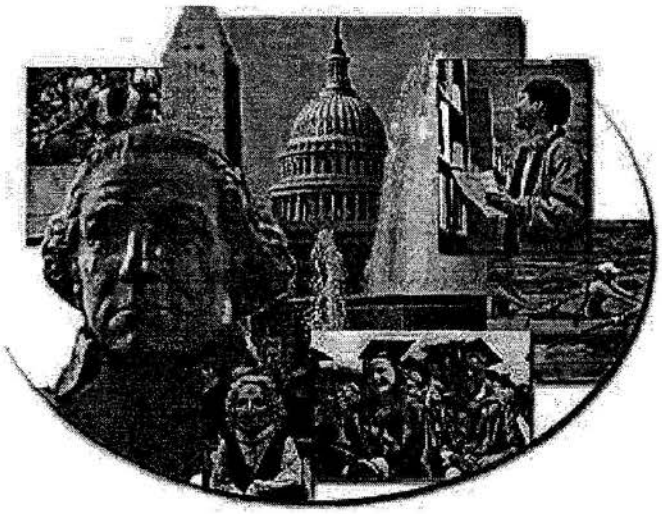


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The George Washington University

Foggy Bottom Campus Plan
Years 2000 through 2010

The "city classroom": A center of academic excellence serving to enrich and revitalize the community and the District of Columbia

Filing Date: December 28, 1999

The George Washington University
WASHINGTON DC

BZA
Case No. 16553
Exhibit No. 21

Board of Zoning Adjustment
District of Columbia
CASE NO.16553
EXHIBIT NO.21A1

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EXECUTIVE SUMMARY

INTRODUCTION

Since its founding in 1821, and in the more than eighty-seven years at its Foggy Bottom campus, The George Washington University has served as a "city classroom," a place of learning that is informed and educated by its city, at the same time that it enriches and serves the city. The University and the District of Columbia continue to engage in a dynamic process of mutual education, through which the University learns from and identifies with the city, a rich center of political, cultural and social thought and activity, as the city accesses and cultivates the intellectual, cultural, economic and service contributions of the University. The importance of this relationship was recently noted by GW President Stephen Joel Trachtenberg, who stated in his 1998 President's Report:

> As every potential student and faculty member knows before coming here, one of the most attractive features of GW is its position within the District of Columbia and the many roles to which that position has inevitably led. GW is, uniquely, a part of its city. The University is *in* the city and it is *of* the city.

The city and the University both have flourished as a result of their close and special relationship. The Campus Plan for the Years 2000 through 2010 reflects that special relationship. The Plan sets forth the framework for the orderly growth and development of the University in support of its basic academic mission, and serves as the formal document necessary for Campus Plan approval by the city. The campus planning process has served as a mechanism for dialogue with the community.

GOALS, STRATEGIES, AND PRINCIPLES

The underpinnings of the Campus Plan document include a statement of University Goals, Campus Plan Strategies and Planning Principles. They are summarized as follows and are more fully developed in the Campus Plan text:

University Goals:

- Move GW solidly into the ranks of the first-tier educational institutions, building selected top-ranked graduate programs on a foundation of outstanding undergraduate education
- Solidify and expand strategically masters degree and credit certificate offerings connected to professional and "continuous-learning" markets
- Move GW into the ranks of Research I institutions through appropriate initiatives
- Continue to develop a sense of "community" among GW students, faculty, staff, Foggy Bottom residents, the city and the capital region
- Deliver new and expanded technology to compete effectively and meet the needs of students, faculty, government, the city and the business community
- Maintain a strong financial base

Campus Plan Strategies:

- Continue to shape a stimulating academic community that sustains the highest values and aspirations of the University and enriches the student experience
- Increase the visibility and presence of the campus' academic programs, its unique resources and unique location within the greater Washington, D.C. area
- Establish a flexible campus framework for development, relating physical priorities to University goals, academic mission, values, financial policies and regulatory requirements
- Develop a recognizable campus setting and distinct identity while promoting the mutually beneficial relationship between the University, its immediate neighbors, and the communities it serves
- Provide an understanding of the physical campus — its place, historical development, aesthetic dimensions, unique patterns, qualities and conditions
- Create a planning process and planning document that satisfies the needs of University constituents, while respectfully considering, honoring, and addressing municipal agencies and the local community

Planning Principles:

- Physically provide a unified campus image and a welcoming "public face"
- Concentrate and focus the central campus core
- Co-locate and consolidate academic departments in recognizable districts
- Express the special character of the campus by enhancing and creating a clear, distinct and unified open space system, both on street frontage and in open spaces within blocks
- Increase pedestrian safety by enhancing and encouraging internal block circulation and mid-block crossings
- Balance the desire to develop a recognizable and attractive campus setting with the need to build the campus at densities consistent with surrounding development, while giving special consideration to buildings of architectural or historic significance through renovation and preservation efforts
- Continue to meet academic, residential, and recreational facilities demands

CONTEMPLATING EVOLVING NEEDS

In order to meet the ever-changing needs of its students and continue to satisfy its academic mission, the University must develop and evolve in a manner consistent with maintaining its role as a center of academic excellence. For purposes of this ten-year Campus Plan, this includes contemplation of the following:

- Adding approximately 750,000 square feet of gross floor area, and of this amount, 674,000 square feet within the campus' residential-zoned land, to meet the need for new facilities
- Floor area ratio of 3.3, remaining well below the allowable zoning maximum of 3.5
- Student headcount of 20,000; FTE count of 16,553
- Faculty headcount of 2236; FTE count of 1550
- Staff headcount of 10,293; FTE count of 9000
- Maintenance and further development of open space system and pedestrian network

- Mid-block crossings to reinforce pedestrian network and provide safer pedestrian environment
- Urban design enhancements to identify campus perimeter
- Continuation of modern, forward-looking design in new buildings
- Continuation of migration planning efforts and "districts" for departmental consolidation, school identity and collaboration
- 2700 to 3240 off-street parking spaces
- Encouragement of alternative modes of transportation by students, faculty, staff and visitors to minimize campus traffic and impact on neighborhood streets

SUMMARY

In the words of President Trachtenberg, "With the commitment and vision that have brought [the University] this far, the great leaps of the future will take place within rather than against the grain of GW's very pleasing, gently dynamic, and fully-balanced campus."

The Campus Plan for the Years 2000 through 2010 represents an analysis of the short- and long-term needs of the University in concert with the city's zoning regulations and policies and the desires of the University's neighbors. The Plan captures the essence of The George Washington University — a vibrant and vital educational institution informed by its city, in turn enriching that city academically, culturally and economically, and through its strong commitment to service to its Foggy Bottom neighbors and the larger community. As proposed, the Plan will ensure that the Foggy Bottom campus remains a center of academic excellence, a lively "city classroom" that harmonizes with the immediate community and preserves Historic Foggy Bottom and serves the District of Columbia into the future.

I. THE UNIVERSITY AND THE DISTRICT OF COLUMBIA

A. History of the University

The George Washington University ("GW" or the "University") was founded by a group of ministers and laymen led by Reverend Luther Rice. In 1821, Congress granted and President Monroe approved the charter that established the new institution, originally known as The Columbian College in the District of Columbia. (See Appendix A, University Charter). At the time of its founding, President Monroe wrote:

> *The establishment of this institution within the federal district, in the presence of Congress, and of all the departments of government, will secure to the young men who may be educated in it many important advantages; among which, the opportunity which it will afford them of hearing the debates in Congress, and in the Supreme Court.... With these peculiar advantages, this institution, if it receives hereafter, the proper encouragement, cannot fail to be eminently useful to the nation.*

In 1873, the school became the Columbian University, and, with law and medical facilities added by the end of the century, it assumed its present name, The George Washington University, in 1904. From the time of its founding until 1912, the institution's activities were centered on College Hill, a tract of 46 acres between the present 14th and 15th Streets extending north from Florida Avenue to Columbia Road. In 1912, the University moved to its current location in the area of Washington familiarly known as Foggy Bottom, between 19th and 24th Streets, south of Pennsylvania Avenue.

Today, The George Washington University combines the resources of a major international research university with the dynamics of a vibrant, urban setting in the heart of the nation's capital. Now in its 177th year, the University attracts students, faculty, and staff from around the country and the world to take advantage of the myriad of academic, social and cultural opportunities offered by the University and its location in Washington, D.C.

B. University Mission

The evolution of GW's Foggy Bottom campus is guided by the mission of the University. That mission is captured in the following statement drafted in 1996 by an interdepartmental committee of faculty, administrators, and students convened to guide the University's decennial accreditation review:

The George Washington University, an independent academic institution chartered by the Congress of the United States in 1821, dedicates itself to furthering human well-being. The University values a dynamic, student-focused community stimulated by cultural and intellectual diversity and built upon a foundation of integrity, creativity, and openness to the exploration of new ideas.

The George Washington University, centered in the national and international crossroads of Washington, D.C., commits itself to excellence in the creation, dissemination, and application of knowledge.

To promote the process of lifelong learning from both global and integrative perspectives, the University provides a stimulating intellectual environment for its diverse students and faculty. By fostering excellence in teaching, the University offers outstanding learning experiences for full-time and part-time students in undergraduate, graduate, and professional programs in Washington, D.C., the nation, and abroad. As a center for intellectual inquiry and research, the University emphasizes the linkage between basic and applied scholarship, insisting that the practical be grounded in knowledge and theory. The University acts as a catalyst for creativity in the arts, the sciences, and the professions by encouraging interaction among its students, faculty, staff, alumni, and the communities it serves.

