



REPORT OF HOWARD THURMAN CENTER VISION COMMITTEE:

RE-ENVISIONING THE HOWARD THURMAN CENTER FOR COMMON GROUND

Boston University

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EXECUTIVE SUMMARY

This report proposes a vision for Boston University's Howard Thurman Center for Common Ground that recognizes the uniqueness of the Center in providing hospitality for the Boston University community, while supporting the significance of each racial-cultural community, honest and in-depth sharing across communities, collaborations among student groups, challenging conversations, leadership training, and vital programs that educate and delight. The Howard Thurman Center Vision Committee explored the possibilities for an expanded Thurman Center through listening sessions, an online survey, and comparative study of peer institutions. These revealed even greater potential for the future of the Center than we envisioned at the outset. The Committee recommends a move of the Center to a larger, more visible, more accessible, and flexible space in order to be an even greater presence in the University and to draw people into its space and programs. Such a move should be accompanied by an expanded program, with particular attention to expanding the groups served; the forms of service; the range of programs; and an accent on encouraging new initiatives and building leadership and programmatic networks across the Boston University campuses.

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1. INTRODUCTION

President Brown and Provost Morrison established the Howard Thurman Center Vision Committee on December 7, 2015, with the charge “to propose an expanded and more visible Howard Thurman Center for Common Ground that can be a place to establish the inclusive community we all desire.” The Committee (HTCVC) was asked to envision programs and spaces to bridge and enrich the diversities of Boston University and to promote meaningful dialogue and relationships. This initial report is the result of the envisioning process.

The central vision that has emerged is to permeate the Boston University campus with an ethos of common ground that is symbolic, organic, visible, comprehensive, communicative, and multi-local. We believe this ideal is characteristic of Howard Thurman’s legacy and part of the University’s inheritance. Ahead of his time, Thurman asked us to embrace knowledge articulated from different perspectives, with all its uncertainties, complexities, and paradoxes. He envisioned an ideal learning environment that was inclusive of all people, sensitive to uniqueness and shared humanity, dialogical, grounded in community, and global.

The Committee recognizes the tendency in university environments, at times, to create islands for gathering people into groups, often excluding others. The creation of islands is sometimes intentional and with purpose—based on race, ethnicity, and culture; it sometimes emerges informally. We recognize the value of such groupings of people who share something in common, but we have also observed that students using the Howard Thurman Center have faith in the Center’s ability to create a fully inclusive community that embraces difference while fostering real understanding and respect. The Committee also acknowledges that the recent discussions about an expanded and more visible role for the Howard Thurman Center emerge within the context of racial stress and unrest within our society and on our campus due to recent and historic experiences with systematic violence related to race. At Boston University, we are experiencing uncomfortable racially conscious discourse that pushes us to be more than just present to the issues. The Thurman Center spills over with students when issues of justice and racial tension arise in BU, Boston, the nation, or the world. We need therefore to develop ever fuller understanding of racial and cultural assets, especially those of underrepresented groups, and we need to nurture an inclusive community at BU that embodies the spirit of the Howard Thurman Center.

We have a unique opportunity at Boston University to build upon our Thurman legacy of common ground. Like the peer institutions that we studied, we have created spaces for groups to form around distinctive cultures and interests; unlike them, we have simultaneously created spaces for students to share across difference, to reach out to one another for greater understanding, to build relationships, and to reflect deeply on social systems and structures. This unique approach is our gift, and it is our hope for the future.

Our goal is thus to help all students participate in meaningful shared activities and conversations so that differences in ethnicity, race, identity, and culture can be an important part of the living and learning experiences at Boston University. We seek to create opportunities for springboard moments in which students discover insights about themselves and others. Students value their distinctive communities and groups, but they also yearn to congregate. An expanded Howard Thurman Center can contribute significantly: challenging and supporting our students as they engage in the dynamic process of discovering their differences and shared experiences, dealing with conflicts, getting to know each other, learning and serving with one another, and celebrating their common human ground.

2. INITIAL RECOMMENDATIONS

a. Guiding Principles

The central vision and guiding principle of the expanded Howard Thurman Center for Common Ground is *to permeate the Boston University campus with an ethos of common ground that is symbolic, organic, visible, comprehensive, communicative, and multi-local*. Thus, we envision the Howard Thurman Center as a hub and symbol of Boston University, stimulating significant meetings across the many forms of difference. More specifically, the Center will be an interdisciplinary, interracial, interreligious, intersectional, and interpersonal hub where students can relate what they learn in the classroom to a broader quest for understanding, social progress, and peace.

Creating crossroads: The Howard Thurman Center for Common Ground should be a crossroads in which all members of Boston University can participate in meaningful and creative shared experiences. We envision the new Center as the heart and soul of the institution—a place that actively embodies Thurman’s belief in the fellowship of all peoples. As a comfortable and state-of-the-art facility, the Thurman Center will invite students from all walks of life

to participate in formal and casual conversations about the issues of the day. As such, students will learn from each other, and from their diverse perspectives and ideas.

Inspiring engaged learning and ethical reasoning: We believe the Thurman Center can play a critical part in instilling Boston University's students with the institution's founding tenets of learning, virtue, and piety. The Center should continue to be a space that promotes engaged learning and ethical reasoning by encouraging students to draw on their head and heart, as Thurman would say, to inform their decision-making. We see the Center playing an active role in engaging students with one another in a wide range of learning opportunities. We anticipate that it will help cultivate the 21st-century BU graduate's personal qualities, as outlined in the Working Paper on General Education: intrepid and humble; resilient, self-sufficient, and nimble; introspective; responsible, ethical, world-wise, and curious.

Searching for common ground: The Center can provide spaces and opportunities for students and others in the BU community to seek common ground, even as they share their differences with honesty and respectful openness. Thurman came to Boston University motivated to influence and inspire students from all walks of life. He said, "At Boston University, I will touch at every step of the way hundreds of young people who themselves will be going to the ends of the earth to take up responsibilities as members of communities. Conceivably this means the widest dissemination of the ideas in which I believe."

Training leaders: In remaining true to Thurman's role at Boston University, we see the Howard Thurman Center (HTC) as a training ground for future leaders, creating opportunities for them to understand, reflect, and practice the inward and outward journey outlined in *The Search for Common Ground*. We want our community members to promote a diversity-rich unity of all people, both on the BU campuses and in all of the venues where they will live and serve beyond their time at BU.

Instilling aliveness: Finally, we seek to instill students with an understanding of what it means to "come alive" in a context that encourages persons and communities to know and value themselves, often in spite of external oppression, and to contribute their talents and passions generously with the world. As Thurman would say, "Don't ask what the world needs. Ask what makes you come alive and do it, because what the world needs is people who have come alive."

b. Location and Space

The key finding regarding location and space is that students, faculty, and staff want an accessible, comfortable, social, and academic space for all. Students and faculty gave us the start of a narrative for an expanded Howard Thurman Center.

