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Section 1

Executive Summary

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1.1 Introduction

The executive summary provides an overview of Howard University and the scope and purpose of the 2020 Central Campus Master Plan.

1.1.1 University Overview

Founded In 1867, Howard University (HU) is an independent, co-educational institution offering a full array of undergraduate, graduate, and professional programs.

Howard is a premier Historically Black College and University (HBCU) that combines the best elements of liberal arts and science-based undergraduate core curriculum with selected graduate and professional programs. Since its founding, Howard has awarded more than 120,000 degrees and certifications.

Mission Statement

Howard University, a culturally diverse, comprehensive, research-intensive, and historically Black private university, provides an educational experience of exceptional quality at the undergraduate, graduate, and professional levels to students of high academic standing and potential, with particular emphasis upon educational opportunities for Black students. The University is dedicated to attracting and sustaining a cadre of faculty who are committed to the development of distinguished, historically aware, and compassionate graduates, and to the discovery of solutions to human problems in the United States and throughout the world. With an abiding interest in both domestic and international affairs, the University is committed to continuing to produce leaders for America and the global community.

Core Values

Excellence, leadership, service, and truth are our core values. Howard's aim is to forward the development of scholars and professionals who drive change and engage in scholarship that provides solutions to contemporary global problems – particularly ones impacting the African Diaspora.

The Howard Forward Strategic Plan

In 2019, the Board of Trustees approved a new strategic plan for the University, Howard Forward 2024. Howard Forward 2024 is the primary guiding element for the Campus Master Plan.

Enrollment

Howard has 9,689 undergraduate, graduate, and professional students representing 45 US states, the District of Columbia, and nine nations. The University foresees a stable total enrollment with the potential to accommodate approximately 15,000 students.

Howard University is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, and its specialized field programs are accredited by numerous professional agencies.

Academic Programs

Students pursue studies in more than 130 areas within the University's 13 schools and colleges: Arts & Sciences, Business, Communications, Dentistry, Divinity, Education, Engineering & Architecture, Graduate School, Law, Medicine, Nursing & Allied Health Sciences, Pharmacy, and Social Work. The University offers Master's, Doctoral, Professional, Joint-Degree, and Undergraduate programs. Howard University is accredited by the Commission on Higher Education of the Middle States Association of Colleges and Schools, and its specialized field programs are accredited by numerous professional accrediting organizations.

Faculty & Staff

The employee base at Howard is currently comprised of 2,907 individuals (2,533 full-time and 374 part-time), with 1,205 faculty, 1,435 staff, and 267 wage employees.

Impacts and Services in The Community

Howard's motto, "Veritas et Utilitas" (Truth and Service), is woven throughout its academic, student, faculty, and research programs. Students, faculty, and staff are actively involved in the community and local, national, and global service efforts to create awareness and provide solutions to help improve the quality of life in many communities and cities.

1.1.2 Campus

The Howard University Central Campus is a vibrant urban institution located in northwest Washington, DC, in Ward 1. Several historic landmarks, such as Andrew Rankin Memorial Chapel, Frederick Douglass Memorial Hall, and the Founders Library, are on the Central Campus. It is home to a majority of the University's academic and administrative activities.

Urban residential neighborhoods border Howard, including Shaw, LeDroit Park, Pleasant Plains, Park View, and Columbia Heights. The northeastern edge of the Campus shares a border with the McMillan Reservoir.

The total land area within the HU boundary is approximately 86 acres. The central campus has 74 buildings equaling over 4.9 million square feet, resulting in a current campus Floor Area Ratio (FAR) of 1.33 (see Table 1.1, page 8).

The university's strategy is to grow central campus density while limiting new facility development to lots within the campus boundary in and around the historic core campus.

Unique University Assets

Throughout its 145-year history of providing the finest primary, secondary, and tertiary health care services, Howard University Hospital, a Level 1 Trauma Center, has become one of the most comprehensive health care facilities in the Washington, DC metropolitan area.

Founded in 1980, Howard University Television, WHUT-TV, was the first African American-owned public television station in the nation. It is also the only university-licensed public television station located in the metropolitan Washington viewing area, which includes more than three million households.

WHUR-FM, Howard’s commercial radio station, has been broadcasting for more than 34 years and is a leading station in the Washington metropolitan area. It is also the first and only station in the area to broadcast high-definition radio. www.whur.com and www.whurworld.com

Celebrating over 30 years on air, the University’s student-operated radio station, WHBC, is a major media outlet for the student body. WHBC Channel 51 has the campus’ ear and is a part of the Howard student collegiate lifestyle.