The George Washington University draws upon the rich array of resources from the National Capital Area to enhance its educational endeavors. In return, the University, through its students, faculty, staff, and alumni, contributes talent and knowledge to improve the quality of life in metropolitan Washington, D.C.

C. Educational Programs: The "City Classroom"

In fulfillment of its mission to improve the quality of life in metropolitan Washington, D.C., The George Washington University makes a positive contribution to its neighbors in Foggy Bottom and the District of Columbia through the talents, knowledge and activities of its students, faculty, staff and alumni. In addition to its educational programs, the University's contributions include scholarship programs; revitalization, preservation and beautification efforts; safety and security services; medical, legal, social and community services; cultural, intellectual, athletic and recreational offerings; and bringing leaders together to revitalize the District of Columbia. GW's Foggy Bottom campus has been and will continue to be an important and unique resource, serving as a "city classroom" for those who are enriched by its continually-expanding educational offerings within its classrooms and in the immediate community and city beyond.

1. Traditional Educational Programs

a. GW's Academic Units

The University is fully accredited by the Middle States Association of Colleges and offers the following degree and non-degree programs through its eight academic units:

- **Columbian School of Arts and Sciences** offers undergraduate programs leading to the degrees of Bachelor of Arts, Bachelor of Fine Arts, Bachelor of Science, and Bachelor of Music, and graduate programs leading to the degrees of Master of Arts, Master of Fine Arts, Master of Forensic Sciences, Master of Science, Master of Science in Forensic Science, Master of Philosophy, Doctor of Philosophy, and Doctor of Psychology.

- **School of Business and Public Management (SBPM)** offers undergraduate programs leading to the degrees of Bachelor of Accountancy and Bachelor of Business Administration, and graduate programs leading to the degrees of Master of Accountancy, Master of Business Administration, Master of Public Administration, Master of Science in Finance, Master of Science in Information Systems Technology, Master of Science in Professional Accounting, Master of Science in Project Management, Master of Taxation, Master of Tourism Administration, and Doctor of Philosophy.

  The SBPM has become a major partner in D.C.'s planning for economic development. For example, it is helping universities find ways to give *pro bono* support to the District. Furthermore, the Business School's Center for the Advancement of Small Business (CASB) is helping fledgling D.C. businesses by offering training that integrates both academic and practical experience. Indeed, in 1999, CASB Director Charles Toftoy was named Greater Washington Entrepreneur of the Year for helping to strengthen D.C.-area businesses.

- **Graduate School of Education and Human Development (SEHD)** offers programs leading to the degrees of Master of Arts in Education and Human Development, Master of Arts in Teaching, Master of Education, Education Specialist, and Doctor of Education. SEHD has many programs through which it works with D.C. public schools to improve public education in the District.

- **School of Engineering and Applied Science** offers courses leading to the degree of Bachelor of Science in the following areas: Civil Engineering, Computer Engineering, Computer Science, Electrical Engineering, Mechanical Engineering, and Systems Analysis and Engineering. Graduate programs lead to the degrees of Master of Science, Master of Engineering Management, Engineer, Applied Scientist, and Doctor of Science.

- **Elliott School of International Affairs** offers undergraduate programs leading to the degree of Bachelor of Arts and graduate programs leading to the degrees of Master of Arts and Master of International Policy and Practice.

- **Law School** offers programs leading to the degree of Juris Doctor, Master of Laws, and Doctor of Juridicial Science and special programs in continuing legal education. Its free clinic provides help to small businesses as well as legal aid to those in need.

- **School of Medicine and Health Sciences** offers programs leading to the degrees of Bachelor of Science in Health Sciences, Master of Science in Health Sciences, and Doctor of Medicine. Through the GW Medical Center, the School of Medicine helps provide free care to indigent patients. The University provides free breast cancer screenings and prevention services. Its mobile Mammovan brings these services directly to D.C. neighbors.

- **School of Public Health and Health Services** offers undergraduate programs leading to the degree of Bachelor of Science, Master of Science, Master of Public Health, Master of Health Services Administration, Specialist in Health Services Administration, and Doctor of Public Health.

In addition, the University's Center for Career Education offers a wide array of opportunities in continuing education, including certificate programs in Information Technology, Paralegal Studies, Event Management, Landscape Design, Public Relations and Tourism Studies. More than 300 courses are offered through the University's Continuing Engineering Education Program (CEEP), which provides specialized technical instruction to enhance the competence of practicing engineers and managers.

b. Educational Extensions

The University's mission and educational goals and programs extend beyond the main Foggy Bottom campus to two additional campuses and various teaching centers operated by GW. The Virginia Campus was established in 1991, primarily for graduate study, research, and professional development programs. The 50-acre campus is located near Leesburg in Loudoun County, along the rapidly growing high-tech corridor on Route 7.

In 1996, the University affiliated with Mount Vernon College, a small liberal arts college for women located in the Foxhall area of northwest Washington. In 1999, the campus became The George Washington University at Mount Vernon College. GW/MVC honors the legacy of Mount Vernon College through an emphasis on distinctive residential, leadership and academic programs for women. While there is communication and programmatic integration between the Foggy Bottom and Mount Vernon campuses, each campus maintains its own separate identity. A separate Campus

Plan for The George Washington University at Mount Vernon College received unanimous BZA approval on December 15, 1999 (BZA Case No. 16505).

In addition to the Virginia and Mount Vernon campuses, GW offers graduate education at ten other locations throughout the greater Washington, D.C. metropolitan area, including Capitol Hill in the District; Alexandria, Crystal City, Fair Oaks, Hampton Roads, Richmond and Tysons Corner, Virginia; and Annapolis, California and Gaithersburg, Maryland.

2. Non-Traditional Educational Programs

The University's commitment to education reaches far beyond the traditional classroom setting, indeed beyond GW's own students, enriching the city's learning environment with special activities and programs that serve as valuable educational resources for the entire Washington, D.C. community. Through these programs, GW extends the reach of its "city classroom" to members of the Foggy Bottom and West End communities, to youth in the Adams Morgan, Mount Pleasant and Shaw neighborhoods, to District government managers and school principals, to youth interested in an arts education, and to participants in the Mayor's Youth Leadership Institute.

a. Lectures, Debates and Audit Program

Among the University's non-traditional educational offerings are numerous lectures, debates and symposia, many of them open to the public, addressing a wide range of topics. In addition, members of the Foggy Bottom and West End communities who are 60 years of age and above may participate in the Alumni Course Audit Program and enroll in a variety of courses in the arts and sciences, engineering, languages, public health, and environmental studies, among others.

b. Computer Certificate Program for Adams Morgan, Mount Pleasant and Shaw Youth

GW also sponsors cooperative ventures that combine classroom learning with practical work experience. For example, GW provides training for pre-college students from the Adams Morgan, Mount Pleasant, and Shaw communities through the Center for Career Education's computer certificate program. Upon completion of the training program, these students return to benefit their community by serving as Americorps volunteers and teaching computer skills to younger children in after-school programs.

c. The Center for Excellence in Municipal Management

In an unprecedented public-private partnership, GW, the District of Columbia, the Fannie Mae Foundation and other private donors established the Center for Excellence in Municipal Management in May 1997 to provide high-quality executive education in leadership and public management, to offer expert management advice, and to conduct research on state-of-the-art public management policies and practices. The program brings together key city players — businesses and professional organizations, citizens and community groups, educational and charitable institutions, and government at all levels — to develop the highly skilled and well-trained executive corps necessary to transform the District government into a high-performance organization. One hundred forty seven D.C. public school principals have completed CEMM's Principals Leadership Academy.

d. Partnership With D.C. Public Schools

In another groundbreaking public-private partnership, GW allied with the Kennedy Center and the Ellington Fund to preserve public arts education in the District of Columbia through the Duke Ellington School of the Arts Project (DESAP). Joining the unique artistic and academic programs of the Duke Ellington School, a high school focusing on arts education, and the academic strength and educational innovations of The George Washington University, the new DESAP collaboration allows Duke Ellington to remain a hallmark school within the D.C. Public School System. This unique partnership serves as an innovative national model for enhancing opportunities in public school education.

Additionally, GW collaborates whenever possible with the Grant School (the School Without Walls). Through the GW Hospital's Volunteer Services Department, high school students from the School Without Walls are placed in volunteer assignments within the GW Hospital. This allows students to gain job experience and exposure to the health care environment. The Smith Center is also open to School Without Walls for some of its physical education and fitness classes. Students in the American Studies Program and in the Department of Theatre and Dance serve as interns at the School Without Walls.

e. Mayor's Youth Leadership Institute

GW hosts the Mayor's Youth Leadership Institute. Along with teaching leadership techniques, the Institute helps young people learn entrepreneurial skills. Through spending four weeks designing and then presenting plans for hypothetical but viable businesses, Institute

participants learn the intricacies of starting a business — knowledge that will help them become valuable District residents of the future.

3. Scholarships for Local D.C. Students

Under the leadership of GW President Stephen Joel Trachtenberg, the University has demonstrated its strong commitment to the education of Washington-area high school graduates. For example, in 1989, President Trachtenberg introduced the 21st Century Scholars Program, recently renamed the Stephen Joel Trachtenberg Scholarships Program, which provides full, four-year scholarships to outstanding graduates of Washington's public high schools. In 1999 alone, the program awarded scholarships totaling $1.4 million. The University also matches scholarships awarded by the Federal National Mortgage Association (Fannie Mae) to students at the District's H.T. Woodson High School, and has partnered with *The Washington Post* to provide scholarship aid to students from Washington's Eastern High School. Additionally, during a visit to Washington's Paul Junior High School, President Trachtenberg offered to provide assistance to make it possible for those seventh- and eighth-graders with whom he met in October 1997 to attend GW, provided that they meet GW's academic requirements when they are ready for college.