- **Visibility:** Aggregated comments indicated that students and faculty want an expanded Howard Thurman Center that can be seen from a distance on Commonwealth Avenue with its interior visible from the outside. The streetscape of an expanded Howard Thurman Center should include exhibition space that is also visible (at least in part) from both inside and out.
- **Accessibility:** Students and faculty should be able to enter the space easily. A new Howard Thurman Center space will be accessible and will function for all students and faculty, regardless of particular needs and abilities.
- **Hospitality:** It should be ecologically sound and hospitable to all people, providing comfortable and welcoming spaces for its many uses.
- **Flexibility:** The space should accommodate the varied interests and needs of individuals and groups of students throughout each day and evening. Thus, it needs spaces for formal meetings, lectures, informal gatherings and conversations, workspace for student organizations, and individual reflection and study, plus easy movement across the spaces.
- **Culturally engaging:** The space also needs to encourage cultural expression and the sharing of cultures. Cultural exchange can be accomplished creatively through food and artistic offerings that highlight distinctive heritages and practices. The expanded HTC should have space designed to accommodate demonstrations of cultural arts and practices, meetings, dance, spoken word performances, music, and other forms of cultural sharing.
- **Ecologically inspiring:** The space should be ecologically sustainable at the highest possible level, informing and inspiring those who enter with a sense of the importance and potential for living in an interconnected community.

Some want to see the expansion of the Thurman Center across the Charles River and Medical Campuses via a network of spaces. Howard Thurman spaces would be lounges, lecture spaces, and rooms on campus dedicated to a set of programs and activities that are "common ground" oriented and promoted throughout the two campuses. Students and faculty have also indicated that the expanded network of spaces must also include the Common Ground House (158-160 Bay State Road). Specifically, the Common Ground House can be styled after Earth House and Kilachand Hall with common spaces and programs to facilitate living-learning community experiences. These will ideally intersect with future undergraduate general education options and pathways dealing with diversity, civic engagement, and global citizenship.

Inquiries and suggestions about expanding the Howard Thurman Center with separate race-themed or culturally-based centers did not receive "traction" in any of our discussions.

c. Program

The programmatic vision is to expand and build upon the dynamism and direction of the current Howard Thurman Center program. The basic orientation and richness of the present program was affirmed by the aggregate responses to our study. The proposals below thus build upon existing programs (described in Appendix A), while recognizing that these will be continually reshaped over time as Thurman Center staff and students assess and revise them. In addition, the HTCVC suggests some new directions for the expanded Howard Thurman Center for Common Ground.

Expand involvement in the arts: The Thurman Center now needs to expand its involvement with the arts, sponsoring exhibitions, performances, and settings for people to engage with one another in creative artistry. These new directions should include exhibitions and events that draw people into the Center, and it can include festival occasions such as an annual cultural festival.

Engage with challenging social issues and with community service: The Thurman Center needs to expand its active support for conversations, fora, films, and other programs that invite students to discuss challenging social issues with honest sharing, deep listening, critical thinking, and respect for one another's dignity. The Center also needs to bring diverse students together to engage in active service in the larger Boston community. These are activities that already take place, but they need to emerge as new centers of energy for the expanded Thurman Center.

Develop and train a Thurman Center Network of students, faculty, and staff: Future work of the Thurman Center should include the development and training of a Thurman Center Network among undergraduates, graduate students, faculty, and staff. This network can include multiple programs, networked together with very occasional networking meetings. The people in these networks can create conditions and opportunities for people to have springboard moments throughout their years at BU. Three parts could be:

- **Thurman Ambassadors:** The Thurman Ambassadors—also known as Associates in the Search for Common Ground—would continue their work in consulting, co-hosting, and communicating the philosophy and activities of the Thurman Center for Common Ground. The Ambassadors would be expanded to include graduate students and students on both BU campuses, as well as undergraduates. Particular efforts would be made to partner with graduate students in the professional schools, including SSW, LAW, STH, SPH, and MED. This would create a larger network of Ambassadors to enhance broader involvement and communication in the work of the Thurman Center.

- **Conversation Corps:** The Conversation Corps would be composed of undergraduates who would give leadership to important conversations regarding culture, difference, and controversial topics in their dorms or schools. The Thurman Center would select and train at least one Conversation Corps leader for every dorm and school. This effort could complement the Thurman Ambassadors program that is already established, but would be more specialized on the planning and leading of conversations.
- **Thurman Faculty Fellows:** Faculty across the University could apply and be selected for two-year terms as Thurman Fellows. During the two years, the faculty would conduct their Thurman Center-related projects, would meet regularly and share their projects with other Thurman Fellows, and would also serve as resource consultants for the Center.

Generate new initiatives through small grant funding to students: The Howard Thurman Center needs to increase its efforts to generate new, student-led initiatives. One empowering and influential way to stimulate new initiatives is to issue grants for students and student organizations, especially for projects that build understanding and respect across difference. Grants could be offered for developing activities that encourage the sharing of arts and ideas across race, ethnicity, culture, sexual orientation, gender identity, abilities, religious background, and interests; for sponsoring fora on broad-ranging topics and critical social issues; and for sponsoring activities that bring people together for community service.

Create centers for “common ground” programming: The Howard Thurman Center should administer Howard Thurman spaces throughout the campus—lounges, lecture spaces, and rooms on campus dedicated to a set of programs and activities that are “common ground” oriented. An expanded Howard Thurman Center would develop and monitor the tenets of creativity, collaboration, and general programming for these spaces. The spaces would give opportunities for co-hosting events with colleges and other BU-based offices and organizations.

Expand intentionality and program for Common Ground House: The Howard Thurman Center should continue to be involved with the Common Ground House (158-160 Bay State Road). Specifically, we recommend that we style the Common Ground House after Earth House and Kilachand Hall to provide living-learning community experiences that enhance diversity, civic engagement, and global citizenship, and that also intersect with the future directions of BU's general education.

Communicate the Center's philosophy and programs more broadly: We propose that greater attention be given to communication, including an enhanced web presence, a required introduction to the Thurman Center in undergraduate orientation, and new

communication efforts through the Thurman Center Network, as described above.

The committee hopes to evaluate current Howard Thurman Center programs and make recommendations for improvements, discontinuation, and enhanced opportunities as we go forward.

d. Staffing

The Howard Thurman Center is composed of three full-time professional staff members: a director, assistant director, and administrative assistant. The Howard Thurman Center hires a graduate student every year to work on special assignments that meet the needs of the Center and cater to the graduate student's program of study. The Center also hires eight undergraduate students to serve as office assistants.

Student Ambassadors are an integral part of the Thurman Center's outreach efforts. As Center volunteers, selected into the application-based leadership program, Ambassadors demonstrate a firm commitment to Thurman's ideology and they seek to practice his principles through welcoming new students to the Center, co-hosting programs, volunteering at events, and sharing Thurman's vision with students, faculty, and staff. Ambassadors are leaders beyond the Howard Thurman Center's walls and often serve as resident assistants, student group executives, speakers for yield-related programs, Orientation advisors, and other notable campus roles. They dedicate themselves to sharing Thurman's philosophy within their respective spheres of influence.

In order to expand the reach of the Howard Thurman Center, additional staffing is required, as sketched below. The sketch describes the functions that will need coverage, but the administrative structures and actual titles of positions could take more than one form.

- **Director:** We envision the Center being led by a director who will divide her or his efforts among fundraising, internal and external outreach, and managing daily operations, programming, and personnel.
- **Program Director:** We envision a staff person who would oversee all programming, including major events and recurring programs such as Book Club, Courageous Dialogues, Tea Time, and others that are yet to be created. Such a role will provide better coordination, communication, and support for a larger, more complex program. It will also allow some programs to be repeated at multiple time slots to afford more students the chance to participate.
- **Coordinator of the Howard Thurman Networks and mentor with student leaders:** To support the proposed Thurman Center Network described above, and to expand support for student

organizations in the Culture Council, a staff person should be dedicated to forming, supporting, and mentoring the networks. This person would lead the envisioning and enacting of the new Howard Thurman Network, with its three branches. The role would also include mentoring student leaders of the organizations related to the Culture Council, guiding the leaders toward hosting successful programs in the Thurman Center.

