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# *Institute Honors and Awards* Fellowship



THE AMERICAN  
INSTITUTE  
OF ARCHITECTS

## 2018 AIA Fellowship

Nominee Zena K. Howard  
Organization Perkins+Will  
Location Durham, North Carolina  
Chapter AIA North Carolina; AIA Triangle

### Category of Nomination

Category Two - Practice (Management)

### Summary Statement

Reshaping contemporary practice norms, Zena Howard engages disenfranchised stakeholders, unites disparate parties and infuses cultural meaning into all projects from national icons to urban landscapes, all while championing diversity and promoting architecture to future generations.

### Education

University of Virginia / Charlottesville, VA / 4 years / B.S. Architecture

Licensed in: New York and North Carolina

### Employment

Perkins+Will (2014-Present / 3 Years);  
The Freelon Group, now part of Perkins+Will (2003-2014 / 11 years);  
The Design Alliance (1999-2003 / 4 years);  
Baker and Associates (1995-1999 / 4 years);  
I. J. Chung Associates: Architects (1992-1995 / 3 years);  
University of Virginia Facilities Management (1990-1991 / 1 year);  
The DePasquale Gentilhomme Group (1988-1990 / 2 years)

October 12, 2017

Karen Nichols, FAIA  
Chair, 2018 Fellowship Jury  
Michael Graves Architecture & Design  
341 Nassau Street  
Princeton, NJ 08540

**Re: Zena K. Howard, AIA – Fellowship Candidate**

Dear Ms. Nichols and members of the Jury:

I am pleased and honored to sponsor Zena K. Howard for elevation to the College of Fellows of the American Institute of Architects. I first met Zena in 2003 when she joined The Freelon Group and began advancing in leadership from an Associate to her current position of Managing Director of Perkins+Will's North Carolina practice in Charlotte and Durham. Over these past 14 years, I have had the privilege of working closely with Zena, observing first hand her remarkable contributions to the profession.

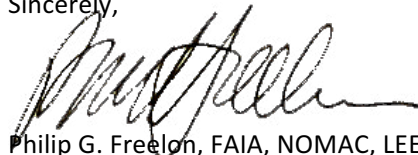
While I could speak to a number of aspects of Zena's career and her commitment to advancing the practice of architecture, I will focus on just a few. Her most significant, and most well-documented, achievement is as Senior Project Manager of the National Museum of African American History and Culture (NMAAHC). Successfully leading this seminal building along its eight-year path from underfunded concept through occupancy is exceptional. Her deft navigation of the many and often divergent entities and shifting criteria reflects a rare level of leadership. Her ability to bring unity amidst complexity, while giving voice to the many forces that can expand the process and purpose of a project and its design is exemplary.

Further, Zena brings this approach to every project, regardless of its scale, budget, or prominence on the public stage. In fact, for neighborhoods, communities and cities across North America, Zena is applying a planning and design process—what she calls 'remembrance work'—that evokes shared memories and experiences to elevate design solutions of all types. Her work brings historical and cultural relevance to struggling downtowns, reignites connections between people and forges decades-old divides within communities. This unprecedented approach to urban design, and to project management, is also introducing elements of remembrance to mixed-use redevelopment initiatives, rejuvenating dormant neighborhoods and creating vibrant destinations.

Perhaps Zena's greatest impact on our profession has been her championing of diversity and inclusion. By example and through direct intervention, she has demonstrated to disadvantaged and underrepresented groups that architecture is a viable and rewarding career. Engaging students from elementary school through college age, Zena has encouraged and mentored countless future architects, creating hope for a more inclusive profession in the not-too-distant future. Zena's career, whether leading the NMAAHC or shepherding a community through the design of a small library, illuminates a professional journey that will undoubtedly influence young women for years to come.

Over the years, I have sponsored and recommended many candidates for Fellowship. None have been more worthy of elevation to the College of Fellows than Zena K. Howard, AIA.

Sincerely,



Philip G. Freelon, FAIA, NOMAC, LEED AP  
Design Director, Principal



## SECTION 1 / SUMMARY OF ACHIEVEMENTS

Reshaping contemporary practice norms, Zena Howard engages disenfranchised stakeholders, unites disparate parties and infuses cultural meaning into all projects from national icons to urban landscapes, all while championing diversity and promoting architecture to future generations.

“This is an evolution. It’s about moving cultural programs and processes to the next level and infusing culture into unexpected places.”

Zena Howard

**Infusing Culture Everywhere.** Zena has repositioned cultural practice as a central component of every design challenge, integrating cultural processes and elements into nontraditional spaces and building types. Her leadership embraces multidisciplinary collaboration as an essential tool, integrating a broad range of disciplines such as urban design, public policy, history and anthropology into the architectural process. As many cities suffer from poorly conceived urban renewal policies from the 1960s and 70s, crumbling infrastructure is giving way to revitalization, including the recognition of forgotten or neglected community assets. Zena is at the forefront of rethinking these projects for communities that have historically been denied a voice in decision making. For Hogan’s Alley in Vancouver, BC, she was instrumental in crafting a vibrant vision for a historic, yet blighted, inner-city district and turning a liability into a cultural asset.

**Advancing Public Design.** The realization of complex community-centric projects often depends on a client with strong vision but few resources. Zena’s management of Smithsonian’s National Museum of African American History and Culture (NMAAHC), with its fast-track delivery, politically charged program, contextually sensitive site, and diverse stakeholders, presents a model for transforming an underfunded public design process into iconic architecture that uplifts its purpose and program. Faced with countless opinions and agendas, Zena elevated the process, giving voice to the project’s ultimate users—the public—and to the past and future represented in its design.

Zena’s participatory leadership approach, which embraces challenging logistics and multi-layered decision-making, begins with a deep understanding of complex project programs. The NMAAHC exemplifies Zena’s expertise at coalescing individual voices with those of multiple government agencies, institutions, and often outdated policies. The process involved delivery of eight construction packages, with drawings being handed-off amid construction, and intensive budget management despite undetermined end-costs. Concurrent fundraising and exhibit curation further complicated the process. The result is the only national museum devoted to the documentation of African American life, history, and culture with more than 36,000 artifacts and 100,000 charter members.

**Broadening Diversity, Inclusion, and Engagement.** Zena advances underrepresented populations in architecture, and her leadership shapes demographically sound practice. When she entered the profession, less than 100 registered architects were African American females; today that number hovers around 300—slow progress among roughly 90,000 AIA members. As a female leader in an industry dominated by men, her mission is to elevate all groups through outreach and professional excellence. Zena is a founding member of Perkins+Will’s Global Diversity and Inclusion Council and has helped establish programs and partnerships with grassroots organizations, such as Village of Wisdom. She frequently speaks at schools with robust STEM programs targeting young girls, women and other underrepresented peoples.

## SECTION 2.1 / SIGNIFICANT WORK

Zena's leadership of cultural projects has led professional practice to reach beyond the public's growing demand for cultural and civic facilities and infuse culture into all building typologies. She has developed processes—what she has termed “remembrance work”—that raises the collective narrative and visual voice for stakeholders often unversed in shaping architectural and planning solutions.

2017



### City of Vancouver / Urban Remembrance: Hogan's Alley

**In Progress / Location** Vancouver, BC / **Size** 4 Acres

**Role** Managing Principal, Lead Facilitator (with Perkins+Will)

The process of redeveloping Hogan's Alley has transformed into an opportunity for the City of Vancouver to restore a neighborhood's identity and establishes a model for cities across North America to reconcile the results of poorly conceived urban renewal and development policies.



### City of Greenville / Urban Remembrance: Greenville Town Common - Sycamore Hill Gateway

**Estimated Completion** 2019 / **Location** Greenville, North Carolina / **Size** 1 Acre

**Role** Managing Principal, Lead Facilitator (with Perkins+Will)

Memorializing this prominent African American community and its former home razed under Urban Renewal is reasserting the community's lost prominence and helping to tell the story of an unfortunate episode in American urban history.



### Destination Crenshaw

**Estimated Completion** October 2019 / **Location** Los Angeles, California / **Size** 1.1 Mile Long

**Role** Principal / Lead Facilitator (with Perkins+Will)

A community-inspired public art and streetscape design project aspires to highlight the world-class contributions of Black Los Angeles and help revitalize the contemporary heart of this community.



### Charlotte Second Ward, Brooklyn Village Neighborhood

**Estimated Completion** 2022 / **Location** Charlotte, North Carolina / **Size** 934,000 square feet, 1.9 acres park

**Role** Managing Principal (with Perkins+Will)

One of Charlotte's oldest and most prosperous African American neighborhoods, including over 1,480 structures, was razed during the 1960s urban renewal and left as empty lots for decades. Plans to rebuild include an iconic cultural building and public space to bridge past and future. The project goal is to create a nucleus that will completely reshape parts of this major American city.



### Motown Museum Expansion

**Estimated Completion** 2019 / **Location** Detroit, Michigan / **Size** 50,000 square feet

**Role** Senior Project Manager (with Perkins+Will)

This transformational project requires the amalgamation of multiple voices and program elements, and will ultimately serve as an economic and social catalyst for new investment, job creation, social and community engagement and international tourism for a city still redefining itself.

## SECTION 2.1 / SIGNIFICANT WORK

2009-2016



### Smithsonian Institution National Museum of African American History and Culture

**Completed** September 2016 / **Location** Washington, D.C. / **Size** 397,000 square feet on 10 levels

**Role** Senior Project Manager (with The Freelon Group, now part of Perkins+Will)

The result of a decades-long journey toward the commemoration of black history and culture required extensive engagement and outreach, while the fast-track schedule and public processes demanded management expertise to successfully bring to fruition, and exceed, the museum's vision. This project is on target for LEED Gold certification.

2011



### Tenley-Friendship Neighborhood Library

**Completed** January 2011 / **Location** Washington, D.C. / **Size** 23,000 square feet

**Role** Associate Principal, Senior Project Manager (with The Freelon Group, now part of Perkins+Will)

The unique design of this neighborhood library, inspired by the image of an open book, involved extensive stakeholder engagement to balance program needs and budget with community desire for striking form and a high level of sustainable performance. Its numerous awards include the AIA Triangle Gail Lindsey Award for Sustainable Architecture. LEED Gold Certified.