D. Serving and Enriching the Foggy Bottom Neighborhood and the Larger Community

The George Washington University has a long history and tradition of serving the Foggy Bottom and larger D.C. communities. The University has demonstrated its commitment to the Foggy Bottom community by revitalizing, preserving and beautifying the aesthetic and historic nature of Foggy Bottom; by preserving and protecting the history and heritage of Foggy Bottom in a special Gelman Library archive; and by providing safety and security services to the neighborhood. The University has demonstrated its commitment to residents of Foggy Bottom as well as the larger community through its medical, legal, social and community service programs, through its provision of enriching cultural, intellectual, athletic and recreational offerings, and through its efforts to bring leaders together to revitalize the District of Columbia. Through these initiatives, students, faculty, staff and alumni access the richness of both the University and the surrounding community while contributing to the tapestry of relationships and lives that makes the District a thriving community.

1. Serving and Enriching the Foggy Bottom Neighborhood

a. Revitalizing, Preserving and Beautifying the Aesthetic and Historic Nature of Foggy Bottom

During its 87 years at the Foggy Bottom campus, The George Washington University has continually improved and revitalized the Foggy Bottom area by upgrading declining buildings and enhancing the neighborhood environment. The University continues to demonstrate its commitment and dedication to maintaining and enhancing an environment that reflects the architectural and historical evolution of the Foggy Bottom community, taking care through careful preservation efforts to maintain the character of buildings that have been recognized as structures of historical significance. Specifically, the University maintained the façade of the "Red Lion Row" town houses when it constructed 2000 Pennsylvania Avenue, preserving the colorful, historic memory of the area's predecessors. Similarly, the BZA-approved addition to the Law School carefully maintains the existing facade and architectural detailing of 2003 G Street.

In addition to the University's efforts to revitalize and preserve the neighborhood by improving older buildings and preserving those of historical significance, the University has also made a significant contribution to the neighborhood aesthetic by improving its open spaces. The creation of parks, gardens and yards and the provision of trees, flowers and plantings to the neighborhood creates a welcoming, natural, beautiful environment for inhabitants of the University and the surrounding community in the midst of an urban setting. The University Yard, Mid Campus Quad, John Wilson Park, Anniversary Park and Millennium Park all are initiatives undertaken by the University with the intention of preserving and enhancing the natural beauty of Foggy Bottom and maintaining the charm of the area for residents of the neighborhood and surrounding community.

Just as important as its beautification efforts are to the Foggy Bottom environment, so too are the University's ongoing efforts to ennoble the area by keeping it clean. The University continues to assist neighbors in maintaining the cleanliness of Foggy Bottom streets. Additionally, GW students volunteer in large numbers for clean-up projects such as the annual Foggy Bottom Cleanup. These efforts, too, contribute further to revitalizing and preserving the aesthetic of the Foggy Bottom neighborhood.

b. Preserving and Protecting the History and Heritage of Foggy Bottom

As part of GW's commitment to preserving the history and heritage of the neighborhood, the University's Gelman Library, in cooperation with the Foggy Bottom Association, maintains an

extensive archive pertaining to Foggy Bottom, its residents, and its place in history. The University is committed to developing a collection of documents, slides and photographs, oral histories, books and pamphlets, newspapers and clippings, manuscripts, artifacts and memorabilia that relate to the Foggy Bottom community. Through the systematic collection and preservation of primary and secondary source materials, the Collection ensures that records documenting the neighborhood are available for future research.

The University recently held a special exhibit called *Foggy Bottom: The History of a Neighborhood.* Additionally, the Foggy Bottom Association and the University sponsored the exhibit *Fantastic Foggy Bottom: The Growth of a Community.* The exhibit was designed to be part of GW's 175th Anniversary and a celebration and history of Foggy Bottom. The Foggy Bottom community loaned photographs, books, artifacts and other items, and Gelman Library's Department of Special Collections contributed photographs, books on the city and Foggy Bottom, maps, city directories and other items. Slides were made from photos and other documents in order to produce slide presentations available to the Foggy Bottom community. Since that time, additional photos and manuscripts have been added to the collection, and an oral history program was initiated to interview residents of Foggy Bottom for the preservation of personal memories about the neighborhood. The Foggy Bottom Collection is housed in the Department of Special Collections and made available to preserve and protect the heritage of the area.

c. United Foggy Bottom Program

Last year, the GW Student Association established the *United Foggy Bottom* program. Through this program, students perform many services to maintain the quality of life in the area. The main focus of United Foggy Bottom, however, is helping seniors in the neighborhood. Student volunteers spend from a few hours to several days a week helping senior citizens with everyday tasks such as buying food or moving furniture. Often, the students just spend quality time with seniors.

d. Foggy Bottom Safety and Security Services

Safety and security are concerns of any college or university, especially one located within a major urban setting such as Washington, D.C. GW's investment in safety and security in the form of equipment, training and personnel benefits the Foggy Bottom community in a variety of ways. Trained officers of the University Police Department (UPD) patrol the streets that comprise the campus and move through adjoining Foggy Bottom streets with a watchful eye. Emergency

telephones throughout campus provide direct and immediate access to the UPD headquarters. Defense training courses, residential security screening and other useful programs are also available to the community through the University Police Department. Information about these services is published in the "Foggy Bottom Beat," a quarterly newsletter published by the UPD specifically to inform residents of the Foggy Bottom neighborhood of UPD activities and programs in which neighborhood residents are eligible to participate.

Recently the University made its space at 2331 Virginia Avenue, N.W. available rent-free to house the Foggy Bottom Community Policing Center, a sub-station of the Metropolitan Police Department. By providing a location in Foggy Bottom for officers to do their work in the neighborhood (rather than having to report back to MPD headquarters), the Policing Center helps strengthen and maintain the MPD's presence in the neighborhood.

2. Serving and Enriching the Foggy Bottom Neighborhood and the Larger Community

a. Medical and Legal Services

The George Washington University Hospital and Medical Center continue to provide essential services to the Washington community including, in 1996-97 alone, $15.5 million worth of uncompensated care to individual citizens. Medical Center faculty, staff, and students also provide primary care services at community-based clinics and care centers throughout the Washington metropolitan area. Students in GW's Law School provide free legal services to low-income and elderly Washington-area residents through a variety of GW legal clinics.

b. Social and Community Services

In addition to providing medical and legal services, many faculty, staff and students in departments throughout the University participate in and sponsor projects and activities that benefit the community through individual internships, teaching, counseling, and consulting services in schools, clinics, youth centers and many local non-profit organizations. (See Appendix B, Community Commitments). Student directed initiatives include the GW Neighbors Project and the United Foggy Bottom program.

c. The GW Neighbors Project

In 1993, the University established the *GW Neighbors Project,* a student-run service program. Neighbors Project volunteers work through and with community organizations to build partnerships and collaborations and to promote and develop long-term commitment of participants.

The Neighbors Project focuses on four core areas: education, health care, community development, and assisting seniors. Fourteen GW Learn and Serve Americorps members help recruit over 800 students each year to participate.

In 1999, 200 students gave 31,000 hours to the D.C. Reads program, tutoring 500 elementary school children. Fifty students spent 960 hours tutoring teens in the Shaw and Anacostia communities. Additionally, some 200 students helped renovate housing and assisted the elderly. GW students also contributed 600 hours in health clinics. In May 1999, along with the non-profit Manna Community Development Corporation, the GW Office of Community Service hosted the First Annual Shaw Spring Jam in the Kennedy Playground, highlighting the importance of youth activism in building strong neighborhoods. All told, GW students and staff spend at least 75,000 hours a year in volunteer service to the D.C. community, which translates to more than $750,000 in work hours.

d. Cultural, Intellectual, Athletic, and Recreational Offerings

The Foggy Bottom campus also enriches the life of the Foggy Bottom and larger Washington, D.C. community through a variety of cultural, intellectual, athletic and recreational offerings. The community enjoys a diversity of local, national and international music, theater, art and dance productions in the Dorothy Betts Marvin Theatre and the Lisner Auditorium. Exhibitions of local, national and international artists are featured at various locations around campus, including the Dimock and Colonnade galleries. Through words, music, dance and song, the artists who demonstrate and exhibit their talents bring the University and the surrounding community into the global community. During 1998 alone, more than 165,000 individuals attended such GW events.

In addition to the cultural offerings noted above, the University's Music Department presents an ongoing chamber music seminar for the local community and concerts open to the public, offering senior-citizen discounts to Foggy Bottom/West End neighbors for department-sponsored performances. The Department of Theatre and Dance also regularly offers senior-citizen discounts to Foggy Bottom/West End neighbors for department-sponsored performances.

The University enriches the city's intellectual life through its extensive library collections. The Gelman Library attracts students and faculty from colleges and universities within the metropolitan area, as well as local, national and international scholars and researchers. The University Archives collects material on the University and its neighborhood. The Department of Special Collections of the Gelman Library houses collections of 20th century personal papers and

institutional records which document the economic, political, social, artistic and cultural history of the metropolitan Washington region.

