic Business* (2010) as the top law school for Hispanic students.

American University is ranked by *U.S. News and World Report* (2010) as #79 in the list of “Best National Universities,” and the National Survey of Student Engagement (NSSE) ranked AU above its peer institutions for “Level of Academic Challenge,” “Student/Faculty Interaction,” and “Enriching Educational Experiences.”

The faculty includes renowned experts and distinguished scholars of national and international reputation. Some 95 percent of our full-time faculty members hold the highest degree in their field. In addition to more than 600 (646) full-time faculty members, adjunct faculty are drawn from the surrounding Washington, D.C., professional community and include policy makers, diplomats, government officials, journalists, artists, writers, scientists, and business leaders.

AU has a number of certificate and other academic programs, such as the Washington Semester Program—an integral part of American University since 1947. Each year several hundred students from across the country (and the world) come to AU for credit classes in subject areas such as U.S. foreign policy, journalism, peace and conflict resolution, and American politics while participating in internships in and around the nation’s capital.

3.2 MISSION AND STRATEGIC PLAN

3.2.1 Campus Mission

American University’s efforts to become a more prominent and higher quality university have stemmed from strategic planning and prudent budgeting to align resources with academic priorities. Current institutional planning and strategic direction can be traced to the Statement of Common Purpose, approved in 1994, which stated:

The place of American University among major universities with first rate faculties and academic programs grounded in the arts and sciences is secured by its enduring commitment to uncompromising quality in educating its students. But its distinctive feature—unique in higher education—is its capacity as a national and international university to turn ideas into action and action into service by emphasizing the arts and sciences and then connecting them to the issues of contemporary public affairs writ large, notably in the areas of government, communication, business, law, and international service....

...The university actively encourages a commitment to public service, inclusive participation in university governance, equity and equal access, and

an appreciation of diverse cultures and viewpoints. Its commitment to social justice, its ability to respond to the needs of a changing world while retaining its core values, and its capacity to turn to educational advantage the resources of the nation’s capital are hallmarks of this institution.

3.2.2 Current Strategic Plan

In 2009, the Board of Trustees adopted a strategic plan to guide AU’s vision and planning over the next decade. Ten strategic initiatives (transformational goals) align our efforts to achieve academic greatness:

- epitomize the scholar-teacher ideal
- provide an unsurpassed education and experience
- demonstrate distinction in graduate, professional, and legal studies
- engage the great ideas and issues of our time
- reflect and value diversity
- bring the world to AU and AU to the world
- act on our values through social responsibility and service
- engage alumni in the life of the university
- encourage innovation and high performance
- win recognition and distinction

To achieve our transformational goals and ensure their effectiveness, we must pursue six enabling goals:

- diversify our revenue sources
- employ technology to empower excellence
- enhance the university library and research infrastructure
- forge partnerships by leveraging our capital location
- continue as a model for civil discourse
- align our facilities planning with strategic goals

Key to fulfilling AU’s strategic objectives and helping the transformational goals become real is item #6 of the enabling goals—“align our facilities planning with strategic goals.”

3.2.3 Finances

As virtually every segment of society (including higher education) was affected by the challenging global economic environment, American University has continued to thrive as a result of a cautious approach to its finances and prudent investment strategies. Along with a current budget of some \$450 million in annual revenue and

expenditures, the endowment has grown to close to \$400 million; during calendar year 2009, AU's endowment return was 33 percent, which ranked first in an independent report of more than 150 colleges and universities.

As a result, Standard & Poor's (2009) upgraded AU's long-term and underlying bond ratings from A to A+, a distinction matched by only one other private higher education institution. Moody's also reaffirmed AU's A2 credit rating (positive outlook).

3.3 STUDENTS

3.3.1 Student Profile

American University students come from all 50 states, the District of Columbia, Puerto Rico and the territories, and more than 140 nations. The current enrollment is 10,298 students—including 6,318 undergraduate, 3,230 graduate, 750 other, and 1,770 law students. AU is 62 percent female and 38 percent male. Twenty-three different religious faiths are represented.

As an increasingly selective institution of higher academic caliber, AU has increased its standards for admitted students in recent years, and students who enroll at AU tend to stay. Nearly 17,000 students applied for admittance into the Class of 2014, representing the largest (by 13 percent) and strongest applicant pool in the university's history. The admit rate (those granted admission) for the Class of 2014 was 43 percent, a decrease of 10 percentage points over the past three years, which continues the trend of increased selectivity and stronger academic credentials. This group had a GPA/SAT profile of 3.87/1299 or an 11 point increase over the previous year.

Along with the increase in student applicant numbers and quality, AU has improved its retention of enrolled students; entering fall semester 2010, almost 91 percent of freshmen returned for their sophomore year, and some 85 percent of sophomores returned for their junior year. Despite these trend lines of becoming a more prestigious and popular university, AU seeks to "hold the line" in the number of new freshmen admitted by targeting 1,500 new freshmen enrollees each year.

