

# 2022 Town Gown Report

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HARVARD  
UNIVERSITY

*for the*  
City of Cambridge







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# 2022 Harvard University Town Gown Report

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*Submitted by:*

Harvard University Planning and Design (HUPAD)

*In collaboration with:*

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## HARVARD AND ITS CORE MISSION

As many aspects of campus life returned to pre-pandemic activity in 2022, Harvard's core mission of teaching, learning, and research once again rose to the forefront of University dialogue. Throughout the pandemic challenges of 2020 and 2021, urgent health and safety messages took precedence, while the diligent and critical work of faculty, students, and staff continued. From the first-ever detection of sea level fingerprints to predict sea level changes as ice sheets melt, to a comprehensive quantitative analysis of national K-12 learning loss during the COVID-19 pandemic, FY22 was marked by continued innovation in both technology and policy, and an increasing number of cross-disciplinary collaborations of Harvard faculty and staff to evaluate and propose solutions to our most important global and regional challenges.

### Research and Innovation for the Common Good

Harvard remains a world-class hub of intellectual leadership in which University faculty and staff work together to solve global challenges and to push forward new ideas and ways of thinking. Harvard secured more than \$940 million in research funding in FY22 which imports funds from outside the local economy and, in turn, these research activities support Cambridge-based businesses and organizations. For example, in FY22 Harvard spent more than \$20.8 million of those funds with Cambridge-based organizations.

In alignment with its focus on solving the most critical global challenges, Harvard continues to prioritize research aimed at combatting climate change and the elimination of fossil fuel-based power sources. Through the newly established Salata Institute for Climate and Sustainability, the University will further advance and catalyze research programs across all of Harvard's schools, turn climate research into real-world climate solutions, and enable comprehensive cross-University education in climate and the environment. This focus on interdisciplinary collaboration will formalize a University process to transform laboratory discoveries into scaled solutions—utilizing the Harvard campus as a living lab that functions to pilot and prove early-stage technologies.



Kris Snibbe/Harvard University





*Kris Snibbe/Harvard University*

### Living and Working at Harvard

Harvard is a residential community where the physical campus, community connections and personal interactions are central to the University's mission of teaching, learning, and research. Students once again filled the restaurants and retail shops of Harvard Square and surrounding neighborhoods. As campus spaces were once again populated with in-person activities in 2022, and more University departments sought to resume in-person gatherings and collaborations, Harvard continued to strive for excellence as it balanced providing employees with flexible work options, while creating programs and policies that reflect post-pandemic workplace trends. Looking ahead, there are many staff roles that have and will continue to require a fully on-campus presence, and other roles that can function remotely. The University strives to attract the widest possible pool of talent from varied backgrounds to contribute to Harvard's rigorous intellectual community. At this time, providing flexible, yet equitable workplace options remain an important factor in attracting and retaining staff and faculty.

### Contributing to an Equitable and Inclusive Community For All

Harvard is committed to supporting meaningful initiatives that create a more equitable and inclusive Cambridge. Harvard supports a range of programs including partnering with Food for Free to donate approximately 2,000 meals to families each week during the academic year; the Harvard Local Housing Collaborative through which, since 2000, Harvard has committed more than \$40



*Kris Snibbe/Harvard University*





million to local affordable housing initiatives; pro-bono legal aid for residents; and inclusive leasing practices that have enabled nearly half of all retail tenants in Harvard-owned buildings to be minorities or women.

Harvard has also spent this past year reflecting on past practices that were in place over its nearly 400-year history that resulted in injustices and harm to peoples and individuals. The University published its *Harvard & the Legacy of Slavery* report in April 2022. The report offers a series of recommendations and, in conjunction with the report, the Harvard Corporation established a \$100 million fund to implement the recommendations and to establish an endowment to sustain the work in perpetuity.

2022 also marked the return of many programs that support Cambridge Public Schools and Cambridge youth. Harvard continues to be the largest employer of teens from the City's Summer Workforce Program, and Project Teach, a college awareness, research-based collaboration with CPS that brings all seventh graders to campus, returned to in-person sessions. In addition, Cambridge Rindge and Latin students participated in a variety of internships throughout the University including the Harvard-Smithsonian Center for Astrophysics, the Department of Organismic and Evolutionary Biology, and the American Repertory Theater. Harvard looks forward to continuing these and many of its long-standing community partnerships with the City of Cambridge, and to the creation of new programs that serve our community members and stakeholders even more effectively in the years to come.



Kris Snibbe/Harvard University



**H**arvard's Cambridge campus has a population that includes over 27,000 students who are enrolled in undergraduate, graduate, and Extension School programs. The University also has over 13,000 FTE Cambridge-based faculty, staff, and postdoctoral scholars, making it the largest employer in the City of Cambridge.



## 2022 POPULATION UPDATE

The ongoing impacts of the COVID-19 pandemic continue to be reflected in the employment and student enrollment numbers reported by Harvard this year.

The number of staff increased considerably over last year. This increase is attributable, in part, to the filling of the many positions that were vacated by retirements in the previous year.

Undergraduate student enrollments also increased for the 2021-22 academic year. This is largely due to the many students who deferred enrollment or took a leave of absence during the pandemic, and have now enrolled at the College, creating a temporary increase.



## HARVARD EXTENSION SCHOOL

The Harvard Extension School is part of the Harvard Division of Continuing Education and offers Undergraduate and Graduate degrees, Graduate Certificates, online courses, and nonresidential academic programs primarily serving adult learners. The typical Extension School student is over 30, has previously completed one or two years of college, and works full time.

The average age of Extension School students is 37 years old and approximately 84% of students are over the age of 25. Recent high school graduates (students 17, 18 and 19 years old) make up approximately 2% of Extension School enrollment.

FACULTY AND STAFF <sup>1</sup>	2018	2019	2020	2021	2022	2027
<b>Cambridge Based Staff</b>						
Head Count	12,999	12,991	13,293	12,319	13,029	12,500 - 13,500
FTEs	10,698	10,636	10,938	10,129	10,805	10,000 - 11,000
<b>Postdoctoral Scholars <sup>2</sup></b>	1,176	1,162	1,052	929	1,066	900 - 1,200
<b>Cambridge Based Faculty</b>						
Head Count	2,123	2,117	2,128	1,935	1,949	1,900 - 2,200
FTEs	1,898	1,929	1,919	1,737	1,747	1,700 - 2,000
<b>Cambridge Residents Employed at Cambridge Facilities (Head Count)</b>	4,243	4,104	3,769	3,243	3,637 <sup>3</sup>	
<b>Cambridge Residents Employed at Boston Facilities (Head Count)</b>	791	707	743	747	795 <sup>4</sup>	
<b>STUDENTS <sup>5</sup></b>	2018	2019	2020	2021	2022	2027
<b>Total Undergraduate Degree Students</b>	<b>7,544</b>	<b>7,587</b>	<b>7,557</b>	<b>6,099</b>	<b>7,938</b>	6,000 - 8,000
Day	6,699	6,722	6,716	5,212	7,095	
Evening	[845]	[865]	[841]	[887]	[843]	
Full-Time	6,950	6,982	6,987	5,503	7,376	
Part-Time	594	605	570	596	562	
	[594]	[605]	[570]	[574]	[562]	
<b>Total Graduate Degree Students</b>	<b>11,444</b>	<b>11,824</b>	<b>12,238</b>	<b>12,422</b>	<b>12,962</b>	12,500 - 13,500
Day	9,372	9,480	9,661	9,679	9,904	
Evening	[2,072]	[2,344]	[2,577]	[2,743]	[3,058]	
Full-Time	9,816	9,915	10,135	9,800	9,744	
Part-Time	1,628	1,909	2,103	2,622	3,218	
	[1,503]	[1,787]	[1,962]	[2,153]	[2,818]	
<b>Total Non-degree Students</b>	<b>7,621</b>	<b>8,065</b>	<b>7,707</b>	<b>7,949</b>	<b>6,227</b>	7,400 - 8,400
Day	363	396	378	335	265	
Evening	[7,258]	[7,669]	[7,329]	[7,614]	[5,962]	
<b>Total Number of Students in Cambridge-Based Schools</b>	<b>26,609</b>	<b>27,476</b>	<b>27,502</b>	<b>26,470</b>	<b>27,127</b>	26,500- 29,000
<b>Cambridge Students Accepted to Harvard College for 2022-23 Academic Year</b>					<b>28</b>	

1 Employment figures are as of May 31, 2022 and June 30, 2022 and include teaching assistants, graduate students, postdoctoral scholars, interns, and other staff.


2 Postdoctoral scholars are included in staff totals reported in Cambridge Based Staff.

3 2,675 (FTE)

4 719 (FTE)

5 Counts as of October 15, 2021 for 2022. Numbers in brackets represent students at the Extension School and are a subset of the total number of Full and Part Time students indicated.