1.1.3 Scope of the Campus Master Plan

The D. C. Office of Zoning requires College and University campuses within the District to prepare campus plans on a ten-year cycle for Zoning Commission approval. The campus plans need to comply with campus plan content requirements of Subtitle Z § 302.

The growth of colleges and universities, while supported by the District, has generated concerns in some Washington neighborhoods. Most universities in DC have limited land area for expansion and are located immediately adjacent to residential neighborhoods. Neighborhood concerns relate to traffic and parking impacts and to broader issues about the changing character of communities where universities are located or expanding.

Campus plans have responded to these concerns in several ways, such as increasing building intensity on-site to avoid the need for land acquisition, developing new dormitories, and implementing numerous programs to manage parking, traffic, noise, and other environmental impacts.

The 2020 Central Campus Master Plan (Campus Plan, CP) approach is to align the University’s existing and future (10-year) programmatic needs with its built environment in support of Howard’s Mission, Vision, and Strategic Plan. The planning process includes three phases: Discovery, Exploration, and Synthesis.

The goal of the Discovery phase was to acquire a comprehensive understanding of Howard University through data gathering, an inventory and assessment of current conditions, a review of planned and proposed projects, and identification of the University’s priorities.

The Exploration phase focused on developing multiple alternative campus scenarios to address the programmatic and physical needs and goals of Howard moving forward and identifying through consensus the preferred scenario.

The final phase, Synthesis, focused on expanding and refining the preferred plan and preparing the campus plan document for submission.



LEGEND

- Campus Boundary
- Proposed Buildings
- Proposed Renovation
- Existing Buildings
- Open Space
- Formal Landscape
- Future Building
- Future Decommission



BUILDING LEGEND

- A. Intercollegiate Athletics Center
- B. Center for Arts & Communications
- C. Howard University Union
- D. Health Sciences Complex
- E. STEM Center
- F. Apartment-Style Residences
- G. Medical Office Building
- H. Howard University Hospital
- J. Fusion Building

Figure 1.1: Proposed Campus Plan

1.2 Planning for The Future

The Campus Plan is a product of a broad effort by the Howard University to engage throughout the planning process the University's Board of Trustees, administration, staff, faculty, and students, as well as neighborhood community stakeholders, several civic associations and task forces, government agencies, and the affected Advisory Neighborhood Commission (ANC).

In 2016, Howard University embarked on the foundational stages of developing its new strategic plan, HOWARD FORWARD 2019-2024. The multi-year planning process included stakeholders from a broad cross-section of the campus community. The priorities and objectives established in the strategic plan have guided decision-making in the campus planning process. The HU Board of Trustees approved the Howard Forward plan in 2019.

1.2.1 Planning Principles

1. Support the Academic Mission

The primary areas of focus for Howard University are education, research, health, and creative activities. As such, the physical resources of the University must be planned, designed, and developed to support these activities, today and in the future. The planning framework will enable Howard to continue its tradition of excellence, which serves an increasingly diverse population of students, faculty, and staff.

2. Improve the Quality of Life

Provide a quality physical environment with a variety of places and spaces in which the campus community of students, faculty, and staff can socialize, study, network, learn, and relax.

3. Advance Smart and Sustainable Urban Design

Continue and advance the strong composition and balance of building density and mixed uses within various formal quadrangles and informal open spaces. Explore strategies to integrate/activate Howard University's edge facilities to address and enhance both the internal campus and the external community.

4. Enhance the Public Realm

Commit to the enhancement and maintenance of the cultural landscapes of the campus that have

meaning and memory to the campus community, and design and develop new public open-spaces that enhance the campus setting, and become future cultural landscapes.

5. Enhance Physical Access and Connectivity

Strengthen and expand the campus network of high-quality, walkable spaces and strong pedestrian and bicycle connection to, and throughout the campus on both the north-south and east-west axes.

6. Support Interdisciplinary Academics & Research

Create environments that support and spur interdisciplinary academics and research, which are critical to Howard's 21st century academic vision that affirms its preeminence in research-focused higher learning.

1.2.2 Future Campus Needs

Howard is committed to optimizing the value and performance of its physical assets in support of its mission. To advance and achieve this priority, the University is recommending a catalytic development strategy that will maximize value, mitigate risk, and include diversity in the value chain. The approach aggregates the Howard Forward Pillars into three main areas:

- Enabling leadership in academics and research, including a focus on STEM and Health Sciences; Arts and Communications; and Law and Business that allows Howard to take advantage of emerging opportunities in the greater work economy;
- Enriching the campus experience with projects that emphasize experiential learning and improve campus life and activities, and;
- Improving efficiency, effectiveness, and financial stability, which includes optimizing land use, program consolidation, and diversification of revenue streams.