- **Finance and Administration:** The Center will need a staff person dedicated to shared business services involving budgeting, procurement, contracting, and accounting. This will be imperative to the fiscal success of the Thurman Center.
- **Marketing and Communications:** We believe a professional dedicated to marketing, public relations, and graphic design can provide a creative boost for the Thurman Center that will strengthen its physical and digital presence on the Charles River and Medical Campuses.
- **Administrative Assistant:** Finally, we believe a full-time administrative assistant will be required to support the staff and oversee the cohort of student employees at the Center.

3. APPROACH TO RE-ENVISIONING AND KEY OBSERVATIONS

The Howard Thurman Center Vision Committee engaged in four primary forms of study: listening sessions, an online survey, focused interviews with the Thurman Center Staff and Ambassadors, and a comparative analysis of culture-focused structures and programs in peer and peer-plus universities. The Committee itself met after each consultation to identify the major themes and future visions for the Howard Thurman Center for Common Ground.

a. Listening Sessions

The two listening sessions were attended by approximately 75 and 45 people respectively, and they were rich in content. Listening sessions were focus group-styled interactions with students, faculty, and staff with questions related to the visibility and program needs of an enhanced Howard Thurman Center. (Copies of the electronic mail invitation to the community, "BU Today" article, and Listening Session plans and results are in Appendices C and D.)

Participants were largely undergraduate students, but also included graduate students, faculty, and staff. They included representatives from at least 14 colleges and from a cross-section of offices, including student service offices in BU and the colleges, Mugar Library, Disability Services, and others. The consistency of concerns and suggestions was striking in the two sessions, and they are summarized thematically in Appendix C. The primary findings in these sessions is that the Boston University community longs for:

- an expanded, more visible space for the Thurman Center;
- a multi-faceted program that includes formal and informal gatherings for mutual learning and for building genuine and respectful relationships;
- welcoming space for all students and campus groups to gather and/or host special programs;
- opportunities for persons to share arts and ideas across race, ethnicity, culture, sexual orientation, gender identity, abilities, religious background, and interests;
- fora on broad-ranging topics and critical social issues;
- opportunities to contribute together in community service

b. Online Polling

In addition to specific messages and proposals, the committee received input via an online poll (at <http://bit.ly/1SzEdvV>). Results are shown in Appendix E.

c. Focused Discussions

The committee engaged Senior Vice President for Operations Gary Nicksa in a presentation on space planning and received input from the student and full-time staff of the Howard Thurman Center.

d. Comparative Analysis

The comparative analysis of peer and peer plus institutions revealed an unexpected finding, namely that Boston University is unique in having a center focused on building relationships across difference, and simultaneously encouraging and supporting initiatives led by distinctive racial, cultural, religious, ability, and gender-identity groups. As revealed in Appendix F, many universities do have cultural centers or diversity offices, but these are often structured into an array of particular centers or a general center for multicultural affairs. Of these, most are hybrid in leadership, including both professionals and students, as is the case with the Howard Thurman Center for Common Ground.

The comparative analysis also revealed the paucity of stand-alone buildings, community service linkages, and student housing in other universities' efforts to build hospitality, support, and understanding within and across cultures. Eight of the 26 universities reviewed have stand-alone buildings, and two others have "some" stand-alone buildings. None are linked to community service initiatives, and none provide student housing, though one has a designated dormitory floor.

These results highlight the uniqueness of the Howard Thurman Center for Common Ground. Not only is it grounded in Thurman's common ground philosophy, but it provides programming that enables people to explore their own unique cultures and traditions, while encouraging people to collaborate and learn from one another. The potential to expand this emphasis is very large. If the Center can be moved into a larger and more visible space with expanded programming, that potential will be increased exponentially.

4. CONCLUSIONS

The Howard Thurman Center for Common Ground is a jewel in the crown of Boston University; thus, the potential to increase BU's diversity, and its engagement with the gifts and challenges of diversity, will be increased by an expanded Thurman Center. The recommendations in this report would move the Center into a more visible, accessible, and flexible space, while preserving its central focus in establishing a "common ground" of hospitality, and increasing its program and programmatic interaction with groups and units across the University.



5. APPENDICES

APPENDIX A

HOWARD THURMAN CENTER FOR COMMON GROUND IN 2016

Visioning the future of the Howard Thurman Center requires a deep understanding of its history, mission, and present program. The HTCVC has discovered in its comparative study of culture-oriented structures and opportunities in peer universities (Appendix E) that the Thurman Center and its influence on the structures and opportunities in Boston University are unique. The HTVC urges that we build upon this uniqueness in order to enhance the distinctiveness of Boston University's "brand" in bringing diverse communities together to share experiences, learn, engage hard issues, play, and work together. To that end, we have studied the Thurman Center as it exists today, beginning with the legacy of Howard Thurman and tracing the history, mission, and program of the Center.

a. Howard Thurman

Dr. Howard Thurman was born in 1900 in Daytona Beach, Florida, the grandson of a freed plantation slave. Throughout his life he pursued a dream of building unity crossing all lines of race, creed, color or national origin. He graduated valedictorian from Morehouse College and received his Master of Divinity from Rochester Theological Seminary.

Howard Thurman was a man of religion, a world-renowned educator, social philosopher, preacher, and poet. He served as a professor at Morehouse College, a professor at the School of Theology and first dean of Rankin Chapel at Howard University.

It was Howard Thurman who brought Mohandas Gandhi's message of non-violence to America after meeting him in India in 1935. Thurman was a pioneer in mid-twentieth century America as the co-founder of the Church for the Fellowship of All Peoples in San Francisco "when our country was involved in total war."¹ In 1944 it became the first fully integrated, multi-racial church in the United States. It remains a vital church today. And, it was Howard Thurman who mentored BU graduate student Martin Luther King, Jr., as King was formulating his message of the "Beloved Community."²

In 1953, Boston University invited Howard Thurman to serve as Dean of Marsh Chapel and professor of spiritual disciplines and resources at the School of Theology. Central to his decision to accept the invitation was the opportunity to work with students from a wide variety of cultural, religious, national, and ethnic backgrounds that characterized Boston University's population. He said, "At the University I will touch at every step of the way

hundreds of young people who themselves will be going to the ends of the earth to take up their responsibilities as members of communities. Conceivably this means the widest dissemination of the ideas in which I believe."³

Thurman believed that to be Dean of the Chapel in a predominantly white university, where students also come from all over the world, might prove to be a stimulating testing ground for his concept of unity, which could build a community strengthened by the diversity of its members. With Thurman's appointment, many said Boston University took a very bold step at a time in our nation's history when racism and segregation were still raging. That appointment made Howard Thurman the first Black person to be made a Dean at a predominantly white university in the United States.