**H**arvard University's campus in Cambridge encompasses an extensive range of facilities which support the full spectrum of teaching, research, residential, campus life, and support needs of a world class educational institution. The Cambridge campus is comprised of nearly 400 buildings containing over 16 million square feet of space.

## FACILITIES AND LAND OWNED <sup>1</sup>

	2018	2019	2020	2021	2022	2027
Acres (Tax Exempt)	191.8	191.8	191.8	191.8	191.8	191.8
Acres (Taxable)	22.4	22.4	22.4	22.5	22.5	22.4
Number of Buildings	392	393	394	390	390	390
<b>Dormitories</b>						
Number of Buildings	75	75	75	75	75	75
Number of Beds	8,106	8,107	8,238	8,286	8,329	8,000 - 8,400
<b>Size of Buildings (SF)</b>						
<b>Assembly/Museum</b>	<b>1,026,278</b>	<b>1,026,278</b>	<b>1,026,278</b>	<b>1,026,278</b>	<b>1,026,278</b>	<b>1,026,278</b>
Athletic	210,780	210,780	210,780	210,780	210,780	210,780
Classroom	958,214	958,214	958,214	982,379	982,379	982,379
Commercial	185,453	185,453	185,453	68,562	68,562	68,562
Healthcare	77,155	77,155	77,155	69,011	69,011	69,011
Laboratory	2,587,479	2,587,479	2,587,479	2,587,479	2,587,479	2,587,479
Library	1,097,644	1,097,644	1,097,644	1,097,644	1,097,644	1,097,644
Office	3,164,256	3,164,256	3,164,256	3,329,753	3,329,753	3,329,753
Residential	5,913,443	5,914,261	5,914,261	5,980,807	5,980,807	5,980,807
Support	915,070	914,550	914,550	914,550	914,550	914,550

<sup>1</sup> Current year space data as of June 30, 2022.

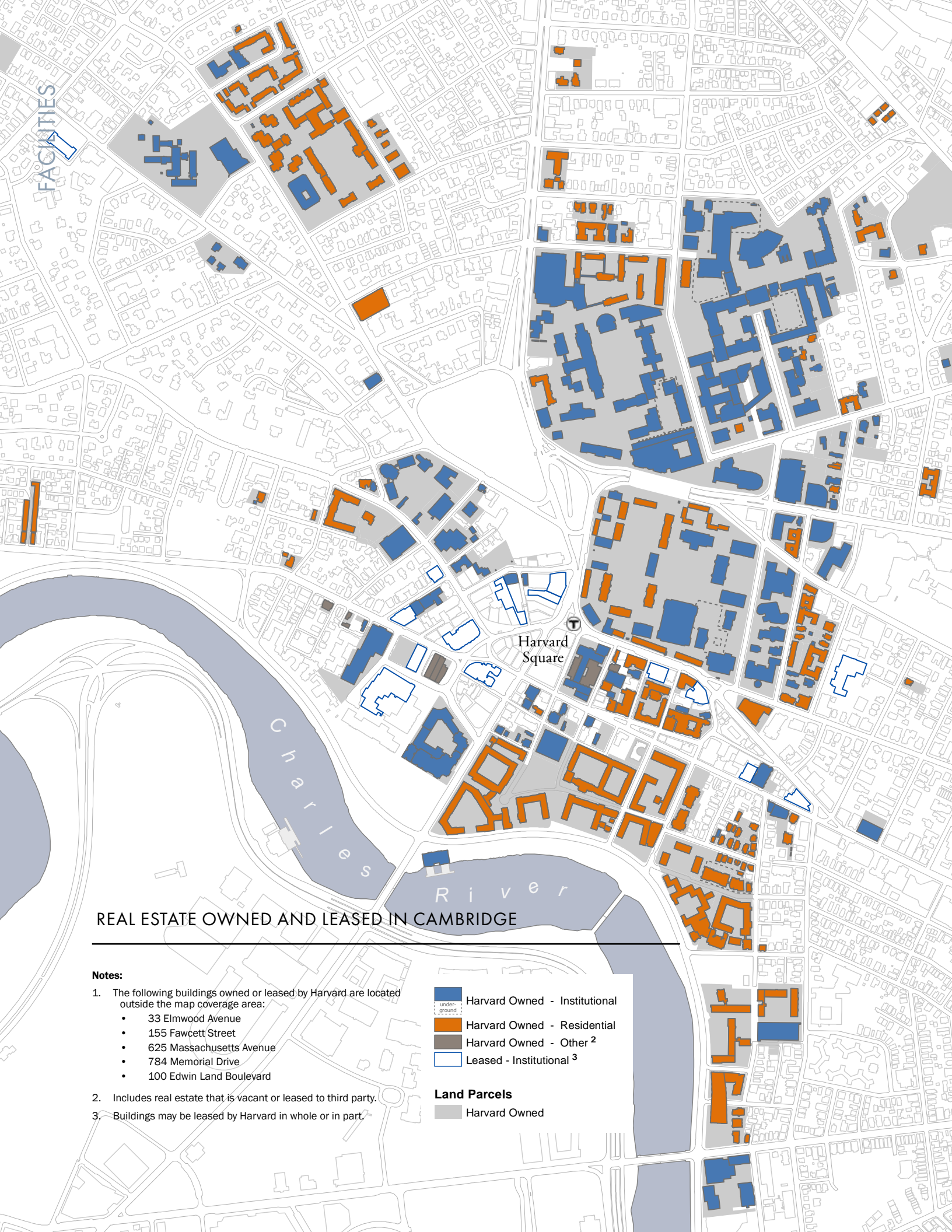
### ALIGNMENT OF FACILITY NEEDS

Cambridge has been home to Harvard University for almost four centuries, and the continued presence of the campus, its buildings and facilities are viewed through a very long lens into the future. Harvard is also a dynamic academic institution whose space needs continually evolve and change over time. The University’s academic units and administrative departments routinely assess their space needs to ensure their facilities effectively support its academic mission. Most space needs, whether for new or different types of spaces are driven by changes in academic programs. These changes can include the hiring of additional faculty, the creation of new teaching or research initiatives, or changes in pedagogy which may require different configurations of space. These types of changes are routinely addressed through space planning involving Harvard University’s existing portfolio of buildings and facilities and typically would not result in the disposition of Harvard-owned real estate.

Other changes such as new development on Harvard’s Allston campus may involve the relocation of academic or other programs from the Cambridge campus. However, a need to “de-densify” existing program space exists among many departmental units across the Cambridge campus, and any vacated space would likely be backfilled with other Harvard institutional uses.

Harvard, like all institutions of higher ed (and most employers generally), is assessing the long-term impacts of new workforce models on physical space needs. The characteristics of post-pandemic work continue to evolve. While the ongoing implementation of remote or hybrid work models for employees may eventually result in the need for less office space, or for different configurations of workspace, these changes are unlikely to result in the disposition of existing Harvard-owned facilities or real estate.





FACILITIES





Harvard Square


Charles River

## REAL ESTATE OWNED AND LEASED IN CAMBRIDGE

**Notes:**

1. The following buildings owned or leased by Harvard are located outside the map coverage area:
  - 33 Elmwood Avenue
  - 155 Fawcett Street
  - 625 Massachusetts Avenue
  - 784 Memorial Drive
  - 100 Edwin Land Boulevard
2. Includes real estate that is vacant or leased to third party.
3. Buildings may be leased by Harvard in whole or in part.

-  Harvard Owned - Institutional
-  Harvard Owned - Residential
-  Harvard Owned - Other <sup>2</sup>
-  Leased - Institutional <sup>3</sup>

- Land Parcels**
-  Harvard Owned

## PROPERTY TRANSFERS

Since the filing of the previous Town Gown Report, Harvard sold the property located at 100 Edwin Land Boulevard. This transaction occurred after the June 30 reporting period for land and facilities data.

## PARKING FACILITIES

Harvard University owns and maintains 4,593 non-commercial parking spaces in the City of Cambridge. These spaces support institutional operations and accommodate faculty, staff, student, and visitor parking. The inventory is updated and approved each December as part of Harvard’s annual Parking and Transportation Demand Management (PTDM) Progress Report.

## LEASED SPACE <sup>1</sup>

Real Estate Leased by Harvard	Sq. Feet	Use
One Bow Street	27,461	Office
One Brattle Square	75,576	Office
One Story Street	12,251	Classroom
8 Holyoke Street	4,700	Restaurant
10 Ware Street	3,738	Office
100 Edwin H. Land Blvd.	3,365	Office/Greenhouse
104 Mt. Auburn Street	34,187	Office
114 Mt. Auburn Street	65,104	Office/Healthcare
125 Mt. Auburn Street	36,564	Office
1100 Massachusetts Avenue	22,399	Office
1280 Massachusetts Avenue	18,285	Office
1408-1414 Massachusetts Avenue	49,522	Office
1430 Massachusetts Avenue	11,265	Office
155 Fawcett Street	37,500	Warehouse
160 Concord Avenue	5,131	Office
20 University Road	30,265	Office
25 Mt. Auburn Street	997	Office
50 Church Street	6,705	Office
625 Massachusetts Avenue	35,660	Office
784 Memorial Drive	61,000	Office
<b>TOTAL</b>	<b>541,675</b>	

<sup>1</sup> Data as of Spring 2022.

