

AMERICAN UNIVERSITY
2021 CAMPUS PLAN FRAMEWORK: V.2
1 JUNE 2020

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I. OVERVIEW

Building on the Strategic Plan

AU's five-year strategic plan, *Changemakers for a Changing World*, focuses on addressing the formidable issues facing higher education. The strategic plan draws on AU's legacy of **scholarship, learning, and community** while taking advantage of the university's strengths—a campus located in the nation's capital, a robust environment for scholarship and experiential learning, a growing academic reputation with a foundation in teaching excellence, and worldwide connections with leaders and organizations that elevate AU's profile and are a platform for scholarly impact. Through the strategic plan, the university is not only **rethinking the rising costs of higher education** but also how to prepare students to **lead change**, provide a **lifetime of dynamic learning opportunities**, elevate the **discovery of knowledge with global impact**, and develop dynamic approaches to **inclusive excellence**. AU is an institution **deeply rooted in community** – on a global, national, and local level – and the strategic plan outlines the university's commitments to **connecting with the communities surrounding campus and throughout the District of Columbia** to effectively advance educational opportunities, enrich arts and culture, and promote economic development in a manner that **benefits a wide range of stakeholders** and **enhances AU's position as an anchor institution in the District**. Built around the values and purpose of creating **meaningful change to respond to and address the most pressing issues facing the community, nation and world**, AU's strategic plan has effectively positioned the university to **thoughtfully navigate the challenges and uncertainties** brought about by the impacts of current COVID-19 pandemic, while at the same time maintaining focus on AU's forward thinking and **long term objectives and priorities**.

Looking to the Future: Our Shared Objectives

The 2021 Campus Plan is an integral component in the successful implementation of the strategic plan, setting forth a **thoughtful approach to managing campus growth** and development over the next ten years in a manner that reflects the university's **commitment to the communities** of which it is a part. At the same time, the Campus Plan will play a critical role in informing and incorporating the key priorities of an **ambitious fundraising campaign** that will capitalize on AU's momentum as an emerging global university to support the study and scholarship of American University students and faculty for generations to come. The fundamental components of the Plan have been envisioned and will continue to be more fully developed and implemented in **partnership with university and community stakeholders** over the next decade to ensure that the campus will **adapt to and meet the changing needs** of AU students, faculty, and staff while at the same time **respecting and enhancing the quality of life** of those who live within the neighborhoods surrounding campus. **It is AU's fundamental goal that the Campus Plan successfully accomplish both of these objectives.**

A Predictable Yet Flexible Plan

Given the rapidly shifting landscape and increasingly competitive marketplace of higher education, AU must **remain flexible** to respond to the changing needs and demands associated with **educating students in a dynamic global society**. At the same time, **AU is cognizant of the impact** that new

campus development, student enrollment, and transportation capacity can potentially have – if not thoughtfully planned and managed – on the residential neighborhoods surrounding campus. Accordingly, over the past two years, **AU has worked closely with the AU Neighborhood Partnership and a wide range of university and community stakeholders** to gather input and feedback on the key priorities to be addressed in the 2021 Campus Plan. Informed by that input, the university publicly released a *Preliminary 2021 Campus Plan Framework* on March 3, 2020 (*Preliminary Framework*), which outlined AU’s institutional objectives over the next ten years to meet this **need for flexibility** while providing an appropriate **measure of predictability**, including:

- **Strategic and measured enrollment management within the student cap established in 2011** when adjusted to reflect the revised student count methodology set forth in the city’s updated zoning regulations;
- A **balanced development program** of academic/administrative, residential/campus life, and athletic uses, on a scale significantly reduced from the program proposed in the 2011 Campus Plan, aimed at strengthening and invigorating a **student-centered living and learning campus experience** including **enhancing the landscape and open space elements** that are distinctive to AU’s urban campus – an accredited and award-winning arboretum – and actively advancing the university’s **culture of sustainability**;
- A focus on providing **student housing opportunities** that encourage more students to remain on-campus during their time at AU, while at the same time implementing robust **engagement with students that choose to live off-campus** to equip them to be responsible members of the community and promote **positive relationships between students and their neighbors**;
- Continued commitment to effective **Transportation Demand Management (TDM) strategies** aimed at promoting alternative transportation options that **reduce the use of single-occupancy vehicles** and the demand for on-campus parking, along with vigilant enforcement of AU’s existing **off-campus parking policies** to preserve on-street parking capacity for members of the community.

Since the release of the *Preliminary Framework*, the university and its neighborhood partners and other interested stakeholders have discussed a wide range of perspectives and potential alternative approaches to the proposals and concepts outlined by AU. This revised *Campus Plan Framework* includes several significant updates and changes that emerged from this productive engagement, which are noted throughout this document with a  symbol. **As a result of this dedicated and collaborative effort, the University and the AU Neighborhood Partnership have reached consensus on the objectives and commitments outlined in this *Campus Plan Framework*, which will form the basis of the 2021 Campus Plan.**

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In its thoughtful approach to these key issues, the 2021 Campus Plan will provide a predictable yet flexible framework that embodies the **priorities set forth in the strategic plan**, allows AU to meet the changing **needs and demands of the educational marketplace of the 21st century**, reinforces the university’s positive role as a **leading educational institution in the nation’s capital**, and underscores AU’s **commitment to meaningful collaboration with the community of which it is a part** to ensure the university remains an important contributor to **enhancing the quality of life** in the neighborhoods surrounding campus.

The events of the past several weeks associated with the COVID-19 pandemic have presented **unprecedented challenges** across the nation and around the world. Many institutions of higher education, including AU, have responded with **focused efforts to quickly transition instruction and operations to predominantly online platforms**. Thus far, AU's efforts are yielding positive results, providing students with continuity of **high-quality educational opportunities** while striving to address the social, emotional, financial and related impacts caused by the sudden disruption in their AU experience. Certainly the outcomes of this experience will shape decision making, inform policy decisions, and influence operational models across all levels of education well into the future. Yet even before COVID-19 unexpectedly precipitated the rapid transition to university-wide distance learning, AU identified the development of **leading-edge online programming as an area of strategic focus** and a core component of the university's future vision. At the same time, AU fully anticipates continued and **ongoing demand for its on-campus, face-to-face academic programs and research opportunities that will support and depend upon the types of high-quality facilities outlined in this Campus Plan Framework**.

While AU's efforts in response to COVID-19 have required so much from so many across all AU departments, it is important to note that the **University's effective responsiveness and demonstrated resiliency is in many ways grounded in the principles embodied in AU's strategic plan** – the same fundamental principles which inform many of the key components of the 2021 Campus Plan. AU's strategic vision is rooted in an understanding of **and intentional focus on the need to remain flexible and responsive to a wide range of complex factors that drive the continually changing dynamics of higher education** in order to remain competitive and thrive as a vibrant educational institution. This priority on developing **institutional agility** across all AU units has uniquely positioned the university to effectively adapt and respond to the significant and evolving challenges associated with the COVID-19 pandemic.

AU's work on the Campus Plan and collaboration with members of the community has actively continued through the transitions in operations brought about by COVID-19. As discussed more fully below, active engagement has continued on a variety of digital platforms, and the Campus Plan website provided access to a wide range of useful resources, including meeting presentations, reports, as well as a **Community Input Portal** to facilitate online feedback.

While AU actively navigates the current uncertainty caused by the COVID-19 pandemic, we are, with the continued participation of our neighborhood partners, **thoughtfully looking forward and strategically planning for the ten-year planning horizon of the 2021 Campus Plan**.

American University in the Context of its Community

American University is located within the context of **several established residential neighborhoods**, including AU Park, Fort Gaines, Spring Valley, Tenleytown, Wesley Heights, and Westover Place. Residents in these neighborhoods have a **strong interest and involvement in activities on and around campus**, and for many years have demonstrated a **commitment to working collaboratively** with the university on a wide range of initiatives and partnerships. These neighbors are not only stakeholders but have been **critical partners in the development of this *Campus Plan Framework*** – partners who share a common interest in the **long-term vitality of the university** as well as in ensuring that **its impacts are appropriately and effectively managed and mitigated**.

The Community Liaison Committee

The American University Community Liaison Committee (CLC), comprised of individuals from neighboring community organizations and representatives from the university, was affirmed in the 2011 Campus Plan for the purpose of **fostering consistent communication between the university and the surrounding neighborhoods, discussing issues of mutual interest, and proposing solutions to problems that exist or arise in implementing the Campus Plan**. CLC meetings are held at least quarterly, and AU provides reports on various topics of interest to members of the community including **enrollment, off-campus student conduct, construction projects, and community relations**.

AU representatives provided updates on the 2021 Campus Plan at regular CLC meetings, and also **hosted two special Campus Plan-focused CLC sessions on April 28 and April 30, 2020** to solicit community input and feedback with respect to the key components of the 2021 Campus Plan.

American University Neighborhood Partnership

The American University Neighborhood Partnership (Partnership) is a joint organization between AU and leaders in the communities surrounding the University. The Partnership is **focused on improving university and neighborhood relations through discussion, information sharing, and problem-solving**. Since its inception in early 2019, the Partnership has operated as a **collaborative forum**, with representatives of all stakeholder groups actively engaged to **evaluate existing planning and programming efforts, identify creative solutions to address neighborhood quality of life issues, and share information and insight regarding matters of mutual concern**.

Members of the Partnership take its charge seriously and **are committed to its purposes and objectives as an effective and established forum for transparent engagement and the development of mutually beneficial solutions**. Senior leadership and key staff of the university (including **five members of the President’s cabinet**) are actively involved in the Partnership, along with **numerous neighborhood leaders** who make substantial commitments of their own time to ensure that effective dialogue is maintained through **continuity of meeting attendance, constructive discourse, and active communication with their constituents**. In recent months, the parties’ level of effort and engagement

has increased significantly to ensure thoughtful and collaborative review and discussion of AU's proposals, priorities and objectives toward the development of this **consensus-based Framework for the 2021 Campus Plan**.