The planning process identified nine (9) capital projects as critical for Howard to achieve its interdisciplinary academic and research priorities and student life goals over the next decade. The projects' focus ranges from student support and services to interdisciplinary academic space to a new Howard University Hospital and medical

office building. The nine capital projects deemed necessary by the University include:

Power Plant Modernization

Howard's first capital project and priority is the overhaul and modernization of the existing steam plant and associated utility distribution system. In 2018, extreme winter weather caused a plant failure and tunnel ruptures, which resulted in damage to the system and some campus facilities. Since that failure, most of the campus has been fed by a series of temporary boilers. The plant's rehabilitation is essential to ensure that mission-critical buildings are not damaged and taken off-line in the future. Another important and related factor is the remediation and renovation of Douglass Hall, which was substantially impacted by the incident.

The University has engaged partners to assess the steam plant operations, equipment, and steam tunnel to inform decision making related to modernization, cost, utility master planning, asset monitoring, and sustainability. The adopted plan includes the modernization and transition to a combined heat and power (CHP) plant and a tunnel infrastructure replacement. Since opening in 1934, the Power Plant has been limited to steam production. The new CHP capabilities would enable the facility to live up to its original namesake.

The Howard University Hospital and Medical Office Building

The development of a revamped, state-of-the-art hospital and trauma center is a cornerstone of Howard's commitment to service. The proposed Howard University Hospital (HUH) will be an advanced, modern teaching hospital and trauma center that serves both the planned health sciences programs and the DC community.

Directly west of the new HUH will rise a modern Medical Office Building to house health sciences faculty, clinical space, and other specialized functions, such as an oncology center.

The Hospital and Medical Office Building would be urban in vernacular and built at allowable setbacks to maximize site utilization. Sixth Street NW will separate the two facilities, and, if permitted by the District, include upper-story bridges between the two facilities to maximize connectivity.

Athletics Annex

The Burr Gymnasium is currently over-encumbered, serving athletics, recreation, and academic functions. For Burr to function as a dedicated intercollegiate athletics facility, the recreation and academic functions will relocate to another campus facility. The Athletics Annex (Annex) will provide much-needed program space to supplement the existing Burr Gymnasium. The new Annex will help improve student-athletes' schedules and optimize coaching contact hours. The addition will establish a new face for Howard Bison Athletics along Georgia Avenue.

The Center for Arts and Communications

A new Center for Arts and Communication will be established on the northern end of the upper quadrangle, behind Childers Hall. The proposed facility will focus on studio-based learning environments for the fine and performing arts, architecture, and communications programs. The location will enable better event synchronization with other major event venues clustered at the northern end of campus.

The concept retains three existing buildings and introduces a new state-of-the-art academic facility that creates a fusion environment of old and new.

The Howard University Union

The new Howard Union facility will be a blend of a student activity center and union. The Union's placement will help invigorate the Yard, Howard's historic upper quadrangle, and link along the east-west corridor of Howard Place. The new facility will provide space for student events, cultural exchange and encourage social interaction and academic collaboration.

The Health Sciences Complex

The new Health Sciences Complex (HSC) will enable Howard to create a holistic, interdisciplinary academic center on the former C. B. Powell site's western side. The new facility will house the Colleges of Medicine, Dentistry, Pharmacy, Nursing and Allied Health Sciences, and mental health programs.

The new complex will cluster programs requiring access to specialized labs, creating opportunities for interdisciplinary collaboration.

The STEM Center

A new lab-intensive science, technology, engineering, and mathematics (STEM) building will be developed on the CB Powell site's eastern side, sharing direct adjacency with the proposed Health Sciences Complex.

Apartment-Style Residences

Apartment-style residential buildings will be constructed on land immediately west of the Banneker Park, currently occupied by a parking lot and several modular facilities that accommodate the programmatic need for temporary swing-space. This site will support a vibrant, urban residential environment that blends into the surrounding city fabric while remaining relatively cloistered.

The U-shaped form maximizes the number of units that would have easterly views across the adjacent park to the Central Campus. The first floor – fronting Sherman Avenue – would house amenities and appropriately scaled commercial or retail opportunities.

Fusion Building

The new Fusion Building will be developed on the Wonder Plaza site and provide recreation, student life and support functions, a wellness center, iLab and other learning environments, and student residences. This exciting project will create another new energized campus presence on Georgia Avenue at Bryant Street.