## HARVARD RETAIL TENANTS

Harvard maintains its ongoing commitment to support a diverse range of businesses in our Harvard Square buildings with retail space. All retail vacancies in the Richard A. and Susan F. Smith Campus Center were filled in 2022 with the addition of Mother Juice to the building’s creative mix of dining options. Harvard also recently welcomed The Painted Burro to Harvard Square, a new restaurant that will occupy retail space on Church Street. Outside of Harvard Square, the ground floor retail space at 1607-1611 Massachusetts Avenue is home to Stoked Pizza Co., which opened in 2021.



The University’s commitment to maintaining Harvard Square as a vibrant and diverse commercial district is also reflected in its leases with 25 businesses in the Square, most of which are locally-owned and offer unique retail and dining options. Nearly half of these businesses are minority- or women-owned, including the restaurants Las Palmas, Oggi Gourmet, and Sally’s Sandwiches/Blackbird Doughnuts located in Harvard’s Smith Campus Center.

Since the closing of Oberon at the end of 2021, Harvard has actively marketed the former theater space at Zero Arrow Street in Harvard Square for other arts and cultural uses. As the University moves to secure a new tenant, Harvard remains committed to contributing to the vitality of the arts in Harvard Square.

### HARVARD STREETS

Harvard University owns several streets and private ways on its Cambridge campus. These streets and sidewalks are maintained in good condition, and have been improved as part of construction projects that have been undertaken on adjoining properties.

Harvard also contributes to the ongoing maintenance and improvement of both private and public streets and sidewalks adjacent to Cambridge campus properties, and closely coordinates this work with Cambridge DPW. Over the past several years, the University has contributed \$10 million in public realm improvements in Harvard Square.



1. Cowperthwaite Street
2. Divinity Avenue
3. Holden Green
4. Holyoke Street
5. Mill Street
6. Shaler Lane
7. Winthrop Street



Peter Vanderwarker

## HOUSING

Harvard's vibrant living-learning campus experience for students and other affiliates is reliant upon the University's extensive portfolio of residential facilities. Harvard's residential campus includes over 14,000 beds in 8,000 units in a range of building types, from dormitories to fully furnished apartments. Half of the buildings on Harvard's Cambridge campus are devoted to housing, comprising approximately more than one-third of all campus space. Founded as a residential campus, Harvard continues to support its broad housing portfolio through programming, policies, and facility investments.

### Undergraduate Student Housing

Living on-campus is a cornerstone of the Harvard College experience for undergraduate students. First year students live in one of the dormitories in or adjacent to Harvard Yard. Self-selected groups of students are assigned to one of 12 residential Houses for the final three years of undergraduate study. About 350 to 500 students live in each of the Houses, which is a singular dormitory or collection of buildings that include its own dining hall, library, advising staff, and many other resources. Harvard College houses more than 98% of its undergraduate population on campus, promoting a residential campus as part of its core educational mission. Only a very small number of Harvard College undergraduate students typically live off campus in Cambridge (54 in Fall 2022).

This strong residential campus culture for undergraduates is firmly established, with four years of guaranteed housing for all undergraduates and an expectation that students will live on campus. As the House system is central to the College, the University is prioritizing efforts to update and modernize the residential Houses through the ongoing House Renewal program. Through this effort, Harvard's goal is to maintain the housing capacity while addressing code compliance, incorporating sustainability upgrades, and meeting programmatic needs.

### Graduate Student and Affiliate Housing

While undergraduates are expected to live on campus, graduate students and other affiliates have a choice to live either on- or off-campus. Often, they have personal, professional, lifestyle, and other reasons for requiring more flexibility in their housing options. For those graduate students and other affiliates choosing to live on campus, Harvard University owns and operates approximately 6,500 beds in Cambridge, Somerville, and Boston. Approximately a third of these beds are operated by Harvard's graduate and professional schools and the remaining two thirds are managed centrally by Harvard University Housing (HUH). The provision of graduate student and affiliate housing not only supports the University's academic mission, but also relieves some pressure on the local housing market.



Peter Vanderwarker

From 2001-2008, the University embarked on an initiative to expand its graduate student housing stock. The Graduate Student Housing Initiative added more than 1,000 beds in Cambridge and Boston in multiple facilities including 10 Akron Street and 5 Cowperthwaite Street. The new beds developed through this campaign allowed the University to meet its goal of establishing a capacity to house 50% of graduate students, which remains the University's benchmark.



Harvard has also implemented other programs and policies to support graduate student housing. HUH makes leasing easy for graduate students, with no required security deposits, broker’s fees, or credit checks. Its leasing practices encourage apartment sharing to increase the efficient utilization of housing inventory. HUH also maintains prevailing market rates, which currently fall, on average, 1.75% below the Cambridge City median market rent. This is consistent with the University’s affiliated housing rent policy, which are amenable to graduate student budgets and are considered when financial aid is determined by each academic unit. HUH established the Graduate Commons Program within its residential portfolio to bring together Harvard

affiliates from across disciplines and cultures to create a more meaningful residential experience through community building and co-curricular programming. Harvard will continue to conduct ongoing studies on graduate student housing requirements and preferences to inform housing policies and practices.

Demand is strong for Harvard’s housing, which is usually at or near full occupancy at the beginning of each academic year. All graduate housing in Cambridge during the 2021-2022 academic year was operating again at full capacity.

STUDENT AND AFFILIATE HOUSING	2018	2019	2020	2021	2022 <sup>1</sup>	2027
<b>Number of Undergraduate Students Residing in Cambridge</b>						
In dormitories	6,020	5,969	6,136	1,531	6,335	6,000 - 6,400
With cars garaged in Cambridge	3	8	11	10	29	
In Harvard affiliate housing <sup>2</sup>	648	655	528	0	548	400 - 700
In non-affiliate housing	115	188	159	287	54	
<b>Number of Graduate Students Residing in Cambridge</b>						
In dormitories	1,348	1,337	1,186	391	1,117	1,100 - 1,400
With cars garaged in Cambridge	94	84	87	60	107	
In Harvard affiliate housing	1,305	1,221	1,462	1,062	1,507	1,200 - 1,600
In non-affiliate housing	3,225	3,206	3,149	2,549	4,043	
<b>Affiliate Housing - Tax Exempt</b>						
Number of Units:	1,035	1,036	1,036	1,032	1,032	
Number of Buildings:	12	12	12	12	12	
<b>Affiliate Housing - Taxable</b>						
Number of Units:	889	889	889	889	889	
Number of Buildings:	54	54	54	54	54	

1 Undergraduate housing data represents Fall 2021. Graduate housing data represents Spring 2022.

2 The number of undergraduate students residing in Harvard affiliate housing includes 10-20 DeWolfe St, 1306 Massachusetts Ave, 65 Mt Auburn St, 8 Plympton St, 20-20A Prescott St, and 22-24 Prescott St to accommodate both the House Renewal program and the increased enrollment for the 2021-2022 academic year..

To address the ongoing housing needs of graduate students and to reduce pressure on the market, Harvard University Housing is developing several new graduate student and affiliate housing projects. Two of these projects – 5 Sacramento Street and 13 Kirkland Place – are repurposed, rehabilitated facilities located in Cambridge. Upon completion in 2023, these facilities will offer larger units to meet the growing demand for family units and roommate sharing in highly environmentally sustainable buildings. Across the river in Allston, HUH has recently announced plans for a significant new residential facility for graduate students offering more than 250 units of housing in Barry’s Corner.

HUH’s Faculty Real Estate Services provides a range of programs for prospective faculty and administrators to help them find and afford the community and home that meets their housing needs. Faculty are not only eligible to live in the rental units available through HUH, but they alternatively

can purchase a homeownership condominium at below market rates at one of two Harvard-affiliated complexes in Cambridge.

### Harvard Local Housing Collaborative

For more than two decades, Harvard has partnered with city government and local community development corporations on the Harvard Local Housing Collaborative, an initiative to support access to affordable housing through a multi-million, low-interest, revolving loan fund. In 2019, the University recommitted \$20 million to the fund to continue the work throughout Greater Boston. Since the Collaborative’s inception, more than 7,000 units of affordable housing have been created or preserved through the program.



Peter Vanderwarker



## HOUSE RENEWAL UPDATE

Harvard University continues to advance its system wide renewal of the undergraduate Houses which serve as the cornerstone of the living-learning educational experience. While upgrades to life safety, accessibility, and building systems are fundamental and necessary goals of the program, the broader Renewal mission is to preserve the historic character and culture of the Houses while renewing the House experience as part of a twenty-first century approach to liberal arts education.