Partnership Steering Committee. The **Partnership Steering Committee** is comprised of AU staff and administrators and representatives of community organizations and ANCs who were signatories to the March 18, 2018 letter submitted to and recognized by the Zoning Commission expressing the intent and vision of the Partnership. These founding members are the **Fort Gaines Citizens Association, Spring Valley Neighborhood Association, Ward 3 Vision, Westover Place Homeowner's Corporation, and ANC 3D and 3E**. Since the inception of the Partnership, neighbor leaders of the Steering Committee have conducted **direct outreach to actively recruit community members** to serve on Working Groups in order to provide a **collection of perspectives and viewpoints that help shape balanced and well-informed alternatives and solutions**. AU hosted an Open House for the Partnership in February 2019 and regularly shares information about the Partnership on AU's Community Relations website and at community events (e.g., CLC meetings, Planning 101 sessions).

The Steering Committee generally meets quarterly – but has met monthly during the Campus Planning process – and receives reports from and provides guidance to various Partnership Working Groups.

Partnership Working Groups. The Partnership includes **five Working Groups** that meet regularly, typically monthly, to **support university planning efforts and address shared goals for promoting positive relationships and neighborhood quality of life issues**. Each Working Group has a community and university co-chair, and members include neighborhood residents, AU administrators, staff, faculty, students, and consultants. The five Working Groups include:

- *Facilities Planning.* The Facilities Planning Working Group collaborates on issues related to **physical campus facilities** including existing and proposed development and renovation projects.
- *Student Life and Safety.* The Student Life and Safety Working Group addresses **neighborhood quality of life issues** including off-campus student conduct, noise and trash management matters, student safety in the community, and on-campus student life.
- *Transportation and Parking.* The Transportation and Parking Working Group addresses issues related to **travel to, from and around the campus**, and provides input on efforts to mitigate the impacts of university-related traffic on the community.
- *Engagement and Communications.* The Engagement and Communications Working Group ensures that **neighbors are aware of and have the ability to participate in campus events and activities**, and also promotes opportunities for engagement and the **benefits associated with having the university as a neighbor**.
- *Data and Metrics.* The Data and Metrics Working Group provides guidance on the development and review of **metrics for compliance and assessment** associated with various components of the Campus Plan.

Development of the 2021 Campus Plan

American University has utilized **several venues and forums to broadly engage neighborhood residents and community stakeholder groups** in the development of the *2021 Campus Plan Framework*. These opportunities included meetings with the CLC and Partnership, Planning 101 sessions that engage the entire campus community and neighbors on various facets of planning, and numerous meetings with internal stakeholders and community organizations (a list of all meetings and supporting materials can be found [here](#)). **This collaborative planning effort has addressed major Campus Plan components including student enrollment, campus development, on-campus life, off-campus neighborhood quality of life issues, and parking and transportation – all through the lens of understanding the unique challenges of long-term planning in the shifting global climate of higher education – and more recently, in the context of the COVID-19 pandemic.** As noted above, this planning effort continued in earnest notwithstanding the impacts of COVID-19, as meetings and review sessions were successfully moved to online collaboration platforms.

Campus Plan Website and Community Input Portal

The [AU 2021 Campus Plan website](#) was launched in March 2020 to provide a wide range of information and materials, including meeting agendas, notes and presentations; reports and data; and comprehensive FAQ resources. The website also includes an online [Community Input Portal](#) for neighbors and interested stakeholders to submit questions or feedback about the Campus Plan. Responses to questions submitted through the *Portal* (or posed at public meetings, such as CLC sessions) are posted on the website for public review to allow all community members the benefit of seeing responses to issues raised by their neighbors. The website will continue to be updated regularly throughout the planning process and the *Portal* will remain active throughout the remainder of the planning, review, and approval process for the 2021 Campus Plan.

Campus Plan Framework

As noted above, in early 2020, AU developed a [Preliminary Campus Plan Framework](#) **that outlined the university's positions and proposals with respect to key Campus Plan components** including student enrollment and employee population; development plan and campus character; on-campus life and student housing; off-campus life and neighborhood quality of life efforts; and transportation and parking. While the proposals included in the *Preliminary Campus Plan Framework* were developed by AU, they reflected significant input received from members of the community throughout the preliminary planning process. The *Preliminary Campus Plan Framework* was circulated at the March 3, 2020 CLC meeting and was also posted on AU's Campus Plan website for public review. Interested stakeholders provided **extensive feedback on the *Preliminary Campus Plan Framework* through a variety of channels** including several Partnership meetings throughout spring 2020, internal stakeholder discussions (including a special session focused on AU student interests), two special Campus Plan CLC sessions on April 28 and April 30, 2020, a Planning 101 Session open to all members of the community on May 19, 2020, and the online *Community Input Portal*.

This version of the *Campus Plan Framework* has been revised to reflect **the input and feedback received throughout spring 2020** and includes **many significant updates and changes in response to issues raised by members of the community**. In particular, all of the **key components of the Plan**

outlined in the *Campus Plan Framework* were the **subject of focused and detailed review by the relevant Neighborhood Partnership Working Groups** to collaboratively address issues and concerns that were identified by neighborhood representatives. The Working Groups communicated their comments and perspectives directly to members of the Steering Committee, who remained actively engaged and involved in the planning process, providing input and direction as **issues were explored and solutions developed**. As a result of this dedicated and focused collaborative planning effort, **the Neighborhood Partnership Steering Committee affirmed its consensus support of this revised Campus Plan Framework on June 1, 2020**. AU will present the revised *Framework* to the CLC at its quarterly meeting on June 9, 2020.

Proposed Campus Plan Draft

Over the summer of 2020, the terms set forth in **the Campus Plan Framework affirmed by the Partnership will be incorporated into a complete draft of the proposed 2021 Campus Plan**. AU intends to post a draft of the full Campus Plan proposal on AU's Campus Plan website for public review in fall 2020. Members of the AU community (including students, faculty and staff) and residents of the neighborhoods surrounding campus, including the CLC and all other interested stakeholders, will be encouraged to review the draft Plan and submit questions or comments through the online **Community Input Portal**.

Following review and consideration of the feedback and input received on the proposed draft Campus Plan, the **2021 Campus Plan document will be finalized and submitted for review to Advisory Neighborhood Commissions 3D and 3E for their consideration** and will be filed with the DC Zoning Commission for public hearing and subsequent review and action by the Commission.

Implementation of the 2021 Campus Plan

Following approval of the 2021 Campus Plan, it is anticipated that the **CLC will continue to serve as a venue for regular communication** between the university and its neighbors. AU administrators will provide reports on various topics relevant to Campus Plan issues and of interest to members of the community including **enrollment, off-campus student conduct, construction projects, and community relations** at regularly scheduled meetings of the CLC over the term of the Campus Plan.

In addition, the **Partnership and its Working Groups will provide a collaborative forum for the day-to-day implementation of the objectives and priorities outlined in the 2021 Campus Plan**. For example, the **Facilities Planning Working Group** will evaluate development projects as they move from conceptual Campus Plan proposals to detailed submissions for further processing review. **The Student Life and Safety Working Group** will play a key role in developing enhanced off-campus student orientation programs and neighborhood outreach efforts as described in *Section VI: Off-Campus Life and Neighborhood Quality of Life Efforts*, as well as evaluating the efficacy of those programs over the term of the Plan. The **Transportation and Parking Working Group** will continue to evaluate the key performance metrics which they helped develop with AU and DDoT as part of the Comprehensive Transportation Review (CTR) process. The **Engagement and Communications Working Group** will actively work with members of the community to identify programs and opportunities of mutual interest and benefit, and promote positive engagement between AU and its neighbors. The **Data and Metrics Working Group** will help support the work of the Steering Committee and other Working

Groups by providing and reviewing relevant data and developing appropriate metrics associated with various components of the Plan. And finally, the **Steering Committee** will remain an important forum for active collaboration, information sharing and problem-solving, **promoting positive and mutually-beneficial programmatic opportunities** between AU and the community and ensuring that the **commitments and obligations** set forth in the Plan are appropriately managed throughout the ten year term of the Campus Plan.

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III. STUDENT ENROLLMENT AND EMPLOYEE POPULATION

STUDENT ENROLLMENT

A wide range of complex factors drive the continually changing dynamics of enrollment management throughout higher education. The profile of students entering degree-seeking, certificate, and continuing education programs and the demand for these programs are in rapid flux, influenced by shifts in demographics as well as **economic and market forces that impact the notion of a “traditional” student**. Even before the COVID-19 pandemic, **online education programs were experiencing dramatic growth nationwide** (and globally) and actively transforming the landscape of higher education. Consistent with the priorities set forth in AU’s Strategic Plan, the university has made intentional strides to adapt to these changes and **provide a range of dynamic lifetime learning opportunities utilizing traditional face-to-face as well as leading-edge online platforms**. While these rapidly changing conditions can present challenges for long-range institutional planning, they also present opportunities for universities that can remain flexible to respond to emerging trends and offer unique programs that will attract and retain high-quality students. **In order to remain competitive and thrive as a vibrant educational institution in the nation’s capital, AU is focused on the need to maintain this responsive flexibility and institutional agility**; this is even more important now, as AU effectively navigates the short-, medium-, and long-term impacts of the COVID-19 pandemic.



2016 Zoning Regulations

In the context of the new Campus Plan, the university’s approach to enrollment management is further influenced by **changes brought about by the 2016 update to the Zoning Regulations** which impact the way AU and other universities throughout the District must count students. For AU, this new approach will **expand the scope of students included in the enrollment count** – as the new regulations require that more types of students and students in a greater number of locations be counted.

Student enrollment has been reported on an annual basis to the Community Liaison Committee based on the **methodology set forth in the 2011 Campus Plan**. However, Subtitle Z, Section 302.10(d) of the 2016 Zoning Regulations includes a specific directive with respect to the types of students to be counted, and Subtitle X, Section 102 calls for the inclusion of three university facilities that were not previously subject to the Campus Plan regulations – specifically 4801 Massachusetts Avenue (Spring Valley Building), 4200 Wisconsin Avenue, and 3201 New Mexico Avenue. As a result of these regulatory changes, **the same student population results in different student counts under the existing methodology established in the 2011 Campus Plan and the new approach set forth in the 2016 Zoning Regulations**.