2010



### Anacostia Neighborhood Library

**Completed** 2010 / **Location** Washington, D.C. / **Size** 23,000 square feet

**Role** Associate Principal, Senior Project Manager (with The Freelon Group, now part of Perkins+Will)

Education became an essential aspect of community engagement for this new branch library, located in a low-income, underserved residential neighborhood in Washington, D.C. The project has engendered community pride and economic development. Winner of multiple design awards including American Library Association (ALA) and AIA COTE (Committee on the Environment). LEED Gold Certified.



### Durham County Human Services Complex

**Completed** PH1 2010, PH2 2012 / **Location** Durham, North Carolina / **Size** 277,600 square feet

**Role** Associate Principal, Senior Project Manager (with The Freelon Group, now part of Perkins+Will)

Elevating the wellness and dignity of the county's most vulnerable residents drove the process of creating this facility dedicated to consolidated public health and human services. The project has also contributed to downtown Durham's revitalization. LEED Gold Certified.

2009



### International Civil Rights Center & Museum

**Completed** 2010 / **Location** Greensboro, North Carolina / **Size** 45,000 square feet

**Role** Associate Principal, Senior Project Manager (with The Freelon Group, now part of Perkins+Will)

The project process and result exemplify the critical alliance between community engagement and project management vision. Historic preservation informed the framework and nucleus of exhibits to commemorate the 1960 F.W. Woolworth lunch counter sit-in, which inspired similar activism across the South.

## SECTION 2.1 / SIGNIFICANT WORK

2009



### Harvey B. Gantt Center for African-American History + Culture

**Completed** 2009 / **Location** Charlotte, North Carolina / **Size** 46,500 square feet

**Role** Cultural Advisor (with Perkins+Will)

The architectural celebration of the contributions of African Americans to national culture serves as a central resource in Charlotte for music, dance, theater, visual and film arts, arts education, literature, and community outreach. The Center's dynamic exterior was inspired by African textile design and African-American quilting patterns. Perforated metal panels are "stitched" together with diagonal steel channels, which also frame windows that infuse select interior spaces with daylight.

2006



### Durham County Regional Public Libraries (3 Libraries)

**Completed** 2006, 2007, and 2008 / **Location** Durham, North Carolina / **Size** 25,000 square feet each

**Role** Senior Associate, Senior Project Manager (with Perkins+Will)

Prototype planning and design to support the County's long-range plan of providing the region with state-of-the-art lifelong learning and literacy resources required thoughtful integration of program elements to shape a highly functional, yet replicable and universally relevant, building form. East Branch: LEED Certified, North Branch: LEED Silver, South Branch: LEED Gold.



### Durham Technical Community College Student Services Building

**Completed** 2006 / **Location** Durham, North Carolina / **Size** 58,500 square feet

**Role** Senior Project Manager (with Perkins+Will)

This building creates a focal point and a welcome portal into campus and serves as a hub for student business and support. The 58,500 square foot facility houses a welcome center, admissions, records and registration, computer labs, bookstore, café, classrooms, and multipurpose areas.

2003



### Shadyside Academy Performing Arts Center

**Completed** 2003 / **Location** Pittsburgh, Pennsylvania / **Size** 73,000 square feet

**Role** Designer and Project Architect (with The Design Alliance Architects)

Architecture and interior design services for a new 40,000 sf, center includes a 650 seat performing arts theater, a 250 seat black box theater, rehearsal rooms and support spaces for an independent high school.

2002



### Rodef Shalom Congregation, Pittsburgh, PA

**Completed** 2002 / **Location** Pittsburgh, Pennsylvania / **Size** 23,000 square feet

**Role** Associate, Project Manager (with The Design Alliance Architects)

Renovations to this historic temple involved sensitivity to the Congregation's origins and the wants of members, staff, and the Board of Directors. Phased over three years, the project included a new porte-cochere entrance and alterations to education, library, and social spaces.



### The Watson Institute

**Completed** 2002 / **Location** Sewickley, Pennsylvania / **Size** 73,000 square feet

**Role** Associate, Project Manager (with The Design Alliance Architects)

Renovation of a century old "Carriage House" building was a central focus of the project, which included an education center, administration offices, and a grounds-keeping building for an institute dedicated to educating autistic and other neurologically impaired children.



▲  
 (Top) Zena Howard speaking at Immaculata Catholic School in Durham, (middle) on a panel at Massachusetts Institute of Technology on the Future of Museums, (bottom) giving a Keynote at the African American Museum Association on advancing public spaces through partnerships

## SECTION 2.1 / SPEAKING ENGAGEMENTS

Zena amplifies and accelerates diverse perspectives and project approaches in forums for the profession, the public, educational institutions and cultural and civic organizations. Her mission is to encourage participation, foster engagement and build awareness across all populations. Her leadership expands the profession’s reach, inspires architectural students, and invites new voices to the world of practice.

### American Institute of Architects

**AIA Minnesota Conference on Architecture / Minneapolis, Minnesota**

Keynote Speaker, Design for Culture: Expressing the Story in Built Form, (committed) 2017

**AIA Women’s Leadership Summit / Washington D.C.**

Guest Speaker, Women Inspiring Emerging Leaders in Design (WIELD), 2017

**AIA Charlotte / Charlotte, North Carolina**

Guest Speaker, Positive Community Impact Through Socially Responsible Design, 2017

**AIAS NC State University / Raleigh, North Carolina**

Guest Speaker, NMAAHC, 2017

**National AIA Convention / Orlando, Florida**

Guest Speaker, Problem-Solving Collaboration: NMAAHC, 2017

**AIA National Staff / Washington D.C.**

Guest Speaker, NMAAHC, 2016

**AIA DC and the Structural Engineers Association (SEA) / Washington D.C.**

Guest Panelist, NMAAHC: A Discussion with the Structural Engineers and Architects, 2016

### Allied Organizations

**Association of African American Museums (AAAM) / Washington D.C.**

Keynote Speaker, Career insights that emphasize best practices and sustainable models for advancing the possibilities of public spaces through collaborations and socially responsive architectural design, 2017

**National Organization of Minority Architects (NOMA) SoCal / Los Angeles, California**

Guest Speaker, NMAAHC and Freelon Legacy Projects, 2017

**“Chix Dig It” Luncheon Keynote, Durham / North Carolina**

Keynote Speaker, Insight into the World of “Designing Women,” 2017

**South Eastern Museum Conference (SEMC) / Charlotte, North Carolina**

Guest Speaker, NMAAHC, 2016

**National Organization of Minority Architects (NOMA) / Boston, Massachusetts**

Guest Speaker, NMAAHC, 2016

**NOMAtlanta Women’s Brunch / Skype**

Guest Speaker, NMAAHC, 2016



▲  
*(Top) Howard reviewing design concepts, mentoring junior staff (bottom) in a community education and engagement meeting for Greenville Town Common project.*

## SECTION 2.1 / SPEAKING ENGAGEMENTS

**South Eastern Museum Conference (SEMC) / Charlotte, North Carolina**  
Guest Speaker, NMAAHC, 2016

**Perkins+Will Leadership Conference / Redmond, Oregon**  
Guest Speaker, "Storytelling - Career Insights," 2015

### Communities and Institutions

**Conversations in Color, Amistad Research Center, Tulane University / New Orleans, Louisiana**  
Speaker, "Remembrance Projects," (committed) November, 2017

**Lucy Craft Laney Museum Heritage Gala / Augusta, Georgia**  
Keynote Speaker, NMAAHC, 2017

**Bureau of Labor Statistics / Washington, DC**  
Keynote Speaker, Women's History Month Honoring Trailblazing Women in Labor and Business, 2017

**Immaculata Catholic Middle School / Durham, North Carolina**  
Guest Speaker, NMAAHC, 2017

**Cooper Hewitt, Smithsonian Design Museum / New York, New York**  
Guest Panelist, Beyond Books: Redefining the Civic Role of Public Libraries, 2017

**The College Board / Washington, D.C.**  
Guest Speaker, A Dream Deferred: The Future of African American Education, 2017

**Nash-Rocky Mount Public Schools / Rocky Mount North Carolina**  
Guest Speaker, Evening of Academic Excellence, 2017

**Massachusetts Institute of Technology / Cambridge, Massachusetts**  
Guest Panelist, Future of Museums, 2016

**Mississippi State University School of Architecture / Starkville, Mississippi**  
Guest Speaker, Harrison Visiting Lecture Series (Cultural and Civic), 2014

**Historic Augusta, Inc. and Lucy Craft Laney Museum / Augusta Georgia**  
Guest Speaker, "This Place Matters...Preserving our Communities," 2014

**Lucy Craft Laney Museum Heritage Gala Keynote / Augusta Georgia**  
Guest Speaker, Museum portfolio, 2014

**Tuskegee University School of Architecture and Construction Science Lecture / Tuskegee, Alabama**  
Guest Speaker, Pioneering Sustainability in Architecture, 2012

**Allegheny Conference Annual Meeting / Pittsburgh, Pennsylvania**  
Leadership Development Institute Speaker, Diversity in Allegheny County, 1999



## SECTION 2.1 / PROFESSIONAL & COMMUNITY ENGAGEMENT

“Service is about the need for perspective, for moving beyond ourselves and looking outward, to remind us of who we, as professionals, serve.

Teaching, at any level, reminds us why we initially entered this profession. Helping others learn removes us from the daily rhythms of practice and returns us to architecture’s essential purpose.”

Zena Howard

Zena’s engagement with professional and community organizations reflects her sustained commitment to building a collective voice to shape the future of design practice and ensure the profession’s ability to reflect and serve all members of society.