AU students can be described as having practical idealism, a global outlook, and a passion for public service. Service has always been part of the educational mission with a particular focus on the Washington, D.C., community. Indications of the "typical" AU student might be suggested by a

few statistics:

- During the 2009–10 academic year, 2,244 students volunteered 104,815 hours at more than 170 sites across Washington; had they been paid, they would have earned \$2,185,393.
- The Princeton Review (2009) ranked AU #1 for the most politically active students in the nation for the second time in five years.
- The Institute for International Education (Open Doors 2010) ranked AU #5 among top doctoral institutions for undergraduate students studying abroad, and almost 60 percent will do so.
- The Peace Corps (2010) ranked AU #2 nationally for undergraduates and #5 for graduate students going into Peace Corps service after graduation.
- After graduating, many AU students remain in the region as active alumni. Some 40 percent of AU graduates live in the District of Columbia or the metropolitan Washington area.

3.3.2 Athletics

In synch with its moderate institutional size, AU has an athletics program that also is "right sized" in scope with a quality focus in intent. AU sponsors nine women's and seven men's teams in NCAA Division I intercollegiate competition with conference affiliation in the Patriot League—a collection of like-minded academically focused universities (Lafayette, Lehigh, Bucknell, Holy Cross, Colgate, U.S. Military Academy, and U.S. Naval Academy). The teams are the Eagles, and the average GPA was 3.38 (spring semester 2010) for student-athletes.

3.4 OUTREACH OPPORTUNITIES AND SERVICE

Despite its location in an affluent part of Washington, D.C., AU recognizes the District's challenges in housing, health, education, and social services. The recent economic downturn has placed additional strain on nonprofit sector human resources making collaboration with higher education institutions even more critical. With a strong tradition of service, American University has continued its extensive outreach to and services for the D.C. community (see Exhibit 2), encompassing student volunteer efforts, education outreach, and service learning, among others.

AU's School of Education, Teaching and Health (SETH) oversees a large number of formal partnerships with the D.C. schools (see Exhibit 2). Since 2002, SETH has provided approximately \$17 million to D.C. schools through funding of teacher professional development and new teacher training programs. This ranges from classroom assistance and student teaching, to improving the teaching of specific subject areas, to assisting teachers with professional certification and master's degree education.

Student volunteer/involvement efforts are largely coordinated through the Center for Community Engagement & Service (CCES) in the Office of Campus Life. The CCES is AU's liaison to hundreds of community partners ranging from small nonprofits to large public schools working to address the city's needs. Community partners value the outcomes achieved through collaborations with AU, such as indoor and outdoor beautification projects that include clean-ups, painting, and gardening; increased motivation, academic achievement, and college aspirations among youth; literacy, citizenship, and employment preparation for adults; and food delivery and services for seniors, ill individuals, and homeless people.

Volunteer activities, cocurricular programming, service-learning, community-based research, and engaged scholarship by AU faculty are gateways for AU's involvement and collaboration with community partners. Other campus programs or units serve other local populations and augment their lives as DC citizens. A small sampling would include:

- **Freshman Service Experience**—A tradition begun in 1990, more than half of the incoming freshman class each year reports to campus early for a two-day program to orient students to community service and Washington, D.C. Students volunteer at some 40 different nonprofit work sites throughout the city during the day and during evenings discuss how community work relates to their life at AU.
- **Additional Help for D.C. Schools**—Interactions with D.C. students, teachers, and administrators underline AU's fundamental commitment to the District's schools in ways beyond teacher education/professional development—such as conducting D.C. Reads, which involved 244 AU students volunteering 62,464 hours

tutoring children in need; helping middle and high school students learn how to do library research; hosting Wilson High School's graduation (in Bender Arena) and after-school labs for Advanced Placement chemistry classes; offering parking for Janney Elementary School teachers while their school is renovated; and helping to landscape Horace Mann Elementary School.

- **Osher Lifelong Learning Institute (OLLI)**—Close to 750 people participate in this program for close-by neighbors and other Washingtonians who seek learning in a context of social interaction, new friendships, and collegiality. Housed at American University, supported by a grant from the Osher Lifelong Learning Institute, and often utilizing AU faculty and academic experts, OLLI makes the joy of learning accessible to all through a fall and spring semester that each run from 8 to 10 weeks.
- **Arts in D.C.**—With the opening of the 296-seat Harold and Sylvia Greenberg Theatre in 2003 and the Katzen Arts Center in 2005, AU's commitment to the arts is strong and growing. The museum's three floors of exhibit space make Katzen the area's largest university facility for exhibiting art. Public events include artists' receptions, talks by curators, multimedia presentations, and a chance to meet the artists and other like-minded patrons. Gallery talks enable artists to discuss their work, and Kids at Katzen offers children a chance to artistically engage. The museum programming often reflects AU's global commitment to human rights, social justice, and political engagement and underlines the active and responsible role AU plays in contemporary art and culture.
- **Washington College of Law Service Initiatives**—Each year, approximately 230 law students participate in one of eight clinics or several other programs designed to serve needy clients from D.C. The clinics range from helping low-income women with civil issues, to assisting individuals seeking political asylum, to assisting area taxpayers with tax problems. In addition, students represent low-income tenants facing eviction in Landlord-Tenant Court. Students not participating in school-spon-

sored programs but participating in other *pro bono* activities pledge at least 75 hours of their time before graduation.