House Renewal has been implemented in phases beginning with the neo-Georgian River Houses along the Charles River, the majority of which were constructed in the 1920s and 30s. Until the House Renewal program began, these buildings had only modest upgrades over the ensuing years.

Throughout the House Renewal process, Harvard is striving to maintain the same or greater bed capacity within the Houses while accommodating the many building upgrades that require the

allocation of additional space. The long-term vision for undergraduate housing at Harvard remains centered on the First-Year dorms in Harvard Yard and the Harvard Houses along the Charles River and the Radcliffe Quadrangle.

House Renewal design standards incorporate strong green measures that have dramatically improved the sustainability of the renewed Houses. Renewal projects feature high performance insulation and windows, and energy efficient heating and lighting to reduce energy loads. Buildings feature individually controlled temperature controls and provide fresh air ventilation and ceiling fans in student rooms. Low emitting construction materials and furnishings create healthy interiors. Water use is reduced through low-flow plumbing fixtures, construction waste is diverted to recycling, and furnishings create healthy interiors.

Harvard-owned buildings continue to provide temporary accommodations to students displaced

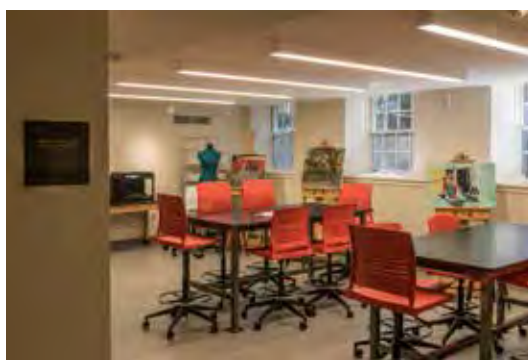


by House Renewal construction. 1201 Massachusetts Avenue serves as the central hub of the “swing house” accommodating the dining, meeting, social, academic and a portion of the residential spaces for Houses undergoing renewal. This is supplemented by several Harvard-owned residential buildings in the area: 8 Plympton Street, 1306 Massachusetts Avenue, 20- 20A and 22-24 Prescott Street, and 65 Mt. Auburn Street, which are available to provide additional residential space as needed. The Faculty Dean's temporary accommodations are located at 8 Prescott Street.

Together these properties meet the program needs of all the Houses, even those with the largest student populations. During academic years when these buildings are not needed for swing use, they are used as residences for other Harvard affiliates.

Upon completion of the House Renewal program, the five Harvard-owned residential buildings will continue their long-standing role in providing housing to Harvard’s graduate students and other affiliates. The long-term use of 1201 Massachusetts Avenue has not yet been determined, but it is anticipated to remain in institutional use.

Renewal projects are fully completed at Stone Hall, McKinlock Hall, Dunster House, Winthrop House, Lowell House, and two buildings at Adams House - Claverly Hall and Apthorp House. Renovation work at Adams House, the sixth full House undergoing renewal, continues with Randolph Hall currently and subsequently at Russell Hall, Library-Commons, and Westmorly Court. The pace and sequence of House Renewal is subject to periodic review.



*Peter Vanderwarker*







**H**arvard's campus plans and projects respond to the University's principal drivers, respect the distinct physical planning context, and are guided by campus planning principles.

**PROGRAMMATIC DRIVERS**

Several key programmatic drivers and objectives influence how the University meets its diverse facility and space needs.

**Fostering Inclusion and Belonging**

Harvard's core values of equity, diversity, inclusion, and belonging inform all aspects of University life, including campus planning and development. These activities seek to involve a broad range of campus constituencies with diverse backgrounds.

**Advancing Research and Scholarship**

As a modern research university in the 21st century, Harvard must continually strengthen its core academic and research mission through initiatives that support cross-disciplinary research, respond to changing pedagogies and technological innovations, and foster collaborative teaching and learning.

**Investing in Science and Engineering**

Recognizing the increasingly integrated and collaborative nature of scientific research, Harvard continues to support a wide array of interdisciplinary initiatives. The University's ongoing investment in capital projects supporting the sciences includes both new construction and the renovation of existing facilities to respond to new initiatives in scientific research.

**Supporting the Arts and Humanities**

Harvard remains committed to a strong liberal arts education which goes beyond delivering a body of knowledge but seeks to cultivate a deeper intellectual transformation of each student. This commitment is demonstrated across a range of academic programs which support art-making, performance, and media-based disciplines.

**Housing Harvard's Affiliates**

Harvard was founded as a residential campus and continues to be a living-learning academic environment today. In addition to the ongoing effort to revitalize the Harvard Houses for undergraduates, the University also remains committed to maintaining, improving, and expanding its housing portfolio for graduate students and other affiliates.

**Enhancing the Campus Experience**

Harvard recognizes that the experience of campus life is greatly enhanced by its common spaces, landscape, and cultural amenities. Campus hubs such as the Richard A. and Susan F. Smith Campus Center and the Plaza bring the diverse Harvard and Cambridge community together. Harvard will continue to enhance the quality of campus life through future planning and development projects.





Peter Vanderwarker

## PHYSICAL CONTEXT

To support the University’s academic mission, Harvard seeks to preserve its strong sense of place and provide a welcoming environment. This is achieved by implementing campus-level planning strategies that respect the existing physical context while acknowledging the need for flexibility and adaptability to accommodate future change.

These strategies include the coordination of campus systems and networks (such as connectivity, open space, infrastructure, and sustainability); the balance of renewal and deferred maintenance priorities (facility condition assessments); and the careful study of existing conditions (urban design guidelines and site-specific planning principles) which ensure that future development continues to produce a coherent, attractive, sustainable, and well-maintained campus.

## CAMPUS PLANNING PRINCIPLES

The University implements its plans through development that strives to meet the following planning principles in a balanced way:

- Create a sustainable and resilient campus
- Respect community context
- Support ongoing facility renewal
- Maximize the utilization of existing facilities
- Enhance campus connectivity
- Preserve Harvard’s historic character
- Demonstrate a commitment to design excellence
- Maintain and enhance campus open space
- Promote built form in the context of existing campus character
- Create campus environments that promote inclusivity, diversity, and interaction



## BROADWAY GARAGE

The Broadway Garage, located on the eastern edge of campus, has recently been refreshed. Its new gray elastomeric concrete coating serves as a waterproofing treatment and a shield from atmospheric contamination, protecting the overall structural integrity. This project exemplifies Harvard’s approach to preventative maintenance in its transportation infrastructure.

## CAMPUS OPEN SPACES

One of the character-defining elements of Harvard’s Cambridge campus is its network of open spaces. From Harvard Yard, the iconic heart of the University, to smaller quadrangles and landscaped paths, these interconnected open spaces provide a unique and beautiful setting for the University’s facilities. Representing over 40% of the University’s Cambridge land area, campus open spaces also serve as a place for collegial interaction, campus events, and rest, relaxation, and quiet contemplation not only for the Harvard community, but the surrounding city as well. The majority of the University’s campus open spaces are generally open and accessible to public at all times, with the exception of special events such as commencement or when campus access is restricted due to public safety or health concerns. Whether walking through Harvard Yard on their commutes, visiting unique open spaces such as the labyrinth at the Harvard Divinity School, touring the campus with

visitors, or just taking a leisurely stroll, the public regularly accesses Harvard’s campus open spaces.

Harvard’s campus open spaces, both landscaped areas and hardscape, contribute to the character and vitality of surrounding city neighborhoods such as Harvard Square. Spaces such as the Science Center Plaza and the plazas at the Richard A. and Susan F. Smith Campus Center are integral parts of Harvard Square and provide a place for social interaction, dining, a seasonal farmers’ market, and playing chess. Many open spaces within the campus are also actively programmed with events open to the public which have included exhibits, performing arts, and special events such as the ARTS First Festival held each spring which features public art installations in Harvard Yard. All of these events welcome the public to our campus and provide a unique amenity to the residents of Cambridge.





## HARVARD AND THE CHARLES RIVER

Harvard University maintains the John F. Kennedy Memorial Park, and the waterfront sites of the Weld Boathouse in Cambridge and Newell Boathouse in Boston. Events such as the Head of the Charles Regatta held each October, bring thousands of people to the Charles River to enjoy a weekend of rowing competitions, with Harvard welcoming the larger community to its boating sites.

Harvard recognizes the important relationship between the campus and the Charles River, and several past projects have sought to strengthen connections between the Charles River, the Harvard campus and the larger community.