Existing	Square	Lot Sqft	Footprint	GSF	Existing FAR	Allowed FAR
Existing	0330	42,646	36,063	22,173	0.52	1.8
Existing	0394	5,750	0	0	0.0	1.8
Existing	2872	9,915	0	0	0.0	1.8
Existing	2873	113,401	57,645	573,687	5.06	5.0
Existing	2882	138,616	12,623	12,623	0.09	1.8
Existing	3055	52,670	16,243	88,979	1.69	1.8
Existing	3057	1,329,765	337,306	1,143,031	0.86	1.8
Existing	3058	59,860		75,000	1.25	1.5/1.8*
Existing	3060	227,132	78,743	341,886	1.51	1.8
Existing	3063	107,553	46,587	216,319	2.01	1.8
Existing	3064	217,762	109,087	318,583	1.46	1.8/4.3**
Existing	3065	89,432	65,904	219,897	2.46	6.0
Existing	3068	99,145	57,353	138,829	1.4	3.5
Existing	3069	491,255	163,688	322,294	0.66	1.8
Existing	3072	52,457	34,083	136,332	2.6	1.8
Existing	3074	9,057	10,123	30,396	3.36	6.0
Existing	3075	641,070	296,087	1,168,647	1.82	6.0
Existing	3080	44,340	34,327	137,308	3.1	
		3,731,826	1,355,862	4,945,984	1.33	

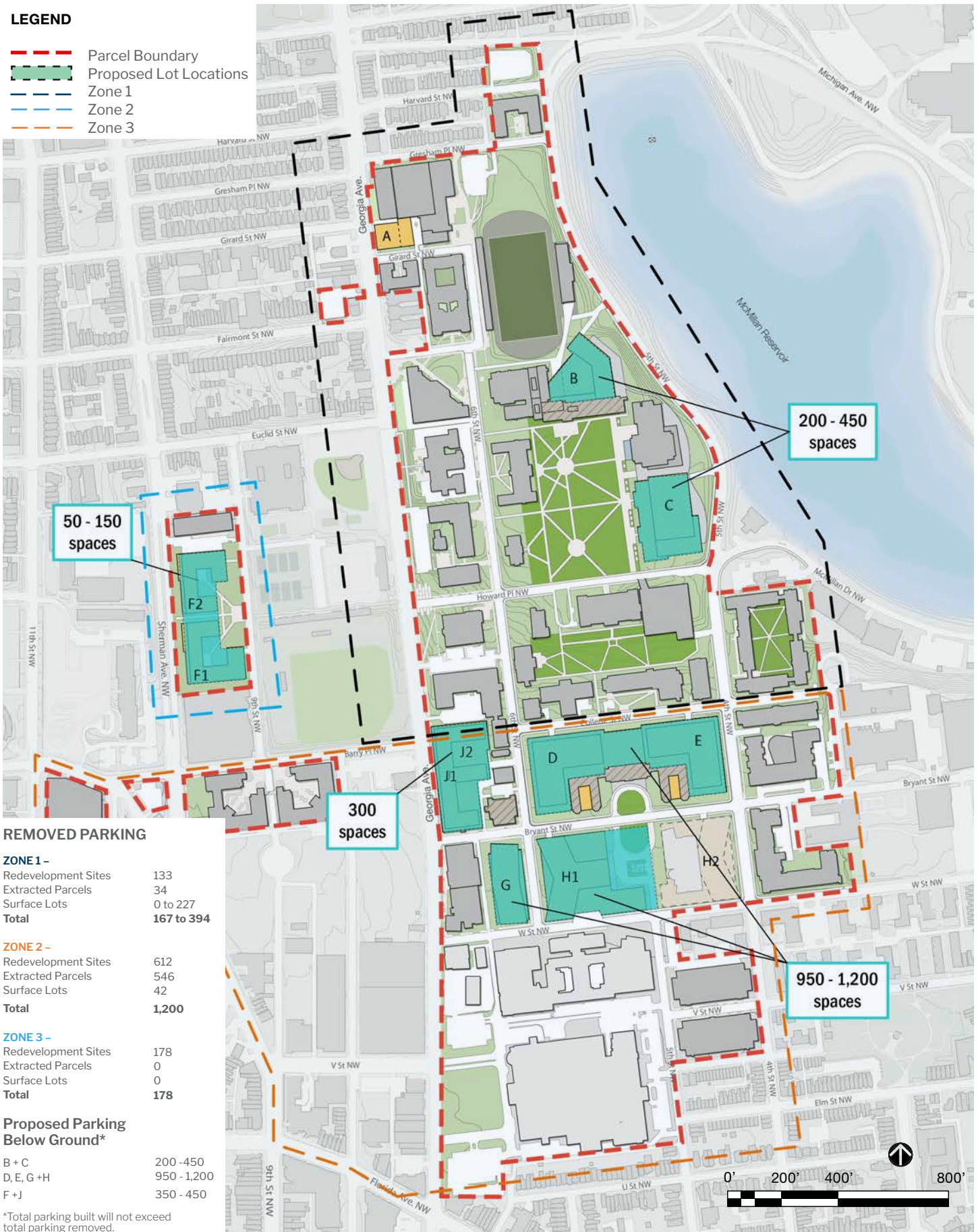
Table 1.1: Campus Existing Square/Lot/FAR Data