3.5 ECONOMIC CONTRIBUTIONS

As the second largest employer in Washington, D.C. (aside from the federal government), higher education is a strong economic generator for the city and region, and a snapshot of AU's impact would indicate that in FY 2009–10, AU injected roughly \$415 million into the District economy. This consists of direct institutional spending of more than \$220 million, and that money was spent and re-spent many times over. (AU's true economic impact—the total change in the economy created by the university—is its direct spending plus the effects of re-spending. Based on an economic multiplier of 1.88, AU's total economic impact for the academic year comes to \$415 million).

Salaries, wages, and fringe benefits totaled \$80.5 million; purchases of goods and services totaled approximately \$39 million; and the faculty, staff, students, and visitors are a catalyst for additional economic support of local businesses. AU brings close to 12,000 out-of-town guests to D.C. each year supporting local hotels, restaurants, and tourist attractions. The income tax withholding alone from AU's full- and part-time employees who reside in the District was some \$2.7 million in 2009–10. Support of local businesses creates jobs and contract opportunities for area residents; proceeds from a recent \$99 million bond issue, for example, were used to finance campus improvements, which added to other ongoing construction projects and created employment opportunities for D.C. residents. AU is committed to providing economic opportunities for women and minorities through hiring and contracting; since 1992, AU has paid \$45 million to LSDBE-certified enterprises for projects related to bond issues and other university services.

3.6 SUSTAINABILITY

AU's long-standing commitment to preserve our environment was reinforced by a Strategic Plan goal. A Climate Action Plan (adopted in May 2010) solidifies this commitment and targets carbon neutrality by 2020—an ambitious goal that AU embraces. The university will employ four strategies to achieve neutrality—reduce consumption, produce renewable energy, buy green power, and buy or develop offsets for unavoidable emissions. Additionally, AU has:

- cut carbon emissions in half by purchasing renewable energy credits for 100 percent of its electricity, making AU the sixth largest buyer of renewable energy credits in higher education
- adopted a Green Building Policy that mandates new construction, major renovations, and operations and maintenance conform to LEED Silver standards or better
- instituted a Sustainable Purchasing Policy that mandates the creation of sustainable purchasing guidelines for a range of products, including emissions-reducing products, such as those rated to Energy Star standards
- adopted a Zero Waste Policy, establishing waste reduction and diversion benchmarks, with a long-term goal of achieving zero waste
- completed a new School of International Service building, which is a LEED Gold candidate
- installed four green roofs with two more planned in 2011
- installed photovoltaic solar panels on one building with six more planned in 2011
- continued its commitment to reduce vehicle trips to campus by providing bus service, car share, and bike share programs



SECTION 4

CAMPUS PLAN OVERVIEW

CAMPUS PLAN OVERVIEW

4.1 CAMPUS DEVELOPMENT HISTORY

AU's Main Campus is located at the intersection of Massachusetts and Nebraska avenues in upper Northwest Washington, D.C.—the main site since the founding in 1893. Noted landscape architects Frederick Law Olmsted and Van Brunt & Howe prepared plans for future campus development, and the Van Brunt & Howe plan ultimately selected proposed an L-shaped quadrangle configuration parallel to Nebraska Avenue, with buildings framing the quadrangle on all sides.

Today's campus (Exhibit 10.2) retains some of the original framework of that plan, including the Friedheim Quadrangle, Hurst Hall, and McKinley Building.

The campus developed slowly in the early years. During 1917–18 and again in 1942–45, AU made its campus available to the federal government for the national war effort. From the mid-1950s to the late 1960s, the campus grew rapidly to support dramatic rises in enrollment as the baby boom generation reached college age. AU owned and operated a downtown campus for approximately 20 years, ending in the early 1960s, and in 1985, acquired the Tenley Campus and adapted it to meet its needs.

In the past four decades, AU submitted and had approved three campus plans. The 1974 Campus Plan (BZA Order 11646) was approved in September 1974; the 1989 Campus Plan (BZA Order 14640) was approved in February 1990; and the 2001 Campus Plan (Zoning Commission Orders 949 A-C) was approved in August 2001. The 2001 plan proposed a maximum of 400,000 square feet of additional gross floor area, of which only 94,700 has actually been built. Moderate density of buildings and abundant green spaces characterize the Main and Tenley campuses today.

The Floor Area Ratio (FAR) of the combined campuses is .51, which is only 29 percent of the 1.8 permitted by the zoning regulations.

Development since the 2001 Campus Plan approval has focused on improving the academic facilities—with completing the Katzen Arts Center and School of International Service as the flagship achievements. Additional academic facility

improvements were done by renovating existing buildings, such as the Kogod School of Business expansion into an adjacent building. In 2010, 116 beds were added to the student housing inventory by renovating two existing buildings. In the past 10 years, AU removed over 300 surface parking spaces, in an effort to use underground parking and preserve green space.