### Professional

Member, **American Institute of Architects**, 1997-Present

Founding Member, **Global Diversity Council**, Perkins+Will, 2014 - 2017

Member, **National Organization of Minority Architects (NOMA)**, 2017-Present

Member, **National Council of Architectural Registration Boards (NCARB)**, 2017

Member, **US Green Building Council (USGBC)**, 2006-Present

Founding Member, **Urban League Young Professionals of Pittsburgh**, 2002-2003

### Academic

Visiting Professor, **Center for Liberal Arts, William & Mary / Williamsburg, Virginia**, (committed) 2018

*As part of the COLL 300 curriculum, the session will focus on sustainability and how the persistence of systems, social constructs, and life itself requires an ability to change and evolve.*

Member, **Advisory Board, School of Architecture, North Carolina State University**, 2014-Present

Member, **Board of Managers University of Virginia Alumni Association**, 2015-Present

Associate Professor, **Interdisciplinary Studio - “Healing Urban Wounds,” NC State University College of Design** / Raleigh, North Carolina, 2017

*The interdisciplinary Architecture and Landscape Architecture studio analyzes the destructive path freeway construction has cut through well-established and historic city fabrics and the practice’s devastating impact on once thriving communities. In exploring the scars left by urban renewal, the studio will investigate ways to reconnect neighborhoods in a meaningful way.*

Instructor, **Architecture, Triangle Technical Institute** / Pittsburgh, Pennsylvania, 1992

Participant, **Non-Profit Leadership Institute, Duquesne University**, 2003

*Selected to be part of the program because of her stature as an emerging leader in the city.*

Member, **Board of Directors, North Carolina State Capital Foundation**, 2008-2010

Member, Kapp Rho Chapter, **Delta Sigma Theta Public Service Sorority**, Inducted 1986

### Civic and Community

Member, **Board of Trustees, Pittsburgh History and Landmarks Foundation**, 2003

Member, Subcommittee, **Allegheny Conference on Racial and Ethnic Diversity**, 2002

Member, Bowl for Kid’s Sake Committee, **Big Brother Big Sister**, 2002

Member & Participant, Leadership Development Initiative VI, **Leadership Pittsburgh (LP)**, 2002



▲  
Howard’s first teaching position at Triangle Technical Institute in Pittsburgh, PA

## SECTION 2.1 / LEADERSHIP MILESTONES

2017

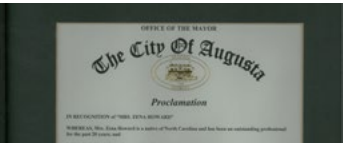


When Zena Howard entered practice in 1988, less than 100 registered architects were African American females. Across her journey from student to one of the leading African American women in the profession, Zena has developed a set of principals that guide her work, which are founded in vision, determination, professionalism, and excellence.

In an industry traditionally dominated by men, her personal career path has evolved into a mission to advance all races and genders by becoming a vital role model for young people interested in architecture, many of whom may perceive the academic experience, licensure and demographic realities as too challenging.

Zena's many achievements reflect a universal commitment to inclusion and to elevating the perspectives of others. Her leadership and project work uniquely advance the future of the profession and its relevancy for communities across the country.

2014



Zena's many achievements reflect a universal commitment to inclusion and to elevating the perspectives of others. Her leadership and project work uniquely advance the future of the profession and its relevancy for communities across the country.

2012



- Named **Managing Director for Perkins+Will North Carolina**, succeeding Phil Freelon, 2017

- February 1, 2014 was proclaimed **Zena Howard Day** by Augusta Georgia Mayor Bob Young acknowledging Zena's rise to become **one of the nation's top 10 African American female architects** and for her continued work, service, and volunteerism helping to shape the future Lucy Craft Laney Museum in Augusta, Georgia, 2014

- **First Female Principal & Shareholder**, The Freelon Group, 2012

- Named **Associate Principal**, 2010

- **Senior Associate & Senior Project Manager for firm's first LEED projects, 2006-2007**  
*Reorganized firm into practice committees and focused Associates on strategic initiatives using a model she helped develop as founding member of the Urban League Young Professionals of Pittsburgh, PA, 2005*

- Named **Associate and Cultural Practice Co-leader**, 2004  
*Immediately named Senior Project Manager for the largest and highest LEED-rated building the firm had ever completed independently, without an association with another firm.*

- Joins The Freelon Group, 2003

- As Associate and Project Manager for the The Design Alliance Architects' Watson Institute project, **Zena fostered a passion for deep research and its power in realizing successful design solutions** observing and shadowing teachers of Autistic children in the classroom. Involved work with the Mayo Clinic in Massachusetts and The University of NC at Chapel Hill to speak with leading researchers in the Institute about autism teaching technique, 2002

- **Certification, Level I Management**, Michael Baker Corporation, Pittsburgh, Pennsylvania, 1998

- **Achieves Licensure**, New York, 1997

2006



2004



2003



2002



1997



## SECTION 2.3 / RECOGNITION

### American Institute of Architects

**Award for Excellence, AIA DC**, National Museum of African American History and Culture, 2017  
**Merit Award, AIA North Carolina**, National Museum of African American History and Culture, 2017  
**Library Building Award, AIA/ALA National**, Anacostia Library, 2013  
**Award of Merit in Architecture, AIA D.C.**, Anacostia Library, 2012  
**Honor Award, AIA North Carolina**, Anacostia Library, 2012  
**Honor Award, AIA Triangle**, Anacostia Library, 2011  
**Committee on the Environment Award**, AIA North Carolina, Anacostia Library, 2010  
**Tower Award for Historic Preservation and Adaptive Reuse of a Historic Structure,**  
**AIA North Carolina**, International Civil Rights Center & Museum, 2010  
**Award of Excellence in Architecture, AIA DC**, Tenley-Friendship Library, 2012  
**Gail Lindsey Award for Sustainable Architecture, AIA Triangle**, Tenley-Friendship Library, 2012  
**Honor Award, AIA South Atlantic Region**, Tenley-Friendship Library, 2012  
**Honor Award, AIA Triangle**, Tenley-Friendship Library, 2012  
**Honor Award, AIA North Carolina**, Tenley-Friendship Library, 2011

### Industry

**Gold Engineering Excellence Award, The American Council of Engineering Companies**

National Museum of African American History and Culture, 2017

**Gold Building Team Award, Building Design + Construction**

National Museum of African American History and Culture, 2017

**Design Awards, Wallpaper Magazine**

National Museum of African American History and Culture, 2017

**Golden Leaf Awards for Community Appearance**

Durham City-County Appearance Commission, Durham County Human Services Complex, 2017

**Project of the year, Construction Dive Magazine**

National Museum of African American History and Culture, 2016

**Top Five Coolest Buildings in the World, Construction Connect**

National Museum of African American History and Culture, 2016

**The Best Architecture of the Year, The Wall Street Journal**

National Museum of African American History and Culture, 2016

**AISC's IDEAS2 National Award (the highest award given by the U.S. steel industry)**

National Museum of African American History and Culture, 2016

**Honor Award, Design Excellence, National Organization of Minority Architects (NOMA)**

Anacostia Library, 2012

**Library Interior Design Award, International Interior Design Association (IIDA)**

American Library Association (ALA), Anacostia Library, 2012

**Design Award, Architectural Lighting** Tenley-Friendship Library, 2012

**Design Award, Architectural Lighting** Anacostia Library, 2011

**New Landmark Libraries Honorable Mention Library Journal**, Anacostia Library, 2011

**Golden Leaf Awards for Community Appearance, Durham City-County Appearance Commission**

Durham County Library, South Regional Branch, 2010

### Personal

**Top 100 women in Essence Magazine #WOKE100 list**, which honors Black women activists, artists, politicians, educators, organizers, journalists and creators who are working to achieve equality for people of color, 2017

**Augusta Georgia Proclamation: Zena Howard Day**, February 1, 2014



▲  
*Details (top) Tenley-Friendship  
Neighborhood Library, (bottom)  
Anacostia Neighborhood Library*

“[Zena Howard] has been an outstanding professional for the past 20 years. [She] joined the Freelon Group and quickly advanced; in less than 10 years, she rose from an Associate to Principal, leading many of Freelon's significant and award-winning projects. She has risen to be amongst the nation's top 10 black female architects in the nation after years of dedication to her craft.”

**Bob Young**  
**Former Mayor City of Augusta**



## SECTION 2.4 / NEWS AND PUBLICATIONS

### National Museum of African American History and Culture

**Washington Post** “The Story Behind the Design of the African American History Museum,” September 2016

**New York Times** “Best Art 2016: #1. National Museum of African American History and Culture, Smithsonian Institution,” December 2016

**CNN** “New African American Museum Opens in D.C.,” September 2016

**Matter of Fact with Soledad O’Brien** “Interview with Zena Howard: Smithsonian African American Museum Celebrating First Year,” August 2017

**ESPN/The Undeclared** “Our Place in America: New Smithsonian Portrays the Furious Flowering of Black History and Culture,” September 2017

**Perkins+Will Blog** “One Year On: Reflections on the Anniversary of NMAAHC’s Opening, Phil Freelon & Zena Howard,” September 2017

**USGBC Magazine** “Learning by Design: National Museum of African American History and Culture,” March/April 2017

**ARCHITECT Magazine** “The National Mall Finally Gets Its Crown,” September 2016

**Virginia Magazine** “The Alumnae Who Helped D.C.’s African-American Museum,” Spring 2017

**PBS North Carolina UNC-TV** “Crown on the Mall: Designing the Smithsonian NMAAHC,” February 2017

**Curbed DC**, “Meet Zena Howard, The Architect Behind D.C.’s African American Museum,” April 2016

**Conde Nast Traveler** “National Museum of African American History and Culture: It’s All About the Details,” September 2016

**Tom Joyner Radio Show** “Interview with Zena Howard’ for Jacquie Reid’s Inside Her Story Segment,” September 2016

**Triangle Business Journal** “Executive Voice: She Took the Lead on New National Museum,” August 2016

**Al Jazeera** “US: First African American Museum Opens its Doors,” September 2017

**CBS North Carolina** “Durham Architects Had Tie to DC Museum; Zena Howard Interview,” September 2016

**CBS 6 Washington** “African-American history museum senior project manager: ‘I feel blessed,’” September 2016

**Time Warner News North Carolina** “Durham Architects Contribute to Design of New Museum in Washington D.C.,” September 2016

**Contract Magazine** “National Museum of African American History and Culture Opens,” September 2016

The New York Times

ARCHITECT

CNN

The Washington Post

THE UNDEFEATED

USGBC+

CURBED DC

Conde Nast Traveller

CBS NORTH CAROLINA

ALJAZEERA



## SECTION 2.4 / NEWS AND PUBLICATIONS

**AIA News** “National Museum of African American History & Culture opens its doors,” September 2016

**Black America Web**, “Little Known Black History Fact: Zena Howard,” September 2016

**Spectacular Magazine**, “Designed in N.C./Built in D.C. – National Museum of African American History & Culture,” August 2016