Existing / New	Square	Lot Sqft	Footprint	GSF	Ext. /New FAR	Allowed FAR	Project
Existing	0330	42,646	36,063	22,173	0.52	1.8	
Existing	0394	5,750	0	0	0	1.8	
Existing	2872	9,915	0	0	0	1.8	
Existing	2873	113,401	57,645	573,687	5.06	5.0	
New	2882	138,616	55,465	499,185	3.60	1.8	F1/F2
Existing	3055	52,670	16,243	88,979	1.69	1.8	
New	3057	1,329,765	362,798	1,442,459	1.08	1.8	A, B, & C
Existing	3058	59,860		75,000	1.25	1.5/1.8*	
Existing	3060	227,132	78,743	341,886	1.51	1.8	
Existing	3063	107,553	46,587	216,319	2.01	1.8	
New	3064	217,762	109,087	528,784	2.43	1.8/4.3**	J
New	3065	89,432	65,904	219,897	2.46	6.0	G
Existing	3068	99,145	57,353	138,829	1.40	3.5	
New	3069	491,255	271,354	1,149,970	2.34	1.8	D, E, H1/H2
Existing	3072	52,457	34,083	136,332	2.60	1.8	
Existing	3074	9,057	10,123	30,396	3.36	6.0	
Existing	3075	641,070	296,087	1,168,647	1.82	6.0	
Existing	3080	44,340	34,327	137,308	3.10		
		3,731,826	1,531,862	6,769,851	1.81		

Table 1.2: Proposed Campus Square/Lot/FAR Data

LEGEND

- Parcel Boundary
- Proposed Lot Locations
- Zone 1
- Zone 2
- Zone 3



REMOVED PARKING

ZONE 1 -

Redevelopment Sites	133
Extracted Parcels	34
Surface Lots	0 to 227
Total	167 to 394

ZONE 2 -

Redevelopment Sites	612
Extracted Parcels	546
Surface Lots	42
Total	1,200

ZONE 3 -

Redevelopment Sites	178
Extracted Parcels	0
Surface Lots	0
Total	178

Proposed Parking Below Ground*

B + C	200 - 450
D, E, G + H	950 - 1,200
F + J	350 - 450

*Total parking built will not exceed total parking removed.

Figure 1.2: Proposed Underground Parking

1.2.3 Transportation & Parking

The transportation strategy for the Central Campus is guided by its Planning Principles, most notably to improve quality of life, enhance the public realm, and enhance physical access and connectivity. This strategy is comprised of five elements, outlined below:

Element 1: No net increase in parking supply.

Central Campus parking lots will be removed from the campus core and replaced with structures on the campus periphery. The goal is to replace minimal parking, utilizing Transportation Demand Management (TDM) measures to reduce the campus parking demand without constructing any net new parking.

Element 2: Improve pedestrian conditions and connectivity.

The goal is to improve pedestrian conditions within the campus boundary, as well as create a porous, connective overall pedestrian network that integrates the campus seamlessly with the surrounding neighborhoods.

Element 3: Increase multi-modal access and facilities in the campus core.

The replacement of parking lots in the campus core with new parking facilities on the periphery, will similarly shift vehicle access points from the core to the campus periphery. The resulting reduced vehicular activity on core roadways will make space available for multimodal improvements like bike/scooter parking corrals, bike lanes, or curb extensions.



Element 4: Provide safe, efficient access to the new Howard University Hospital.

The Plan proposes the development of a transportation and access scheme for the new hospital that meets the needs of the facility while maintaining a safe, orderly, and pleasant environment for all modes on the roadways surrounding the hospital.