- As part of planning for the development of new affiliate housing in the Riverside neighborhood, Harvard set aside land for the development of a new waterfront community park. Completed by the City in 2010, the New Riverside Neighborhood Park provides sitting areas, waterplay and lawn areas all overlooking the river.
- Harvard's development project at the Harvard Kennedy School campus completed in 2017 incorporated greatly improved pedestrian circulation through the campus via a landscaped courtyard, providing an accessible and more direct connection between Harvard Square and JFK Park and the Charles River.
- In anticipation of the opening of the Science and Engineering Complex in Allston in 2021, Harvard implemented a program of new wayfinding signage in 2020 that facilitates pedestrian navigation between the Cambridge and Allston campuses across the Charles River. The new signs feature campus maps, braille content, and QR codes for additional information, benefitting not only Harvard affiliates but the broader community as well.
- In 2020, the Quincy DeWolfe bicycle corridor was completed with Harvard providing funding and technical support. This new corridor provides a safer connection between the Cambridge campus and the riverfront, as well as supporting trips between the Cambridge and Allston campus.

Harvard projects also seek to improve the Charles River as a regionally important natural resource. This includes finding opportunities for incorporating best management practices which reduce and control stormwater runoff and mitigate potential sources of pollution impacting the Charles River. For example, the current renovation projects at both the Weld and Newell Boathouses include the creation of new bioretention and stormwater management areas on site, re-introducing native vegetation as part of landscaping plans, and on-site water quality treatment measures.



Kris Snibbe/Harvard University



**PROJECT LIST**

Project	Programmatic Goal	Sustainability Features <sup>1</sup>
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● **Currently in Construction**

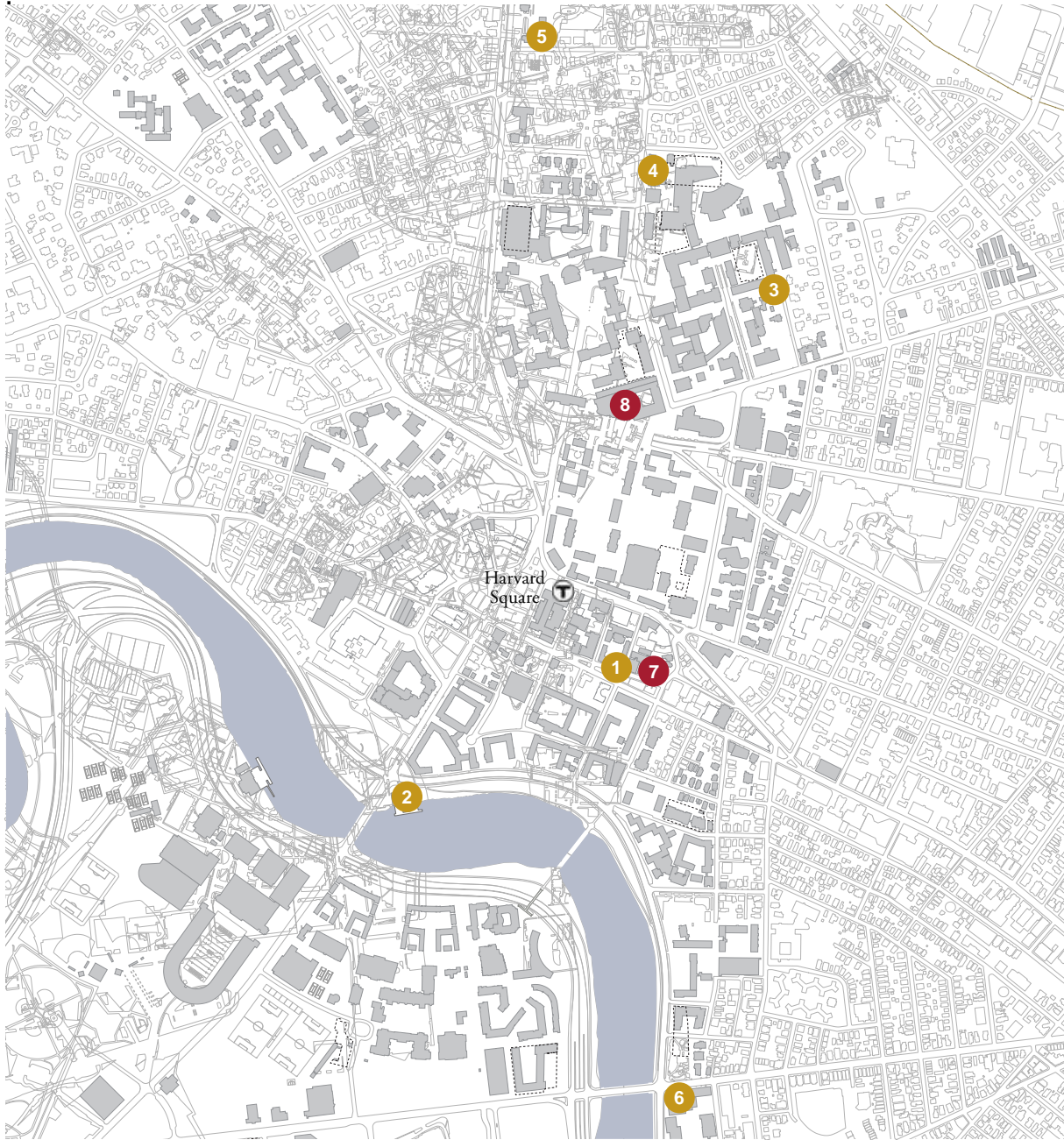
1. Randolph Hall	Renew undergraduate House life	Targeting LEED CI v4 Gold; Harvard Green Building Standards
2. Weld Boathouse	Facility renewal	Enhanced on-site stormwater management, window restoration, new energy-efficient boilers, and new low-flow toilet fixtures
3. 13 Kirkland Place	Renewal for affiliate housing	Targeting LEED Gold (Certifiable), Passive House Certification - PHIUS+, Living Building Challenge Core Certification – LBC Cores
4. 60 Oxford Street	Facility renewal for new academic use	Energy efficient mechanical systems, water conservation measures
5. 5 Sacramento Street	Renewal for affiliate housing	Targeting LEED Gold (Certifiable), Passive House Certification - PHIUS+, Living Building Challenge Core Certification – LBC Cores
6. Blackstone Steam Plant	Facility resiliency	Resiliency measures to building exterior

● **Projects in Planning**

7. Russell Hall / Westmorly Court	Renew undergraduate House life	Targeting LEED CI v4 Gold; Harvard Green Building Standards
8. Harvard Science Center	Renewal of teaching labs	Targeting LEED Gold (Certifiable); new HVAC systems with exhaust heat recovery systems, fume hoods with energy saving controls

<sup>1</sup> Harvard Green Building Standards include process-oriented requirements to ensure that all sustainable design and operations opportunities are vetted and that performance requirements are achieved in a cost-effective manner. They apply to all capital projects (new construction and major renovations) over \$100,000. For more information, see: <https://green.harvard.edu/sites/green.harvard.edu/files/HarvardGreenBuildingStandards2017.pdf>

# HARVARD CAPITAL PROJECTS



**● Currently in Construction**      **● Projects in Planning**

- |                           |                                 |
|---------------------------|---------------------------------|
| 1. Randolph Hall          | 7. Russell Hall/Westmorly Court |
| 2. Weld Boathouse         | 8. Harvard Science Center       |
| 3. 13 Kirkland Place      |                                 |
| 4. 60 Oxford Street       |                                 |
| 5. 5 Sacramento Street    |                                 |
| 6. Blackstone Steam Plant |                                 |





Currently in Construction

## RANDOLPH HALL, ADAMS HOUSE

### Renovation

#### Architect

Beyer Blinder Belle

#### Total Square Feet

Approximately 66,000 GSF  
(renovation)

#### Programmatic Driver

Renew undergraduate House life

#### Sustainability Features

Targeting LEED CI v4 Gold;  
Harvard Green Building Standards;  
Harvard Healthier Building Materials  
Academy pilot

The renovation of Randolph Hall (1897) at Adams House is nearing completion. This building was constructed as a Gold Coast private student residence before it was incorporated into Harvard's Adams House in the 1930s. Randolph is a 5-story brick and granite Jacobean Revival building which is distinguished by its bays, shaped gables, turrets, and chimneys.

Renewal at Randolph Hall is restoring the building's exterior envelope while making targeted modifications to create accessibility at existing entries as well as a new mid-block entrance on Plympton Street. The interior will include new residential layouts and student common spaces, enhanced circulation, and restoration of traditional interior spaces.

The Cambridge Historical Commission granted a Certificate of Appropriateness for the work at Randolph Hall. Construction at Randolph began in summer 2021 and is scheduled for completion in early 2023.



Currently in Construction

## WELD BOATHOUSE

### Renovation

**Architect**

Bruner / Cott & Associates

**Total Square Feet**

Approximately 25,000 GSF  
(renovation)

**Programmatic Driver**

Renewal of boathouse to support  
Harvard rowing programs

**Sustainability Features**

Enhanced on-site stormwater  
management, window restoration,  
new energy-efficient boilers, and new  
low-flow toilet fixtures

Completed in 1907, Weld Boathouse is the home of the Radcliffe Heavyweight and Lightweight Rowing programs and provides dock access for special community events such as The Head of the Charles Regatta. To meet the current programmatic needs of these programs, Harvard has begun construction of a renewal project which includes interior renovations for new training facilities, new locker and toilet rooms, significant interior and exterior accessibility improvements, repair and restoration of the building's envelope, and the full replacement of the existing Weld ramps and docks which have reached the end of their useful life.