Thurman's life's work was the constant search for common ground (among all people) and the experience of community. He wrote a book with that title, *The Search for Common Ground*, and called it the working paper of his life. He concludes this book with a message directly applicable to Boston University's belief in a Center that welcomes all people, saying:

"We have committed to heart and to nervous system a feeling of belonging and our spirits are no longer isolated and afraid. We have lost our fear of our brothers and are no longer ashamed of ourselves, of who and what we are—Let us now go forth to save the land of our birth from the plague that first drove us into the 'will to quarantine' and to separate ourselves behind self-imposed walls. For this is why we were born: People, all people belong to each other, and he who shuts himself away diminishes himself, and he who shuts another away from him destroys himself."⁴

b. History and Mission of the Howard Thurman Center

Established in 1986, The Howard Thurman Center for Common Ground preserves Dr. Howard Thurman's legacy of breaking barriers of divisiveness by inspiring Boston University's students to discover their shared humanity through programs and events designed to expand their intellectual, social, and spiritual growth and foster their development of meaningful and authentic friendships.

The Thurman Center is a warm, welcoming, and open place to learn to test your limits, have conversations, ask those sometimes awkward or difficult questions regarding race, culture, ethnicity, religion, gender and sexual identity, or just have quiet, contempla-

1. "Footprints of a Dream" by Howard Thurman

2. "Letter from a Birmingham Jail" by Martin Luther King, Jr., 1963

3. "The Legacy of Howard Thurman" by BU Dean Emeritus George K. Makechnie, Founder of the Thurman Center

4. *The Search for Common Ground* by Howard Thurman

tive time to yourself. Our activities, programs, and events contribute to students' self-growth and understanding of others.

Dr. Howard Thurman's philosophy is simple and universal, echoing the teachings of great philosophers from the past. He believed we should embark on an inward journey of self-discovery to what he called "the wholeness at the core."⁵ It is through this practice of introspection, Thurman argued, that we attain an understanding of the interconnectedness of all living things and begin seeing parts of ourselves in every other human being. With a profound understanding of self, we can genuinely build harmonious relationships, friendships, and communities.

Thurman believed that the search for common ground is a two-fold journey of personal self-exploration and of building community. In *The Search for Common Ground*, Thurman summarized the mechanism by which people can overcome the various obstacles that divide them, writing:

"...meaningful and creative shared experiences between people can be more compelling than all of the faiths, fears, concepts and ideologies that separate them. And, if these experiences can be multiplied and sustained over a sufficient duration of time, then any barrier that separates one person from another can be undermined and eliminated."⁶

c. Programs

The programs listed below are currently part of the Thurman Center's offerings. With an expanded Center and greater resources, these programs can be strengthened and new programs can be developed.

Social Justice Institute (SJI)

The SJI aims to reclaim the role of the prophetic voices in public life, pulpits, and sacred spaces that are essential to move forward issues of social justice. This 5-day intensive continuing education institute is designed to train seminarians, clergy, and laity with diverse views and thought leadership through conversations, lectures, worship, and fellowship. The institute endeavors to deepen their thinking and preaching by gleaning from scholars and practitioners on poverty, race, religion, sexuality, and theology.

Speaker Series

The Howard Thurman Center invites high-profile keynote speakers to Boston University to speak on a variety of topics several times per semester. The speakers represent occupations ranging from academics to public policy to entertainment.

Common Ground House

The Common Ground House on Bay State Road is a living and learning community centered on Howard Thurman's principles of personal self-exploration and creating community. Residents are tasked with participating in programs inside and outside the residence that challenge them to reflect on who they are, who they want to be, and what makes them come alive. They actively engage with the city of Boston on excursions like the *Emancipation Trail* and cultural festivals/celebrations and go to other historical sites that provoke conversations on humanity, social progress, history, and education.

Student Ambassadors

The Student Ambassador Program is the Howard Thurman Center's premier leadership development program for students who are committed to Dr. Thurman's philosophy of common ground. Formerly known as "Associates in the Search for Common Ground," the Ambassadors are undergraduate students who believe in the philosophy of Dr. Thurman and practice his ideals through welcoming new students to the Center, co-hosting programs, volunteering at BU events, and sharing Thurman's vision with peers, faculty and staff. They are mentored by the Director and Assistant Director and are privy to special excursions to Boston locations and social events to promote teambuilding and friendship.

Culture Council

The Culture Council is a program that brings together various student groups on a bi-monthly basis to facilitate the development of relationships among its members and to encourage genuine collaboration. Culture Council meetings are comprised of discussions on shared challenges facing student leaders, workshops on identity, conversations about programming, and plenty of icebreakers. The Culture Council also participates in a one-day retreat on a semester basis to strengthen the bonds between the organizations through games, dialogues, and meals.

Emancipation Trail

The Howard Thurman Center provides tours of *The Emancipation Trail: Civil Rights for All* to members of the BU community several times a year. Developed by educator Vincent Licenziato, the trail follows a unique path along the city of Boston through neighborhoods like Back Bay to Roxbury to 18 monuments, statues, and memorials that have relevance to African American history and the theme of "emancipation." The trail is designed to promote conversation at each site as the facilitator encourages visitors to consider the historical relevance of each monument to our present time.

5. *The Inward Journey* by Howard Thurman

6. *The Search for Common Ground* by Howard Thurman

While the trail can be offered to constituents on the Charles River Campus, it can also be provided to those at the School of Medicine. Vincent Licenziato, a retired BU Medical Campus employee has already explored with doctors the idea of using the trail with patients in the Pediatric Clinic at Boston Medical Center. In an effort to help reduce obesity, walking and/or biking along the trail is a great form of exercise that pediatricians can promote to their patients and caregivers.

Conversation Series

In keeping with its tradition of hosting important dialogues on campus, the Howard Thurman Center provides structured conversation programs to BU students on a weekly basis in two formats: open forums and intimate gatherings. *Coffee & Conversation* is a weekly drop-in program open to all students, faculty, and staff that engages the community in conversation about contemporary topics like politics, international relations, entertainment, education, and sport. *Courageous Dialogues* is a program that invites fifteen students to commit to meeting weekly for facilitated discussions on challenging contemporary topics like race, socio-economic class and gender.

Both *Coffee & Conversation* and *Courageous Dialogues* employ specific conditions meant to educate students on how to practice constructive conversations. These conditions include an emphasis on active listening, questioning an individual's ideas without condemning their character, and elaborating on or clarifying statements to ensure everyone feels genuinely understood.

Book Club

The Book Club invites twenty students to read three culturally relevant books per semester and meet weekly to share ideas, opinions, and thoughts on the literature. The facilitator prepares questions inspired by the books that promote conversation on "real world" issues. Books range in genre from fiction to memoirs to graphic novels.

Student Voices

The Howard Thurman Center provides students with two platforms to express themselves on a myriad of subjects and improve their written and oral communication skills: The *Culture Shock* blog and magazine and the *Common Thread Podcast*. Both of these programs task students with creating original content that integrates their perspectives on what's happening on campus, in the country, or in the world with a Thurman twist. The programs invite students to take ownership of the editorial process to create stories that entertain, inform, and educate the BU community and beyond. *Culture Shock* amassed 93,000 page views between September 2015 and February 2016.

Brothers United

The Howard Thurman Center created and runs a fellowship program for undergraduate Black men at Boston University called Brothers United. The program welcomes Black BU males to meet on a weekly basis for social events, hard-hitting conversations, and outings to the city of Boston.