GW's community enrichment opportunities also include athletic and recreation programs and events. The University's Charles E. Smith Center annually hosts nearly fifty varsity athletic events that are open to the public. These events include home games of GW's nationally ranked men's and women's NCAA Division I basketball teams. Additionally, the Athletics Department offers summer basketball and volleyball camps in which approximately 300 local school-aged students participate. Outdoor recreational sports courts, located throughout the campus, are available for use by members of the community.

e. Bringing Leaders Together to Revitalize the District of Columbia

The George Washington University continually works to forge partnerships with people working in all sectors of D.C. life — business representatives, government officials, educators, community activists, and leaders of non-profit organizations — to assist in revitalizing the District of Columbia. The University helped initiate, coordinate and sponsor the Public/Private Partnerships Conference in the summer of 1999, to map joint strategies for addressing the challenges faced by the District. More than 300 people participated in the intensive one-day session, co-sponsored by the Support Center of Washington, D.C. The University also hosted the District of Columbia Financial Responsibility and Management Assistance Authority's senior staff retreat. The University will continue to partner in the recovery and revitalization of the District of Columbia.

E. Economic Contributions

In addition to the educational, neighborhood and community service, social, cultural, intellectual and recreational benefits the University provides, GW plays an important role in Washington's economy. GW's economic impact can be measured by the payments GW makes for goods and services, by the employment opportunities it provides, by the dollars that staff, students, and visitors spend in the District of Columbia, and by the tax revenues the University generates.

In fiscal year 1997, the University invested almost $240 million in the D.C. metropolitan area economy through the purchase of goods and services from local vendors, including D.C.-based construction, supply and service organizations. GW also paid almost $360 million in salaries, wages, and benefits in fiscal year 1997. One-third of GW employees resides in the District.

University employees, even those who reside outside the District, support the D.C. economy by spending significant amounts of money locally.

Students, as well as their visitors, also spend significant resources in the District of Columbia. These direct local economic benefits include money spent on transportation, shopping, entertainment, restaurants, hotels and other similar activities. In short, like all colleges and universities in the District of Columbia, GW is a substantial and positive economic contributor.

GW employees also make a significant contribution to the federal and local tax base. In fiscal year 1997 alone, more than $98.6 million was withheld in federal income, Social Security and local taxes for GW employees. Of that amount nearly $4.8 million was withheld for District of Columbia income taxes.

Like churches and other charitable organizations, the University is exempt from real estate taxes on property directly related to its educational and research mission. However, it pays real estate taxes on all other property, and such tax payments to the District of Columbia totaled nearly $3 million in 1997.

The George Washington University replacement hospital will pay taxes. It will pay over $4 million in new tax revenues, while preserving 1,400 jobs, 500 of which are held by D.C. residents.

II. CAMPUS PLAN OVERVIEW

A. Campus Plan History

In the more than eighty-seven years at its Foggy Bottom location, GW has been a desirable place to live, work and study. The University has enhanced its unique urban location through a long tradition of well-planned, balanced and designed development.

During the late 1940s, both the University and its Foggy Bottom neighbors anticipated the need for orderly planning of their urban community. University representatives working with citizens associations, the National Capital Planning Commission (NCPC) and the Redevelopment Land Agency (RLA) expressed as their mutual goal the development of a plan for the best use of precious land resources and the renewal of deteriorating buildings. The Comprehensive Plan generated by the District of Columbia Office of Planning in 1950 noted that all parties interested in developing and renovating Foggy Bottom — academic, individual, or corporate — should continue to plan together to improve parking and traffic, housing and other community facilities. GW became involved in comprehensive planning to guide its growth, even volunteering professionally prepared development plans some years before the law required.

In 1970, the Board of Zoning Adjustment (BZA) approved a fifteen-year Campus Plan for the Foggy Bottom campus (Order No. 10403). In the years between 1970 and 1985, GW experienced facilities enhancement, prudently adding 3.6 million gross square feet of new construction to the campus, including law and medical school buildings, an academic center, main library, parking garage, athletic center, and support facilities.

The University's Campus Plan for the Year 1985 Through Year 2000 (the "1985 Campus Plan") was approved by the BZA in 1993 (Order No. 14455). The 1985 Campus Plan addressed the need for vital instructional and residential facilities, and articulated 1.4 million square feet of gross floor area to enhance the campus community. In 1988, GW welcomed Stephen Joel Trachtenberg as its 15th president. Under President Trachtenberg's leadership, planning initiatives have honored the 1985 Plan creating an integrated and attractive campus environment and developing a "GW identity" and sense of place.

Since 1985, completed development projects on the Foggy Bottom campus have included the Ambulatory Care Center (BZA Order No. 14261) and a residence facility, "New Hall" (BZA Order

No. 16036). GW projects currently in development or under construction have also received BZA approval, including the Health and Wellness Center, (BZA Order No. 16276), a renovation and addition to the Marvin Center (BZA Order No. 15837), the School of Media and Public Affairs building (BZA Order No. 16379), the 2003 G Street Law School addition (BZA Order No. 16408), and an addition to the University Parking Garage (BZA Order No. 16409). Additionally, although GW no longer independently owns or operates The George Washington University Hospital, a replacement downsized hospital facility is being developed by the owner of the hospital, District Hospital Partners, L.P. This smaller facility, approved by the BZA (BZA Order No. 16389), is located on University property within the Campus Plan boundaries. (It will pay taxes.)

Each of the new facilities has been designed to support the University's educational mission, while at the same time remaining sensitive to adjacent buildings and celebrating the surrounding community.

B. Campus Plan Goals and Strategies

The Campus Plan for the Years 2000 through 2010 guides the campus' growth into the 21st century in a manner consistent with the mission and goals of the University. The following broad University Goals informed the development of the Campus Plan:

- Move GW solidly into the ranks of the first-tier educational institutions, building selected top-ranked graduate programs on a foundation of outstanding undergraduate education
- Solidify and expand strategically masters degree and credit certificate offerings connected to professional and "continuous-learning" markets
- Move GW into the ranks of Research I institutions through appropriate initiatives
- Continue to develop a sense of "community" among GW students, faculty, staff, Foggy Bottom residents, the city and the capital region
- Deliver new and expanded technology to compete effectively and meet the needs of students, faculty, government, the city and the business community
- Maintain a strong financial base

In order to accomplish these larger University Goals, the following Campus Plan Strategies were developed:

- Continue to shape a stimulating academic community that sustains the highest values and aspirations of the University and enriches the student experience

- Increase the visibility and presence of the campus' academic programs, its unique resources and unique location within the greater Washington, D.C. area
- Establish a flexible campus framework for development, relating physical priorities to University goals, academic mission, values, financial policies and regulatory requirements
- Develop a recognizable campus setting and distinct identity while promoting the mutually beneficial relationship between the University, its immediate neighbors, and the communities it serves
- Provide an understanding of the physical campus — its place, historical development, aesthetic dimensions, unique patterns, qualities and conditions
- Create a planning process and planning document that satisfies the needs of University constituents, while respectfully considering, honoring, and addressing municipal agencies and the local community

C. Campus Plan Process

The future development of GW's Foggy Bottom campus affects not only the University but also the broader community. The Campus Plan for the Years 2000 through 2010 was developed with consistent, continuous opportunities for input from the community and is the product of careful consideration of views from all stakeholders. GW has reached out to members of the Foggy Bottom and West End communities in the Campus Planning process, asked for their input and sought to address their concerns and, as appropriate, to make their suggestions part of the development of the Campus Plan.

Beginning with a luncheon hosted by the University in February 1999, GW participated in a series of meetings with members of the surrounding community, including representatives of ANC-2A, the Foggy Bottom Association and the West End Citizens' Association, to discuss specific aspects of the Campus Planning process. These Campus Plan community group meetings were scheduled far in advance of the Campus Plan filing date to provide a forum for dialogue with community members and to solicit the community's input during the planning process and prior to the Plan's completion. Guest speakers were featured at each meeting, including Donald Lehman, GW's Vice President for Academic Affairs, who provided an overview of the academic vision of the University, and Robert Chernak, GW's Vice President for Student and Academic Support Services, who led a discussion concerning student life at GW.

In October 1999, the Campus Plan was provided to members of the Campus Plan community group and ANC-2A. In November and again in December 1999, prior to filing with the BZA, the Campus Plan was formally presented to ANC-2A to provide the commissioners with an opportunity for review and discussion. The University also organized and hosted a Campus Plan "town hall" meeting in November to provide another forum for dialogue with the community. The University remains available to meet with the community up to and including the public hearing phase in order to discuss and address issues relating to the Campus Plan.

III. SHAPING THE FOGGY BOTTOM CAMPUS OF THE FUTURE

The Foggy Bottom campus of the future is being shaped by the composition as well as the evolving needs and requirements of today's and tomorrow's students. These needs include distinctive and enriching academic programs delivered within an environment that keeps pace with the technological needs of students living in the "information age."

A. Academic Programming

Providing a first-class educational experience is central to GW's continued success in attracting and retaining a student body reflective of the nation's and the world's "best and brightest." To accomplish this, the academic programs offered by the University must evolve in order to stay abreast of developing knowledge and technological advances, and to meet the expectations of GW's increasingly diverse and academically-qualified student population. Accordingly, GW's academic vision is aimed at providing programs appropriate for these changing student needs while sustaining and enhancing the services of the University.

During the ten-year term of this Campus Plan, GW anticipates efforts enhancing its undergraduate programs. Priorities include recruiting and maintaining outstanding faculty; developing learning environments that support inquiry-based learning and other pedagogical approaches; and an increased emphasis on technology to enhance classroom teaching environments and provide more efficient access to a variety of information resources. GW will continue to provide a broad liberal arts curriculum to fulfill the traditional role of universities in educating informed citizens, and will also offer more specialized professional programs (e.g., business and engineering) to meet the changing demands of specific workplaces as they evolve in the future. Classroom, laboratory and studio facilities, as well as facilities for faculty and student-support activities, will naturally be used to achieve these goals.