Impact on Student Population

The **additional students included under the 2016 Zoning Regulations methodology** include those enrolled in the School of Professional and Extended Studies, as well as non-credit and pre-sessional students, most of whom currently take their classes at the Spring Valley Building. As shown in Figure 1 below, while the identical Fall 2019 AU student population is represented in the headcount numbers

under both methodologies, **the new, expanded methodology under the 2016 Zoning Regulations yields an additional 780 reported students, or an increase of 6.61%.** The vast majority of the students accounting for this increase is attributable to the additional university facilities noted above being included in the 2021 Campus Plan.

AMERICAN UNIVERSITY: FALL 2019 STUDENT POPULATION

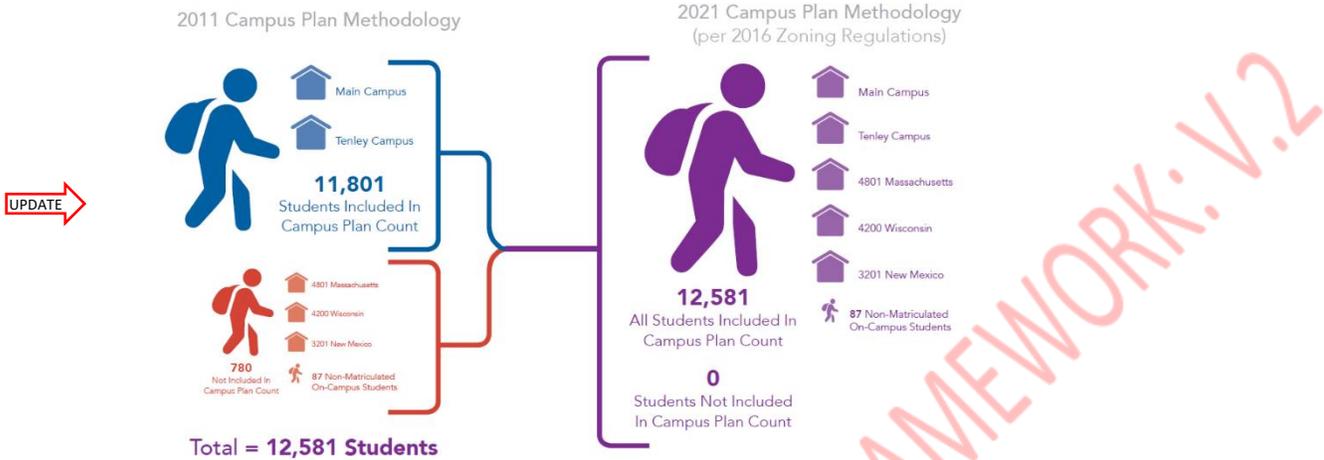


Figure 1. Impact of 2016 Zoning Regulations on Fall 2019 American University Student Population Count

Impact on Enrollment Cap

The **student enrollment cap established in the 2011 Campus Plan is 13,600 students.** Based on the impact of the expanded enrollment parameters set forth in the new Zoning Regulations, **the cap logically would also increase accordingly.** As illustrated in Figure 2, the new “status quo” cap, which reflects the impact of the new methodology on the same current AU student population, would result in a **6.61% increase to correspond to the expanded scope of students being counted.**

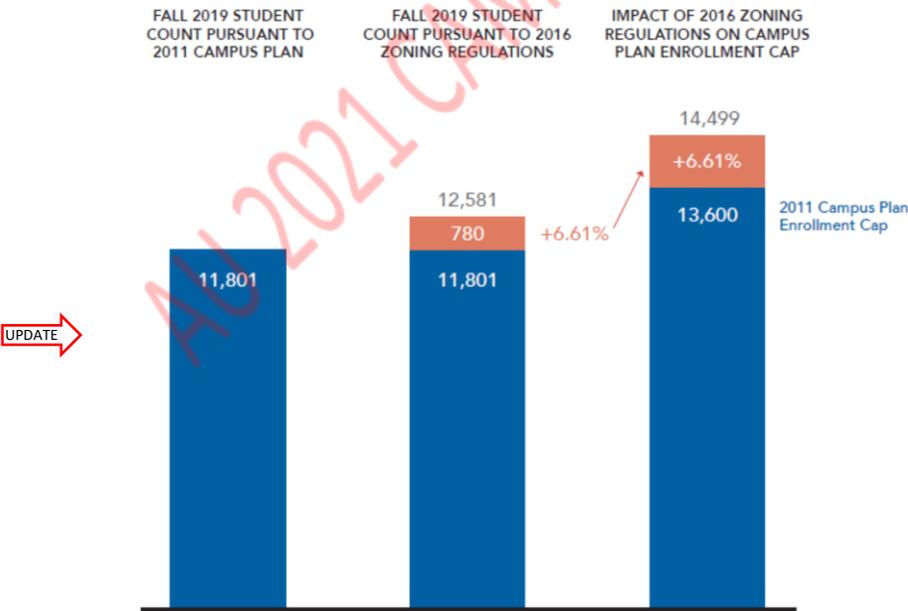


Figure 2. Impact of 2016 Zoning Regulations on Campus Plan Enrollment Cap

As noted above, **AU's outlook for the next ten years is premised on a clear understanding of the need to maintain flexibility with respect to what types of students AU attracts** – as well as how and where they are educated – to remain competitive and thrive as a vibrant educational institution. Owing to the fluidity of market conditions throughout higher education, **enrollment projections made ten years ago as part of the 2011 Campus Plan process did not materialize as AU had anticipated**. Specifically, the university's stated goal of enrolling 1,000 additional graduate students over the term of the 2011 Campus Plan was not met. While undergraduate enrollment increased at a measured pace over that period of time, the **overall number of enrolled students remained relatively consistent and well below the approved enrollment cap**.

Accordingly, AU has taken a **different approach to addressing student enrollment over the term of the 2021 Campus Plan; specifically, one focused around managing impacts** rather than attempting to project specific enrollment figures for defined programs. That being said, AU has established directional guidance in terms of anticipated undergraduate, graduate, and online program growth. Specifically, it is AU's intent that **traditional full-time undergraduate enrollment will likely remain close to current levels**, owing to a range of factors including constraints associated with facilities, the services needed to support additional undergraduate students, as well as the size of current and anticipated future applicant pools. As was the case in the 2011 Campus Plan, **AU will endeavor to increase on-campus enrollment in face-to-face graduate programs**, subject to the limitations of the proposed overall enrollment cap. **Areas targeted for anticipated growth include leveraging AU's strengths in online instruction and lifelong learning initiatives**, which include specially-designed, high-quality programs that utilize off-campus locations (e.g., downtown DC or other sites throughout the metro region) and **do not bring students to the AU campus for their coursework**.

Importantly, as part of the 2021 Campus Plan, AU will continue its dedicated efforts to work collaboratively with members of the community through the AU Neighborhood Partnership to **effectively address impacts associated with AU students** on the neighborhoods surrounding campus. While the scope of the reported impacts is relatively small compared with other universities in DC, AU is firmly committed to a **results-oriented approach** to reduce these impacts further, by:

- Revising student policies to **more explicitly reference standards** for off-campus living;
- Providing **additional on-campus housing** in marketable unit configurations to encourage more students to remain on campus beyond their freshman year and **reduce the number of undergraduates living in the neighborhoods surrounding campus**;
- Enhancing **on-campus opportunities for student activities and social engagement**; and
- **Evaluating programs and efforts** over the term of the Campus Plan to **ensure their efficacy**.

AU's commitment to the **focused implementation of these efforts**, along with continued **active and effective collaboration with neighborhood partners**, will allow AU to maintain the flexibility necessary to continue to **compete as a leading university** in the nation's capital while at the same time **respecting and enhancing the quality of life of those who live within the neighborhoods surrounding campus** by actively addressing and effectively **minimizing adverse impacts**.

Undergraduate Housing Requirement

In support of AU's focus to manage the impacts of its student population and **strengthen the living and learning experience** on campus, and also to provide an **appropriate measure of predictability and control** with respect to the **number of undergraduate students enrolled**, the university will **continue to maintain a supply of housing for 67% of the full-time undergraduate student population**. As discussed more fully in *Section V: On-Campus Life and Student Housing* below, and consistent with the 2011 Campus Plan, AU plans to meet this requirement over the ten year term of the Plan through a **combination of tools, including existing and proposed on-campus residence halls as well as off-campus master leased beds in strategic locations** that do not adversely impact the residential neighborhoods surrounding campus.

Proposed Enrollment Cap

While committed to an approach to enrollment that is focused on managing impacts, the university is **mindful of the desire for predictability** among residents of the neighborhoods surrounding campus with respect to the number of students enrolled at the university. To that end, AU has carefully evaluated various enrollment considerations and believes it can manage enrollment over the term of the Campus Plan without requiring a major shift from the student population projected in historical planning models.