Tea Time

Co-hosted by professional staff and Student Ambassadors, the Tea Time program invites students from every corner of the campus to come together weekly for some tea and conversation. The program uses tea as a tool to learn about other countries while also affording students the chance to socialize in a comfortable, relaxed, and intellectually stimulating setting. Tea Time participants range in class years and programs of study.

Visual and Performance Art

The Howard Thurman Center hosts events that invite students to engage with the arts in an intentional way that provokes thought, conversation, and reflection. The HTC hosts musical and dance performances put on by student organizations and outside artists that fit with the mission of the Center.

The Center also hosts *Album Listening Parties* that invite students to listen to a notable musical album from start to finish and discuss its cultural context, instrumentation, lyrical content, and musical influence. Past albums include: *The College Dropout* by Kanye West, *The Miseducation of Lauryn Hill* by Lauryn Hill, *The Joshua Tree* by U2, *Sgt. Pepper's Lonely Hearts Club Band* by The Beatles, and *To Pimp a Butterfly* by Kendrick Lamar.

The Howard Thurman Center is home to rotating visual art exhibits featuring the work of students, faculty, and national and international professional artists. The exhibits change twice a month, on average.

Student Programs

The Howard Thurman Center is home to programs organized by student organizations with both large and small memberships. For example, Actively Moving Forward (AMF) is a bereavement group that meets every other week in the Thurman Center and serves as a support group for students who have lost a loved one or have a loved one battling with a life-threatening disease. The Thurman Center's MLK Room provides the group with a private, comfortable, and quiet location to meet. When staff at Boston University learn of a student who has experienced a death in their family, they are referred to the Thurman Center and Actively Moving Forward.

APPENDIX B

CHARGE TO HOWARD THURMAN CENTER VISION COMMITTEE

Boston University Office of the President

Dr. Robert A. Brown

President

One Silber Way

Boston, Massachusetts 02215

T 617-353-2200 F 617-353-3278

To: Members of the Howard Thurman Center Vision Committee

From: Robert A. Brown, President

Date: December 7, 2015

Subject: Re-envisioning the Howard Thurman Center for Common
Ground: Charge to the Committee

Howard Thurman wrote, "Community cannot for long feed on itself; it can only flourish with the coming of others from beyond, their unknown and undiscovered brothers." The discussions here at Boston University and on campuses across the country about race, inclusion, and community have made us aware that we must do more to create the inclusive community, free of artificial boundaries, that Thurman envisioned in his *The Search For Common Ground: An Inquiry into the Basis of Man's Experience of Community*, from which this quote is taken. We are proposing to re-envision the Howard Thurman Center for Common Ground at Boston University as an organization (and venue) that brings together our undergraduate students and others in our community both to rejoice in our diversity and to learn to find the common ground that bonds and strengthens our community.

I am committed to finding the appropriate space and providing the financial resources needed to support the re-envisioned Thurman Center in accomplishing these goals. I want to thank you, as a committee of faculty, students, and staff, for taking on the task of re-envisioning the Thurman Center. I ask that you recommend to me the combination of programmatic offerings, administrative responsibilities, organizational structure, and physical presence needed for the Thurman Center to fulfill the goals you articulate.

Your committee will be co-chaired by Mary Elizabeth Moore, Dean of the School of Theology, and Kenn Elmore, Dean of Students. The entire committee membership is listed at the end of this memorandum. I hope to receive your recommendations early in the spring so that we can begin to work toward the new Howard Thurman Center for Common Ground.

Thurman also wrote, "He will know that for all men to be alike is the death of life in man, and yet perceive harmony that transcends all diversities and in which diversity finds its richness and significance." I believe that, in this sentence, Thurman defined the common ground we are searching for. I look forward to your report.

cc: Jean Morrison, University Provost

Membership of Howard Thurman Center Vision Committee

- Mary Elizabeth Moore, Dean, School of Theology, Co-Chair of Committee
- Kenn Elmore, Dean of Students, Co-Chair of Committee
- William Belt, COM'16, President of UMOJA (Black Student Union)
- Andrew Cho, CAS'16, President of Student Government
- Ashley Guillaume, CAS'17, President of SOCA (Students of Caribbean Ancestry)
- Katherine Kennedy, Director of the Howard Thurman Center
- Micayla Le Lugas, CAS'16, Co-Liaison to the Board of CGSA (Center for Gender, Sexuality & Activism)
- Francine Montemurro, University Ombuds
- Tyrone Porter, Associate Professor of Mechanical Engineering, College of Engineering
- John Thornton, Professor of African American Studies, College of Arts & Sciences
- Gabriella Vasquez, SAR'16, Executive Board, Alianza Latina



APPENDIX C

INVITATION TO LISTENING SESSIONS AND SURVEY

Email to BU Community

January 26, 2016

Boston University Dean of Students

775 Commonwealth Avenue

Boston, Massachusetts 02215

T 617-353-4126 F 617-353-4225

www.bu.edu/dos

At the request of President Brown and Provost Morrison, we have the honor to lead a committee that will make recommendations to enhance diversity at BU. Our particular charge is to determine how we can build on and strengthen the capacities of the Howard Thurman Center for Common Ground so that it can serve our community more broadly and visibly as we seek to promote understanding and develop leaders for a pluralistic and ever-changing world. We will propose (to President Brown and Provost Morrison) programs, staffing, sites, and strategies for an expanded and more visible Howard Thurman Center.

We are encouraged by many suggestions and offers of assistance from the Boston University community. We now offer the community a series of gatherings at which to share hopes and ideas. The committee has planned listening sessions: an invitation to reflect together on your ideas for making the Howard Thurman Center an ever more vigorous and visible leader in BU's efforts to enhance diversity and deepen our engagement and mutual learning. We will hold sessions on:

- Tuesday February 2, 2016, from 6-7pm, in The Howard Thurman Center
- Wednesday February 17, 2016, from 5-6pm, in The Howard Thurman Center

Come prepared with your ideas for purposes, programs, and an ideal Howard Thurman Center location on the Charles River Campus. If you cannot make a listening session, we hope you can take a moment to share your thoughts online. We need your guidance.

With best wishes,

Mary Elizabeth Moore
Dean, School of Theology

Kenneth Elmore
Dean of Students

BU Today

Increased Visibility, Programming Pondered for Thurman Center

Task force holds public forum tonight

02.02.2016

By Rich Barlow



BU plans to expand the Howard Thurman Center for Common Ground, where students gather to discuss and bridge racial and other differences on campus. Photo by Cydney Scott

Since its creation 30 years ago, BU's Howard Thurman Center for Common Ground has become a welcoming place for students to discuss racial and cultural divides on campus and to explore their shared humanity. The center's mission has become more important than ever in an era when racism—from police killings of young blacks to slurs and death threats at the University of Missouri—has sparked campus demonstrations across the country, including at BU.

In December, President Robert A. Brown announced the establishment of a task force “to propose an expanded and more visible” Thurman Center “that can be a place to establish the inclusive community we all desire.” Tonight at 6, the task force will hold the first of two public “listening sessions” at the center. The second session will be on February 17, at 5 p.m.

continued on back

Increased Visibility, Programming Pondered for Thurman Center

bu.edu/today

“We’re going to want people to give us real specific thoughts,” says Kenneth Elmore (SED’87), dean of students and task force cochair along with Mary Elizabeth Moore, dean of the School of Theology. “What kinds of programs should be part of the Thurman Center going forward? What kinds of activities should be part of it? And, by the way, where should the Thurman Center be?”