The University also will enhance selected nationally ranked doctoral programs by providing state-of-the-art laboratory facilities to improve research opportunities and by training students to serve as the next generation of educators.

Current trends in higher education suggest a different approach to master's level education. Generally speaking, these programs must be more fluid and reactive to respond to the current job

market and changing needs of students seeking an in-depth, "state of the field" education. The ability to offer courses in sites convenient to graduate students — often in suburban locations — is of increasing importance. This shift in delivery location is reflected in the current transition of some master's level programs from the Foggy Bottom campus to sites on the Virginia Campus and learning centers in Alexandria and Crystal City (relocating to Ballston in May 2000). Similarly, in response to market demand, non-degree certificate programs are frequently offered at corporate locations. These trends are expected to continue during the term of the Campus Plan as increasing numbers of graduate and non-degree programs are offered at locations other than the Foggy Bottom campus.

B. Technology

Any organization as complex as GW has been and will continue to be profoundly affected by the technological advances of today's information-based society. For GW, however, the real significance of the technological revolution will be a transformation in teaching and learning. In order to respond to changing instructional requirements as well as the new needs and expectations of both faculty and students driven by these advances, the University has undertaken several ambitious programs aimed at improving information systems and access for students, faculty and staff.

In 1992, GW introduced a classroom renovation program aimed at upgrading teaching and laboratory facilities through innovative technology such as multi-media classrooms and telecommunication connectivity. In 1997, the University undertook a broader campus-wide program of information systems modernization. This initiative, known as the *Millennium Project*, introduced new high-speed data access and support services to faculty, students, and staff through a campus-wide fiber optic cable installation program. As a result of this endeavor, fiber connectivity was provided to 10 residence halls and 24 academic buildings at the start of the Fall 1999 semester, with the remainder of the University's buildings to follow.

The investment in technological infrastructure and the development of new electronic linkages could potentially reduce physical movement between dispersed academic facilities and between home and campus. Since the full impact of technology on the future campus environment is unknown, this Campus Plan provides for flexibility and the continuing re-evaluation of technology and its impact on the campus of the future.

C. Enrollment and Personnel

The University's emerging academic reputation is yielding a controlled increase in students. Assumptions about future enrollment, based upon current trends, indicate that by the year 2010, the University's student census on the Foggy Bottom campus may go from 13,786 to 16,553 full-time equivalent (FTE) students. The anticipated actual (headcount) number of students could go from its current level of 16,657 to approximately 20,000, consistent with the student enrollment standard anticipated and approved by the BZA in the 1985 Campus Plan. The majority of this activity is expected to be in the undergraduate student population, with the expectation that certain graduate programs, particularly at the master's level, will increasingly be offered in off-campus locations and thus may shrink in Foggy Bottom.

To better serve the number and quality of students and to sustain the University's commitment to academic excellence, GW will continue to attract nationally recognized scholars to its already strong faculty. The number of faculty on GW's payroll, stated in full-time equivalent terms, may go from 1,340 FTE currently to approximately 1,550 FTE by the year 2010.

The number of GW staff, including contract employees who work on the Foggy Bottom campus and GW Hospital employees, may go from 6,815 FTE currently to approximately 9,000 FTE by the year 2010. (See Appendix C, Population Summary).

D. The Need for Flexibility

The Campus Plan provides a broad framework that will guide the physical maturing of the Foggy Bottom campus over the next ten years in terms of land use, open space, density of development, circulation systems, and linkages with the surrounding community. Development priorities, however, are largely dependent on evolving academic program needs and economic feasibility. The nature, size and content of future programs and facilities needs therefore cannot be predicted precisely.

In order to serve as a workable planning document, the Campus Plan must be flexible to accommodate these changing needs while at the same time providing a predictable, overall structure for efficient, high-quality development of the campus. The need for flexibility in the Campus Plan process has been recognized in the past by both the BZA and the District of Columbia Court of Appeals. It is even more essential today as universities face the daunting challenges of changing student needs and expectations, rapidly emerging technologies, and rising costs.

E. Planning Principles

To help guide the University in developing the Foggy Bottom campus in a manner that is directed towards achieving the University Goals, implementing the Campus Plan Strategies, and responding to the factors shaping the future of the Foggy Bottom Campus all described above, the following key planning principles were established:

- Physically provide a unified campus image and a welcoming "public face"
- Concentrate and focus the central campus core
- Co-locate and consolidate academic departments in recognizable districts
- Express the special character of the campus by enhancing and creating a clear, distinct and unified open space system, both on street frontage and in open spaces within blocks
- Increase pedestrian safety by enhancing and encouraging internal block circulation and mid-block crossings
- Balance the desire to develop a recognizable and attractive campus setting with the need to build the campus at densities consistent with surrounding development, while giving special consideration to buildings of architectural or historic significance through renovation and preservation efforts
- Continue to meet academic, residential, and recreational facilities demands

IV. THE FOGGY BOTTOM CAMPUS: EXISTING AND PROPOSED

Based on a thorough assessment of the University's mission, goals, programs, and facilities, the Campus Plan for the Years 2000 through 2010 represents the projected needs of the Foggy Bottom campus within a framework that allows for flexibility in its specific implementation to meet the University's objectives as they are anticipated to evolve over the next ten years.

The new Campus Plan proposes that the University maintain its strategy of prudently meeting additional space needs through a combination of construction, renovation, and careful property acquisition — including the use of "matter-of-right" opportunities outside the Campus Plan with discretion. Sound proposed development will enable GW to fulfill its academic mission, help co-locate and consolidate academic departments in recognizable buildings and "districts," assist in strengthening the central campus core, and reinforce existing uses.

A. Location, Boundaries and Zoning

GW's Foggy Bottom Campus Plan boundaries encompass approximately 43 acres within squares 39, 40, 41, 42, 54, 55, 56, 56, 57, 75, 77, 79, 80, 101, 102, 103, 119, part of 121 and part of 122, generally extending from Pennsylvania Avenue on the north to F Street on the south and from 19th Street on the east to 24th Street on the west. (See Figure A, Site Location). The campus is situated blocks from several well-known Washington, D.C. landmarks, including the White House, the Kennedy Center, the Watergate complex, the State Department, and the Mall. The campus is also adjacent to the K Street corridor, Washington's most intense concentration of business activity.

The property within the Campus Plan boundaries is located within R-5-D, R-5-E, SP-2 and C-3-C Districts, and is surrounded by the Washington central business district, zoned C-3-C, to the north; institutional, public and private offices, zoned C-4, to the east; high-rise apartment buildings and federal institutional office buildings, zoned R-5-E and SP-2, to the south; and high-rise apartment buildings and townhouse residences beyond, zoned R-5-E to the west. (See Figure B, Existing Zoning).

No changes in the existing Campus Plan boundaries are proposed in this Campus Plan. If all proposed development is actually constructed, building area will increase by a projected 753,000 square feet of gross floor area, resulting in a total of 5,815,662 square feet of gross floor area within the Campus Plan boundaries. Of the new growth, approximately 674,000 square feet of gross floor

area will be in the R-5-D and R-5-E districts, which, when added to the existing building area in these zones, results in a total of 4,599,942 gross square feet of gross floor area. This translates to a 3.3 FAR within the R-5-D and R-5-E districts, well below the permitted 3.5 FAR. Development proposed in the C-3-C district will conform to the applicable height, setback and lot occupancy limitations consistent with that zoning classification and the maximum permitted FAR of 6.5. No new development is currently anticipated for the SP-2 District. (See Appendix H, Space Summary).

B. Property Ownership

The University currently owns approximately 85% of the land within the Foggy Bottom Campus Plan boundaries, most of which is zoned R-5-D. The District of Columbia, which owns Grant School and the municipal fire station on G Street, and the International Monetary Fund (IMF), which owns 1900 Pennsylvania Avenue, are the only other major landowners within the Campus Plan boundaries. A limited number of privately owned structures, primarily residential properties, also still remain within the Campus Plan boundaries. (See Appendix D, Property Ownership, Appendix E, Property Sold and Acquired Since 1985, and Figure C, Existing Property Ownership).

Consistent with the 1985 Plan, the University will maintain its goal of acquiring land within the Campus Plan boundaries, in order to provide needed space and help create a more integrated, unified university campus setting. In addition, the University will continue, as it has historically done, to use property outside the Campus Plan boundaries appropriately, consistent with all applicable zoning regulations and height, bulk and density limitations. Such property will be devoted only to uses that are permitted as a matter-of-right under the zoning applicable in each case.

C. Land Use

For planning purposes, building uses on campus are categorized in four major groups based on the predominant existing uses on campus, as follows:

- **Academic/Administrative (A/A)** – Classrooms, laboratories, libraries, faculty offices, parking, administrative offices, auxiliary services and limited support functions.
- **Residential/Campus Life/Athletic (R/C/A)** – Housing, both temporary and long term for students and other tenants, fraternities, and sororities; athletic facilities; auxiliary services; student activity facilities.

- **Medical/Health (M/H)** – Hospital, clinics, medical library, parking, conference facilities; research laboratories; administrative and related support functions.
- **Commercial/Investment (C/I)** – Commercial and/or income producing properties.

Generally, the Medical School, Hospital and the approved replacement hospital facility occupy the northern portion of the campus near Washington Circle. The University's commercially leased investment property, on which it pays taxes, is located on the northern edge of the campus at 2100 and 2000 Pennsylvania Avenue. The main library, student center, classrooms, laboratories and faculty offices are predominantly concentrated in the central core of the campus, located between 20th and 23rd and Eye and G Streets. Buildings housing athletic facilities, administrative offices, and university-related residential uses are generally located on the periphery of the central campus core. (See Figure D, Existing Land Use).