The 2011 Campus Plan established a student enrollment cap of 13,600, including a maximum of 2,000 students at the Tenley Campus. Given that the current and anticipated enrollment of the Washington College of Law is substantially less than the existing Tenley Campus enrollment cap, **the 2021 Campus Plan will seek flexibility to allow students enrolled in other academic programs, including those that present opportunities for interdisciplinary collaboration, to attend classes at the Tenley Campus subject to the existing 2,000 student cap.**

In terms of the **overall student enrollment cap** for the 2021 Campus Plan, AU proposed in the March 3, 2020 *Preliminary Campus Plan Framework* to accommodate potential growth in the on-campus student population over the ten year term of the 2021 Campus Plan **within the same cap established in 2011, when adjusted for the revised counting methodology set forth in the 2016 Zoning Regulations.**

 **UPDATE** Members of the community **advocated for a more limited alternative** to the 2021 Campus Plan enrollment cap. **This approach would increase the enrollment cap by the number of additional students that would be counted under the 2016 Zoning Regulations methodology in Fall 2019 (i.e., 780), rather than the percentage of the total number of students represented by those additional students (i.e., the 6.61% or 899 students proposed by AU).** In light of the need to remain flexible to respond to the aforementioned shifting dynamics of higher education – and particularly in the wake of the COVID-19 pandemic – AU firmly believes that its enrollment proposal is appropriate to provide the capacity to **pursue a wide range of programmatic initiatives** that will help ensure the vitality and financial viability of the university – **many of which may bring students to campus for a limited period of time** and will have **minimal impact on the neighborhoods surrounding campus.**

CHANGE → **Nonetheless, after extensive discussion, review, and collaboration, the university has modified its approach to the enrollment cap for the 2021 Campus Plan to reflect the methodology favored by several community members of the Neighborhood Partnership and other neighborhood stakeholders engaged in the planning process.**

The impact of the 2016 Zoning Regulations on the current campus student population and 2011 Campus Plan enrollment cap, and the relationship between the 2011 Campus Plan cap, AU’s initially proposed cap, and the **revised cap proposed for the 2021 Campus Plan** are summarized in the table below:

	2011 – 2021 CAMPUS PLAN			2021 – 2031 CAMPUS PLAN			
	UNDER 11-07 ZONING ORDER METHODOLOGY	ADJUSTED FOR 2016 ZONING REGULATIONS	IMPACT OF 2016 ZONING REGULATIONS	AU PROPOSED ENROLLMENT CAP 3.03.2020	DIFFERENCE FROM 2011 ADJUSTED CAP	AU REVISED ENROLLMENT CAP 06.01.2020	DIFFERENCE FROM 2011 ADJUSTED CAP
FALL 2019 ENROLLMENT	11,801	12,581	+780 (6.61%)				
CAMPUS PLAN ENROLLMENT CAP	13,600	14,499	+899 (6.61%)	14,499	+ 0	14,380	- 119

As shown in the table, **the proposed 2021 Campus Plan enrollment cap, which would be in effect through 2031, is lower than the student enrollment cap established in the 2011 Campus Plan, when adjusted for the new methodology for counting students mandated under the 2016 Zoning Regulations.**

This **comprehensive consensus-based approach to enrollment management over the term of the 2021 Campus Plan** – encompassing AU’s focus on **actively addressing and effectively minimizing adverse impacts** on the neighborhoods surrounding campus, including the continued commitment to **maintaining a supply of housing for 67% of the full-time undergraduate student population**; retaining the **2,000 student enrollment cap at the Tenley Campus** established in the 2011 Campus Plan; and adopting an **enrollment cap that is lower than the cap established in the 2011 Campus Plan** when revised to reflect the impact of the city’s updated zoning regulations – represents a **balanced and thoughtful set of considerations** aimed at **meeting AU’s institutional needs and objectives** while at the same time **respecting and enhancing the quality of life** for those who live within the neighborhoods surrounding campus.

EMPLOYEE POPULATION

The AU **employee population is similarly impacted by the above-referenced changes to the 2016 Zoning Regulations.** Given that 4801 Massachusetts Avenue (Spring Valley Building), 4200 Wisconsin Avenue, and 3201 New Mexico Avenue will now be included in the Campus Plan, the university employees that work at these locations will also be included in the employee count and any cap established in the 2021 Campus Plan order of approval.

The impact of the 2016 Zoning Regulations on the current employee population and 2011 Campus Plan employee cap, and the relationship between the current cap and the cap proposed for the 2021 Campus Plan, are summarized in the table below:

	2011 – 2021 CAMPUS PLAN			2021 -2031 CAMPUS PLAN
	ZC 11-07 ORDER METHODOLOGY	2016 ZONING REGULATIONS	IMPACT OF 2016 ZONING REGULATIONS	2016 ZONING REGULATIONS
FALL 2019 EMPLOYEE COUNT	2,461	2,843	+ 15.52%	
EMPLOYEE POPULATION CAP	2,900	3,350	+ 15.52%	3,350

As shown in the table, the proposed 2021 Campus Plan employee cap, which would be in effect through 2031, reflects no change from the employee cap established in the 2011 Campus Plan, when adjusted to count employees who work at the properties that will be included in the 2021 Campus Plan pursuant to the 2016 Zoning Regulations.

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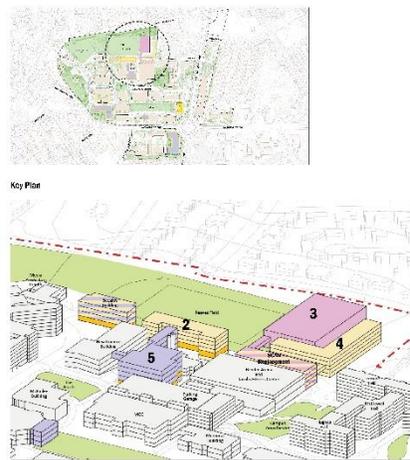
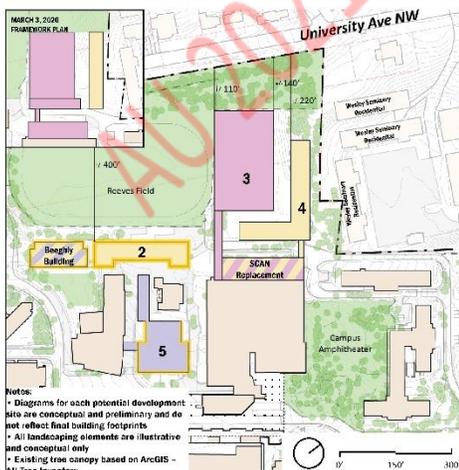
IV. DEVELOPMENT PLAN AND CAMPUS CHARACTER

Consistent with AU’s intent to maintain **enrollment below the cap established in 2011 (when adjusted to reflect the 2016 Zoning Regulations methodology)**, proposed new development is not aimed at accommodating increases in approved enrollment levels, but rather **providing the types of high-quality facilities that are required to further the university’s academic and research missions**, balanced with the need to maximize its limited financial resources. Reflecting this measured and strategic approach, **potential new development opportunities included in the 2021 Campus Plan total approximately 742,500 square feet of new gross floor area (GFA), significantly less than the 892,000 square feet of new GFA proposed in the 2011 Campus Plan.** The 2021 Campus Plan will reinforce and embody AU’s culture of sustainability and commitment to promoting forward-thinking technologies and industry-leading practices in facility design, construction and operation, including repurposing existing facilities and strategic development of important campus sites, **helping to strengthen and invigorate a student-centered living and learning campus experience.**

UPDATE → Based on feedback gathered throughout the planning process, AU has made several notable updates to the **potential development sites** included in the March 3, 2020 *Preliminary Framework*. Development opportunities illustrated in EXHIBIT A: PRIORITY DEVELOPMENT SITES reflect the modifications that resulted from **constructive input and thoughtful consideration** from a wide range of stakeholders. In particular, community members provided helpful guidance that influenced the selection of the **most suitable sites for residential use** in order to meet AU’s target of 500 – 700 additional on-campus beds (see *Section V: Campus Life and Student Housing* for additional discussion regarding on-campus housing objectives); **the appropriate siting and massing of proposed academic facilities**; and **potential circulation and open space improvements.** Key areas of development proposed for the 2021 Campus Plan – and areas of the campus that have been identified as more suitable for long-range planning beyond the term of this Plan – are described more fully below.

UPDATE → *West Campus (Sites 2, 3, 4, 5, Beeghly and SCAN)*

WEST CAMPUS: SITES 2, 3, 4, 5, BEEGLY BUILDING AND SCAN



Proposed development on this area of campus will create an **athletic, residential and campus life village**, including a new **Center for Athletic Performance** (detailed more fully in *Section V: On-Campus Life and Student Housing*), **consolidated and enhanced student health and wellness facilities**, and **additional student housing opportunities** in competitive and marketable unit configurations to encourage more students to remain on-campus during their

UPDATE

time at AU. This collection of new development will effectively transform what is now “back of house” and service areas of campus into a **vibrant campus destination**, while maintaining a substantial distance (e.g., approximately 400’ from Site 2, 220’ from Site 4, and 110’ to 140’ from Site 3 to the western campus boundary) and appropriate buffers (e.g., landscaping and trees along both sides of the university’s fence line adjacent to University Avenue) from neighboring residential properties. **Given this transformational campus opportunity, and after extensive consultation and discussion with representatives of the community, AU has identified Site 2 and Site 4 (including the SCAN Replacement) as the two primary priority residential sites for the 2021 Campus Plan.** These two development opportunities would together yield approximately 500 new beds of on-campus housing to meet the housing target established by AU.

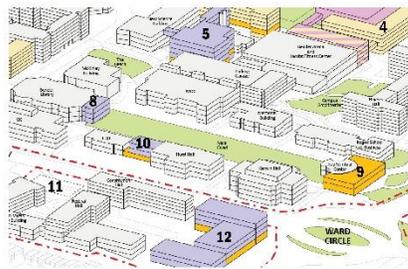
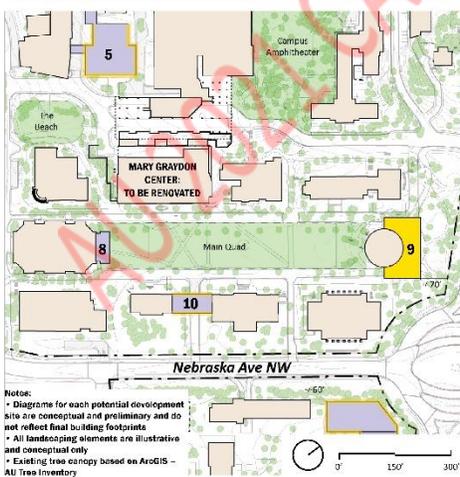
In addition, the potential redevelopment of Asbury Hall (**Site 5**) could provide additional **leading-edge academic space** adjacent to the new Hall of Science and proximate to other key academic buildings along the Friedheim Quadrangle. The **Beeghly Building** could be used for either academic/administrative or residential/campus life use over the term of the Plan depending on campus needs; accordingly, **Beeghly** has been identified as a **secondary priority residential site**.