4.2 CAMPUS PLAN GOALS

The Campus Plan's primary goals are to support AU's Strategic Plan and academic and facilities needs by:

- improving and offering attractive student housing to encourage more undergraduate students to live on campus
- creating on-campus recreation, dining, athletics, and activity space to support student needs
- building a new home for the Washington College of Law at the Tenley Campus near the Metro and a major transportation corridor
- providing additional faculty office, research, and related spaces
- improving science facilities and instructional space
- building additional athletics facilities, an admissions/welcome center, and an alumni center

4.3 CAMPUS PLAN PROCESS

4.3.1 Process Overview

The process of drafting a new plan has involved a number of steps, including:

- approval of the Strategic Plan by the Board of Trustees in 2009
- review of the current (2001) Campus Plan priorities and accomplishments
- identification of current facility needs
- assessment of potential building sites and matching those sites with current priorities
- ongoing discussion with neighbors and other stakeholders of the priorities, sites, mitigation strategies, and concerns

4.3.2 Community Dialogue

AU has made a concerted effort to actively involve our neighbors and to seek their input for the development of the 2011 Campus Plan.

Campus Plan Task Force

As an initial step to foster community dialogue, the university formed a Campus Plan Task Force comprising more than three dozen neighbors who represented communities adjacent to AU's main and Tenley campuses. This group—expanded from previous campus plans—included representatives from AU Park, Ft. Gaines, Spring Valley, the Tenleytown area, Wesley Heights, and Westover Place. Commissioners from both ANC3D and ANC3E participated, along with representatives from the Office of Planning and the office of Ward 3 Councilmember Mary Cheh. Several neighboring condominium buildings and developments were represented by board members, as were neighborhood associations, including Neighbors for a Livable Community. A number of task force members are also members of AU's Neighborhood Liaison Committee.

The first task force meeting was convened in July 2009 and included a review of the D.C. zoning process, a facilities overview, a summary of the 2001 Campus Plan, and transportation issues. In continuing meetings, the Campus Plan Task Force reviewed facilities needs, site analyses, facilities priorities, population and housing numbers, results of transportation studies, and plans for the East Campus, main campus (including Nebraska Hall), and Tenley campus.

Agendas and presentations were provided for task force meetings, which were led by David Taylor, chief of staff for AU president Neil Kerwin, and Jorge Abud, assistant vice president for facilities, development and real estate. University architect Jerry Gager attended regularly, along with representatives of architecture firms and transportation consultants for the university. The meetings, held in Mary Graydon Center, typically began at 7:00 p.m. and ended between 9:00 and 9:30 p.m. Smaller conversations usually followed.

President Kerwin addressed the task force on October 20, 2009. He said the university "has historically built its facilities with its surrounding communities as critical to anything we do." He noted that the Katzen Arts Center, constructed after the last campus plan, has been a major asset for the community. In addition, he said, AU offers

lectures, events, and other forms of intellectual life for neighbors, and is the only designated arboretum among universities in D.C. "I hope this is a university that you can be proud to be nearby and take full advantage of," he said.

Representatives from across the university participated in task force meetings, including the Office of Campus Life, Housing and Dining, Public Safety, Office of the Architect, Community Relations and Local Government Affairs, and the Office of the General Counsel.

Task force members were notified by e-mail in advance of each meeting and afterwards with meeting notes and follow-up materials.

Access to Campus Plan Materials

All materials related to the 2011 Campus Plan and task force meetings were made available to task force members and the general public in the following ways:

- A dedicated Campus Plan Web page, www.american.edu/finance/fas/campus-plan.cfm, was created on AU's Web site, www.american.edu.
- All meeting notices, presentations, meeting notes, and related transportation studies and reports were posted on the Web page.
- The previous 2001 Campus Plan was also posted.
- Campus Plan updates appeared in *AU in the Neighborhood*, the university's monthly electronic newsletter that provides news and campus events for neighbors.
- News about the Campus Plan was included in AU-placed ads of campus news and events that appear monthly in the *Northwest Current* newspapers.
- Printed materials were also developed for distribution to neighbors.

Between July 2009 and January 2011, the task force met 15 times (on a monthly schedule as much as possible) to review, discuss, and garner input regarding the university's priorities for new facilities, proposed sites, transportation studies, and population data related to the university's Campus Plan intentions and priorities for new residence halls, including a new East Campus, and relocation of the Washington College of Law to AU's Tenley campus.

Attendance at these meetings was consistently strong with 30 to 40 people (often more) participating at each meeting. At some point, it was felt

that a third party would be helpful to the dialogue. In September 2010, after consultation with the Office of Planning, Don Edwards of Sustainability and Justice, joined the task force meetings as a facilitator to assist with the discussions.

Making the Draft Plan Available to the Community

AU made a draft of its proposed Campus Plan available to the public on January 24, 2011. AU is the only university in the city to make a draft available to the public in advance of its filing with the DC Zoning Commission. Copies of the draft plan were also placed in the Tenley public library and in AU's Bender Library, one of the few university libraries in the city open to the public. The draft and accompanying materials and exhibits were also available on the AU Web site.

Other Meetings

University officials made presentations before both ANC3D and ANC3E on at least two occasions before the Campus Plan was filed with the Zoning Commission and met with a number of ANC commissioners and other individuals at their request.

Representatives of AU held a number of "small group" meetings with representatives of neighborhoods, including Ft. Gaines, Tenleytown, Westover/Spring Valley, Wesley Heights, and Embassy Park. Separate meetings also were held with ANC commissioners, individuals, and groups, at their request. AU officials also hosted a campus tour (April 2010) to review potential building sites and toured the Westover Place townhouse development (December 2010) with community association representatives to see their view of the adjacent university parking lot and the potential proximity from the townhomes to proposed new buildings on the East Campus.