The campus land use patterns proposed in this Campus Plan remain largely unchanged from existing patterns. Planned buildings will continue to provide an environment conducive to learning and will be consistent with the existing Foggy Bottom campus. Specifically, GW plans to add approximately 753,000 square feet of gross floor area to the existing space on the Foggy Bottom campus by the year 2010. The additional space consists of approximately 582,000 square feet of gross floor area in the Academic/Administrative use category, 92,000 square feet of gross floor area in the Medical/Health use category and 79,000 square feet of gross floor area in the Commercial/Investment use category. In addition, in the Residential/Campus Life/Athletic use category, two existing GW-owned apartment buildings on campus will be increasingly dedicated to student housing as apartments become available.

The following is a summary description of the proposed new development within the Campus Plan boundaries, according to the four use categories:

- **Academic/Administrative program expansion:** It is projected that additional space will be required to provide additional classrooms, library, science labs, faculty offices, and support space.

  Academic and administrative buildings that require the greatest level of use and adjacency to existing academic facilities are proposed to be located predominantly within the central campus core. This will enable the University to create a more focused traditional university campus core, to co-locate schools and academic programs into single buildings or in clusters of buildings in distinct "districts," and to reinforce existing uses, including the

main library, the student center, classrooms and auditoriums. Only where appropriate, some of these uses may be relocated to convenient locations outside the Campus Plan boundaries. For example, it is anticipated that the Elliot School of International Affairs and student housing will be located in a new building to be constructed on the former Association of General Contractors (AGC) site on E Street. The University has also recently acquired the National Association of Life Underwriters building on F Street, and plans to use the renovated facility to house GW administrative offices.

- **Residential/Campus Life/Athletic program expansion**: Buildings housing athletic facilities, and University-related residential uses will continue to be located on the periphery of the central campus core. Development priorities for this category include the transition, on a phased basis as units become available, of the West End Apartments and 2109 F Street to student housing. This will increase the current capacity of resident student beds within the Campus Plan boundaries from 3,519 to approximately 3,821. Approximately 950 resident student beds are currently provided outside the Campus Plan boundaries in "matter-of-right" properties including 2100 F Street, 2201 Virginia Avenue, 1129 New Hampshire Avenue, and 2601 Virginia Avenue. Additional student housing required to meet the anticipated needs of undergraduate students will be provided through matter-of-right development of properties already owned by the University. It is envisioned that approximately 550 additional resident student beds will be added through such development over the term of the Campus Plan. A 200 bed residence hall will be included as part of the development of the former AGC site on E Street. The University's longer-range plans include the development of Square 43 for use as a facility to house at least 350 students. It is the goal of the University to house 80% of its full time undergraduate students in University owned or controlled residential facilities.
- **Medical/Health program expansion:** It is projected that additional space will be required for Medical School and research facilities upgrades and expansion. While no immediate development priorities have been identified, this Plan provides the flexibility needed to meet the rapidly-changing conditions and challenges within the medical services industry.

  Proposed Medical/Health expansion may be located within the already distinct Medical/Health district in the northern portion of the campus near Washington Circle. This

area is currently occupied by the Medical School (Ross Hall), The George Washington University Hospital and the approved tax paying replacement hospital.

- **Commercial/Investment**: It is projected that new space will also be required for Commercial/Investment development. The specific priority in this category is the potential development of properties zoned C-3-C along Pennsylvania Avenue, as a natural part and extension of the northern and eastern commercial campus frontage.

With regulatory approvals for the new tax paying replacement hospital in place, the University is prepared to begin exploring future uses for Square 54 (the existing hospital). In the Fall of 1999 the University began a process of evaluating potential uses for the site and considering how those uses might further the University's long range goals. Because these discussions are still in process, and in order to accommodate the need for flexibility during this planning process, the Campus Plan designates Square 54 as a mixed-use category. (See Figure E, Proposed Land Use).

D. Built Environment

GW's holdings within the Campus Plan boundaries include a total of 5,062,662 square feet of gross floor area. (See Appendix F, GFA Adjustments Since 1985). The campus includes approximately 120 academic, research, administrative, residence hall and student services buildings, designed in a variety of architectural styles. These buildings consist of renovated rowhouses, 1930's brick and limestone buildings, 1960's era modern structures, and more recent contemporary urban structures.

Major architectural groups or clusters of buildings of similar function, style and character can be found on campus. For example, the commercial investment properties along Pennsylvania Avenue and 19th Street form a distinct northern and eastern edge of 1960's, 70's and 80's high-quality commercial office buildings. Immediately to the south of these structures, a group of buildings, related in material (red brick) and in organizational composition, form a quadrangle around the University Yard. Other buildings on campus reflect the Washington tradition of designing in white or light buff limestone, or were designed in cast-in-place concrete to reflect the prevailing trend of the 60's and 70's institutional and academic buildings.

The buildings constructed on the Foggy Bottom campus both before and since the 1985 Campus Plan have always proceeded in compliance with the height and density restrictions of the

District of Columbia Zoning Regulations. The campus is not densely developed when compared to the surrounding commercial area. Building heights on the campus range from 25 to 123 feet, with the vast majority of buildings falling within the 30 to 80 foot range. In contrast, building heights in the neighboring commercial district range from 90 to 130 feet, as these sites are intensively developed for commercial use. (See Figure F, Existing Building Heights and Appendix G, Building Characteristics).

The new construction proposed in the Campus Plan is limited, but will provide the University with an important opportunity to demonstrate its continued commitment to architectural excellence. As the Foggy Bottom campus evolves, all changes to the architecture on the campus will preserve and reflect GW's institutional urban setting and high-quality architecture. While designed to serve their intended function in support of the University's broader educational mission, new facilities will be both distinctive and inviting, contributing to the overall character of the campus setting. New development will be sensitive to adjacent buildings and the surrounding context, and will be designed to prevent and/or mitigate adverse impacts. The University plans to continue to construct buildings that are of heights and densities appropriate for the functions they serve. (See Figures M through P, Development Sites).

E. Open Space and Pedestrian Network

Over the past several decades the University has endeavored to provide an environment that is conducive to human development and learning. In cooperation with the District of Columbia, and after discussions with Foggy Bottom neighborhood associations, GW has enhanced the physical environment of the Foggy Bottom campus with upgrades to existing open spaces and the addition of new landscaped spaces. These open space areas, located both along street edges and within inner block areas, are key characteristics of the campus. Most noticeable are the University Yard, located along H Street, and the brand new Mid-Campus Quad, located in the central campus core, adjacent to the Gelman Library and several academic buildings. Both the University Yard and Mid-Campus Quad serve as ceremonial and formal open space on campus while also providing space for more informal interaction.

Other open spaces, including John Wilson Park, Anniversary Park and Millennium Park, serve a variety of functions including casual gatherings, programmed outdoor classroom instruction, and recreational sport courts. Diverse plantings on campus — including weeping cherry trees,

wisteria, spring bulbs, and the well-known rose gardens — help to make the campus and its outdoor areas even more attractive. These parks and open space areas enable the University community and the public to congregate and interact in ways not previously possible on this urban campus. The Foggy Bottom campus also includes a network of pedestrian paths that have evolved throughout the inner block areas of campus. (See Figure H, Existing Open Space System and Figure J, Existing Pedestrian Network).

This Campus Plan proposes to continue GW's current approach of strengthening and concentrating the open space system within the area generally considered the central campus core, while realizing opportunities to expand and link the open space system to adjacent blocks and to the city of which the campus is an integral contributing part. Increasing and intensifying landscaping on campus, including distinctive sidewalk paving, tree planting and other secondary plantings will continue to be a priority for the University in order to create open and inviting views and opportunities for relaxation and interaction throughout the campus. (See Figure I, Proposed Open Space System).

Pedestrian corridors will continue to be developed and encouraged to create better connections throughout the campus, to enhance pedestrian safety, and to create places for meetings and interaction. To this end, this Campus Plan includes a system of safe mid-block crossings for pedestrians throughout the central campus core. These mid-block crossings will, through the use of pavement characteristics and markings, signage and sidewalk design, ensure that both pedestrians and vehicles can more safely coexist. The crossings, however, will not infringe upon any public right-of-ways or restrict vehicles from traveling through any of the streets traversing the campus. Mid-block crossings of highest priority are proposed to be located along H Street between 21st and 22nd Streets and between 20th and 21st Streets, and along Eye Street between 21st and 22nd Streets. These areas experience a particularly active pedestrian traffic as students, staff and visitors access Rice Hall, the Academic Center, Gelman Library, Marvin Center, Mid-Campus Quad, University Yard and numerous classrooms and auditoriums. Further design details of the mid-block crossings will of course be subject to review and approval by the Department of Public Works at the time of their staging and implementation. (See Figure K, Proposed Pedestrian Network, and Figure L, Typical Mid-Block Pedestrian Crossing).

F. Historic Preservation

The relocation of The George Washington University in 1912 to its permanent location in Foggy Bottom placed the University along the western edge of the West End. Once a prominent residential neighborhood, it had by 1912 fallen out of fashion and badly declined, in part due to industrial activity in turn-of-the-century Foggy Bottom. As the 20th century continued, GW improved the area by purchasing the land and buildings that comprise the present campus and upgrading the environment.

The historical significance of the neighborhood was recognized by the designation of the Foggy Bottom Historic District, which borders the northwest section of campus. The Historic District is comprised mostly of rowhouses and reflects the influence of the middle class and immigrant labor, which dominated the neighborhood in the 19th and early 20th century.