Development Details:

DEVELOPMENT SITE	ESTIMATED NEW GFA	PROPOSED PRIMARY USE(S)	ESTIMATED BEDS
SITE 2	76,500 SF	RESIDENTIAL/CAMPUS LIFE	180 – 220
SITE 3	75,000 SF	ATHLETICS	N/A
SITE 4	110,000 SF	RESIDENTIAL/CAMPUS LIFE	280 – 350
SCAN REPLACEMENT	43,000 SF	ATHLETICS RESIDENTIAL/CAMPUS LIFE	
SITE 5	57,000 SF	ACADEMIC/ADMINISTRATIVE	N/A
BEEGHLY BUILDING	5,000 SF	RESIDENTIAL/CAMPUS LIFE ACADEMIC/ADMINISTRATIVE	90 – 110

Central Campus/Friedheim Quad (Sites 8, 9, 10, Mary Graydon Center)

CENTRAL CAMPUS: SITES 8, 9, 10 AND MARY GRAYDON CENTER



In support of the fundamental Campus Plan goal to **strengthen and invigorate a student-centered living and learning campus experience**, the university intends to renovate Mary Graydon Center over the term of the Campus Plan to serve as a re-envisioned **hub of student life and activity** (see also *Section V: On-Campus Life and Student Housing*). Potential new development

around Friedheim Quadrangle may include an addition to **Bender Library**, an addition to **Kay Spiritual Center**, and new **academic space that could potentially connect the East Quad Building and Hurst**

Hall, addressing accessibility needs for both buildings as well as providing opportunities for potential programmatic connectivity.

Development Details:

DEVELOPMENT SITE	ESTIMATED NEW GFA	PROPOSED PRIMARY USE	ESTIMATED BEDS
SITE 8	9,000 SF	ACADEMIC/ADMINISTRATIVE	N/A
SITE 9	25,000 SF	RESIDENTIAL/CAMPUS LIFE	N/A
SITE 10	15,000 SF	ACADEMIC/ADMINISTRATIVE	N/A

UPDATE → Rockwood Parkway/Nebraska Avenue Area of Campus (Sites 6, 7)

ROCKWOOD PARKWAY/ NEBRASKA AVENUE: SITES 6 AND 7



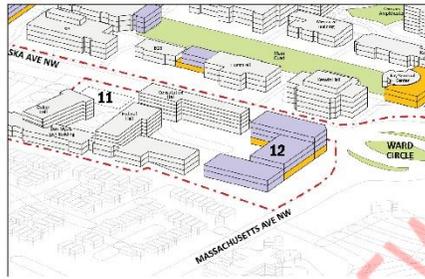
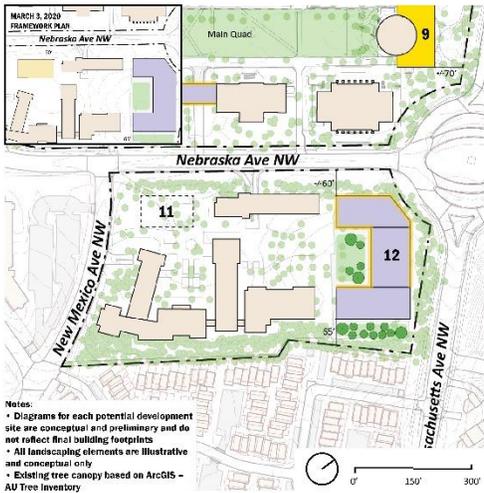
The area of campus bounded by Nebraska Avenue and Rockwood Parkway is an important location that provides the **initial visual impression** of campus to those arriving at AU from the south and west. Redevelopment of this underutilized area of campus provides the opportunity to create a **signature academic building** that underscores the prominence of the

location and also **appropriately aligns with the height and scale of the adjacent SIS building, Bender Library and other academic uses surrounding the Friedheim Quadrangle.** Identified as **Site 7**, the conceptual massing and orientation of the potential project has been reconfigured after extensive community input to provide a **courtyard area along the campus perimeter and a deeper set back from the surrounding residential community.** A potential residential building identified as **Site 6** has been **significantly reduced in height and overall massing** from AU’s initial concept proposal in direct response to feedback from members of the community. Two levels of below grade parking totaling up to 360 spaces could potentially be incorporated as part of the development of Sites 6 and 7 and would be evaluated and addressed as part of the further processing approval process; the development of these sites would displace approximately 24 surface parking spaces along the existing Letts Roadway. Given the desirability of its **central campus location** and in light of the **positive impact** the site could have in reinforcing important campus pedestrian and open space connections, **AU has identified Site 6 as a secondary priority residential site.**

Development Details:

DEVELOPMENT SITE	ESTIMATED NEW GFA	PROPOSED PRIMARY USE	ESTIMATED BEDS
SITE 6	93,500 SF	RESIDENTIAL/CAMPUS LIFE	325 - 350 (205 - 230 NET)
SITE 7	96,500 SF	ACADEMIC/ADMINISTRATIVE	N/A

EAST CAMPUS: SITES 11 AND 12



PERKINS EASTMAN

JUNE 2020 DRAFT

Two potential East Campus development sites were identified in the March 3, 2020 *Preliminary Campus Plan Framework*. **Site 11**, which had been approved for development as an academic building in the 2011 Campus Plan, was proposed as a potential residential development site. While **Site 11** was generally well received by members of the community, the site was not favored by AU for

residential use when balanced against the other potential sites identified in the *Preliminary Framework* which more closely aligned with and advanced AU's planning objectives. In addition, as Site 11 was originally envisioned and approved for academic/administrative use, the constraints of site area are not as efficient for residential development and yields a more limited bedcount as compared to other potential development sites. Accordingly, **Site 11 is no longer identified as a priority residential site for the 2021 Campus Plan**. AU will, however, **continue to evaluate Site 11 over the long-term** to determine whether it would best be used for residential or academic/administrative space depending on university needs. **Site 12** is a uniquely prominent site along Ward Circle. A **signature academic building** of approximately 135,000 square feet is proposed for the site, including ground floor campus life uses along Nebraska Avenue and Ward Circle. **Height and massing of the building has been modified** to step down from four stories along Massachusetts Avenue, to three stories along Massachusetts Avenue, to two stories at the back of the site adjacent to Westover Place. In addition, an **appropriate landscaped buffer** will mitigate the impacts of the building on adjacent neighbors. Potential below grade parking of up to two levels (400 spaces) would be evaluated and addressed as part of the further processing for the site; development of Site 12 would displace approximately 200 existing surface parking spaces.

CHANGE →

Development Details:

DEVELOPMENT SITE	ESTIMATED NEW GFA	PROPOSED PRIMARY USE	ESTIMATED BEDS
SITE 11	55,000 SF	RESIDENTIAL/CAMPUS LIFE	140
SITE 12	135,000 SF	ACADEMIC/ADMINISTRATIVE	N/A

AREAS FOR LONG-RANGE PLANNING



Given the 2021 Campus Plan’s ten year planning horizon, the university has **not proposed a full campus build out plan but has instead focused on strategic infill and redevelopment**, targeting areas that are underutilized (e.g., Sites 6 and 7); or help resolve challenging physical conditions (e.g., Sites 2, 3, 4,

5); or complete a clearly defined pattern of development (e.g., Site 12). Accordingly, in addition to identifying potential development sites, the **university has also noted two areas of campus that do not include any major development sites and are instead considered as appropriate for long-term planning**. The first is the area adjacent to the Katzen Arts Center, which would likely be suitable for expanded arts uses in the future. The second is the area of campus along Rockwood Parkway, extending from Fletcher Gate west to Jacobs Field; as the largest remaining contiguous area of undeveloped or underdeveloped campus space (other than athletic fields), this area will be the subject of thoughtful consideration and evaluation for future planning efforts beyond the ten year scope of the 2021 Campus Plan. Two minor projects are contemplated over the term of the Campus Plan in this general area of campus, including an addition to Watkins Hall to accommodate a vehicle maintenance shop (associated with relocation of Osborn hall that would be necessitated by the redevelopment of Site 2), and a storage area at the base of the existing communications tower. **Site 1, which had been approved in the 2011 Campus Plan, was initially included in the March 3, 2020 Preliminary Framework as a potential residential site. Based on feedback received throughout the planning process, AU has not identified Site 1 as a priority residential site for the 2021 Campus Plan.**

CHANGE →

Development Details:

DEVELOPMENT SITE	ESTIMATED NEW GFA	PROPOSED PRIMARY USE	ESTIMATED BEDS
SITE 1	11,0000 SF	RESIDENTIAL/CAMPUS LIFE	260
SITE 13	2,500 SF	ACADEMIC/ADMINISTRATIVE	N/A
SITE 14	600 SF	ACADEMIC/ADMINISTRATIVE	N/A

CAMPUS LANDSCAPE, SPECIAL PLACES AND MOBILITY CONCEPT



PERKINS — EASTMAN

JUNE 2020 DRAFT

The Campus Plan will **prioritize enhancing the campus landscape and open space elements that are distinctive to AU’s urban campus** – an accredited and award-winning arboretum that supports over 3,000 trees and 385 varieties of plants – as well as **exploring changes to internal campus circulation and loading patterns** that will help create a more pedestrian-friendly campus experience. These potential circulation changes under consideration could result in the bifurcation of campus vehicular traffic, creating north (Glover Gate) access and south (Fletcher Gate) vehicular routes, limiting regular cross-campus traffic to transit, schedule-restricted service, and emergency response vehicles.

Tenley Campus, Spring Valley Building, 4200 Wisconsin Avenue and 3201 New Mexico Avenue

While **significant new development is not anticipated at the Tenley Campus**, improvements to the **Dunblane House** to address accessibility requirements and accommodate academic and administrative needs are contemplated. No significant modifications or redevelopment projects are currently planned for the Spring Valley Building (4801 Massachusetts Avenue), 4200 Wisconsin Avenue or 3201 New Mexico Avenue.

The comprehensive and balanced development proposals outlined in this *Campus Plan Framework* – informed and shaped by extensive community input and feedback – effectively address AU’s residential/campus life, academic/administrative and athletic space needs in a manner that **reinforces the unique campus scale of AU** with heights and densities that correspond to the surrounding built environment, and setbacks, buffers, and design considerations that effectively **mitigate potential adverse impacts and respect neighboring residential properties**.