“Right now,” says Elmore, “you’ve got to walk to the GSU, go to the basement, to go to this thing.” He sees an alternative model in the Engineering Product Innovation Center on Commonwealth Avenue, whose street-level floor-to-ceiling glass frontage gives passersby a view of its technology-laden work spaces.

“There’ve been plenty of times I’ve walked in just to ask a question or two. And they do displays in the window,” says Elmore. “Can the Thurman Center be like that?”

Task force member Andrew Cho (CAS’16), Student Government president, says the Thurman Center gives BU students “a grounding philosophy and the space to explore our own capacities and opinions.” He cites the center’s Culture Shock opinion blog and its volunteer student ambassadors.

“I have benefited from the gentle challenge to broaden my perspectives at Tea Time,” Cho says, referring to the weekly gathering that brings together students of diverse backgrounds to chat over refreshments.

The task force was created after Brown, Elmore, and Jean Morrison, University provost, met during the fall with numerous students, including leaders of groups representing communities of color and LGBTIQ students.

“These conversations have helped us to understand the climate on campus, as well as areas in which we need to focus our attention and expand existing efforts to promote inclusion,” Brown wrote in a December letter announcing the task force. “We will provide the space and financial resources to enact the committee’s recommendations.” Those recommendations are expected to go to Brown and Morri-

son sometime in March, with a subsequent presentation to the University trustees.

Elmore says current student thinking goes, “I’m only going to have this conversation about racial and cultural issues around people who know my heart and know who I am. I’m not going to get into an argument with anybody about it.” Students said we have to find a way for us to interact more with people who are different from us and have different points of view.”

Furthermore, he says that “you don’t want people to feel disparaged by other people’s comments, but you also don’t want people to not try to talk about things because they’re terrified.

“It was clear that the Thurman Center was a place where students found not only some comfort, but also a place where they were challenged to think more about the pluralistic society. And if it’s doing that well, the president asked, ‘Well, why don’t we expand it and make it more visible?’

“We don’t talk about the pluralist society,” Elmore continues. “We just like to talk about ourselves and our pain, which I think is part of the conversation. But it’s also got to be about how we move forward as leaders in a society that is pluralistic...what that means about where you live, what that means about where your kids will go to school, where you work, and how you socialize with each other.”

The center was named for the late Howard Thurman (Hon.’67), dean of Marsh Chapel from 1953 to 1965, the first black dean at a mostly white American university.

The first of two public sessions being held by the task force created to propose an expanded and more visible Howard Thurman Center for Common Ground is tonight, Tuesday, February 2, from 6 to 7 p.m., at the center, in the George Sherman Union basement, 775 Commonwealth Ave. The second session will be on Wednesday, February 17, from 5 to 6 p.m., also at the center.

Rich Barlow can be reached at barlowr@bu.edu.

APPENDIX D

LISTENING SESSION PLANS AND RESULTS

February 2 and 17, 2016

Listening Session Plan

Brief Introductions

- President's Letter and the purpose of the listening sessions
- Uniqueness of this opportunity
- Philosophy of the Thurman Center

Questions for Reflection by the community

- What do you think BU most needs from an expanded Thurman Center?
- In your best imagination, how do you picture an expanded Thurman Center?
- How do you envision the potential for: (1) crossing cultures, (2) diving deeply into unique cultures, (3) exploring issues together, and (4) collaborating on projects? [Note: These were four early themes in the committee deliberations, surveys, and emails.]

Thematic Responses

What do you think BU most needs from an expanded Thurman Center?

- **Presence**—embodying and communicating the vision of common ground, beginning with the first day of orientation and permeating the campus culture
- **Hospitality**—welcoming all people in the community
- **Sharing across difference**—Opportunities for sharing across races and cultures, including cultures grounded in race and ethnicity, language, gender-identity, abilities/disabilities, nationality, religious tradition, and other markers of uniqueness
- **Gathering**—Opportunities to gather formally and informally—in forums, small gatherings, large events, study and quiet spaces, retreats, art exhibits, interfaith worship, and organizations
- **Engaging actively in Boston community**—Opportunities to engage with the community through presentations, immersions, service projects
- **Engaging hard issues**—Opportunities to engage with challenging issues of race, class, economic equity, and so forth

- **Connecting curricular and co-curricular life of BU**—Connecting with faculty, staff, units of the University (such as Hillel), and classroom learning, as well as with students. This could take the form of an affiliated faculty and staff group (on both Charles River and Medical Campuses), who would be called on as needed to consult, support activities, and so forth.
- **Engaging the arts**—providing spaces for art exhibitions, performances, and making art together

In your best imagination, how do you picture an expanded Thurman Center?

- **Central, visible, inviting location**
- **Permeating BU with “common ground” philosophy**
- **Broadening influence**—enhancing communication and including graduate students, as well as faculty and staff (without distracting from the focus on undergraduate students)
- **Creating multi-use spaces**—Spaces for informal gathering (as in a living room); formal events and performances; small group gatherings; games and play; religious and interreligious practices; quiet meditation; student organizations; library resources; computer stations
- **Mobilizing the Center**—Utilizing spaces in different parts of the Charles River and Medical Campuses in which Thurman events take place
- **Creating major celebrative events**—such as community days
- **Providing inspiring leadership**—“cloning Katherine Kennedy”
- **Consciousness-raising and honestly engaging issues**—Engaging issues while encouraging and supporting students from diverse backgrounds and with different views
- **Providing opportunities for student-led events and movements**—including opportunities for diverse racial-cultural groups to create gatherings and events. [Note: Each listening session had one or two suggestions that the Howard Thurman Center create spaces for different groups to meet and claim as their own. In neither of these sessions did this idea gain traction with others adding or endorsing the proposal.]

How do you envision the potential for: (1) crossing cultures, (2) diving deeply into unique cultures, (3) exploring issues together, and (4) collaborating on projects?

In both of the Listening Sessions, these four themes were endorsed. The first three emerged early in the online survey, and the fourth emerged later, especially in the second Listening Session. Once raised, at least 6-7 students joined to underscore this theme. In sum, these four themes have held as significant emphases in the surveys and the two Listening Sessions.

Thematic Responses from Howard Thurman Center Staff and Ambassadors

The Howard Thurman Center Staff and Ambassadors identified issues that were similar to those raised in the two Listening Sessions. They were:

- **Presence and hospitality**—need for the Thurman Center to be a pervasive hospitable presence in BU
- **Common ground philosophy**—need to communicate the value of this philosophy and to embody it in hospitality and culture-crossing programs
- **Expanded, more visible space**—provide flexible multi-purpose spaces, including spaces for small and large gatherings, for the sharing of food, for formal and informal activities, and for quietness
- **Consciousness-raising and honest dialogue on hard issues**—provide “safe space” for these conversation, and openly explore different experiences and perspectives, and the intersectionality of these differences
- **Opportunities to gather in diverse cultural and ethnic communities and also to share the riches of culture with one another**—need for mutual learning across communities, whatever their ethnic heritage, language (including sign), religious tradition, ability, and sexual orientation or gender identity
- **Communication**—increase and improve communication and outreach with those who might not be naturally drawn to the Thurman Center