Several older structures, a number of which have been recognized as structures of historical significance, continue to coexist with the University's institutional buildings. These buildings include the Lenthall Houses, Woodhull House, Alumni House, 2003 G Street, Lisner Auditorium, Stockton Hall, Corcoran Hall, and 1925 F Street. Recognizing the significance of these buildings, the University has sought to maintain the properties and their historic character through careful preservation efforts. Examples of these efforts include the restoration and incorporation of late-nineteenth century houses known as "Red Lion Row" in the 2000 block of Eye Street (2000 Pennsylvania Avenue) and the relocation, preservation and renovation of the Lenthall Houses. In addition, the BZA-approved addition to the Law School carefully maintains the existing façade and architectural detailing of 2003 G Street. (See Appendix L, Buildings of Historical Significance).

The University is committed to maintaining the character of campus buildings that have been recognized as structures of historical significance, while looking to the future and the inevitable dynamics of growth and expansion. In implementing the development priorities described in this Campus Plan, the University will balance its need to provide a functional built environment supporting its educational mission with an environment that reflects the architectural and historical evolution of the Foggy Bottom community.

G. Campus Identity

The distinct urban physical environment of the Foggy Bottom campus is characterized by the inherent order created by the regular street grid, which surrounds and traverses the campus and

establishes an organizational framework for buildings, street edges and internal blocks. In recent years, the University has implemented a series of improvements to develop a better sense of place, an attractive campus environment and a more identifiable University community. For example, architectural and landscape elements forming open gateways have been placed at key points to better demarcate the campus perimeter and entrances to the new Mid-Campus Quad, and to create a welcoming "public face." Additionally, pennants permanently mounted on lampposts, busts of George Washington, new building markers, directional signage, benches, and brick sidewalks all help to identify and bring a sense of place to the Foggy Bottom campus. (See Appendix I, Campus Amenities).

GW has also engaged in ongoing "migration planning" in an effort to enhance academic programs and the campus community. The objective of migration planning is to consolidate departments and schools into a single building or cluster of contiguous buildings ("districts") or, in the case of the Columbian School of Arts and Sciences, a series of specialized buildings, to enhance academic identification and collaboration. Key examples of targeted migration planning already accomplished include:

- Designation of the Academic Center as core space for the Columbian School of Arts and Sciences
- Acquisition and renovation of the former "University Inn" to provide a home for the Graduate School of Education and Human Development next to the School Without Walls, with which it cooperatively works
- Designation of renovated townhouses for specialized academic uses, including the Graduate School of Political Management, Judaic Studies, University Honors Program, Psychology and Anthropology

Under this Campus Plan, GW will continue its efforts aimed at creating a distinct campus identity. The University's signage program that calls for uniform building identification, directories, gateways and other exterior graphics will continue to be implemented and reinforced on a project-by-project basis. Special paved sidewalks and other features will also help provide definition and identity. In addition, the improvements described in the above Open Space and Pedestrian Network section, particularly the proposed mid-block crossings, will also help create a more integrated and identifiable campus community.

Migration planning efforts also will continue. For example, it is envisioned that the Law School may be housed in adjoining buildings, perhaps those surrounding the University Yard, and that the Elliott School of International Affairs will be consolidated into a single building at the former AGC site on E Street, located within proximity to its natural government partner, the U.S. Department of State.

H. Transportation

The Foggy Bottom campus is well served by public transportation systems. The Foggy Bottom/GWU Metrorail station is located on campus at the intersection of 23rd and Eye Streets. The campus is also served by the 13M, 80 and L1 Metrobus lines. Additionally, the University is serviced by shuttle buses that provide direct service to GW's Mount Vernon campus as well as to satellite parking facilities at the Kennedy Center.

Although the use of public transportation by all members of the campus community is strongly encouraged, the University recognizes that not everyone has convenient access to public transportation and that some students, faculty, staff and visitors drive to campus. Accordingly, GW maintains an adequate off-street parking inventory to meet the parking needs of the campus, through a combination of underground and surface parking facilities on the Foggy Bottom campus and additional spaces at the nearby Kennedy Center. (See Appendix M, Traffic and Parking Study).

Under this Campus Plan, the University will enhance its existing Transportation Management Plan to further encourage the use of public transportation by students, faculty, staff and visitors to the Foggy Bottom campus. GW will continue to maintain adequate off-street parking to meet its needs and will monitor its parking practices and facilities in light of developments within the campus and community. The number of parking spaces maintained by GW will be adjusted consistent with the demand generated by future development and population growth on campus. Shuttle bus service between the Foggy Bottom and Mount Vernon campuses and the Kennedy Center satellite parking facility will also be continued. (See Appendix M, Traffic and Parking Study).

Together with this Campus Plan, the University seeks approval to continue use of two surface parking lots, as the existing authority for their use expires with the expiration of the 1985 Campus Plan. (See BZA Case No. 16309). These lots are identified in Appendix N.

I. Utilities

The campus is served by an existing network of utilities including water, sanitary sewer, storm, gas, electric, telecommunications, and cable television. These utilities are located both within the actual roadway pavement and also between the buildings and the roadway curbs. Utility systems are owned and operated by the District of Columbia or private utility companies. The utilities were originally designed to service the ultimate development of the properties along both sides of the streets. Therefore, the capacities of the utility systems within the campus have an inherent adequate capacity for additional development to the maximum floor area as established by the relative zoning of campus properties.

Utilities are easily accessible to almost every part of the campus through the public right-of-way. No easements are required for connections to these existing public utilities. The existing water service includes both fire and domestic distribution within the same water mains located in the street; no separation exists between these systems. Flow tests in this area show that the pressures are adequate for domestic water delivery but require fire pumps for multi-story construction.

Some parts of the city still have combined sanitary and storm sewers that handle both flows through a single pipe instead of completely separate systems. The area within the campus is served by combined sewers that require special connections to assure sewer gases do not back up into occupied spaces. Some older storm drain and sanitary sewers currently exist in public alleys to service interior buildings or portions of the adjacent buildings. However, to prevent issues associated with alley closings, no new utility construction within public alleys is currently allowed unless there are no viable alternatives available to development of a subject property.

Electrical service is adequate for both commercial and residential development. Telecommunication service varies with location within the core, but the telecommunication providers have been eager to extend fiber to most locations. Gas service has more than adequate provisions for service to all areas of the campus.

All utility systems serving the campus are publicly provided by either the District of Columbia or private utility companies. The District of Columbia, and many of the major utility companies, are currently undergoing an extensive review of the city's infrastructure to determine the adequacy of existing utilities, especially relative to their respective ages. It is intended that over the course of the next ten years, water and sewer utilities within the campus should receive upgrades to re-line or rebuild the systems to assure a relatively high reliability of these systems over the next 50

years. No formal timetable or schedule has yet been established for this infrastructure redevelopment, however, the existing infrastructure provides adequate public facilities to fully develop the area within the perimeter of the campus over the ten-year term of this Plan without significant degradation of service or capacity. In fact, it is the District of Columbia's responsibility to assure that adequate facilities are in place and accessible to each of the developable lots, or to provide other means of developmental allowance.

There are no current plans for any major utility expansions within or immediately adjacent to the campus, however the existing infrastructure is adequate for future development. No special utility development conditions are expected that would burden any city or campus utility services. (See Appendix K, Major Utilities).

V. ZONING REGULATION COMPLIANCE

The Foggy Bottom Campus Plan complies in the following respects with Section 210 of the District of Columbia Zoning Regulations:

A. College or University Which is an Academic Institution of Higher Learning (Sub-section 210.1)

By act of Congress dated February 9, 1821, The George Washington University was chartered as an educational institution of higher learning. (See Appendix A, University Charter).

B. The Use is Located So That it is Not Likely to Become Objectionable to Neighboring Property (Sub-section 210.2)

1. Noise

Activities within the Campus Plan boundaries are located and designed so as to minimize impacts on the community. New facilities proposed in this Campus Plan will blend into the surrounding neighborhood with minimum impact on the community in terms of noise. In an effort to reduce noise, the University will continue to abide by the following measures:

- Locating campus activities so as to satisfy the need of students and faculty for a quiet and secure place to study, work and live, with attention to the need to minimize impacts on the community.
- Locating and designing loading docks and mechanical systems to reduce, as possible, the noise they produce.

2. Traffic

The University encourages the use of public transportation by all members of the GW community, while recognizing that not everyone has convenient access to public transportation and that some students, staff, and visitors drive to campus. The Parking and Transportation Management Plans are designed to meet the needs of the campus over the ten-year term of the Plan. (See Appendix M, Traffic and Parking Study).

3. Number of Students

a. Enrollment

The development proposed in the Campus Plan will not create objectionable conditions due to the number of students or other conditions. The Plan maintains the enrollment standard of 20,000

students (headcount) approved by the BZA in the 1985 Campus Plan. (See Appendix C, Population Summary) As stated above, the Parking and Transportation Management Plans are designed to meet the needs of the campus over the ten-year term of the Plan. Additionally, the Plan proposes the development of new facilities to meet the needs of the changing student population over the term of the Plan.

b. Personnel

The personnel population on the Foggy Bottom campus will increase or decrease proportionately to support the academic mission and student population of the University. Over the ten-year term of this Campus Plan, the faculty and staff populations may increase to approximately 1,550 (FTE) and 9,000 (FTE), respectively. (See Appendix C, Population Summary).

C. Compliance With the Maximum Bulk Requirements (Sub-section 210.3)

The property within the Campus Plan boundaries is zoned R-5-D, R-5-E, SP-2 and C-3-C. The Zoning Regulations limit campus development in residentially zoned areas to an aggregate FAR of 3.5, far below that of neighboring commercial zoning densities. With special exception approval, the Zoning Regulations allow universities to exceed maximum permitted bulk for any one building in the residential zone, provided the aggregated 3.5 FAR in the residential zone is not exceeded. The maximum permitted FAR for buildings within the SP-2 district is 6.0 and the maximum permitted FAR for buildings within the C-3-C district is 6.5.