V. ON-CAMPUS LIFE AND STUDENT HOUSING

The 2021 Campus Plan will include a **strong and purposeful emphasis on campus life and student housing**, focusing on efforts to provide attractive and functional spaces that **encourage students to spend more time on campus during their years at AU**. This approach is not only aimed at **enhancing the living and learning experience of AU students**, but will also **benefit a wide range of stakeholders**, including residents of the surrounding community.

STUDENT LIFE

As noted above, the Plan calls for **reinvigorating Mary Graydon Center** as a campus hub for a myriad of student-focused activities (e.g., Center for Student Involvement, Center for Diversity and Inclusion, Academic Support & Access Center, Center for Community Engagement & Services, and all student organizations), as well as repurposing existing and developing new space to accommodate **integrated student health and wellness programs**, particularly those focused on **supporting students' mental health** (including Counseling Services, Health Promotion & Advocacy, and expanded fitness programs). **A range of dining options** and **social gathering places** will also be proposed to provide a wider variety of choices at convenient locations around campus.

ATHLETICS AND RECREATION

Competitive intercollegiate athletics, robust recreational sports, and comprehensive fitness programs are all **integral components of the AU student experience**, yet AU's current facilities do not adequately serve the needs of the university community. Facility limitations serve as a significant **challenge to recruit and retain high-level student-athletes, and club and intramural sports as well as recreational and fitness programs compete for field and studio space on campus**. Accordingly, the Campus Plan will propose additional space and facilities to support a range of athletics and recreational activities, including the new **Center for Athletic Performance (the "CAP")**. Additional projects include a proposed **acoustical sound barrier wall and filming tower at Jacobs Field**, a **replacement video scoreboard at Reeves Field**, and **re-turfed fields at Reeves Field and the park at 45th Street and Massachusetts Avenue, NW**. [See EXHIBIT B: POTENTIAL ATHLETICS PROJECTS]

STUDENT HOUSING

Student housing will continue to be an important focus in the new Campus Plan. In support of this effort, the university will **prioritize renovations to existing housing inventory** and **also propose new facilities** that will provide unit configurations and amenities that respond to student preferences. In addition, AU will support the creation of **learning communities, affinity housing and other community-oriented housing experiences to encourage more upper-class students to live on campus beyond their freshman year**. **The prioritization of proposed new housing facilities** as discussed below has been informed by input from and collaboration with neighborhood stakeholders to **ensure that impacts associated with student housing are appropriately addressed and mitigated**.

UPDATE

Student Housing Requirement

As noted above, **AU will continue to maintain a supply of housing for 67% of the full-time undergraduate student population through a combination of tools, including on-campus housing inventory and off-campus master leased beds.** In addition to the potential development housing sites identified below and in EXHIBIT A: POTENTIAL DEVELOPMENT SITES, the **university will also continue to explore off-campus student housing opportunities** that provide AU students with housing alternatives that meet their desire to live in vibrant commercial locations close to public transportation and retail amenities, **without adversely impacting residential neighborhoods surrounding campus.**

UPDATE → **The impacts associated with COVID-19 will have significant short-, medium- and long-term effects on student housing, the full extent of which remain unknown at this time.** Certainly for the short term, and at least to some degree thereafter, these impacts will likely **include needing more space to house the same number of students, which brings the 67% housing commitment into different focus.** Nonetheless, **AU has not proposed to modify its position** set forth in the March 3, 2020 *Preliminary Campus Plan Framework* to **maintain a supply of housing for 67% of the full-time undergraduate student population** over the term of the Campus Plan.

New Beds Proposed in 2021 Campus Plan

AU's target number of new on-campus beds over the term of the Plan will depend upon the number of off-campus beds that continue to count toward the 67% housing requirement. Assuming the current status is maintained and **200 master leased beds are counted**, the **University proposes to add up to 500 additional beds on campus over the term of the Plan.** These new housing facilities would be designed in **marketable and competitive unit configurations** that meet student preferences, while also taking into consideration the **implications of cost on students' housing decisions.** The additional housing capacity proposed would support the university's goal of **encouraging more students to live on campus beyond their freshman year**; allow AU the necessary **flexibility in inventory to renovate existing residence halls over time** to make less desirable – and more densely populated – facilities more competitive in unit type and configuration; and also would provide AU the **opportunity to offer on-campus graduate student housing.**

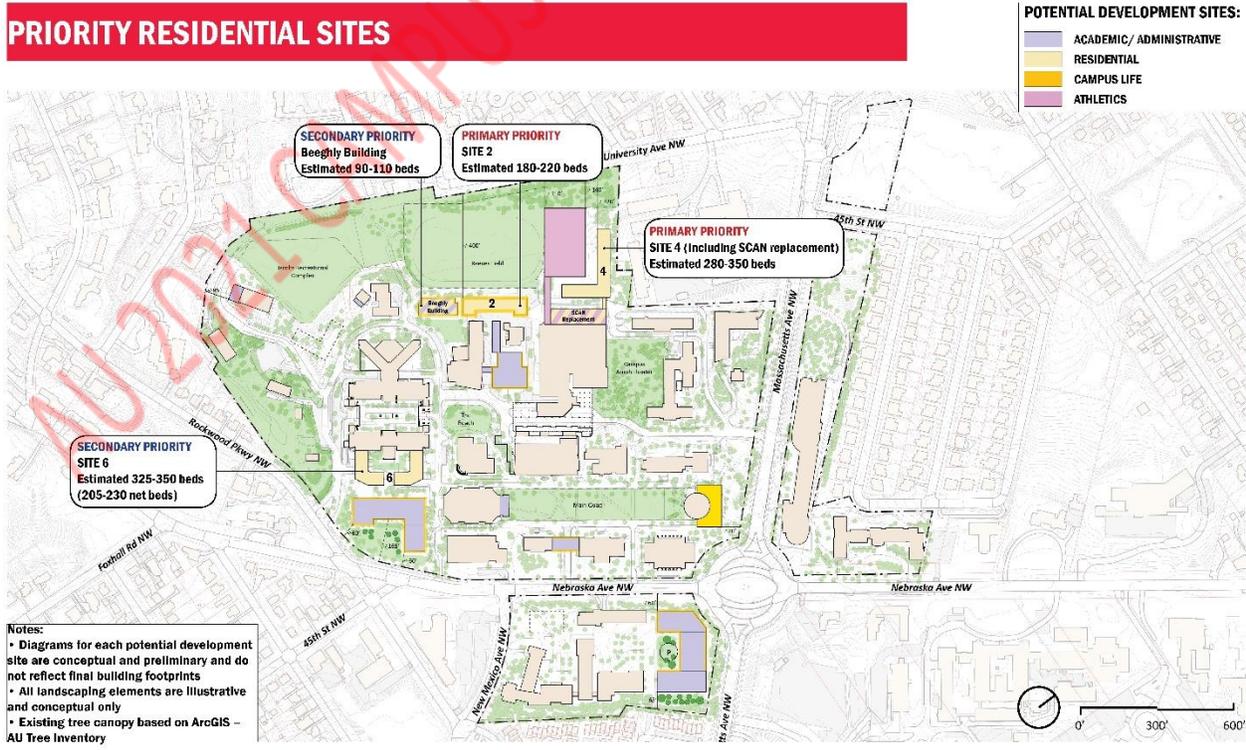
UPDATE → *Prioritization of Residential Sites*

As noted above in *Section III: Development Plan and Campus Character*, based on stakeholder feedback coupled with AU's institutional priorities regarding the residential sites identified in the March 3, 2020 *Preliminary Campus Plan Framework*, **AU developed three levels of prioritization** for various residential sites **to meet its target of 500 – 700 additional on-campus beds** over the term of the Campus Plan.

Primary Priority Residential Sites. **Sites 2 and 4** on West Campus **would together meet AU's target of approximately 500 beds.** As noted above, these two new residence halls, along with the proposed Center for Athletic Performance (CAP) and consolidated student health and wellness facilities, would effectively **transform an underutilized area of campus into a vibrant athletic, residential and campus life village**, while maintaining a **substantial distance and appropriate buffers** from neighboring residential properties.

Secondary Priority Sites. While it is **AU's desired intent to maintain at least 200 master leased beds off-campus** – to meet the needs of students who desire to live in vibrant commercial locations close to public transportation and retail amenities, without adversely impacting residential neighborhoods surrounding campus – AU has noted throughout the planning process that in the event the current 200 **off-campus master leased beds are no longer counted toward the 67% housing requirement**, the university's target for additional on-campus beds would increase accordingly, **up to approximately 700 total beds**. **Site 6** would provide for this **additional capacity** in the event the **master leased beds cannot be counted** toward the housing requirement, **are not available, or if additional housing capacity is otherwise necessary** over the term of the Plan. As noted above, the **Beeghly Building** could also potentially be considered for residential use over the term of the Plan depending on campus needs (as an example, in the event Site 7 is developed and Site 6 is not, which would result in the loss of approximately 120 existing beds at Roper and Clark Halls).

CHANGE → **Non-Priority Residential Sites.** In light of the rationale supporting the prioritization of the residential sites noted above, **Site 1 and Site 11 are not currently identified as priority residential sites**. Although **Site 1** was approved as part of the 2011 Campus Plan, several community members voiced concern over the site throughout the planning process and indicated a preference for adapting the **Beeghly Building for residential use over the development of Site 1**. As noted above, while **Site 11** was generally well-received by members of the community, the site is not favored by AU for residential use when balanced against the other potential sites identified in the *Preliminary Framework* which more closely align with and advance AU's planning objectives. In addition, as Site 11 was originally envisioned and approved for academic/administrative use, the constraints of site area are not as efficient for residential development. AU will, however, **continue to evaluate Site 11 over the long-term** to determine whether it would best be used for residential or academic/administrative space depending on university needs.





VI. OFF-CAMPUS LIFE AND NEIGHBORHOOD QUALITY OF LIFE EFFORTS

American University prides itself on its **many contributions to the District of Columbia and the neighborhoods surrounding the AU campus**. The university works closely with students to educate them about their rights and responsibilities as **residents of the District, as members of the AU community, and as neighbors within the residential communities near campus**. Understanding that many students live off-campus at some point during their time at AU, the university has implemented a series of **proactive measures to address off-campus student behavior**. These measures include offering an enhanced **off-campus orientation program** that provides undergraduate students with an overview of the **Student Conduct Code** and guidance on how to be a "good neighbor," covering issues such as excessive noise connected to social gatherings, home and yard maintenance, and other standard neighbor customs.