Element 5: Minimize Neighborhood Impacts

The Plan proposes to continue Howard's commitment to being a good neighbor to the surrounding community by:

Reducing vehicle trips to and from the campus and mitigating the impact of vehicle trips on the surrounding community, and;

Carefully considering multimodal impacts when planning new vehicle access points on campus and at the new hospital.



1.3 Conservation

1.3.1 Historic Resources

The Central Campus contains many significant historic resources that are not currently designated or necessarily recognized outside the campus boundaries. As part of the 2020 Campus Plan, the University engaged EHT Tracerics to undertake a Historic Preservation Study in order to identify and evaluate historic campus buildings, structures, objects, landscape sites, and features to fully understand their role and significance in the history and development of the University. Findings of this study are summarized in Section 4.3.

1.3.2 Landscape and Open Space

The Campus Plan identifies strategies to maintain and enhance the Central Campus's landscapes and open spaces, including improvements to the Yard, the arrival plaza at the proposed Hospital, campus gateways, connections, and nodes. It also provides guidelines for the maintenance, replacement, and replenishment of campus tree canopy and contributes to the overall conservation strategy.

1.3.3 Sustainability

The campus plan's sustainability guidelines include recommendations for stormwater management, carbon, energy use reduction, sustainable building methods, and strategies for implementation. Further Processing of individual projects is needed for the sustainability guidelines to address the University's needs today and vision for the future.

The Campus Plan supports previous recommendations for the University to explore the possibility of participating in the Sustainability Tracking, Assessment and Rating Systems (STARS program) developed by the Association of the Advancement of Sustainability in Higher Education (AASHE). This framework is designed specifically for Universities to implement sustainability in all higher education sectors, from education to research to operations and administration. Even without certifying, the categories serve as a valuable framework for long-range planning, measurements, and improvement.

1.4 Renovation, Decommissioning & Demolition

Howard is committed, where possible, to the long-term management and maintenance of its inventory of existing facilities, as historic resources and to house academic, administrative, and support functions. Conversely, many campus facilities are beyond reasonable repair due to structural and health safety issues, while a recent (2018) steam line eruption damaged severely other buildings. The University has recently completed renovations of twelve facilities, identified nineteen facilities slated for future renovation, and approximately twenty buildings to be decommissioned over the next decade and beyond. The adjacent diagram depicts the proposed renovation and decommissioning of campus buildings.