When added to all existing buildings and structures on the campus, development under this Campus Plan will not exceed the maximum permitted gross floor area prescribed for the residentially-zoned areas of the campus. If all proposed development is constructed, the gross floor area within the Campus Plan boundaries will total approximately 5,815,662 square feet, with a projected 4,599,942 square feet of gross floor area for its residentially-zoned districts. This results in an overall FAR of 3.3, well below the 3.5 FAR permitted under the Zoning Regulations. Development proposed in the C-3-C district will conform to the applicable height, setback, lot occupancy limitations and the maximum permitted FAR limitation of 6.5. No new development is anticipated for the SP-2 District. (See Appendix H, Space Summary).

D. Submission of a Plan for Developing the Campus as a Whole (Sub-section 210.4)

1. Buildings, Parking and Loading Facilities

a. Buildings

In determining its space needs, GW has been guided by the results of an internal space utilization study. Consistent with this study, the Campus Plan calls for new development to meet projected space needs through the year 2010 as set forth below:

Academic/Administration

Building Envelope	Projected GFA	Preferred Sites	Alternate Sites
A	150,000-215,000	79	77,80,54
B	150,000-217,000	101,103	54,103
C	50,000-75,000	56	54
D	50,000-75,000	56	54
Projected GFA	**425,000-582,000**		

Medical/Health

Building Envelope	Projected GFA	Preferred Sites	Alternate Sites
Future Expansion	60,000-92,000	39	54
Projected GFA	**60,000-92,000**		

Residential/Campus Life/Athletic

Building Envelope	Projected GFA	Preferred Sites	Alternate Sites
The West End	66,623	77	54
2109 F St.	20,479	80	54
Projected GFA	**0**[1]		

Commercial/Investment

Building Envelope	Projected GFA	Preferred Site	Alternate Sites
Future Expansion	60,000-79,000	75	54
Projected GFA	**60,000-79,000**		

[1] *Both the West End Apartments and 2109 F Street are considered conversion of existing space and are included as part of the existing gross floor area of the Foggy Bottom campus. As a result, conversion of this space will not add additional gross floor area to the campus.*

A variety of factors, including academic programming needs, economic feasibility and functional or aesthetic considerations, necessitate that the University have a certain amount of flexibility in choosing sites for its development projects. As the University moves forward with specific building projects, more detailed plans will be submitted to the Board of Zoning Adjustment for review and approval consistent with the Zoning Regulations. (See Figures M through P, Development Sites).

b. Parking

GW's current parking inventory includes 2,739 off-street parking spaces (2,589 spaces within the Campus Plan boundaries and an additional 150 spaces located at the nearby Kennedy Center), consistent with the range of 2700 to 3000 parking spaces called for in the 1985 Campus Plan. Assuming that the campus population projections in this Plan are met and all proposed development is constructed, this Campus Plan recommends that GW's off-street parking inventory range from 2,700 to 3,240 parking spaces. (See Appendix M, Traffic and Parking Study).

Together with this Campus Plan, the University seeks approval to continue use of two surface parking lots, as the existing authority for their use expires co-terminusly with the 1985 Campus Plan. (See BZA Case No. 16309). These lots are identified in Appendix N.

c. Loading

Many of the University's general deliveries take place at the Support Building at 2025 F Street, while certain special deliveries occur at loading docks and departments located throughout the campus. As part of the Traffic Management Plan included in the Campus Plan, a truck management program will be implemented to reduce the impact of University-related trucks on neighborhood streets. The Plan includes a truck circulation route that identifies the main routes that delivery vehicles should use to access loading facilities on campus, while discouraging the use of neighborhood streets. The plan also includes suggested delivery times that occur during off-peak traffic periods. (See Appendix M, Traffic and Parking Study).

2. Screening, Signs, Streets, Public Utility Facilities

a. Screening

The landscaped elements of the Campus Plan seek to enhance the visual impact of the campus, form a stronger sense of place, create a sense of harmony with the surrounding community,

improve pedestrian connections, and enhance GW's open space system. The Campus Plan proposes to continue to enhance GW's open space system within the central campus core and adjacent blocks, and increase and intensify landscaping on campus including distinctive sidewalk paving, trees and other plantings, special lighting, and other features. The Campus Plan also includes proposals for open space additions and upgrades.

b. Signs

The Campus Plan calls for continued implementation of its GW's signage and amenities programs, including building identification, directories and other exterior graphics. The Plan also proposes to develop major perimeter gateways and campus core gateways through the use of signage. The gateways will not only create clarity for both pedestrians and vehicular traffic, but also will aesthetically enhance the interface between the surrounding community and the campus. (See Figure Q, Proposed Campus Identity and Amenities Concept).

c. Streets

Additionally, the Campus Plan calls for an improved pedestrian system with a series of mid-block crossings to enhance pedestrian safety and to minimize pedestrian/car conflict on campus. These crossings will not prohibit vehicular circulation, but will ensure that pedestrians and vehicles safely coexist, while enhancing visual communication and improving way finding on campus. (See Figure I, Proposed Open Space System, Figure K, Proposed Pedestrian Network, and Figure L, Typical Mid-Block Pedestrian Crossing).

d. Public Utilities

There are no current plans for any utility expansions within or immediately adjacent to the Foggy Bottom campus, as the existing infrastructure is adequate for the future development proposed in this Plan. No special utility development conditions are expected to be required within the campus during the period covered by this Plan.

3. Athletic and Other Recreational Facilities

Construction of the Health and Wellness Center, the Marvin Center renovation, and improvements to the Mid-Campus Quad, along with the University's existing athletic and recreational facilities, will serve the athletic and recreational needs of the University community. (See Appendix J, Athletic and Recreational Facilities).

4. Description of All Activities and of Capacity of All Present and Proposed Campus Development

The activities to be conducted on campus include those activities associated with general university use as well as auxiliary uses. Four land use categories are used to identify and describe campus activities: Academic/Administrative (A/A), Residential/Campus Life/Athletic (R/C/A), Medical/Health, and Commercial/Investment. (See above, Section IV, C. *Land Use*). In some instances, mixed-use categories are combined to describe certain activities on campus. The proposed campus land use patterns will remain largely unchanged and the planned buildings will continue to provide an environment consistent with the existing Foggy Bottom campus. (See Figure E, Proposed Land Use).

E. No Interim Use of Land is Proposed (Sub-section 210.5)

No interim use of land is requested as part of this Campus Plan.

F. No New Use Sought for Approved Site of Buildings Moved Off-Campus (Sub-section 210.6)

Under existing zoning regulations, a Campus Plan amendment is required when a proposed new building, approved under a Campus Plan but not yet built, is relocated outside the Campus Plan boundaries and a new use is proposed for the original approved site. The University does not seek approval for any new use of a previously-approved building site, and thus complies with this section.

G. Compliance With the Policies of the District Elements of the Comprehensive Plan. (Sub-section 210.7)

The Foggy Bottom Campus Plan complies with the policies of the District Elements of the Comprehensive Plan. Specifically, the Plan fulfills numerous objectives of the Economic Development Element of the District of Columbia Comprehensive Plan. The University is a major source of jobs, a major consumer of goods and services supplied by local vendors, and a major generator of retail sales and service goods for a diverse and widely distributed group of businesses. As a result, the University has a major positive impact on the economic health of the District of Columbia.

Additionally, this Campus Plan will fulfill major goals of the Comprehensive Plan pertaining to architectural character, building height limitations, physical and symbolic imagery, streetscapes, sidewalks, and urban parks and places. Further, consistent with the campus's inclusion in the institutional land use category of the Comprehensive Plan, the University intends to continue to develop facilities and institutions offering unique opportunities for learning, teaching and research.

H. The Proposed Buildings Are Within the Floor Area Limit for the Campus As a Whole (Sub-section 210.8)

When added to all existing buildings and structures on the campus, development under this Campus Plan will not exceed the maximum permitted gross floor area prescribed for the residential portions of the campus. If all proposed development is constructed, the gross floor area within the Campus Plan boundaries will total approximately 5,815,662 square feet, including a projected 4,599,942 square feet of gross floor area within its residentially-zoned districts. This results in an overall FAR of 3.3, well below the FAR permitted under the Zoning Regulations. Development proposed in the C-3-C district will conform to the applicable height, setback, lot occupancy limitations and the maximum permitted FAR limitation of 6.5. No new development is anticipated for the SP-2 District.

I. Referral to the District of Columbia Office of Planning and the District of Columbia Department of Public Works (Sub-section 210.9)

The Campus Plan application was referred to the Office of Planning (OP) and the Department of Public Works (DPW) for their review and report.

VI. CONCLUSION

The George Washington University's Foggy Bottom Campus Plan for the Years 2000 through 2010 is a planning document designed to guide the campus's growth into the 21st century. This Plan is the result of an in-depth analysis of the short-term and long-term needs of the University, and the product of a lengthy, multi-faceted dialogue between the University and the Foggy Bottom community. The Plan recognizes the interests of the surrounding communities and of the city as a whole. For more than 87 years, GW's Foggy Bottom campus has played a historic role in the education of its students and in the life and well-being of the larger Washington, D.C. community. The approval and implementation of this Campus Plan will ensure that GW and its Foggy Bottom campus will remain a center of academic excellence as well as a vibrant "city classroom" and community resource into the next century.