Student Conduct Code

The AU [Student Conduct Code](#) is designed to support a **safe, honest, and inclusive community with a shared commitment to acting with mutual respect and forming the highest standards of ethics and morals among its members**. All American University students are obligated, as a condition of enrollment, to abide by the **Student Conduct Code and all relevant university policies** and guidelines including the **Good Neighbor Guidelines**. This obligation is **applicable to all conduct whether it occurs on or off-campus**.

The *Student Conduct Code* specifically **prohibits the following conduct**:

- Conduct which threatens or endangers the health or safety of any person
- Disorderly conduct that interferes with the rights of others
- Sexual assault, exploitation, or harassment
- Use or possession of a weapon
- Possession or use of alcohol by persons under 21 years of age
- Possession or use of controlled substances (including marijuana)
- Violation of local, state or federal law

The conduct listed above is not exhaustive; the AU *Student Conduct Code* in its entirety can be reviewed [here](#).

Good Neighbor Guidelines

As noted above, in addition to the *Student Conduct Code*, all **AU students are required to abide by all relevant university policies, including the [Good Neighbor Guidelines](#)**. As members of the AU community, the behavior of students living in the community or commuting to classes reflects directly on the university. The purpose of the *Good Neighbor Guidelines* is to **summarize the university's expectations and educate AU community members on how to become active and responsible members of the surrounding community in which they live while maintaining their involvement and connection to the university**.

The *AU Good Neighbor Guidelines* informs students of their **responsibility to be aware of and abide by applicable DC laws and regulations regarding noise, disorderly conduct, alcohol and marijuana consumption, winter sidewalk safety, and weed control around their residences**. The *Guidelines* also inform students that **violations of the policy may be subject to disciplinary action under the Student Conduct Code**.

Orientation Programs

To better **inform and educate students who choose to live off-campus of their rights and responsibilities**, the university, in consultation with the AU Neighborhood Partnership Student Life and Safety Working Group, will implement an **improved off-campus living orientation program**. Managed by the Office of Campus Life, this program will include an **online training module** developed in consultation with the AU Neighborhood Partnership Student Life and Safety Working Group that students living in the 20016 or 20008 zip codes must complete. The ***Pledge to Uphold Community Standards***, which details the responsibilities and obligations associated with living off-campus, will be developed in consultation with the AU Neighborhood Partnership Student Life and Safety Working Group and incorporated in the in-person and online training. Following the training, **students must affirmatively acknowledge that they have fulfilled the training and understand the university's expectations**. The Office of Campus Life will track participation and compliance with this program, and **students not in compliance may be subject to adjudication under the *Student Conduct Code***.

In addition, AU will **expand its in-person off-campus housing orientation program** to include a larger collection of student organization members and athlete groups. The university will also continue to **periodically distribute a letter to students from the Office of the Dean of Students that specifically reminds them of the university's expectation that they maintain the condition of their property and manage the behavior of their guests**. It will also state that AU expects students to know, understand and abide by the [Disorderly Conduct Amendment Act of 2010](#) and the [District of Columbia Noise Control Act of 1977](#), both of which address noise disturbances and concerning which students will be informed in detail during the orientation programs.

Community Outreach

To remain engaged with the broader residential community, AU will **continue its practice of making annual or more frequent visits to the major apartment complexes and condominium communities where students live**. The Office of Community Relations will also create, in consultation with the AU Neighborhood Partnership Student Life and Safety Working Group, **a neighbor education tool** that informs residents of the university's strategies for student training and includes resources and directions on how to contact the university and/or file a complaint in the event of an undesirable incident. The university will also create and distribute, in consultation with the AU Neighborhood Partnership Student Life and Safety Working Group, an ***AU Eagle Living Guide*** that will include good neighbor tips, resources, and a copy of the Pledge to Uphold Community Standards.

Good Neighbor Parking Policy

As discussed more fully in *Section VII: Transportation and Parking*, the **university will continue to implement its *Good Neighbor Parking Policy***. The policy applies to all faculty, staff, students, and

guests of American University, and requires that all persons who visit the campus or AU-owned buildings **must park in an AU-controlled parking facility** and not in the neighborhood on public streets.

AU 2021 CAMPUS PLAN FRAMEWORK: V.2

VII. TRANSPORTATION AND PARKING

Comprehensive Transportation Review (CTR)

As part of the Campus Plan review and approval process, American University will work in close coordination with members of the community, specifically the Neighborhood Partnership Transportation and Parking Working Group, and the DC Department of Transportation (DDoT) to prepare a **Comprehensive Transportation Review (CTR)**. The CTR consists of the **multi-modal evaluation and assessment of current and future transportation operations with a focus on high quality site design, transit accessibility, and effective TDM (Transportation Demand Management) planning**. The CTR process is currently in the scoping phase, and will continue over the next several months as the 2021 Campus Plan is developed and reviewed.

Parking Inventory

Consistent with the requirements of the 2011 Campus Plan, **the university currently maintains an inventory of 2,316 parking spaces throughout Main Campus, East Campus, and the Tenley Campus**. As a result of AU's commitment to a range of TDM strategies, on a typical semester weekday, AU's **parking demand is only approximately 73%** of the available parking inventory, demonstrating that AU is effectively managing its parking supply to accommodate demand.

Impact of 2016 Zoning Regulations

As noted above, in response to changes included in the 2016 update to the DC Zoning Regulations, three university properties – 4801 Massachusetts Avenue (Spring Valley Building), 4200 Wisconsin Avenue, and 3201 New Mexico Avenue – will be included in the 2021 Campus Plan. **Adding these properties results in an increase to AU's potential parking inventory of approximately 725 spaces, of which approximately 385 are currently dedicated to university use.** [A table detailing AU parking inventory is attached hereto as EXHIBIT C.]

Proposed Campus Plan Parking Requirement

The 2011 Campus Plan requires that the university “maintain an inventory of approximately 2,200 parking spaces on campus” (with “campus” including only Main Campus, East Campus and Tenley Campus). In light of the **increased campus parking inventory associated with the additional properties included in the 2021 Campus Plan**, the university is proposing to adjust the Campus Plan requirement to **maintain a parking inventory of no more than 3,000 spaces** (inclusive of all Campus Plan properties, specifically Main Campus, East Campus, Tenley Campus, 4801 Massachusetts Avenue, 4200 Wisconsin Avenue, and 3201 New Mexico Avenue).

This approach **will ensure that AU provides an adequate parking supply** from its inventory across all properties included in the Campus Plan to meet the needs of its current population and any potential growth over the term of the Plan, and also **reflects the University's continued commitment to effective TDM policies** that reduce the number of single occupancy vehicles (SOVs) arriving to campus

and in turn limit the need for additional parking resources. To ensure that the parking inventory appropriately meets the needs of the AU population, **the university will continue to regularly monitor utilization of its parking facilities.**

TDM Planning

Comprehensive TDM planning will remain a priority for the university over the term of the 2021 Campus Plan. Specifically, the university will maintain its robust **shuttle service program** that connects Main Campus, East Campus, the Spring Valley Building, and the Tenley Campus with the AU/Tenleytown MetroRail station; ridership for the AU shuttle program exceeded 1.2 million in calendar year 2018. In addition, the **AU/Wmata U*Pass Program**, which allows for unlimited student rides on all MetroRail and MetroBus routes throughout the region, continues to significantly reduce the number of vehicle trips to campus by students; between July 2018 and June 2019, AU students logged 1,415,087 system rides through the U*Pass Program.

Enforcement and Monitoring

As noted above, **AU will continue to maintain and enhance the *Good Neighbor Parking Policy*** which effectively deters AU-related parking on neighborhood streets through vigilant enforcement efforts. The *Good Neighbor Parking Policy* was developed to achieve and maintain compliance with requirements established in both the 2001 and 2011 Campus Plans that the university “prohibit, to the extent permitted by law, students, faculty, staff and vendors from parking on streets adjacent to and surrounding the campus.”

Specifically, the **policy applies to on-street parking around the Main Campus** at 4400 Massachusetts Avenue; the **Tenley Campus** at 4300 Nebraska Avenue; the **Spring Valley Building** at 4801 Massachusetts Avenue; and the **soccer field** in the 4500 block of Massachusetts Avenue. The policy states that all members of the university community – including students, faculty, staff, vendors, and guests – are **required to either park on campus or use publicly available transportation** while attending class, working, or visiting AU-owned property. They are not permitted to park in the neighborhood.

Compliance with the *Good Neighbor Parking Policy* is a **condition of both enrollment and employment** at the university, and failure to abide by the provisions of the *Good Neighbor Parking Policy* results in administrative fines and actions. The university proactively patrols the adjacent neighborhood streets and cites vehicles believed to be parking in violation of the policy. The policy and citations **do not** apply to individuals not affiliated with American University.