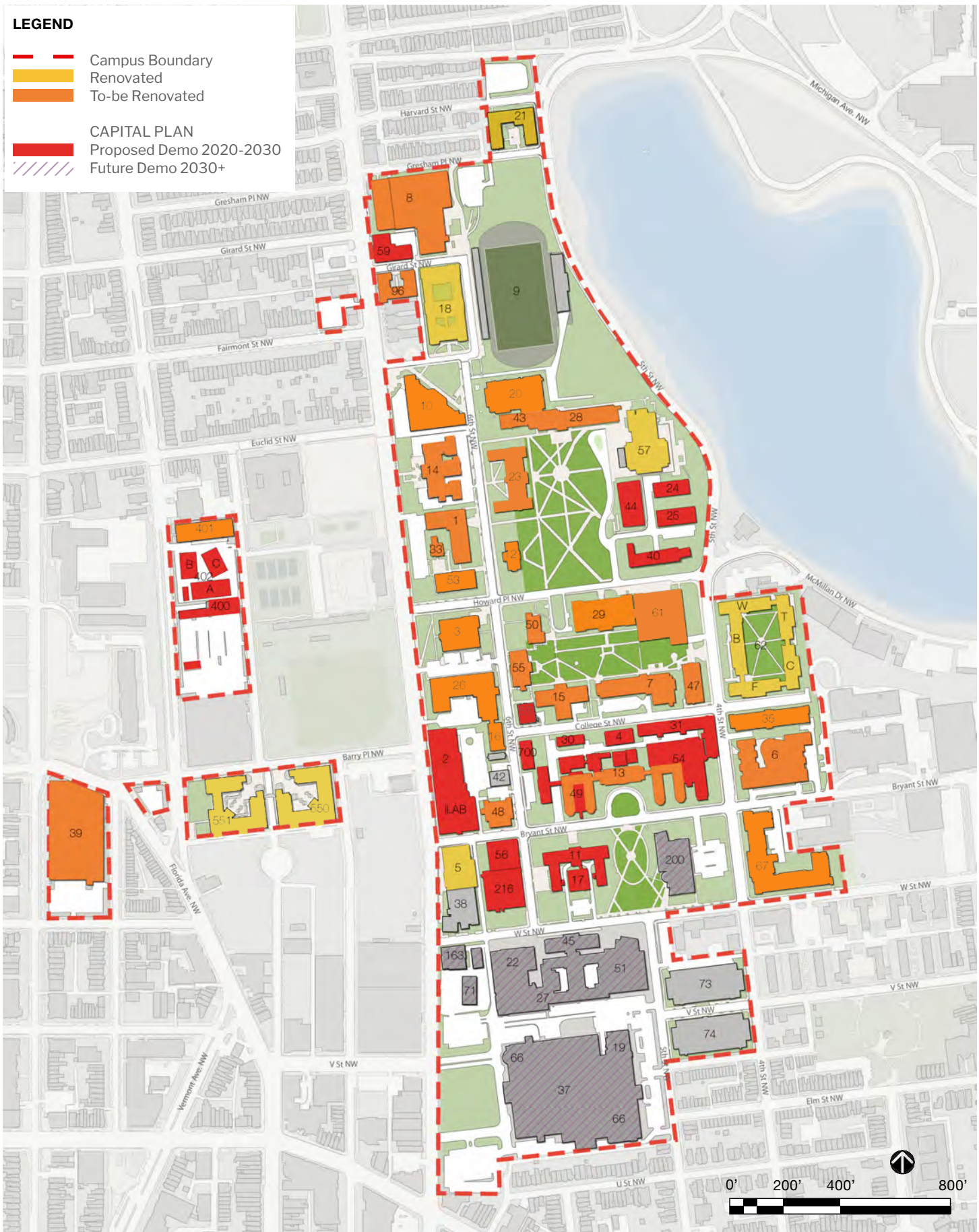


Figure 1.3: Renovation, Decommissioning & Demolition

ASSET	ASSET NAME	ADA	BUILDING ENVELOPE	INTERIOR	PLUMBING	HVAC	EHS	ELECTRICAL
1	MORDECAI JOHNSON BUILDING	Minimal	Partial	Substantial	Partial	Substantial	Partial	Substantial
2	WONDER PLAZA	Minimal	Substantial	Substantial	Partial	Substantial	Minimal	Partial
3	HOWARD MACKAY BUILDING (ARCHITECTURE)	Partial	Partial	Substantial	Substantial	Substantial	Partial	Substantial
6	MARY BETHUNE ANNEX	Partial	Partial	Substantial	Partial	Substantial	Partial	Substantial
7	ERNEST JUST HALL (BIOLOGY)	Partial	Minimal	Substantial	Substantial	Partial	Partial	Substantial
8	JOHN BURR GYMNASIUM BUILDING	Partial	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
10	SCHOOL OF BUSINESS	Minimal	Minimal	Partial	Partial	Substantial	Partial	Substantial
12	ANDREW CARNEGIE BUILDING	Minimal	Minimal	Partial	Minimal	Substantial	Substantial	Minimal
13	C. B. POWELL BUILDING (COMMUNICATIONS)	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
15	CHEMISTRY BUILDING	Minimal	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
16	CHEMICAL ENGINEERING BUILDING	Minimal	Minimal	Minimal	Partial	Partial	Minimal	Partial
18	GEORGE COOK HALL	Substantial	Substantial	Substantial	Minimal	Substantial	Minimal	Minimal
19	CANCER RESEARCH CENTER	Minimal	Minimal	Partial	Substantial	Substantial	Partial	Substantial
20	LOUIS CRAMTON AUDITORIUM	Minimal	Substantial	Partial	Partial	Partial	Minimal	Minimal
21	CHARLES DREW HALL	Minimal	Minimal	Partial	Partial	Minimal	Minimal	Substantial
26	LEWIS DOWNING HALL (ENGINEERING)	Minimal	Partial	Partial	Substantial	Partial	Minimal	Substantial
28	LULU CHILDERS HALL (FINE ARTS)	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
29	FOUNDERS LIBRARY	Minimal	Partial	Substantial	Substantial	Substantial	Partial	Substantial
34	BETHUNE ANNEX CAFETERIA	Minimal	Minimal	Partial	Minimal	Minimal	Partial	Minimal
35	COLLEGE HALL NORTH	Minimal	Minimal	Partial	Minimal	Partial	Minimal	Minimal
38	INTERDISCIPLINARY RESEARCH BUILDING	Minimal	Minimal	Substantial	Minimal	Minimal	Minimal	Minimal
39	HOWARD UNIVERSITY SERVICE CENTER	Minimal	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
42	RALPH BUNCHE INTERNATIONAL AFFAIRS CENTER	Minimal	Partial	Minimal	Minimal	Minimal	Minimal	Minimal
43	IRA ALDRIDGE THEATER	Minimal	Substantial	Substantial	Partial	Substantial	Partial	Substantial
47	CHAUNCEY COOPER HALL (PHARMACY)	Minimal	Partial	Substantial	Substantial	Partial	Minimal	Partial
48	POWER PLANT	Minimal	Substantial	Substantial	Substantial	Substantial	Minimal	Substantial
50	ANDREW RANKIN MEMORIAL CHAPEL	Substantial	Substantial	Partial	Partial	Partial	Minimal	Partial
53	INABEL LINDSAY HALL (SOCIAL WORK)	Minimal	Substantial	Substantial	Partial	Partial	Minimal	Substantial
55	WILBUR THIRKIELD HALL (PHYSICS)	Minimal	Partial	Substantial	Substantial	Substantial	Substantial	Substantial
57	ARMOUR BLACKBURN UNIVERSITY CENTER	Minimal	Substantial	Substantial	Partial	Substantial	Minimal	Substantial
58	EARLY LEARNING CENTER	Minimal	Minimal	Minimal	Minimal	Minimal	Minimal	Minimal
67	COLLEGE HALL SOUTH	Minimal	Minimal	Partial	Minimal	Minimal	Minimal	Minimal
96	HOWARD MANOR	Partial	Substantial	Substantial	Substantial	Substantial	Substantial	Substantial
200	LOUIS STOKES HEALTH SCIENCES LIBRARY	Minimal	Partial	Substantial	Minimal	Partial	Minimal	Partial
401	HARRISON BROTHERS BUILDING	Minimal	Partial	Partial	Minimal	Minimal	Minimal	Minimal