The university kept the Office of Ward 3 Councilmember Mary Cheh apprised of the meetings and developments concerning the Campus Plan.

Changes to the 2011 Campus Plan Resulting from the Community Dialogue

The meetings and ongoing dialogue have resulted in significant changes to AU's initial concepts regarding building locations, where to house students, how many students to house, and whether retail is desirable. The 2011 Plan reflects the university's best effort to respond constructively to the issues raised. Large scale/conceptual changes have included:

- reduced total proposed gross floor area from 1,200,000 to 892,000 square feet (including Tenley Campus)
- removed several buildings from the plan (including two on the South Campus, two on the Clark site, Letts-Anderson Pavilion, and East Quad)
- included an additional student housing development site on the existing surface parking lot located behind the President's Office Building
- reduced proposed development and worked to utilize the footprint of most Tenley Campus existing structures for the new law school and maintain and enhance landscape buffers along Warren, 42nd, and Yuma streets
- made several changes to the East Campus, including reducing beds from 1,000 to 770; reorienting housing/building placement to mitigate views; adding academic/administrative building to separate student housing from Westover Place residences; and moving the New Mexico Avenue driveway away from the Westover perimeter wall to keep at existing location
- reduced housing inventory target from 4,900 to 4,300 to reduce number of buildings needed as part of 2011 Campus Plan



SECTION 5

POLICIES SHAPING THE FUTURE

POLICIES SHAPING THE FUTURE

5.1 STUDENT NEEDS

Along with AU's efforts to become an academically stronger institution with improved selectivity and higher undergraduate retention rates, the university has invested in programming and activities to provide on-campus options and increase student involvement in campus life. In addition to increased participation in on-campus activities, undergraduates have a stronger desire to live on or near the Main Campus. The Strategic Plan goal to provide an unsurpassed undergraduate experience reflects this, and a significant part of that experience must be supported by high-quality facilities for student activities and housing.

5.1.1 Housing

In the competition for top students, the type and quality of housing can be a distinguishing factor in whether a student chooses to attend AU or another institution. With the last major residence hall project (Centennial) dating back to 1987 and the housing oversubscribed, AU must address its housing needs and improve its housing stock.

AU provides housing only for undergraduate students, and its residence halls are currently designed to accommodate 3,533 students. Most rooms (85 percent) are traditional-style doubles with shared bathroom facilities. However, AU currently houses 4,083 undergraduates, which includes some 300 students assigned to triple rooms (i.e., three students living in rooms designed for two), and 200 students living under a university lease in a nearby apartment complex (The Berkshire). The need for the tripling and apartment lease "solution" is based on the Zoning Commission order from the 2001 Campus Plan, which requires AU to be able to accommodate 85 percent of freshmen and sophomores and two-thirds of undergraduates in university-provided housing.

A key Campus Plan goal, therefore, is to provide a better on-campus experience while upgrading the quality of student housing and updating the inventory by offering more apartment- and suite-style units. The 2011 Plan proposes to accomplish this by building contemporary housing on the

Main Campus to accommodate 1,290 students and discontinuing the use of 497 beds on the Tenley Campus. Because of its age and outdated style, Tenley housing receives the lowest satisfaction scores from students and the campus is slated for demolition to prepare for the new home for the Washington College of Law.

This proposal would significantly improve housing quality and reduce to 60 percent the proportion of our housing inventory comprised of traditional rooms.

In Campus Plan discussions with the surrounding neighborhoods over the past 18 months, identifying sites for expanded housing prompted community concerns about housing structures on the campus perimeter and requests to not utilize those sites. For a combination of reasons, therefore—including reducing the number of buildings needed as part of the 2011 Campus Plan—AU proposes a modification in the current housing requirement (dating back to 2001 in Zoning Commission Order 949).

Modifying the percentage may prompt concerns about the impact of students living in the surrounding community and requires explanation of where AU students live. Key facts are presented below and in Exhibit 5.

- 62 percent of total AU students live in D.C.
- 65 percent of AU undergraduates live in university-provided housing.
- Some 1,176 AU undergraduates (not in university housing) live in the 20016 zip code.
- 80 percent of undergraduates (938) in the 20016 zip code live in apartments.
- 42 percent of apartment-dwelling undergraduates (393) live in the Berkshire; 24 percent (221) live in the Avalon; and 34 percent (324) live in 45 other apartments.
- 20 percent of the undergraduates (238) in the 20016 zip code live in 146 individual houses.
- 13 undergraduate group houses have been identified (with four or more students).

Assessing where the “undergraduate only” houses are by neighborhood suggests: Tenleytown (15); AU Park (12); Wesley Heights (6); Cathedral Heights (4); Cleveland Park (3); Palisades (3); Friendship Heights (2); and Spring Valley (2).

Due to the nature of the housing market near the university, student group houses are expensive and not a popular option. As a result of these demographics and the university’s proactive approach (see Exhibit 4), student behavior problems are limited to isolated instances at a handful of addresses, and AU has strengthened even further its response to community complaints. (Exhibit 5 provides additional insight on where students live).