**Metal Architecture**, “Architectural Crown Jewel,” February 2017

**Raleigh News & Observer**, “The Smithsonian’s African American Museum: Stunning Views, Grand Scale,” May 2016

**The Washington Post**

**CURBED**

**ARCHITECT**

**ARCHITECTURAL  
RECORD**

**LIBRARY  
JOURNAL**

**A·L**

**contract**

**INTERIOR  
DESIGN**

**SPECTACULAR**  
Celebrating Engineering, Construction, Magazine

**AR.**

### Anacostia and Tenley-Friendship Neighborhood Libraries

**Washington Post**, “One of the Best Things for D.C. in Decades,” January 2011

**Washington Post**, “In Tenleytown, Community Life Revolves Around Hangouts,” May 2015

**Curbed.com**, “6 Beautiful Libraries in D.C. by Famous Architects,” March 2017

**ARCHITECT Magazine**, “District of Columbia Public Library - Anacostia Library,” November 2012

**ARCHITECT Magazine**, “2013 Library Building Award,” May 2013

**Architectural Record**, Libraries BTS, “Anacostia Library,” March 2011

**Interior Design**, “Exhibit Tackles Redesign of DC Libraries,” September 2013

**Library Journal**, “Washington, DC: Cooper’s Challenge,” May 2010

**Library Journal**, “Case Study: Exceptional Lighting Turns a Library Inside Out | Library by Design, Tenley Friendship Library,” Spring 2012

**Library Journal**, “President Obama Announces New Library Initiatives at Anacostia Library,” April 2015

**Library Journal**, “LJ’s New Landmark Libraries | Ten More That Will Inspire,” May 2011

**Library Journal**, “17 Best Green Practices from LJ’s New Landmark Libraries,” June 2011

**Library Journal**, “Capitol Designs: DCPL’s Ambitious Construction Project | Library by Design,” June 2013

**Library Journal**, “The Best of Interior Design: Public and Academic Library Winners | Library by Design,” Fall 2012

**Architectural Lighting**, “Anacostia Neighborhood Library,” June 2011

**Green Building & Design Magazine** “When Libraries Become Lighthouses: Anacostia and Tenley Friendship Neighborhood Libraries,” August 2011

**Contract Magazine**, “AIA Selects Recipients of Library Building Awards,” May 2013

**American Library**, “AIA/ALA Library Building Awards Winners,” September 2013

**Archetype Review**, “Anacostia Neighborhood Library,” December 2012

**Architects + Artisans**, “In Anacostia, a Library for the Ages,” April 2011



## SECTION 2.4 / NEWS AND PUBLICATIONS

### Motown Museum Expansion

**Motown Museum** “Motown Museum Expansion Starts; Eyes Fall 2018 Completion,” July 2017

**M Live - Detroit** “\$50M Motown Museum expansion set to begin in October, conclude in 2019,” July 2017

### Hogan’s Alley

**CBC News British Columbia** “Vancouver to Revive Hogan’s Alley Community with Help of American Architect Zena Howard,” May 2017

**Vancouver Straight** “New Chinatown Condo Project Vows to Respect Heritage of Historic Vancouver Neighborhood,” September 2017

**CBC News** “Interview: Hogan’s Alley Project, Vancouver,” May 2017

### Durham County Human Services Complex

**Surface Magazine** “Civic and Urban Design: Durham County Human Services Complex,” February 2014

**North Carolina Construction News** “AIA Triangle Recognizes Design Excellence in 2016 Awards,” April 2016

### International Civil Rights Center & Museum

**New York Times** “Four Men, a Counter and Soon, Revolution,” January 2010

**NPR** “Fifty Years Later, N.C. Sit-In Site Becomes Museum,” February 2010

**CNN** “The Rise of the Civil Rights Museum,” August 2014



CBC NEWS

The New York Times

SURFACE



ARCHITECTURAL  
RECORD





## SECTION 2.4 / NEWS AND PUBLICATIONS

### General

**CSPAN** “Keynote Address: American Association of African American Museums,” August 2017

**Video Series In Their Own Words** “Zena Howard: Part 1: “A Personal History” / Part 2: “Uniting Toward the Future” / Part 3 “Designing for Community,” September 2016

**Curbed.com** “4 Upcoming Projects Will Celebrate African-American History,” February 2017

**ARCHITECT Magazine** “Zena Howard Replaces Phil Freelon as Managing Director for North Carolina,” May 2017

**Essence Magazine** “Zena Howard #42 Woke 100 Women Achievers,” May 2017

**Archinect** “What Architecture Means to Zena Howard,” April 2014

**UNCTV Black Issues Forum** “A Monument to the Black Experience,” May 2013

**JET Magazine** “Where to Look for Green Jobs,” April 2011

**Office Insight** “NeoCon East 2017 Announces Powerful Keynotes,” August 2017

**Triangle Business Journal** “Perkins+Will Announces New N.C. Managing Director,” May 2017

**MIT News** “Future of The Museum: David Adjaye and Zena Howard In Discussion,” April 2016

**Pittsburgh Magazine** “Take This Job and Love It,” April 1999

**C-SPAN**



**ARCHITECT**

**Archinect**



**MIT News**  
ON CAMPUS AND AROUND THE WORLD



**JET**

## SECTION 3 / EXHIBITS

“Zena was the front-line champion for our design vision for the NMAAHC. We faced significant obstacles, not the least being the project’s array of stakeholders, all wanting a voice in the process. She believed in the iconic importance of the project and its architecture, and she made it happen.”

**Sir. David Adjaye, OBE, Hon. FAIA**  
Lead Designer, NMAAHC





## SECTION 3 / EXHIBITS



**Smithsonian Institution National Museum of African American History & Culture**

Washington, D.C.



**City of Greenville, Greenville Town Common, Urban Remembrance: Sycamore Hill Gateway**

Greenville, North Carolina



**Anacostia Neighborhood Library**

Washington, D.C.



**City of Vancouver Urban Remembrance: Hogan's Alley**

Vancouver, B.C.



**International Civil Rights Center & Museum**

Greensboro, North Carolina



**Infusing Culture**



**Motown Museum Expansion**

Detroit, Michigan



**Mentoring and Advocacy**



**Durham County Human Services Complex**

Durham, North Carolina



## Smithsonian Institution National Museum of African American History and Culture

### ARCHITECTURE FIRM OF RECORD

The Freelon Group (now Perkins+Will)

### DESIGN FIRM

Freelon Adjaye Bond/SmithGroup

### COMPLETION DATE

2016

### ROLE OF NOMINEE

Senior Project Manager

### LOCATION

Washington, D.C.

### SUSTAINABILITY

Pursuing LEED GOLD

### SIZE

397,000 square feet on 10 levels  
(5 above and 5 below ground)

### Challenge

Unify the work of four partner architecture firms and dozens of consultants to fulfill the vision for the only national museum devoted to the documentation of African American life, history, and culture, as established by Act of Congress in 2003 following decades of efforts promoting the contributions of African Americans.

The project's realization also involved layers of complexity including a:

- large number of stakeholders, both at the Smithsonian, government agencies, and planning bodies, including the Commission of Fine Arts, the National Capital Planning Commission, the D.C. State Historic Preservation Office, the National Park Service, the Department of Transportation, the Environmental Protection Agency, and the National Coalition to Save

### Our Mall.

- historic Washington Monument Grounds site that many stakeholders in the National Park Service believed should remain undeveloped.
- design that placed 60% of the structure below grade requiring a continuous retaining wall around the site's perimeter—extending 85' down at its maximum height—to secure the foundation in marshland below Washington, D.C.

### Actions

Zena served as the 'point person' in executing the Smithsonian's multiple decades of planning and investment. Her leadership efforts involved:

- integrating a previous 2-year programming effort by Freelon/Bond (an association of The Freelon Group and Davis Brody Bond)

“We started with no collections, limited funds, but a strong vision. Zena helped us navigate the complex process, the wide and diverse group of stakeholders, the intense community engagement, and the daunting public approval process involved in bringing this project to life.”

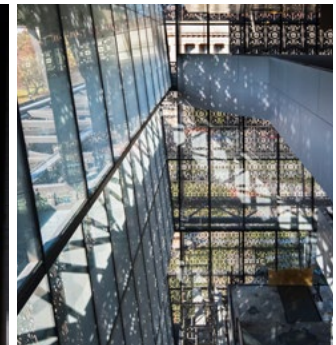
**Brenda Sanchez**  
Senior Architect/Senior Design Manager



*Community engagement must extend far beyond the traditional ‘input’ phase of a project. Authentic engagement is a powerful teaming and learning process and is absolutely critical in the development of all design concepts. By building consensus and support, we encourage a spirit of ownership in the community, a deep connection that continues long after the project is completed.*

**SELECT AWARDS**

- Award for Excellence, AIA DC, 2017
- Merit Award, AIA North Carolina, 2017
- Gold Engineering Excellence Award, American Council of Engineering Companies, 2017
- Gold Building Team Award, Building Design + Construction, 2017
- Top Five Coolest Building in the World, Construction Connect, 2016
- The Best Architecture of the Year, The Wall Street Journal, 2016



*(left) Howard reviewing corona full-scale mock-up panel (right) corona under construction*

**SELECT PUBLICATIONS**

- ARCHITECT Magazine* “The National Mall Finally Gets Its Crown” September 2016
- New York Times* “Best Art 2016: #1. National Museum of African America History and Culture, Smithsonian Institution, 2016
- Washington Post* “The Story Behind the Design of the African American History Museum” September 2016
- PBS North Carolina WUNC-TV* “Crown on the Mall: Designing the Smithsonian NMAAHC” February 2017
- Curbed DC* “Meet Zena Howard, The Architect Behind D.C.’s African American Museum” April 2016

- facilitating the inspired forms of lead designer David Adjaye
- managing the grand scale of stakeholder input, bureaucratic requirements and logistics, and community engagement involved in the project’s design, siting on the historic Washington Monument Grounds, and developing the cultural and formal program for the new museum.