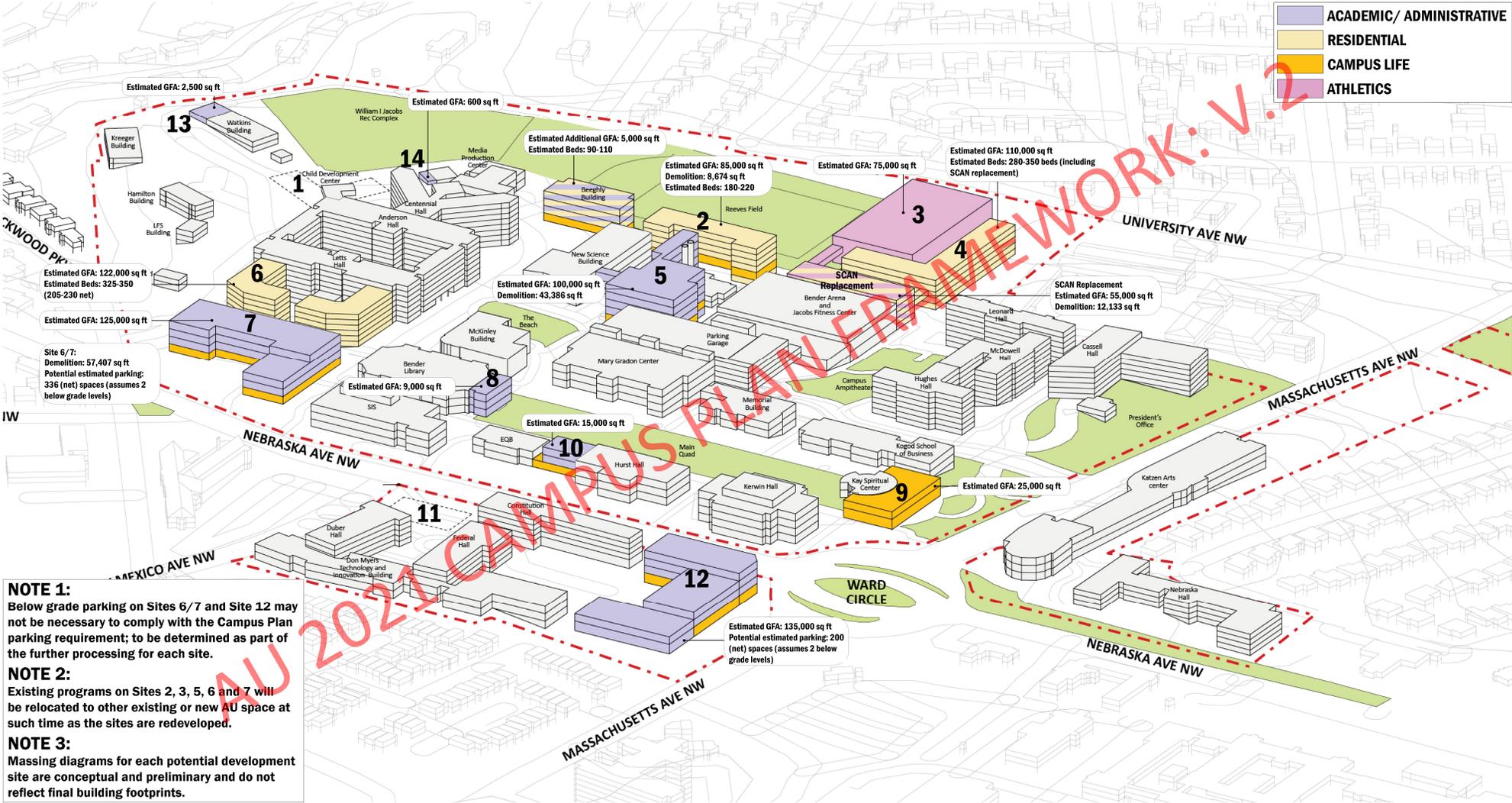
AU takes the obligation to comply with this condition of the 2011 Campus Plan seriously and has over the past several years demonstrated a **commitment to the vigilant enforcement of the *Good Neighbor Policy*** in order to prevent university-related vehicles from parking on neighborhood streets and preserve on-street parking capacity for members of the community. AU will continue to work with the community to enhance this program.

In addition to continued enforcement of the *Good Neighbor Parking Policy*, the **university will work directly with members of the Transportation and Parking Working Group and DDOT to develop**

appropriate monitoring methods and performance metrics to ensure that the transportation-related impacts of any future growth over the term of the Campus Plan are effectively managed and, to the extent necessary, appropriately mitigated.

AU 2021 CAMPUS PLAN FRAMEWORK: V.2

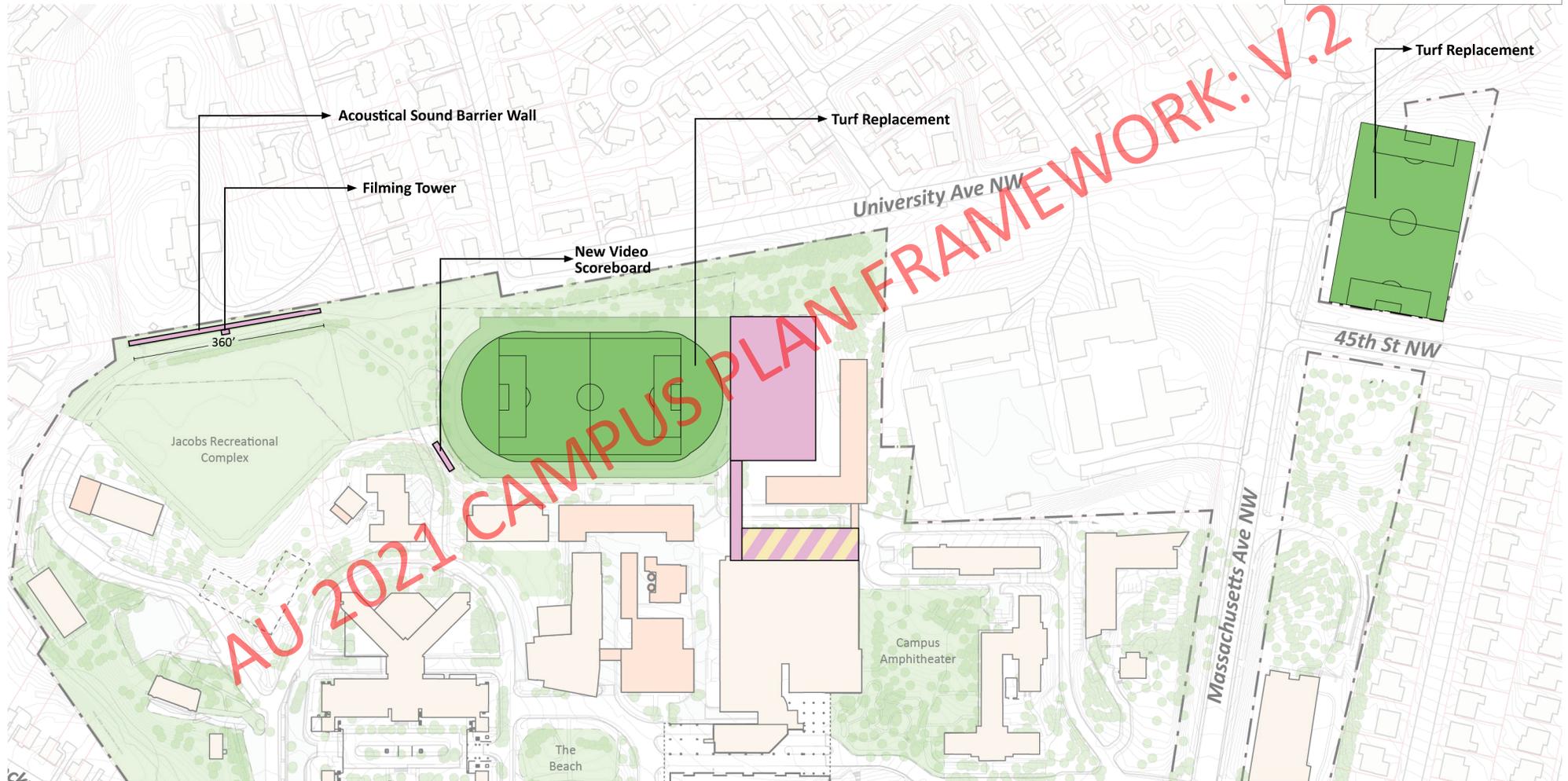
POTENTIAL DEVELOPMENT SITES



POTENTIAL ATHLETICS PROJECTS

EXHIBIT B

	ATHLETICS PROJECT
	ATHLETICS PROJECT
	CAMPUS PLAN 2021 POTENTIAL DEVELOPMENT SITES
	EXISTING FACILITIES



AMERICAN UNIVERSITY
2021 CAMPUS PLAN FRAMEWORK: V.2
PARKING SPACE INVENTORY

LOCATION	PARKING SPACE COUNT	UNIVERSITY USE SPACES	ADDITIONAL CAPACITY	2011 PLAN SPACE COUNT	2021 PLAN SPACE COUNT
Katzen Arts Center Garage	470	470	0	470	470
School of International Service Garage	283	283	0	283	283
Sports Center Garage	462	462	0	462	462
Nebraska Hall Driveway	3	3	0	3	3
McKinley Building Lot	7	7	0	7	7
Tunnel Parking Area	4	4	0	4	4
Centennial Hall Garage	143	143	0	143	143
Hamilton Building Lot	39	39	0	39	39
Hamilton Building Roadway	19	19	0	19	19
Watkins/Kreeger Buildings	12	12	0	12	12
Leonard Buiding/Sports Center Annex	7	7	0	7	7
Rockwood/Jack Childs Buildings Lot	17	17	0	17	17
Letts Hall Roadway	24	24	0	24	24
Tenley Campus Garage	404	404	0	404	404
Tenley Campus Lot	34	34	0	34	34
Media Production Center Lot	5	5	0	5	5
President's Office Building Lot	3	3	0	3	3
Osborn Building Lot	25	25	0	25	25
Sports Center Roadway	5	5	0	5	5
East Campus Lot and Garage	350	350	0	350	350
Spring Valley Building Garage ¹	275	275	0	0	275
4200 Wisconsin Avenue ¹	255	52	203	0	52
3201 New Mexico Avenue ¹	199	58	141	0	58
Potential Development Site 6/7 ²	TBD	TBD	0	0	TBD
Potential Development Site 12 ²	TBD	TBD	0	0	TBD
TOTAL	3045	2701	344	2316	2701 ³

¹AU-owned properties included in 2021 Campus Plan that were not included in 2011 Campus Plan

²The potential for below grade parking associated with Sites 6/7 and Site 12 identified on EXHIBIT A: Potential Development Sites will be further evaluated and discussed with DDoT, members of the Transportation and Parking Working Group, and other interested stakeholders throughout the planning process and will be confirmed as part of the further processing for each site.

³AU may increase "University Use Spaces"/"2021 Plan Space Count" spaces from "Additional Capacity" as necessary over the term of the 2021 Campus Plan, up to a maximum of 3,000 spaces.