The project's extensive exterior restoration scope includes the replacement of the terra cotta roof tiles, masonry cleaning and repair, the repair and refabrication of terra cotta sculptural elements over the building entrance, and window repairs and replacement. The exterior scope of work has been developed in consultation with the staff of the Cambridge Historical Commission.

The Weld Boathouse renovation is being planned in conjunction with a similar project at the Newell Boathouse located across the Charles River in Allston. The Weld Boathouse project began construction in the summer of 2022, with completion targeted in spring 2023.





Currently in Construction

## 13 KIRKLAND PLACE

### Renovation and Addition

#### Architect

Kelly Boucher Architecture

#### Total Square Feet

Approximately 5,606 SF (renovation)  
398 SF (addition)

#### Programmatic Driver

Housing Harvard affiliates

#### Sustainability Features

Targeting LEED Gold (Certifiable),  
Passive House Certification -  
PHIUS+, Living Building Challenge  
Core Certification – LBC Cores

Built in 1857, 13 Kirkland Place is a residential structure of Bracketed Italianate style and is a contributing building within the Kirkland Place National Register District. This building has recently transitioned into Harvard University Housing's portfolio of affiliated housing. To ready it for graduate student and faculty residential use, Harvard is undertaking an historically sensitive restoration of the exterior, a comprehensive interior renovation, and a reconstruction of the rear ell. The project will include a new accessible entry ramp, the removal of the fire escape, and covered bike parking in the back yard.

The design has been in part driven by the goal to dramatically enhance the sustainability of this wood-frame residential building. Features supporting an energy efficient and healthy approach include a super insulated building envelope, airtight construction, high-performance windows, a healthy interior environment, a reduction of water and energy use, and responsible sourcing of materials.

The Cambridge Historical Commission's Executive Director has consulted on the project. Construction on this renovation is anticipated for completion in early 2023.





Currently in Construction

## 60 OXFORD STREET

### Renovation

**Architect**  
Payette

**Total Square Feet**  
Approximately 60,000 GSF  
(renovation)

**Programmatic Driver**  
Building renovation to house the Harvard Quantum Initiative (HQI and Rowland Institute)

**Sustainability Features**  
Energy efficient mechanical systems, water conservation measure. Targeting Living Building Challenge - Core Certification and Materials Petal.

The Faculty of Arts and Sciences has begun renovation of 60 Oxford Street to create a new home for the Harvard Quantum Initiative in Science and Engineering (HQI) and other academic uses. HQI is an interdisciplinary academic initiative which blends research in the study of subatomic particle behavior with solution-driven applied science and engineering applications. HQI will provide new resources to measure, engineer, and control matter at the single-atom level presenting new opportunities to transform ideas into new technologies.

60 Oxford Street, which has previously housed a Harvard data center and space for Harvard's School of Engineering and Applied Sciences, will be converted to a laboratory building with high-performance modular optics labs, a teaching lab for the new Quantum Science and Engineering graduate program, meeting rooms and office space. The project's new laboratory spaces will require building systems that provide fine environmental controls, and structural modifications to minimize vibration. In addition to the creation of high-performance laboratory space, the renovation project will also establish a new center for interdisciplinary research which will bring together scientists and engineers across sectors - universities, the private sector, and government. Construction at 60 Oxford Street began in spring 2022, with completion anticipated in early 2024.





Currently in Construction

5 SACRAMENTO STREET

Renovation

**Architect**

Kelly Boucher Architecture

**Total Square Feet**

Approximately 9,000 GSF

**Programmatic Driver**

Housing Harvard affiliates

**Sustainability Features**

Targeting LEED Gold (Certifiable),  
Passive House Certification -  
PHIUS+, Living Building Challenge  
Core Certification – LBC Cores

After serving for more than four decades as a health clinic, the building at 5 Sacramento Street (1891) is transitioning to use as housing for Harvard graduate students and faculty. Harvard University Housing is currently renovating this large Queen Anne Victorian, which Harvard has owned since 1964. With sensitive historic preservation goals, the project repurposes the building for housing use and upgrades it to meet code requirements for building code, accessibility, and life safety. The renovation includes two new dormers, the removal of the fire escape, and covered bike parking.

Harvard has prioritized sustainable materials and methods in its project approach and is being designed and constructed to PHIUS (Passive House Institute US) and Living Building Challenge Core standards. These are extremely rigorous standards for energy use, are fossil fuel free, and stress the importance of occupant comfort and health.

The proposed project has been positively reviewed by the Executive Director of the Cambridge Historical Commission, and has secured zoning approvals from the Cambridge Zoning Board of Appeal. Construction is scheduled to be completed by early 2023.



Currently in Construction

**BLACKSTONE STEAM PLANT**

Renovation

<p><b>Architect</b> Bruner / Cott &amp; Associates</p> <p><b>Total Square Feet</b> n/a</p> <p><b>Programmatic Driver</b> Storm-hardening improvements to building façades</p> <p><b>Sustainability Features</b> Resiliency measures to building exterior</p>	<p>The Blackstone Plant Storm Hardening Project is well underway. Harvard is renovating the building exterior to protect the plant against future extreme weather conditions and any resulting operational disruptions. As part of the project, all windows and louvers are being replaced, the masonry is being repaired, the basement windows are being in-filled and moveable storm barriers are being added to all doors. These resiliency measures will enable the plant to withstand future storms and other severe weather conditions.</p> <p>The project team consulted with the Cambridge Historical Commission regarding the planned exterior changes to the building. Construction commenced in May 2022 and is expected to be complete in December 2022.</p>
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Projects in Planning

RUSSELL HALL - WESTMORLY COURT, ADAMS HOUSE

Renovation

**Architect**  
Beyer Blinder Belle

**Total Square Feet**  
Approximately 106,000 GSF  
(renovation)

**Programmatic Driver**  
Renew undergraduate House life

**Sustainability Features**  
Targeting LEED CI v4 Gold;  
Harvard Green Building Standards

Harvard is planning for the third and final phase of its Adam House Renewal project which will address the east block located between Plympton and Bow Streets. Three connected but visually distinct buildings – Russell Hall (1931), the Library-Commons Building (1930), and Westmorly Court (1898 – 1902) are joined as one integrated complex providing residential and common spaces for the Adams House community.

The project scope will include a comprehensive renovation of the interior spaces and a restoration of all facets of the exteriors in a manner that respects the buildings' historic character, improves their overall accessibility, and supports a twenty-first century educational experience. The project includes two minor additions necessary for accessibility and circulation.

This project received approval from the Cambridge Historical Commission. Construction is anticipated to begin in late spring 2023.





## Projects in Planning

## HARVARD SCIENCE CENTER

### Renovation

#### Architect

Leers Weinzapfel Associates

#### Total Square Feet

20,000 GSF (renovation)

#### Programmatic Driver

Renovation of teaching labs to support undergraduate science education.

#### Sustainability Features

Targeting LEED Gold (Certifiable); new HVAC systems with exhaust heat recovery systems, fume hoods with energy saving controls

Harvard's Science Center has served generations of Harvard undergraduates since its completion in 1972. But after almost 50 years in service, the building's teaching laboratories no longer align with best practices in effective science teaching and laboratory safety. In addition, many of the base building systems that serve the labs have reached the end of their useful lives and need to be replaced.

To address these shortcomings, the Faculty of Arts and Sciences is planning a project that will renovate the Science Center's undergraduate science teaching labs on the first and second floors. The project envisions an ambitious intervention in these spaces that will result in a celebration of hands-on science teaching and learning, and through the re-imagining of adjacent interior spaces will promote academic and social interactions across a range of scientific disciplines.

Construction on the teaching labs renovation project is planned to begin in early 2023 with completion expected in the spring of 2024.



## ALLSTON UPDATE

Harvard’s vision for its campus in Allston is linked to the University’s mission of teaching and learning and is grounded in a commitment to making the world a better place through innovation, research, and discovery. The University continues to work with the City of Boston and community stakeholders to develop a welcoming, resilient, and sustainable environment, featuring healthy buildings, opportunities for translational engagement between academic and commercial ventures, new and inspiring open spaces, activation and pedestrian activity, rich and diverse economic development, and a high quality of life for all.

### Project and Planning Updates

#### Science and Engineering Complex (SEC)

Harvard’s Science and Engineering Complex, which is home to a portion of the Harvard John A. Paulson School of Engineering and Applied Sciences (SEAS), opened to students, faculty, staff, researchers, and the community last year. It has been recognized as one of the healthiest, most sustainable, and energy

efficient laboratory buildings in the world, receiving both LEED Platinum Certification and Living Building Challenge Petal certification in Materials, Beauty, and Equity, the first building of its kind, and the largest, to do so. The building incorporates energy efficiency, advanced solar shading strategies, healthier building materials, and a high-tech water management system that minimizes water consumption and mitigates downstream pollution.