While occasional complaints from community members do occur, the totality suggests that AU students have lived successfully in the surrounding community. There is ample supply of rental housing close by and students pay approximately \$10 million a year to local landlords. AU suggests that a Zoning Commission modified housing percentage (100 percent of freshmen and sophomores and 55 percent of all undergraduates) would enable AU to build sufficient housing to accomplish its programmatic objectives and reduce the building area on the campus. This is discussed in more detail in Section 7.2.3.

5.1.2 Graduate Programs

A key Strategic Plan objective is to “demonstrate distinction in graduate, professional, and legal studies”—and to become known as a world-class institution for legal and advanced graduate studies.

As a Carnegie-classified research university, AU is committed to creating knowledge, including creative and professional activity in the arts, humanities, social sciences, natural sciences, and the professions, and strongly supports research by faculty and students. And as a college-centered research university, AU values scholar-teachers who are fully engaged both in research and in undergraduate and graduate teaching. Laboratories—ranging from chemistry to social science to art design to business behavior—and academic centers researching various subjects—from social media to war crimes to global peace to Congress and the presidency—produce new knowledge. In selected fields and professions, AU rates among the finest universities in the nation, if not the world, and

with a culture of academic excellence, sets high standards and seeks constant improvement.

Proud of its scholarly achievements, AU must continually add resources to guide its teaching and research and further enrich the classroom experience, advance academic disciplines and the professions, inform policy debates, and address the challenging issues of our time. Key to this are improvements to the campus infrastructure to support our current and emerging academic offerings and strengths. The sciences, for example, are an area targeted for enhancements to further augment AU’s academic standing in the arts and sciences.

The Washington College of Law (WCL), the first law school founded by women and one of the nation’s best, combines rigorous legal education with a passion for legal issues and a genuine commitment to values—breaking down barriers, interconnectedness, innovation, and creativity. It is known for superior programs in experiential learning, international law (human rights and commercial arbitration), law and government, environmental and intellectual property, and an entrepreneurial spirit designed to educate future lawyers to confront unprecedented national and international change.

Yet the success, creativity, and richness of the WCL’s programs have resulted in, 15 years after moving to a new facility (at 4801 Massachusetts Ave.) the school outgrowing its current home (195,000 square feet) and leasing an additional 16,000 square feet in nearby office buildings. Distance from Metro/major transportation access is another hindrance that can be overcome with the right (new) location—at the Tenley Campus of American University—for a LEED Certified Gold facility of some 300,000 square feet with underground parking for 400 to 500 cars.

American University has experienced growth in its graduate and professional program enrollment, which has a different student demographic and matriculation pattern than undergraduate programs. Future program growth is anticipated and must be supported with additional facilities that are appropriately planned to enhance the value of an AU education and the services we provide to our students, the Washington community, and surrounding neighborhoods.

5.2 ENROLLMENT AND PERSONNEL

For the past 20 years, AU has improved the quality of its academic programs while keeping enrollment within a fairly narrow range close to our current Campus Plan headcount of 10,298 students (see Exhibit 6). This does not currently include the law school (which would add approximately 1,770 students to this headcount total).

Going forward, the 2011 Campus Plan proposes modest enrollment growth, while continuing to improve our academic quality measures. As shown in Exhibit 6, total enrollment (undergraduate, graduate, and law) is projected to grow by 13 percent from 2010 to 2020, with most of that growth planned in graduate and law enrollment. Since the plan calls for moving the law school from commercially zoned to residentially zoned property (covered by the Campus Plan), adding the law school enrollment would result in a total enrollment of 13,600 students.²

Employment has increased slowly to its current level of 2,318 for Campus Plan properties and 411 for the law school. As shown on Exhibit 6, employment is projected to grow to a total of 2,900.

5.3 FLEXIBILITY

While the academic program is rooted in a classical liberal arts education, new programs, education technology, and teaching delivery methods continue to evolve. The future of higher education will see many changes, and AU is positioning itself to be responsive.

Planning the facilities to support a dynamic organization in a highly competitive field requires flexibility. While AU has developed a plan that outlines its general intent, the exact nature of programs to be housed in various facilities cannot be precisely predicted for some of the buildings contemplated. The 2011 Campus Plan provides a structure for planned future construction but does not attempt to answer every question about these planned facilities. Building sites, sizes, heights, and general descriptions of contemplated construction and change are identified. Taken as a whole, this information creates a picture of what the campus could be like in 2020, depending on the program needs and the financial means available.

²Please note that all references to student and employee numbers proposed in the 2011 Plan are "headcount" numbers, not "Full-Time Equivalent" numbers.



SECTION 6

EXISTING CAMPUS FEATURES AND PROPOSED PLAN

EXISTING CAMPUS FEATURES AND PROPOSED PLAN

6.1 EXISTING CAMPUS BUILDINGS

A distinguishing characteristic of the university is a balance between open space and buildings. Both the Main and Tenley campuses share this feature, with the Floor Area Ratio (FAR) of the combined campuses at .51, which is only 29 percent of the 1.8 permitted by the Zoning Regulations.