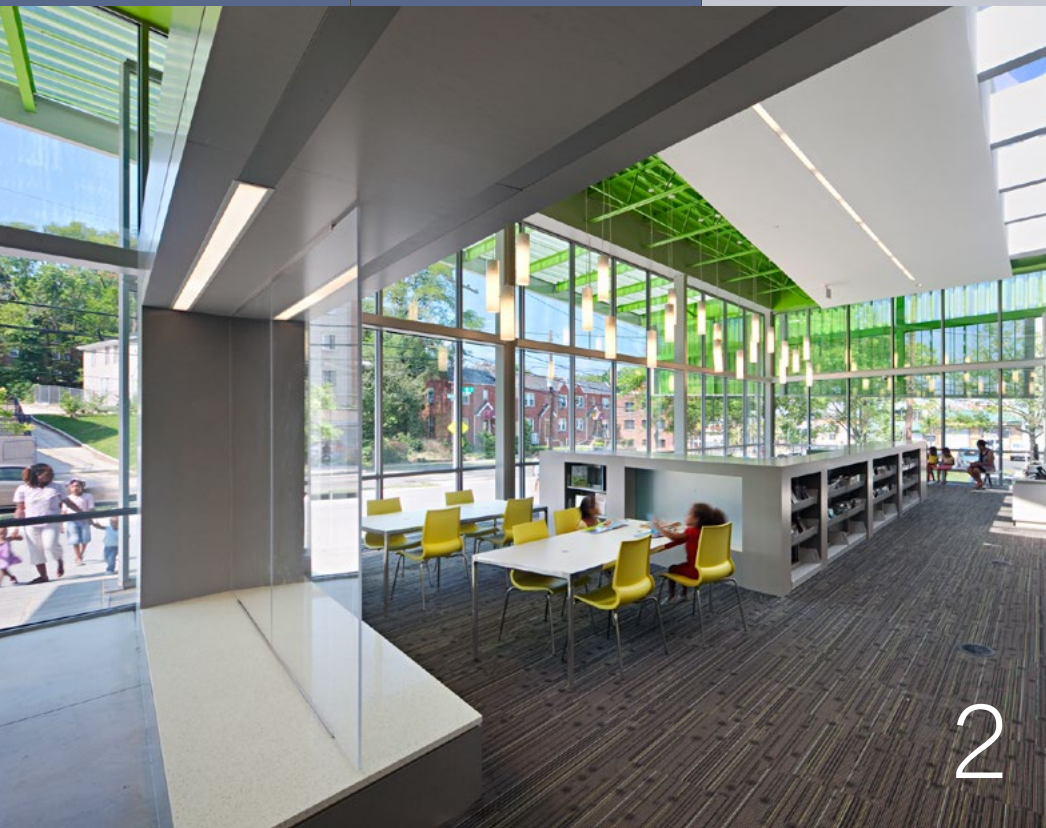
**Impact**

Zena’s approach centered on bridging the missions and agendas of disparate stakeholders with dignity, which she believes is an essential part of the project management process in the creation of community landmarks. Hers is a model for how architectural

leadership can transform powerful ideas into significant, design-driven places while satisfying an intense and sustained level of involvement by multiple groups, organizations, and institutions.

In February 2017, roughly 5 months after it opened, the NMAAHC reached the 1 million visitor mark. And the museum’s dwell time (the length of time a visitor stays in a museum) is unparalleled—averaging 6 hours or more on weekends, compared to 75 minutes to 2 hours for most museums.

The NMAAHC has collected more than 36,000 artifacts and nearly 100,000 individuals have become charter members.



#### ARCHITECTURE FIRM OF RECORD

The Freelon Group  
(now Perkins+Will)

#### DESIGN ARCHITECT

The Freelon Group  
(now Perkins+Will)

#### ASSOCIATE ARCHITECT

R. McGhee & Associates

#### COMPLETION DATE

2010

#### ROLE OF NOMINEE

Senior Project Manager

#### LOCATION

Washington, D.C.

#### SUSTAINABILITY

LEED GOLD

#### SIZE

22,348 square feet

## District of Columbia Public Libraries Anacostia Neighborhood Library

#### Challenge

This low-income, underserved community had the largest number of children per capita in the D.C. area and had been without a library for so long, residents were unconvinced they needed a community engagement process to get their building. In addition, the Anacostia River, which flows nearby, is the nation's second dirtiest river, yet the community had little awareness of its impact on the environment on everyday health and wellbeing.

#### Actions

Zena became an advocating force to get the community engaged in, and personally invested in, the process of designing their new facility. She conducted extensive engagement sessions and educated residents throughout the process on neighborhood environmental issues and the importance of sustainable features in ensuring their community's health. She simultaneously taught about and implemented sustainable strategies, supporting the library director's vision for an environmentally sound project. The process involved actively pushing the community to accept features such as bio-retention as a first step in resolving the polluted river flowing in very close proximity.

“Anacostia and Tenley-Friendship Neighborhood Libraries were not given the attention they deserved for years. These libraries are now beacons of cultural and community engagement and draw more people to the libraries because they are so stunning and so thoughtful”

**Kinshasha Holman Conwill**  
Deputy Director of NMAAHC  
Smithsonian Institution

“Its storm water management system educates kids inside. There are explanations for it, and that’s how you get people to understand – by seeing it on a day-to-day basis, rather than reading about it.”

**Anne Fougeron**  
Fougeron Architecture  
Juror AIA Triangle Awards Program, 2011



## SELECT AWARDS

AIA/ALA Library Building Award, 2013

AIA NC Honor Award, 2012

AIA DC Award of Merit in  
Architecture, 2012

IIDA/ALA Library International Design  
Award, 2012

AIA Triangle Honor Award, 2011

Architectural Lighting Design Award, 2011

AIA NC COTE, 2010

## SELECT PUBLICATIONS

*Architectural Record*  
“Anacostia Library” March 2011

*EcoStructure*  
“Branching Out” September 2010

*Washington Post*  
“One of the Best Things for D.C. in  
Decades,” January 2011

*As a public facility, the design team saw the project as an opportunity to utilize sustainable features as a teaching tool for the community. The significant bioretention pond is designed as an inhabitable and highly visible feature of the site and includes a permanent descriptive display. Other sustainable strategies are day-light harvesting and energy efficient heating and cooling via a raised floor mechanical system. Hot water is provided through a rooftop solar hot water heating system*

## Impact

The small-scale, new branch library project fulfilled programmatic needs exponentially by growing into a stimulus for community pride and economic development.

The community charrette sessions uncovered essential design needs such as the creation of an open, welcoming building with a large front plaza to invite pedestrians in. The children’s reading area was placed front-and-center to celebrate the neighborhood’s

large population of children and the community’s commitment to education.

Floor-to-ceiling glass on all sides provides passersby a clear view inside. Building and site work together as a classroom for education on sustainability and ecological systems.

Today, residents bring visitors to see sustainable features such as the green roof and rain garden.



#### ARCHITECTURE FIRM OF RECORD

The Freelon Group  
(now Perkins+Will)

#### DESIGN ARCHITECT

The Freelon Group  
(now Perkins+Will)

#### COMPLETION DATE

2010

#### ROLE OF NOMINEE

Senior Project Manager

#### LOCATION

Greensboro, North Carolina

#### SIZE

45,000 square feet

## International Civil Rights Center & Museum

### Challenge

Presented with the historic Woolworth building, where 4 individuals defied segregation and sparked a sit-in movement that would add vital fuel to the Civil Rights movement that changed American law, Zena sought to transform the client's vision from seeing the building as simply a place for exhibits into recognizing the property as an artifact itself, intrinsically tied to its historic lunch counter and the activism that began there.

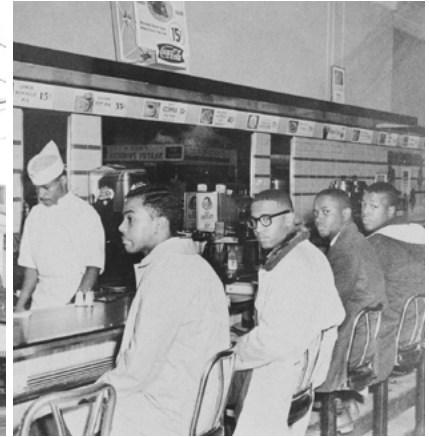
### Actions

Zena successfully advocated for the client to reimagine the old Woolworth Building as a historic icon, elevating their aspiration beyond the original vision and inspiring them to restore and celebrate the building.

She also led the community engagement process as well as a collaboration with the North Carolina State Historic Preservation Office to identify significant building elements to be restored in the new museum, such as sections of the original lunch counter and the Art Deco stair.

“Originally, we’d envisioned putting an exhibit within the Woolworth property, which we’d owned for quite some time. During initial meetings with Zena and her colleagues, she made it clear that the building itself was THE exhibit. She transformed our perception of what the building could mean to our community and to the country and, ultimately, elevated this project’s purpose.”

**Melvin “Skip” Alston**  
**International Civil Rights Center & Museum**  
**CEO & CFO**



*Museum visitors are inspired by a close-in unveiling of the historic Woolworth’s lunch counter site that sparked the national non-violent sit-in movement in 1960.*

**Impact**

The restored Woolworth building and its architectural elements—important historical artifacts—were refurbished to become the framework of the exhibits at the International Civil Rights Center & Museum.

Iconic features, such as the lunch counter, an art deco staircase, plaster-coffered ceilings and the building’s terrazzo floors were restored and

integrated into the museum’s design. Newly constructed components are clearly differentiated to create contrast against the historic architecture and delineate the path down the escalator to immersive exhibit spaces on the lower level. The experience culminates with a return to the main level and the restored lunch counter. Here, the multi-media exhibit adds historical context and offers patrons opportunity for reflection.

**SELECT AWARDS**

2010 AIA NC Tower Award  
 (Preservation)

**SELECT PUBLICATIONS**

*New York Times*  
 “Four Men, a Counter and Soon, Revolution” January 2010

*NPR*  
 “Fifty Years Later, N.C. Sit-In Site Becomes Museum,”  
 February 2010

*CNN*  
 “The Rise of the Civil Rights Museum”  
 August 2014





#### ARCHITECTURE FIRM OF RECORD

Hamilton Anderson Associates

#### DESIGN ARCHITECT

Perkins+Will

Lead Programming  
and Lead Design

#### ESTIMATED COMPLETION DATE

2019

#### ROLE OF NOMINEE

Senior Project Manager

#### LOCATION

Detroit, Michigan

#### SIZE

50,000 square feet

## Motown Museum Expansion

### Challenge

Motown, and its founder Berry Gordy, changed America and American music, yet for younger generations, the connection between Motown and music today has been lost. Re-establishing that connection fueled a transformation of this historic property while capturing the spirit of Motown's sound and creating a place to inspire future innovation in music.