Thematic Discussion of Race

Because issues of race and cultural diversity have been critically important topics for Boston University, both internally and externally, and because these issues are critically important in universities and other institutions across the United States, we listened closely to all mentions of race in order to thematize the issues as they were named in different moments of the Listening Sessions. Students of diverse ethnicities named the issues, most especially African American, Asian and Asian American, Latino/a, and European American students. Those who spoke to these issues referred to the larger ethos of BU, but with hope that the expanded Thurman Center might address the issues:

1. **Concern about bias and ignorance**—need for more honest and in-depth opportunities for communication
2. **Lack of student interaction and engagement across race, class, religious tradition, and other cultural markers**—need for more opportunities for interaction, including sharing, listening, and doing projects together
3. **Parents concern for their children**—need to make more visible the opportunities for cultural support, cultural and cross-cultural learning, and cultural collaborations across the larger BU community, making these opportunities visible to parents, the Boston regional community, and the larger constituencies of BU
4. **Limited trust, especially among the African American and Latino/a students**—need to boost the social, personal, and academic support provided to current and future African American and Latino/a students
5. **Poor communication in BU across ethnicities**—need to ensure that Black and Latino students feel welcomed, supported, and respected
6. **Perceived lack of diversity**—need to improve the recruitment and yield of African American students and other underrepresented ethnic minorities
7. **Perceived lack of diversity and commitment in administration and faculty**—need for visible commitment to promoting respect and understanding; an increase in the racial and gender diversity of faculty and senior management; and assurance regarding the welcome, support, and respect for Black and Latino/a students
8. **Perceived lack of hospitality among some students for diverse communities**—need to raise consciousness about words and actions of exclusion and need to ensure that all persons of color, especially Black and Latino/a students, feel welcomed, supported, and respected.

APPENDIX E

SURVEY RESULTS

As of March 10, 2016

What kinds of supports and programs would contribute to a more diverse and inclusive BU?

100 out of 101 people answered this question

1	Sharing of arts, customs, and traditions from diverse cultures	62 / 62%
2	Fora on controversial issues	57 / 57%
3	Small group series to ponder important issues in depth	53 / 53%
4	Gathering spaces for groups representing diverse ethnicities	48 / 48%
5	Sharing of ethnic-cultural groups with the larger community	48 / 48%
6	Other	15 / 15%

Have you visited the Howard Thurman Center for Common Ground (on the basement level at 775 Commonwealth Avenue) ?

101 out of 101 people answered this question

1	Yes, but only once or twice	28 / 28%
2	No, I have never been there	19 / 19%
3	Yes, but only because of a scheduled meeting or program (and not just to stop in)	16 / 16%
4	Never visited because I didn't know that it existed	15 / 15%
5	Yes, I consider myself a regular visitor	11 / 11%
6	I never intended to visit	4 / 4%
7	I never thought to visit	4 / 4%
8	Never visited -- I couldn't find the place	2 / 2%
9	Yes, I think I visited once during Orientation	2 / 2%

Have you attended or participated in a program or activity sponsored by the Howard Thurman Center

101 out of 101 people answered this question

1	No	52 / 51%
2	Yes	32 / 32%
3	I don't think so (but I'm just not sure)	17 / 17%

If you have done so, in which Howard Thurman Center sponsored programs or activities have you attended or participated?

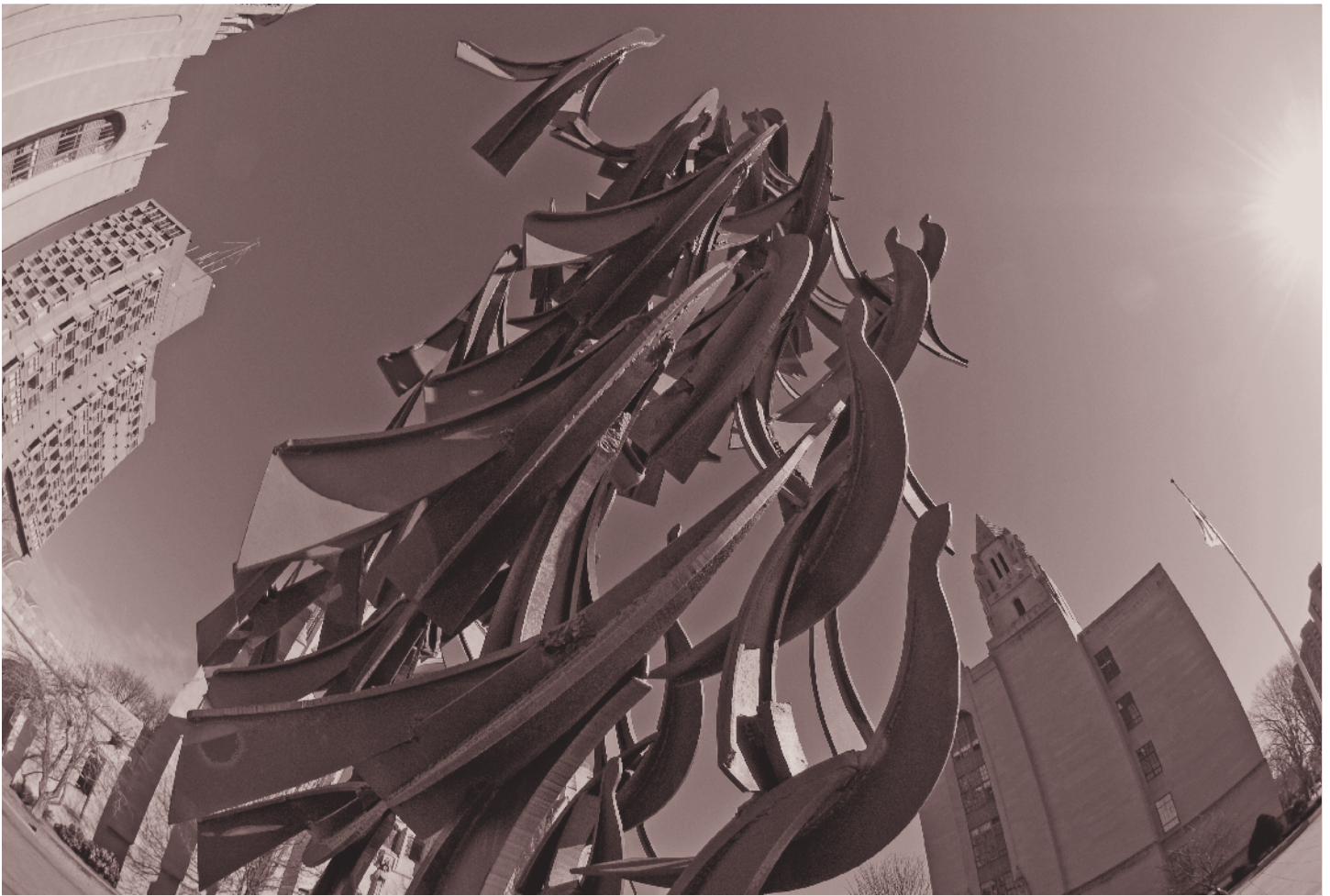
32 out of 101 people answered this question

1	Coffee & Conversation	24 / 75%
2	Took a look at an Art Exhibit	16 / 50%
3	Tea Time	14 / 44%
4	Courageous Dialogues	4 / 13%
5	Listened to Common Thread podcast	4 / 13%
6	Participated in the Howard Thurman Discussion Group	3 / 9%
7	I'm part of the Culture Council	2 / 6%
8	Other	2 / 6%
9	Participated in Family History Project	2 / 6%
10	Unoffice House	2 / 6%
11	I used Rosetta Stone	1 / 3%
12	Joined a Book Club	1 / 3%
13	Played Board Games	1 / 3%
14	Unplugged Friday	1 / 3%

Should the Howard Thurman Center be more visible on the Charles River Campus?