Slightly more than half of the faculty from SEAS have moved to the SEC in Allston, and students from SEAS can take classes in both Cambridge and Allston. The opening of the new complex has relieved pressure on hyper-utilized and at-capacity space in Cambridge, and will allow the University to fill those much-needed spaces with other academic and research uses. The new SEC hosts academic programs in computer science, materials and mechanical engineering, biomedical engineering, robotics, and electrical engineering. In all, the SEC supports more than 1,800 researchers, students, faculty, and staff.



Rose Lincoln/Harvard University



Peter Vanderwarker

### Enterprise Research Campus

The Enterprise Research Campus (ERC) will complement the cutting-edge institutional research taking place on Harvard's academic campus and throughout the region. Phase A approval, received in Summer 2022, enables the construction of approximately 900,000 square feet of mixed-use development, consisting of 250,000 square feet of housing space, nearly three acres of open space, and space for office/lab, a hotel, a Harvard-owned institutional conference center, restaurant, and retail use. The ERC will be a cornerstone of Harvard's commitment to enhance the area in support of its teaching and research mission. It will increase the interconnectivity between the Harvard campus, the neighborhood, and the Greater Boston region.

### I-90 Allston Interchange Project

Over the course of the past year, the Commonwealth has continued to advance plans for the realignment of the Mass Pike in Allston. The project is a generational opportunity to remove obstacles that have divided communities for decades, and create new mixed-used development by transforming and modernizing neighborhood circulation, creating an urban street grid, and introducing new urban and regional rail service. Among the many important elements of the project, Harvard maintains that West Station is a critical element to the Interchange project, supports its inclusion in the MassDOT plan,

and has committed financial support to help ensure its implementation.

### Transportation Links

The University is committed to providing safe and accessible bike and pedestrian pathways between the Cambridge and Allston campuses. Harvard Transportation Services continues to operate and implement a flexible and responsive shuttle solution providing service to the Allston campus. Other recent transportation improvements on the Allston campus include the establishment of an Allston Mobility Hub near the SEC which adds over 280 secure bike parking spaces to the campus, and the installation and expansion of Bluebike facilities.

### American Repertory Theater/Harvard Affiliate Housing

Harvard is continuing planning for the new home of the American Repertory Theater (ART). The proposed project – located at 175 North Harvard Street – will provide a state-of-the art research and performance center complementing existing arts programming at Harvard as well as in Greater Boston. The proposed project also includes plans for approximately 276,000 sq. ft. of new Harvard affiliate housing.

As planning progresses for the ART's new home in Allston, Harvard will also begin preliminary planning for future potential uses of the Loeb Drama Center located on Brattle Street in Cambridge.



## CONSTRUCTION MITIGATION

Harvard recognizes the interconnectedness of its Cambridge campus with Harvard Square and its surrounding neighborhoods. In order to minimize potential construction impacts resulting from University projects, Harvard develops and implements comprehensive construction mitigation programs. Harvard has a robust construction mitigation office that works closely with local businesses and neighborhood representatives, as well as the City of Cambridge, to help minimize any disruptions on each project across campus. Depending on the nature of the construction project and its location, the mitigation measures for projects may include the following:

- **Relocating existing retail and commercial tenants** impacted by construction in Harvard-owned buildings to other Harvard Square locations so they can continue operating during construction.
- **Minimizing impacts to retail businesses** that remain in Harvard buildings during construction.
- **Maintaining access to Harvard-owned commercial parking areas** as much as possible to continue to provide parking for visitors to the University and Harvard Square.
- **Maintaining existing loading zones** wherever possible and working with local businesses to accommodate deliveries during scheduled street closures.
- **Ensuring compliance with the City of Cambridge noise ordinance’s provisions** pertaining to construction sites and developing additional noise mitigation measures as may be necessary.
- **Installing perimeter protection and ample directional signage** to facilitate continued pedestrian access to adjacent sidewalks and local business.
- **Keeping street and sidewalk closures to a minimum** to ensure that vehicular and pedestrian access is maintained on streets surrounding the project site.
- **Installing signage or banners at the perimeter of project sites** impacting commercial areas to highlight that local businesses remain open during construction.
- **Developing appropriate pest control programs** that may be necessary in conjunction with Harvard’s Office of Environmental Health and Safety.



The Harvard Mitigation Office implements these measures and serves as the key liaison to those potentially affected by University construction projects. The office communicates on a regular basis with project abutters about any expected construction impacts and serves as the point of contact for registering complaints or concerns. The office addresses abutter concerns promptly and to the best of its ability.

In addition to the mitigation measures designed to minimize impacts to local business, Harvard projects support commercial areas by bringing many construction workers to Harvard Square and its vicinity on a daily basis who frequent local restaurants, stores, and services.

## ANTENNA INSTALLATIONS

The use of wireless, web-based, and remote platforms for instruction and collaborative research continues to increase demand for cellular and wireless services. To meet the need for improved coverage, signal strength, and capacity, Harvard continues to implement its Distributed Antenna System (DAS) that enables the University to provide better coverage within its buildings and campus. The system also facilitates the coordination of antenna system improvements across multiple service providers allowing the University to significantly reduce the number of antenna installations required to provide high-quality coverage across the campus. Each DAS antenna node distributes carrier signals to clusters of campus buildings, providing coverage to the University’s end users. To date, Harvard has completed five DAS installations in Cambridge, with additional potential sites under consideration.

Where exterior antenna and equipment installations are required, the University works with its DAS

consultants to minimize their visual impacts. Harvard seeks to exclude exterior antenna installations from its most architecturally significant and iconic campus buildings. Where possible, antennas are mounted on existing mechanical penthouses, chimneys, vents, or other rooftop elements that can help to conceal or minimize the visibility of exterior equipment. Antenna installations on campus may also employ measures such as “camouflaging” equipment to visually blend in better with its surroundings; enclosing equipment in false chimneys, vents, or other simulated rooftop elements; or screening equipment in extensions of existing mechanical penthouses.

Harvard and its consultants also routinely work with City of Cambridge planning and design staff to identify appropriate locations and visual treatment options. Installations proposed within historic districts or neighborhood conservation districts are also reviewed with the staff of the Cambridge Historical Commission.





The day-to-day function of Harvard's campus requires a high degree of connectivity which encompasses pedestrian networks, public transportation, bicycle networks, and the accommodation of vehicles. Harvard seeks to enhance and improve connectivity through projects that incorporate a multi-modal approach to connecting the people, places, and activities on its campus.

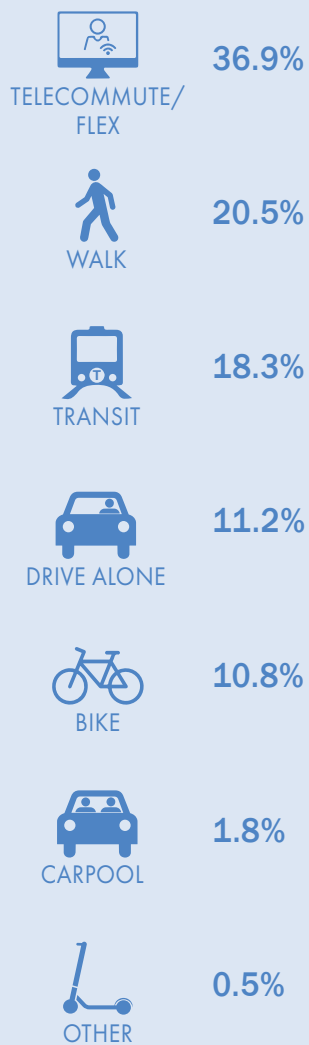




Harvard's return to campus and the associated commuting modes and transportation usage on campus continue to evolve. This year's mode split represents a snapshot of commuting behavior that is still changing (see table below). Harvard's shuttle system is operating all of its routes on a regular schedule and ridership has continued to increase with approximately 500,000 riders in FY22.

In response to continuing changes in commuting patterns, Harvard's CommuterChoice Program offers a set of updated benefits that provide more flexibility for employees who may be returning to campus on a hybrid work model.

### COMMUTING MODES 2022



#### PTDM PLAN

Harvard's proactive [Parking and Transportation Demand Management \(PTDM\) Plan](#), which was first approved by the City of Cambridge in 2003, includes programs and incentives offered through the University's CommuterChoice Program that encourage alternatives to private automobile trips to campus.