Significant attention has been paid to landscape design throughout the campuses, for both interior spaces as well as at the perimeters. Large open spaces balance with large building complexes, more intimate gardens create gathering spots throughout the campus, and well-planned buffers screen views from neighboring residences but allow views into the campus from the major public streets. Exhibit 10 shows current campus building locations and site plans.

6.1.1 Main Campus

The Main Campus includes 43 buildings, totaling 1.8 million square feet of gross floor area on 76 acres of land. The centrally located Friedheim Quadrangle (Quad) is the primary hub of activity with the principal academic buildings arrayed around it, which gives the campus a traditional university atmosphere. Clusters of residential buildings are located at the north and south ends of the campus, with apartment-style housing also located in Nebraska Hall, just north of Massachusetts Avenue. Non-academic student activity is focused on Mary Graydon Center, Butler Pavilion, and the Sports Center, which extend west of the Quad in the center of campus. Administrative offices are spread throughout various buildings. Exhibit 12.1 presents Main Campus buildings and their uses.

6.1.2 Tenley Campus

The eight-acre Tenley Campus is bordered by Wisconsin Avenue, Nebraska Avenue, Warren Street, 42nd Street, and Yuma Street. The university purchased the Tenley Campus in 1986 and incorporated it into the 1989 Campus Plan. There are five primary buildings on the Tenley Campus—the

freestanding Dunblane and Congressional halls and the connected Capital, Federal, and Constitution halls. These buildings provide undergraduate residential uses (497 beds), classrooms, and office space. American University's Washington Semester Program is also located at the Tenley Campus. Exhibit 12.3 presents the Tenley Campus buildings and their uses.

The area surrounding the Tenley Campus includes single-family homes located to the west of Warren and 44th streets. Institutional uses, such as St. Ann's Church and School and the Convent of Ben Secours, are located directly across Yuma Street to the north, with single-family residential uses found as one heads further west along Yuma Street. Residential uses are found along the south side of Nebraska Avenue, across the street from the Tenley Campus. Wisconsin Avenue and Tenley Circle are located immediately to the east of the Tenley Campus, with an entrance to the Tenleytown Metro Station located approximately one block north along Wisconsin Avenue.

6.2 PROPOSED CAMPUS DEVELOPMENT

6.2.1 Main Campus

Future development of the Main Campus will be consistent with the existing framework of buildings and open spaces and will maintain the rich landscaping of the campus. We propose to reduce vehicle traffic in many areas by relocating the main campus road to the west and reducing surface parking. The campus has two large green spaces (Woods-Brown Amphitheater and Friedheim Quadrangle) that support both formal and informal gatherings. The relocation of the campus road and elimination of a surface parking lot will create a third large green space at the south end of the campus. This new green space will provide balance to an area bordered by two large building complexes, the Sports Center/Mary Graydon Center to the north and a 1,700 student residence hall complex to the south.

6.2.2 Tenley Campus

The university and the Washington College of Law have determined that the existing law school facilities located at 4801 Massachusetts Avenue, NW, are not sufficient to meet the future needs of the students, faculty, and staff of the Washington College of Law. In addition, the university believes that a new law school facility located at the Tenley Campus will bring more vibrancy and street-level activity to the Tenleytown community. The university believes that the additional people the Washington College of Law will bring to the sidewalks of Tenleytown will help draw new and exciting retail opportunities to this neighborhood. Associated with this move will be the transfer of the 497 undergraduate residential beds that currently exist on the Tenley Campus to the main campus. The undergraduates who live on the Tenley Campus consistently rate their residential life experience as poor. The relocation of these students to new beds on the main campus is consistent with the university's goal of enhancing the undergraduate residential experience at American University. For all of these reasons, the university is proposing the relocation of the Washington College of Law to the Tenley Campus.

The university and the design team for the Washington College of Law have established a number of goals that will guide the development of the Tenley Campus. These goals include:

- Create highly effective and functional new facilities that build upon the college's rich heritage and enhance its academic resources and diverse programs.
- Preserve and strengthen the historic character of American University's Tenley Campus and Capital Hall.
- Develop a meaningful campus aesthetic that maintains accessibility to open areas and green space.
- Develop 300,000 gross square feet of new and renovated facilities, largely within the footprint of the existing structures on the Tenley Campus.
- Concentrate development density to minimize the visual impact on the surrounding neighborhoods.
- Maintain existing site access points and curb cuts, to the greatest possible degree.
- Leverage access to the Tenleytown Metro station.

The proposed law school facilities are being designed to provide sufficient space for a total of 2,000 law students and 500 law school faculty and staff. Approximately 400–500 parking spaces are anticipated in a single level of parking that will be accessed from Nebraska Avenue. The location of this vehicular entrance/exit will be in the approximate locations of the existing curb cuts on Nebraska Avenue. Along Yuma Street, access to loading and service spaces will be provided from curb cuts that are in approximately the same location as the existing ones on Yuma Street. Site plans depicting the footprints of the existing buildings and the proposed new buildings are included in Exhibit 18.1.1.

The plans for the new law school facilities continue to evolve and are not as fully refined as those that have been prepared for the East Campus and the Nebraska Hall Addition. Therefore, the university has agreed to delay the filing of the Further Processing application for the relocation of the WCL facilities to the Tenley Campus for a period of 60–75 days from the filing of this application. However, a site plan depicting the current vision for the proposed facilities, renderings of the buildings, and photo simulations of the massing and height of the proposed facilities are included in Exhibit 18.1.1c.