Preserving the origins of Motown's signature and irreplaceable reverberation, which resulted from piping sounds from the garage recording studio through the house's A-frame roof, was critical, as was this architectural anomaly's importance in expanding the museum's role as an international mecca for the industry.

Multiple stakeholders, themes and objectives challenged the community's ability to shape a singular visitor experience.

### Actions

Zena engaged with a large array of stakeholders, which included national Motown alumni and the perspective of 90-year-old Berry Gordy, in a process of collaboration and discovery to align the varied interests and goals around a common idea.

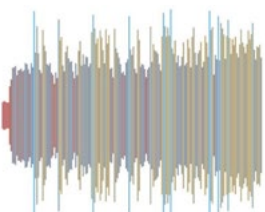
She led an analysis of sound waves from Marvin Gaye's hit song "What's Going On," which were mapped using the album cover colors of Motown's #1 hits to inspire the museum's façade. The complex's 50,000 square feet includes interactive exhibits, a state-of-the-art theater, new recording studios, improved retail, a café, and meeting spaces, all wrapped around the Hitsville U.S.A. house.

Zena's participation in stakeholder and funding outreach and advocacy and efforts to seek approval from the city's Historic District Commission has fueled wide-spread local, regional and national support for the expansion of this iconic destination.



“[The team from Perkins+Will] masterfully captured and aligned the parallel stories of our museum project—that of Berry Gordy as a music legend, of the Detroit auto industry as a beacon of hope for African Americans to find work at that time, and of Motown and the many artists made famous by the irreplaceable sound created in Berry’s unassuming home and garage. Their design gave these stories genuine voice with architecture that speaks to the essence of our mission by reaching out, welcoming in and inspiring the world.”

**Robin Terry, CEO and Chairwoman  
Motown Museum**



Sound waves from Marvin Gaye’s “What’s Going On” were mapped and overlaid with an arrangement of album cover colors of Motown’s #1 hits to inspire the museum’s expressive façade.

**SELECT PUBLICATIONS**

*New York Times*

“Architect Shapes Nation’s View of African American History”  
February 2017

*Architect’s Newspaper*

“Motown Museum prepares for Major \$50 Million Expansion”  
February 2017

*Detroit Curbed*

“Motown Museum to undergo \$50 Million Expansion”  
October 2016

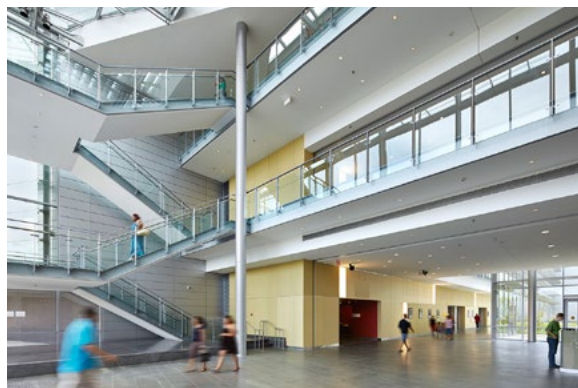
**Impact**

Zena’s leadership strengthened the vision of the African American Business and Arts District and the surrounding neighborhood for Detroit’s ongoing revival to extend beyond downtown and Midtown.

The Hitsville home and garage are preserved against a uniquely conceived, iconic backdrop. Visiting artists and community members will be invited to use the studio’s unique sound system.

The Motown Museum expansion is on track to become an international arts-and-culture resource, while catalyzing renewal in a deteriorated urban edge of Detroit.

The project is an essential trajectory in Detroit’s continued growth, prosperity, and economic resiliency.



5

**ARCHITECTURE FIRM OF RECORD**

The Freelon Group  
(now Perkins+Will)

**DESIGN FIRM**

The Freelon Group  
(now Perkins+Will)

**COMPLETION DATE**

Phase I: March 2011  
Phase II: June 2013

**ROLE OF NOMINEE**

Senior Project Manager

**LOCATION**

Durham, North Carolina

**SUSTAINABILITY**

LEED GOLD

**SIZE**

277,000 square feet

## Durham County Human Services Complex

**Challenge**

Bring dignity and increase access for Durham's most vulnerable citizens, who were forced to travel cross-county for access to services, by consolidating three community services departments.

The site of a former Sears building, which architecturally turned its back to pedestrian pathways at its corner location, offered the opportunity for revitalization in an underdeveloped part of downtown Durham.

**Actions**

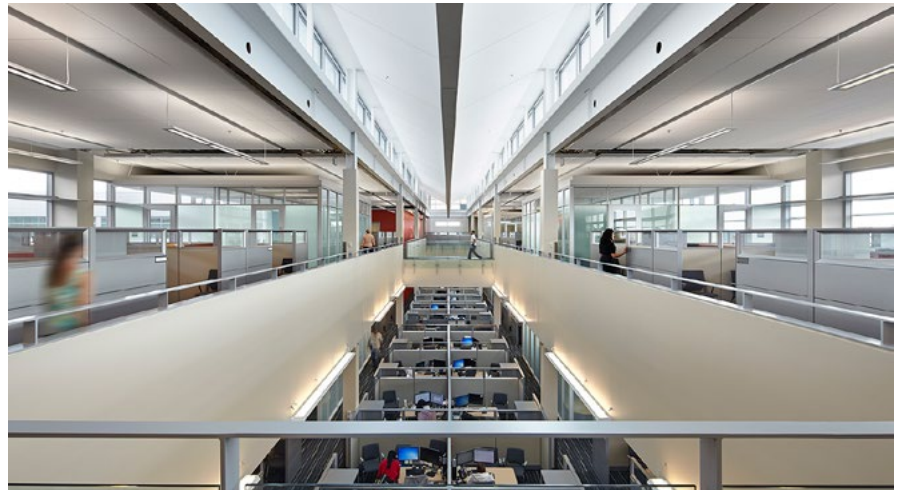
Zena engaged and led a group of users (who had never been required to cohabitate with another service agency) in the challenging process of gaining consensus between the Departments of Public Health, Social Services, Mental Health, Administration, and other county-wide service agencies.

She also led an extended construction process with occupancy phasing, including demolition of the original Sears building.

Zena placed sustainable principles at the forefront of the public process, ensuring implementation of strategies to achieve LEED Gold.

“Users of Durham County’s public health, mental health and social services, some of our most vulnerable residents, had to travel great distances across the county to multiple locations for services. We wanted to provide easy access and a measure of dignity for these individuals by moving the departments into one central building while also improving our employees work environment. Our goal of co-location presented real challenges. Zena’s skill at engaging divergent stakeholders and building consensus was critical in creating a building that is well suited to its urban context, functions successfully, achieves a high level of sustainability, and projects the value that Durham County places on human services and the citizens who utilize them.”

**Glen Whisler, PE**  
**Durham County Engineer (retired)**



### SELECT AWARDS

Gold Leaf Award, Environmental Affairs Board Sustainable Design

Merit Award, AIA Triangle, 2016

Award of Honor, ASLA North Carolina Chapter, 2014

### SELECT PUBLICATIONS

*Surface Magazine*

“Civic and Urban Design: Durham County Human Services Complex,” February 2014

*North Carolina Construction News*

“AIA Triangle Recognizes Design Excellence in 2016 Awards,” April 2016

*Sustainable strategies included ensuring an abundance of natural light and air to both employees and visitors across all public and office spaces. The success of this effort is seen in the patient areas (above) that utilize light shelves and sunshades to control daylight. The open office environment (below) features a roof monitor that allows natural light to penetrate deep into the building.*

### Impact

The complex now facilitates much-needed cross-agency consultation to better serve Durham’s citizens.

The streamlined brick, aluminum, and curtainwall façades front their respective streets to give the building a strong urban presence, while an interior courtyard becomes a calming focal point for occupants.

The building’s primary circulation faces the courtyard to provide an abundance of natural light and air to both employees and visitors. The interior aesthetic and sustainable features shape a work environment that promotes the wellbeing of the staff and the public, while the exterior architecture projects respect, convenience and comfort to the thousands of clients passing through the facility’s doors each year.



**FIRM OF RECORD**

Rhodeside & Harwell  
 (Master Planner and Landscape Architect  
 for Greenville Town Common)

**DESIGN FIRM**

Perkins+Will  
 (Design Lead for  
 Sycamore Hill)

**ESTIMATED COMPLETION DATE**

Estimated 2019

**ROLE OF NOMINEE**

Managing Principal, Lead Facilitator

**LOCATION**

Greenville, North Carolina

**SIZE**

1 Acre

## City of Greenville Urban Remembrance: Greenville Town Common / Sycamore Hill Gateway

**Challenge**

Sycamore Hill was a vibrant, riverfront community of African American residents. Like so many others, the neighborhood was leveled under 1960s urban renewal policies. The prominent Sycamore Hill Missionary Baptist Church—the community’s anchor and education center—was spared, but ultimately fell to arson.

During implementation of the Greenville Town Common project, a 20-acre public park master plan, city staff struggled to shape a mechanism to commemorate the essence of Sycamore Hill’s spirit. Previous strategies imitated the church’s architectural forms and proved inadequate to respectfully memorialize the historic African American community that once graced the banks of the Tar River.