100 out of 101 people answered this question

1	Yes	89 / 89%
2	No	11 / 11%



APPENDIX F

COMPARISONS WITH PEER INSTITUTIONS								
University Name	Does it have cultural centers or diversity offices?	Do the centers have a guiding mission?	Are the centers separated by ethnic or gender identity?	Are the centers academic or administrative?	Are the centers run by students or professionals?	Are the centers in stand-alone buildings?	Are the centers linked to community service initiatives?	Does the center provide student housing?
Duke	Yes	Yes	Yes*	Administrative	Hybrid	No	No	No
U. of Southern California	Yes	Yes	Yes*	Administrative	Hybrid	No	No	Specialty floors
Columbia	Yes	Yes	No	Administrative	Hybrid	No	No	No
Case Western Reserve University	Yes	Yes	No	Administrative	Hybrid	No	No	No
Northwestern	Yes	Yes	Yes*	Administrative	Professionals	Yes	No	No
Yale	Yes	Yes	Yes*	Administrative	Hybrid	Yes	No	No
New York University	Yes	Yes	Yes*	Administrative	Hybrid	No	No	No
Washington University in St. Louis	Yes	Yes	No	Administrative	Hybrid	No	No	No
Rice	Yes	Yes	No	Administrative	Hybrid	No	No	No
Brandeis	Yes	Yes	No	Administrative	Hybrid	No	No	No
Cornell	Yes	Yes	Yes*	Administrative	Hybrid	Yes	No	No
Princeton	Yes	Yes	No	Administrative	Hybrid	Yes	No	No
Stanford	Yes	Yes	Yes*	Hybrid	Hybrid	Yes	No	No
U. of Chicago	Yes	Yes	Yes*	Administrative	Hybrid	Yes	Yes	No
U. of Rochester	Yes	Yes	No	Administrative	Professionals	No	No	No
Vanderbilt	Yes	Yes	Yes*	Administrative	Hybrid	Yes	Yes	No
Harvard	Yes	Yes	Yes*	Administrative	Hybrid	No	No	No
U. of Pennsylvania	Yes	Yes	Yes*	Hybrid	Hybrid	Some*	Yes	No
Carnegie Mellon	Yes	Yes	Yes*	Administrative	Hybrid	No	No	No
Brown	Yes	Yes	No	Administrative	Hybrid	Yes	Yes	No
Emory	Yes	Yes	No	Administrative	Hybrid	No	No	No
Tulane	Yes	Yes	No	Administrative	Hybrid	No	No	No
MIT	Yes	Yes	Yes*	Administrative	Hybrid	No	No	No
Johns Hopkins	Yes	Yes	No	Administrative	Hybrid	No	No	No
California Institute of Technology	Yes	Yes	No	Hybrid	Professionals	No	No	No
Northeastern	Yes	Yes	Yes*	Both*	Hybrid	Some*	Yes	No
Boston College	Yes	Yes	No	Administrative	Hybrid	No	Yes	No
Tufts	Yes	Yes	No	Hybrid	Professionals	No	No	No

George Washington University	Yes	Yes	No	Administrative	Hybrid	Yes	No	No
American University	Yes	Yes	No	Administrative	Hybrid	No	No	No

Comparisons

* means see additional tables

Duke University

Center for Multicultural Affairs

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

No

The Center for Muslim Life

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

Yes

Center for Sexual and Gender Diversity

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

No

Freeman Center for Jewish Life

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

Yes

Mary Lou Williams Center for Black Culture

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

No

University of Southern California

Center for Black Cultural and Student Affairs

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

No

El Centro Chicano

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

No

LGBT Resource Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

No

Northwestern University

Multicultural Student Affairs

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Professionals

Is the center in stand-alone buildings?

No

The Black House

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

Yes

Multicultural Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

Yes

Gender and Sexuality Resource Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

No

Yale University

Afro-American Cultural Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

Yes

Asian American Cultural Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

Yes

La Casa Cultural: Latina Cultural Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

Yes

Native American Cultural Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

Yes

Office of LGBTQ Resources

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

No

New York University

Center for Multi-Cultural Education and Programs

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

NYU Lesbian, Gay, Bisexual, Transgender, and Queer Student Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

No

Cornell University

Center for Intercultural Dialogue

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Professionals

Is the center in stand-alone buildings?

No

Asian & Asian American Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

No

LGBT Resource Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

No

Stanford University

Native American Cultural Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Professionals

Is the center in stand-alone buildings?

No

Asian & Asian American Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

No

University of Chicago

Center for Intercultural Dialogue

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Professionals

Is the center in stand-alone buildings?

No

Asian American Activities Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

No

Black Community Services Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

No

El Centro Chicano y Latino

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

No

The Office of LGBTQ Student Life

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in stand-alone buildings?

No

Northeastern University

John D. O'Bryant African-American Institute

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Professionals

Is the center in a stand-alone building?

Yes

Latino/a Student Cultural Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

Yes

Asian American Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

Yes

LGBTQA Resource Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

No

Massachusetts Institute of Technology

MIT Office of Minority Education

Is the center academic or administrative?

Academic

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

No

Office of Multicultural Programs

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

No

Latino Cultural Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Students

Is the center in a stand-alone building?

No

LGBT@MIT

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

No

University of Pennsylvania

Lesbian Gay Bisexual Transgender Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

Yes

La Casa Latina

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

No

Makuu: The Black Cultural Center

Is the center academic or administrative?

Hybrid

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

No

Pan-Asian American Community House

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

No

Penn Women's Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

Yes

Harvard University

Office for Equity, Diversity, and Inclusion

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Professionals

Is the center in a stand-alone building?

No

Office of BGLTQ Student Life

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

No

Harvard College Women's Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

No

Vanderbilt University

The Bishop Joseph Johnson Black Cultural Center

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

Yes

The Office of Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex Life

Is the center academic or administrative?

Administrative

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

Yes

Margaret Cuninggim Women's Center

Is the center academic or administrative?

Hybrid

Is the center run by students or professionals?

Hybrid

Is the center in a stand-alone building?

Yes

Carnegie Mellon University

SoHo (LGBTQ Resource Center)

Is the center academic or administrative?

Academic

Is the center run by students or professionals?

Students

Is the center in a stand-alone building?

No

Columbia University

We did some additional study of Columbia University, which is a large private city university that cultivates academic excellence. Columbia University houses an Office of Multicultural Affairs (OMA) that sponsors various programs related to diversity, identity, and social justice. OMA provides administrative advocacy and resources for students of color, international students, and LGBTQ students. OMA offers diversity trainings for the Columbia community, a mandatory Orientation program for entering freshmen, and leadership retreats for different identity groups. OMA also oversees the Intercultural Resource Center (IRC)—two adjoining brownstones that house meeting spaces, administrative offices, and specialty student residences. The IRC serves as a hub for students of color, student activists, and cultural student organizations. OMA is comprised of six professional staff members with the following titles: Associate Dean, Director, Associate Director, Assistant Director (x2), and Administrative Assistant.