The university has held meetings with residents of the adjacent community and their architect, representatives of Advisory Neighborhood Commission (ANC) 3E, Historic Preservation Office (HPO) staff members, and OP representatives regarding the proposed development of the Tenley Campus. The university will continue to meet and work with these groups as the plans for the Tenley Campus are refined and the Further Processing application is prepared.

6.1.3 Development Sites on Main Campus and Tenley Campus

To support attainment of the university's strategic goals, 10 projects are proposed, totaling approximately 892,000 square feet. All but one of these are planned on existing building sites, parking lots, roads, or other paved areas. The table on the next page lists the proposed new facilities and their uses.

Proposed New Facilities and Their Uses

Project	Use	Exhibit Reference	Gross Floor Area (SF)
Nebraska Hall Addition	Residential	19	50,000
Mary Graydon Addition	Campus Life	20	20,000
East Campus	Residential/Academic/ Administrative/Campus Life	21	328,000
Washington College of Law—Tenley Campus	Academic/Administrative	18.1.1	244,000
Beeghly Addition	Academic/Administrative	18.1.2	60,000
South Hall	Residential	18.1.3	110,000
North Hall	Residential	18.1.4	110,000
Multipurpose Gymnasium	Athletic/Campus Life	18.1.5	25,000
Sports Center Annex Replacement	Athletic/Campus Life	18.1.6	36,000
Reeves Field Bleachers/Storage	Athletic/Campus Life	18.1.7	6,000
Kay Addition	Campus Life	18.1.8	5,000
Butler Tunnel Enclosure	Campus Life	18.1.9	20,000
Child Development	Demolish Existing		-2,000
Sports Center Annex	Demolish Existing		-12,000
Osborn	Demolish Existing		-7,000
Costume Shop	Demolish Existing		-1,000
Congressional	Demolish Existing		-42,000
Federal	Demolish Existing		-35,000
Constitution	Demolish Existing		-23,000
Total			892,000

Nebraska Hall Addition will add 120 beds in apartment-style units similar to the existing building. The addition's bulk, height, and appearance will match the existing building. An existing fence will be extended and increased in height, and appropriate landscaping will be developed in consultation with nearby residents. (Exhibit 19)

Mary Graydon Addition will add 20,000 square feet of dining and activity space to the student center. The addition, to be located at the south end of the building, will match the existing building's four stories with a complementary design. (Exhibit 20)

East Campus includes six buildings and an associated underground parking and service area, to be built on the site of the current Nebraska Avenue Parking Lot.

The project will accommodate 770 students in contemporary housing units, recreation and activity space for students, instructional spaces, the admissions welcome center, the alumni center, and administrative offices. All delivery, waste removal, and service are designed to be underground, along with parking for 300 cars. Small-scale retail spaces are planned along Nebraska Avenue. These spaces are primarily to serve university needs but will be

East Campus Buildings and Their Uses

Project	Use	Gross Floor Area	Stories	Height (Feet)
Building 1	Residential, 1st Floor Retail	80,000	6	62
Building 2	Residential	42,000	5	54
Building 3	Residential	48,000	5	54
Building 4	Residential	56,000	5	54
Building 5	Academic/Administrative, 1st Floor Retail	53,000	4	62
Building 6	Academic/Administrative	49,000	3	34
Parking Garage	Car & Bicycle Parking, Delivery, Service	0		N/A

available for the surrounding community as well. (Exhibit 21)

Washington College of Law—Tenley

Campus will provide new integrated facilities for the law school. Capital Hall and Dunblane House will be renovated for use by the law school and integrated with the new facilities, which will consist of approximately 244,000 square feet. All other buildings on the site will be demolished, except for the historic portions of Dunblane, and the existing service (garage) building. The new buildings will be approximately four stories in height and designed to complement Capital Hall.

Beeghly Addition is an expansion of the existing chemistry building and will allow consolidation of all science instruction and research within one facility. The 60,000-square-foot addition is planned to be five stories tall to complement the existing building.

South Hall will provide additional housing for 200 students adjacent to the existing south residence hall complex. It is planned to be six stories to match nearby residence halls.

North Hall will provide additional housing for 200 students on the surface parking lot located be-

hind the President's Office Building. It is planned to be six stories to match nearby residence halls.

Multipurpose Gymnasium and Sports

Center Annex Replacement are additions to the athletic facilities to accommodate increased student interest in athletic and recreational opportunities. These buildings will connect to the existing Sports Center and are planned to be low in height.

Reeves Field Bleachers will create additional seating for the university's natural grass competition field. Storage and service space for the field will be located under the bleachers. This project requires demolition of the Osborn Building and reconfiguration of the main campus roadway.

Kay Spiritual Life Center Addition is a 10,000-square-foot expansion to the university's interfaith religious center that will be located at the north end of the existing building. Its expansion will support the needs of AU's diverse community.

Butler Tunnel Enclosure will enclose approximately 20,000 square feet of space that currently contains the main campus roadway as it travels under the Sports Center Garage. Rerouting of the main campus roadway will allow the enclosure of this area for use as student activity space.