**Actions**

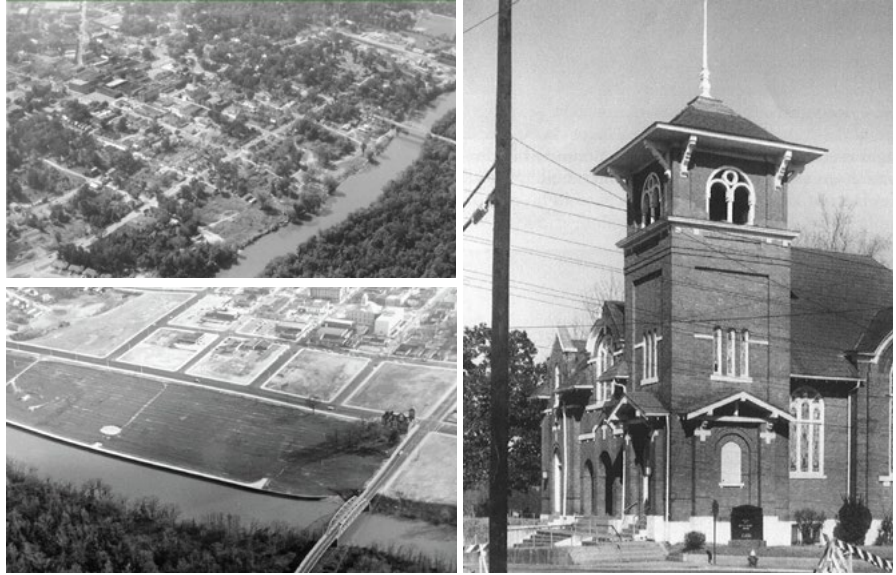
Zena led a process of intense interaction with former Sycamore Hill community members, including “remembrance work” sessions that allowed the design team to witness firsthand the collective memories of the lost neighborhood.

She established opportunities and forums for the team to review and analyze historic documents and images curated by the Eastern Carolina University library research staff.

Design options based on the key themes that emerged from these sessions were presented to community members in interactive group charrettes. Through this process a preferred decision was selected and approved by City Council.

“We in the Greenville community have been advocating for years to memorialize what was lost when Sycamore Hill was destroyed, but finding the right expression for that loss was elusive. We needed a group that understood the significance and meaning behind it, who could get to the spirit of all we were trying to achieve. Perkins+Will brought so much to this process—they understood the importance of remembrance in a way that reached into our community and transformed emotion into form.”

**Freddie and Lillian Outterbridge**



*The historic African American neighborhood of Downtown Greenville was razed during Urban Renewal in the 1960s, including the prominent Sycamore Hill Missionary Baptist Church (SHMBC). (Clockwise) The Town Common pre urban renewal, SHMBC Historic Image, and Town Common post urban renewal.*



*Downtown Greenville community and Sycamore Hill Missionary Baptist Church congregation participate in the planning and design process: their histories and aspirations are the driving force behind the project's design.*

**SELECT PUBLICATIONS**

The Daily Reflector  
 “Sycamore Hill concepts unveiled to the public for input” August 2017

**Impact**

Zena has brought the understanding, insight, and compassion required to the process of design to ensure the significance of the Sycamore Hill project is acknowledged and embraces both local history and a national pattern of reconciliation and rebuilding being repeated today across North American towns and cities.

She is leading a design process that is a synthesis of historical research, community input and contextual analysis.

When completed, the project will represent a first step in reconciliation and cultural restoration for a community that was forcibly displaced from its historic home over half a century ago.

**ARCHITECTURE FIRM OF RECORD**

Perkins+Will

**DESIGN FIRM**

Perkins+Will

**ESTIMATED COMPLETION DATE**

April 2018

**ROLE OF NOMINEE**

Managing Principal, Lead Facilitator

**LOCATION**

Vancouver, B.C.

**SIZE**

Approximately 4 acres

## City of Vancouver Urban Remembrance: Hogan's Alley

**Challenge**

In the 1960s and 1970s, progressive Vancouver addressed its need for infrastructure without routing viaducts (major highways) through the downtown. However, absent political and economic capital, the small, ethnically diverse community of Hogan's Alley was lost to viaduct on-and-off ramps, and two blocks of a thriving center of Black Canadian life and culture were obliterated. Vancouver is now pulling the viaducts down and implementing a master plan that includes rebuilding Hogan's Alley as a cultural precinct.

Despite speaking openly on reconciliation and issuing formal apologies, the city's vision to restore the neighborhood's vitality floundered when representatives failed to bridge the city's long-standing disconnect with Hogan's Alley residents.

**Actions**

Zena was called directly by Vancouver representatives to lead the reconciliation process. She immediately established a forum for the community to air decades of social, political and economic voicelessness—a critical first phase in enabling Hogan's Alley descendants to move forward and embrace the opportunity to rebuild their community and its heritage.

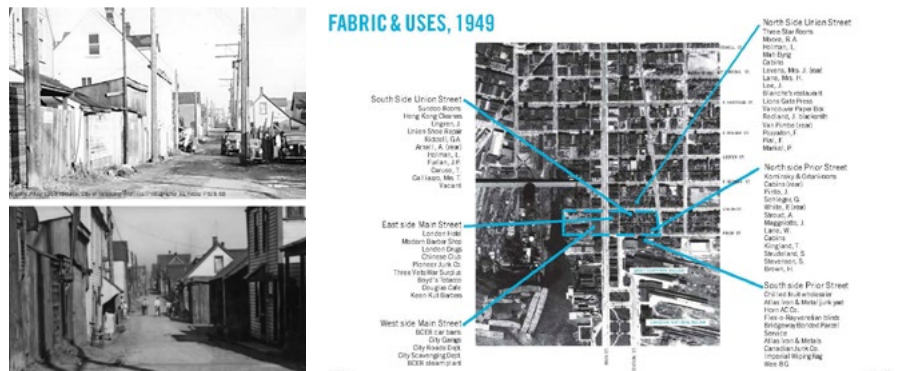
She is leading a collaborative process of community engagement with historians and policy-makers. This work is re-envisioning Hogan's Alley by answering the community's desire for the new development to welcome and provide opportunities for all of Vancouver's historically marginalized and disenfranchised peoples.

“We faced what seemed an insurmountable challenge—bridge a cultural gap created by destructive development policies that had wiped out a small yet thriving neighborhood. Zena and her team stepped into that long-standing and nonfunctioning dynamic. She brought the Hogan’s Alley community together and gave them the understanding, vision and voice they needed to step up to the table and reclaim what was rightfully theirs—acknowledgement of the past and a path to the future.”

**Emory Davidge**  
**City of Vancouver**  
**Engagement Specialist**  
**Northeast False Creek Project Office**  
**Planning, Urban Design & Sustainability**



The “remembrance” process incorporates methods to facilitate “visual listening,” with community members bringing in images of spaces, the arts, history and other items important to them to a team work session. The entire community responds to these images, helping isolate and define their shared vision.



“Visual listening” documents essential characteristics of a place and identifies key points of shared importance. This work forms the foundation of a new vision for rebuilding.

**Impact**

Through Zena’s leadership and advocacy, the Black Canadian community, which has suffered the destruction of homes and businesses, is actively rebuilding the identity and cohesiveness that was lost.

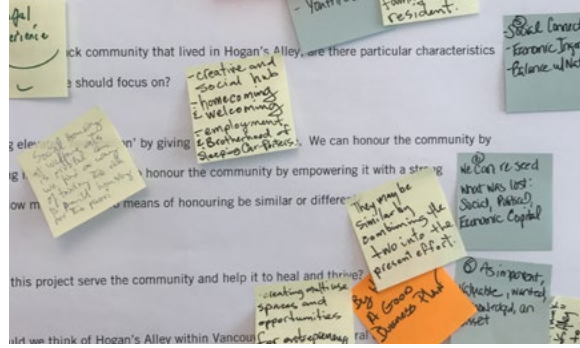
Community members are seeking to reconstruct something more than the old neighborhood’s physical form—an inclusive framework that allows a better future for all Vancouver citizens. This approach has elevated the project’s importance beyond the city’s initial vision for a restored historic district. It embodies a multitude of issues surrounding equality and civil rights for all citizens.

The Hogan’s Alley master plan will connect these two historically vital blocks to other cultural assets that the city is seeking to preserve and enhance.

The project is a symbol of Vancouver’s reconciliation with its past and serves as a model for cities across Canada and the United States aspiring to implement similar initiatives.

**SELECT PUBLICATIONS**

- CBC News British Columbia*
- “Vancouver to Revive Hogan’s Alley Community with Help of American Architect Zena Howard,” May 2017
- Vancouver Straight*
- “New Chinatown Condo Project Vows to Respect Heritage of Historic Vancouver Neighborhood,” September 2017
- CBC News*
- Interview “Hogan’s Alley Project: Vancouver” May 2017



Hogan's Alley / Community Engagement Meeting

**ARCHITECTURE FIRM OF RECORD**

Perkins+Will

**ROLE OF NOMINEE**

Various:  
 Managing Principal  
 Lead Facilitator and  
 Cultural Practice Leader

Infusing Culture

**Challenge**

Expand the impact of cultural practice for users and communities by infusing cultural elements into all project types.

Elevate the voice of community members using charrette tools that facilitate stakeholder engagement and create an environment for users unfamiliar with, or reticent to participate in, a collaborative design process.

Use cultural practices to inform new civic undertakings, enrich neighborhood restoration projects and infuse concepts such as remembrance, restoration and storytelling into architectural design, urban planning and community engagement.

**Actions**

Zena is often the first “boots on the ground” with a community, acting more as its advocate, servant leader and researcher than as architect or project manager. Her management approach translates the concepts established for cultural practice— strengthening human connections; gathering, sharing and preserving history; assembling evocative artifacts; embracing community identity; celebrating collective memory; honoring uniqueness; and growing knowledge— to expand the potential of all projects. These methodologies enhance the meaning and value of all community-centric projects. Examples include:

- Hogan’s Valley, Vancouver, BC
- Greenville Commons, Greenville, NC
- Brooklyn Village, Charlotte, NC
- Destination Crenshaw, Los Angeles, CA



“A primary role of the architect is to advance public understanding of design as a means to help address many of society’s most pressing problems. This is the role Zena fulfills. Her methods, her passion and her singular graciousness insure that everyone involved is better informed about a place, its people and its history. Her ability to welcome everyone to the process, giving voice to those most reticent to speak, allows us as designers to more fully engage with the communities where we work and to better shape their futures.”