-  MINIMAL
-  PARTIAL
-  SUBSTANTIAL

Table 1.3: Renovation Matrix

1.5 Involving the Community

1.5.1 Community Engagement

Community engagement and input is an integral part of the planning and implementation effort. The University remains committed to maintaining an ongoing dialogue with the local community to ensure that decision-making continues to be informed by stakeholder feedback in a meaningful way. Campus facilities and services must enable the mission while being responsive to the needs of the surrounding communities.

Engagement Strategies

The process identified key engagement strategies to implement with the campus community in the ongoing implementation of the Campus Plan, including the following:

- **Provide the rationale and an invitation to engage.** The engagement process should explain why there is a need for a CP. It should make stakeholders aware of current campus conditions and needs for capital improvements. Without this foundational awareness, it will be difficult for stakeholders to understand why this work matters and what it will mean for them, the campus, and their neighborhoods.
- **Utilize a variety of tools, formats, and locations.** Targeted audiences should be provided with multiple opportunities to offer feedback, both online and in-person. To ensure Howard is hearing from a diverse cross-section of the campus and surrounding communities that are demographically representative, it will provide engagement opportunities through a series of engagement sessions with the campus and surrounding communities to provide both in-person and online opportunities to engage.
- **Practice active listening and document community feedback.** Results of engagement sessions and feedback should be reported out to those who have participated in this process, and other key stakeholders. Howard will systematically reaffirm the University is listening while demonstrating how community voices are shaping the ongoing development and implementation of the CP.

- **Use an approach that embodies Howard's mission and core beliefs.** In early conversations, it has been made clear that equity and transparency are significant priorities. Each term should be clearly defined, and these lenses should be used in crafting outreach, engagement, and messaging. Audiences should feel empowered to participate fully in the process. We should provide clarity on how people can engage in the ongoing planning effort.

Engagement Objectives

Aligning with the above Strategies, the effort seeks the following engagement objectives:

- **Connect with a broad array of audiences.** Engage with a diverse group of stakeholders, including students, faculty, staff, alumni, local civic associations, and Advisory Neighborhood Commissions to renew excitement about the future of Howard University's campus facilities, services, and the user experience.
- **Cultivate understanding.** Ensure stakeholders understand the CP's purpose and objectives, while also communicating what is not within the scope of the CP (i.e., details better suited to further processing).
- **Collect the insights needed to inform the CP.** Gather feedback on the current state of Howard University's campus facilities, its future direction, and desired capital improvements; and obtain reactions to the preliminary vision and planning strategies for capital improvements.
- **Maintain a productive dialogue.** Keep the dialogue open and positive, focusing on broad planning-level issues such as programming, services, and the user experience rather than the specifics of design or decoration.

Community Advisory Committee

The University continues to hold quarterly Community Advisory Committee Meetings to provide updates to the campus community on various topics, while receiving feedback from a broad array of stakeholder groups.