**Michael Stevenson, FAIA, LEED AP**  
**Perkins+Will Cities+Sites Practice Leader**



*National Museum of African American History and Culture / Corona work session*



*Greenville Town Common Community Engagement Session*



*One of the country’ largest and most culturally significant community development initiatives involves the remaking of the Brooklyn Neighborhood in Charlotte’s Second Ward. A once thriving, vibrant African American community, settled in the late 1800s and home to the nation’s first Black grade school, Brooklyn was erased as part of the city’s 1960s urban renewal program. The new Brooklyn Village will be erected on the 17-acre site of the former neighborhood and will celebrate its rich cultural history. The project includes residential, hotel, greenspace, retail, and infrastructure improvements.*

**SELECT PUBLICATIONS**

“Keynote Address: American Association of African American Museums,”  
 August 2017

*Video Series In Their Own Words*

“Zena Howard: Part 1: “A Personal History” / Part 2: “Uniting Toward the Future” / Part 3 “Designing for Community,” September 2016

*Curbed.com*

“4 Upcoming Projects Will Celebrate African-American History,”  
 February 2017

*Archinect*

“What Architecture Means to Zena Howard,”  
 April 2014

**Impact**

Zena’s approach transcends and reimagines project management as a mechanism for effective, pioneering community outreach. Through her leadership, communities are being rebuilt in a way that restores the heritage of underrepresented ideas and disenfranchised peoples.

Zena’s work, and her mentorship of other professionals as part of the inherently collaborative process of architecture, expands the ability of all architects to design for society in a way that challenges and transcends destructive policies and initiatives and shapes an inclusive, respectful and humanistic future.



(Clockwise) Jack and Jill of America, National Museum of African American History and Culture tour, Speaking Engagement Immaculata Middle School

## ARCHITECTURE FIRM OF RECORD

N/A

## ROLE OF NOMINEE

Various:

Mentor,  
 Founding Member, Global Diversity Council,  
 Perkins+Will  
 Member, National Organization of Minority  
 Architects (NOMA)

## Promoting and Mentoring Diversity

### Challenge

Minorities make up less than 2% of licensed architects in the U.S., and the percentage of African-American females is 0.2% nationwide. The profession requires new models for shaping a culture that is diverse, inclusive and engaged in reflecting evolving racial, gender and cultural demographics.

### Actions

Zena recognizes that overcoming enduring gaps between the profession, and the US's demographic makeup requires new approaches to education and practice. Her leadership drives diversity and inclusion, beginning within her firm and extending into every community she touches.

Through outreach, teaching, mentoring and advocacy within elementary, middle and high schools and in the community, Zena ignites interest in architectural careers and prepares

students for the competitive university application process. This includes involvement with:

- **The Explorer's Program** (with Boy Scouts of America) offers months-long exploration into architectural education and practice for high school and middle school boys and girls.
- **Village of Wisdom** disrupts the internalization of negative stereotypes and fosters a positive self-identity around race and academic ability for North Carolina's African-American boys.
- **Jack & Jill of America, Inc.** nurtures future African-American leaders through volunteerism and civic action.
- **"REACH"** engaged 100 public high school students from MIT's SEED Academy in a seminar on architecture.

“Diversity isn’t just about numbers, it’s about fueling the creative process and generating better solutions to the challenges we face. It’s about the potential to advance the work of every member of this profession to shape a better world. It’s about individuals, boys and girls who can fulfill their purpose through our field.”

**Zena Howard**



*Mentoring at a construction administration Site Visit, Durham County Human Services Complex*



*Speaking Engagement at Mississippi State University on Cultural and Civic projects*

“Late one night I received a notification tagging me to a link to an article about you and your latest project, the new African American History Museum in Washington, D.C. Firstly, I want to congratulate you. Your working on this specific project serves as a statement all on its own and a testament to the kind of feats I wish to one day accomplish myself. In learning of you and all that you have done, all that you stand for, I felt a pressing need to personally let you know that in all of 30 minutes you have managed to restore my hope in my future as a female African American architect.”

**Chelsea Davis**  
**Student, Master of Architecture Program at Georgia Tech**



*Women’s Equality Day / Perkins+Will Affinity Group Meeting*

**SELECT PUBLICATIONS**

*“Keynote Address: American Association of African American Museums,”*  
 August 2017

*Video Series In Their Own Words*  
 “Zena Howard: Part 1: “A Personal History” / Part 2: “Uniting Toward the Future” / Part 3 “Designing for Community,”  
 September 2016

*Archinect*  
 “What Architecture Means to Zena Howard,”  
 April 2014

Zena is actively involved in finding and fostering talent through mentoring and recruiting efforts with:

- The National Organization of Minority Architects (NOMA).
- Teaching and jury participation at Historically Black Colleges and Universities and other leading professional learning institutions across the country.

**Impact**

Zena leads Perkins+Will’s efforts to train and mentor minority and female architects, provide forums for sharing and mentoring, and ensure minorities are equitably represented in the firm and that their progress is continuously monitored by senior leadership and HR.

As Practice Director for North Carolina, Zena currently employs 18 minority and 31 female staff out of a total staff of 76—roughly 40% of its staff is female versus the 2016 national average of 18% in the profession, with 24% minority staff versus a national average of less than 2% (2015).

## SECTION 3 / DECLARATION OF RESPONSIBILITY

I have reviewed **Exhibit 1 / Smithsonian Institution National Museum of African American History and Culture** and can attest to the accuracy of the information being submitted. I have personal knowledge of the nominee's responsibility for this exhibit and that responsibility included: Project under direction of nominee.

**Signature** \_\_\_\_\_

Sir David Adjaye, OBE, Hon. FAIA  
Principal / Adjaye Associates

**Relationship to Exhibit:** Lead Designer, National Museum of African American History and Culture

I have reviewed **Exhibit 2 / Anacostia** and can attest to the accuracy of the information being submitted. I have personal knowledge of the nominee's responsibility for this exhibit and that responsibility included: Project under direction of nominee.

**Signature** \_\_\_\_\_

Jeff Bonvechio  
(Former) Director of Capital Projects and Facilities Management / DC Public Library (Current) Deputy Director for Capital Construction / Department of General Services

**Relationship to Exhibit:** Client Representative

I have reviewed **Exhibit 3 / International Civil Rights Center & Museum** and can attest to the accuracy of the information being submitted. I have personal knowledge of the nominee's responsibility for this exhibit and that responsibility included: Project under direction of nominee.

**Signature** \_\_\_\_\_

Melvin "Skip" Alston  
Founder and Board Member / International Civil Rights Center & Museum **Relationship to Exhibit:** Client Representative

I have reviewed **Exhibit 4 / Motown Museum** and can attest to the accuracy of the information being submitted. I have personal knowledge of the nominee's responsibility for this exhibit and that responsibility included: Project under direction of nominee.

**Signature** \_\_\_\_\_

Robin Terry  
CEO and Chairwoman / Motown Museum  
**Relationship to Exhibit:** Client Representative

I have reviewed **Exhibit 5 / Durham County Human Services Complex** and can attest to the accuracy of the information being submitted. I have personal knowledge of the nominee's responsibility for this exhibit and that responsibility included: Project under direction of nominee.

**Signature** \_\_\_\_\_

Glen Whisler, PE  
County Engineer (retired) / Durham County  
**Relationship to Exhibit:** Client Representative

I have reviewed **Exhibit 6 / City of Greenville Urban Remembrance: Greenville Town Common** and can attest to the accuracy of the information being submitted. I have personal knowledge of the nominee's responsibility for this exhibit and that responsibility included: Project under direction of nominee.

**Signature** \_\_\_\_\_

Elliot Rhoadside, FASLA  
Director / Rhoadside & Harwell

**Relationship to Exhibit:** Master Planner, Firm of Record

I have reviewed **Exhibit 7 / City of Vancouver Urban Remembrance: Hogan's Alley** and can attest to the accuracy of the information being submitted. I have personal knowledge of the nominee's responsibility for this exhibit and that responsibility included: Project under direction of nominee.

**Signature** \_\_\_\_\_

Emory Davidge  
Engagement Specialist / City of Vancouver / Northeast False Creek Project Office Planning, Urban Design, and Sustainability

**Relationship to Exhibit:** Client Representative

I have reviewed **Exhibit 8 / Infusing Culture** and can attest to the accuracy of the information being submitted. I have personal knowledge of the nominee's responsibility for this exhibit and that responsibility included: Project under direction of nominee.

**Signature** \_\_\_\_\_

Kenneth Luker, AIA, LEED AP  
Design Principal / Perkins+Will  
**Relationship to Exhibit:** Colleague & Team Member

I have reviewed **Exhibit 9 / Promoting and Mentoring Diversity** and can attest to the accuracy of the information being submitted. I have personal knowledge of the nominee's responsibility for this exhibit and that responsibility included: Project under direction of nominee.

**Signature** \_\_\_\_\_

Kevin Holland, AIA, NOMA, LEED AP  
Director of Operations / Perkins+Will Los Angeles  
Past President of NOMA  
**Relationship to Exhibit:** Long Term Professional Colleague and Architecture School Classmate

## SECTION 4 / REFERENCES

### AIA / FAIA



**Gabrielle Bullock, FAIA, NOMA**  
**Principal, Director of Global Diversity, Perkins+Will**  
**Los Angeles, California**

Focus: Broaden diversity, inclusion and engagement in the profession



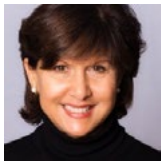
**Marshall Purnell, FAIA, NOMA**  
**Former President of the American Institute of Architects (2008) and the National Organization of Minority Architects (1985, 1986), Principal of Devroux + Purnell Architects-Planners, PC**  
**Washington, D.C.**

Focus: Teaching and mentoring



**Alicia Ravetto, FAIA**  
**Owner, Alicia Ravetto Architects**  
**Chapel Hill, North Carolina**

Focus: Champion for and implementation of sustainability



**Brenda Sanchez, FAIA**  
**Smithsonian Institution**  
**Washington, D.C.**

Focus: Managing complex project, project team, and stakeholders



**Jessica Cooper, AIA, NOMA**  
**Architect**  
**CannonDesign**  
**Los Angeles, California**

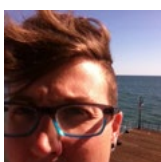
Focus: Mentoring

### OTHER



**Guy Nordenson, PE**  
**Partner, Structural Engineer and Professor at Princeton University**  
**Guy Nordenson Associates Structural Engineers**  
**New York, New York**

Focus: Creative integration of architecture and engineering



**Emory Davidge**  
**City of Vancouver Engagement Specialist**  
**Northeast False Creek Project Office**  
**Planning, Urban Design, and Sustainability**  
**Vancouver, British Columbia**

Focus: Community and stakeholder engagement