#### COMMUTERCHOICE PROGRAM

During 2022 more employees returned to campus after working remotely, and commuting patterns and habits continue to change. While many employees have returned to campus fully, many others continue in hybrid work models. In response to these changing commuter dynamics, Harvard Transportation Services has implemented the following programs and services to meet the evolving commuting needs of the Harvard community:

- **Transit:** Flexible pre-tax transportation debit card for staff who wish to alternate between parking or transit commuting and pre-tax savings on 7-day bus/subway passes.
- **Parking:** New hourly and daily parking options with reduced rates and flexible 3-day annual parking permits to accommodate hybrid work needs.
- **Harvard Shuttles:** New PassioGo app displays live bus-crowding information for riders.
- **Digital Tools:** During the fully remote work months of the pandemic, the CommuterChoice office phased out paper forms and applications and implemented virtual platforms in order to accommodate remote work environments and employee safety.

The CommuterChoice Program continues to provide Harvard affiliates with commuter information and resources across multiple transportation modes including public transit, cycling, walking, and ride share programs.





Kris Snibbe/Harvard University

## SHUTTLES SERVING THE HARVARD CAMPUS

Harvard Transit operates shuttle and van services that offer safe, reliable, and convenient transportation across Harvard's Cambridge and Allston campuses. Harvard's Shuttle fleet includes seven 35-foot buses and five 29-foot buses, each with a capacity of 37 passengers. During the academic year, shuttles provide regularly scheduled service connecting the River Houses, the Radcliffe Quad area, and Harvard's Allston campus. With the opening of the new Science and Engineering Complex (SEC) in Allston, a new Quad - SEC shuttle route has been implemented to provide transportation aligned with class start times. Harvard Shuttle routes serving the Quad were recently changed to accommodate the recent changes in the traffic pattern on Garden Street.

Harvard Transit also operates five, ten-seat passenger vans providing on-call service to individuals with special mobility needs and a late evening weeknight van service which transports faculty, staff, and students safely around campus as a supplement to the shuttle bus system.

Ridership is continually tracked on all routes in order to maximize efficiency and align ridership with the size of shuttle vehicles used and the frequency of service during different times of the day. In 2018 Harvard launched a new Evening Van app to provide a more efficient and convenient rider experience. The University is currently exploring how similar apps can be utilized to maximize the efficiency of peak time shuttle services.

The University continues to partner with the Longwood Collective (formerly MASCO) in providing the M2 shuttle bus, linking Cambridge and the Longwood Medical Area in Boston. In addition to serving Harvard affiliates, this shuttle is available to others, including members of the public, with the pre-purchase of a ticket.

<https://www.masco.org/lma-shuttles/m2-cambridge-boston>

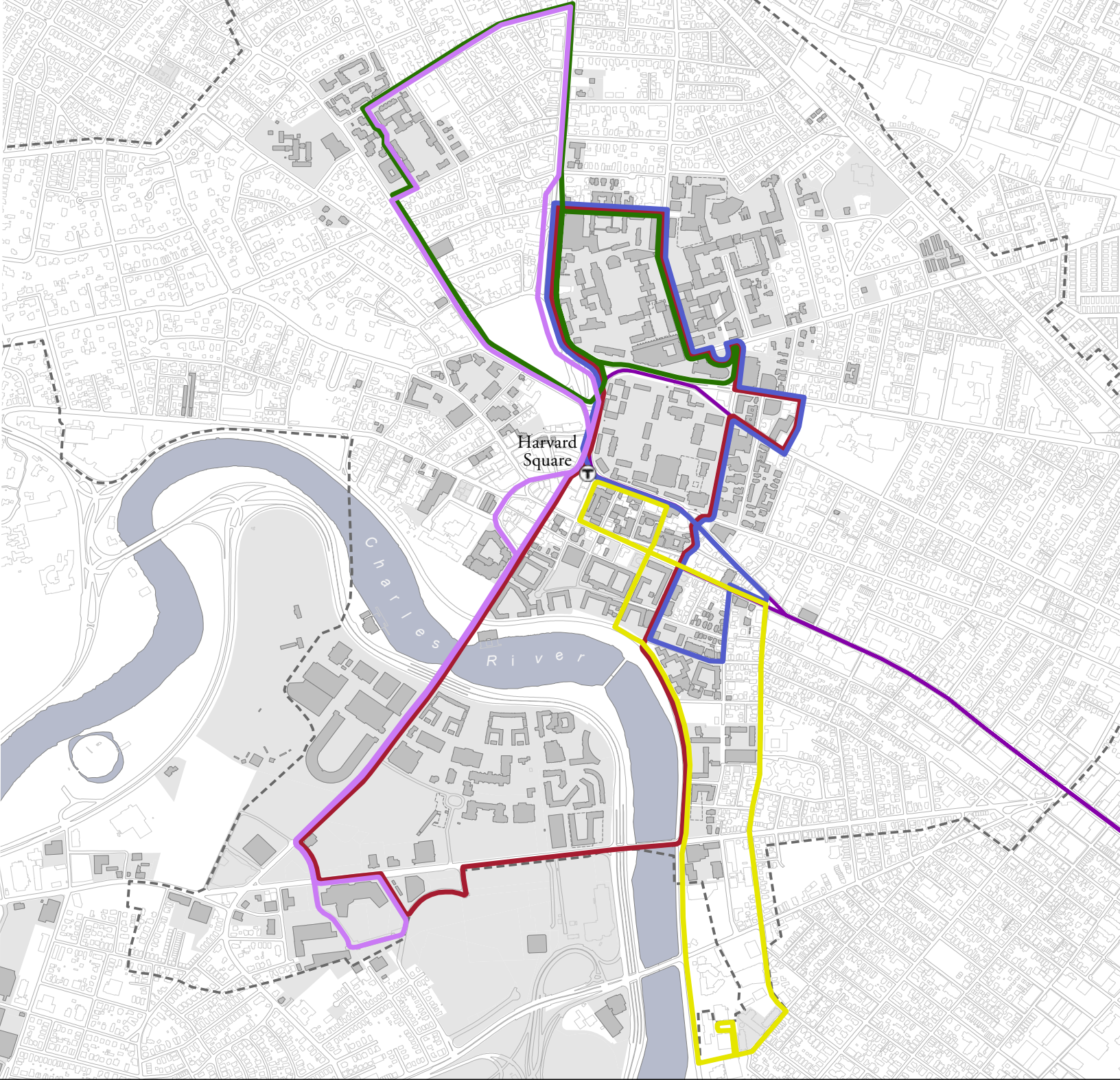
Harvard University Information and Technology offices at 784 Memorial Drive are also served by a landlord-operated shuttle service (HUIT 784) that provides building tenants with regular service to Harvard Square.



Jon Chase/Harvard University

### New Electric Buses

In October 2021, four new electric buses joined Harvard's Shuttle fleet replacing four bio-diesel-fueled vehicles. The 35-foot buses seat 29 passengers and run on a 450 kWh battery. The vehicles can be recharged in three hours nightly, at a facility in Allston. They are expected to reduce emissions of greenhouse gases by 220,000 pounds annually.



Harvard Square

Charles River

- Alston Loop
- Quad Express
- Mather Express
- Quad - SEC Direct
- HUIT784
- M2 Cambridge/LMA
- Evening Shuttle Service Extent
- MBTA Subway

HARVARD CAMPUS SHUTTLE ROUTES



## HARVARD CAMPUS SHUTTLE – ACADEMIC YEAR ROUTES &amp; SCHEDULES

Route Name	Description	Frequency	Hours of Operation
<b>WEEKDAY SERVICE - DAYTIME</b>			
QUAD – SEC DIRECT	Quad, Harvard Square, Stadium, Barry's Corner, SEC	20 minutes	7:00 am – 7:50 pm
QUAD EXPRESS	Memorial Hall via Harvard Square	10 minutes	7:40 am – 4:15 pm
QUAD STADIUM	Quad, River Houses, Harvard Square	25 minutes	5:15 am – 7:40 am
MATHER EXPRESS	Memorial Hall via Harvard Square	10 minutes	8:20 am – 3:00 pm
ALLSTON LOOP	Allston Campus, Harvard Square, Memorial Hall	15 minutes	7:30 am – 3:15 pm
<b>WEEKDAY SERVICE - EVENING</b>			
ALLSTON LOOP	Allston Campus, Harvard Square, Memorial Hall	30 minutes	3:00 pm – 11:45 pm
EXTENDED OVERNIGHT	Quad, Mather House via Memorial Hall	35 minutes	12:50 am – 3:45 am
QUAD YARD EXPRESS	Quad, Lamont, Harvard Square	25 minutes	4:30 pm – 12:30 am
<b>WEEKEND SERVICE</b>			
CRIMSON CRUISER	Quad, Mather House via Memorial Hall	35 minutes	8:30 am – 4:10 pm
1636'er	Quad, Peabody Terrace, Mather House via Memorial Hall	20 minutes	4:20 pm – 12:25 am
ALLSTON LOOP	Allston campus, Quad, via Harvard Square	15 minutes	7:30 am – 10:15 pm
QUAD STADIUM (Sat morning only)	Quad, Lamont, Winthrop, Mather, Stadium	35 minutes	5:50 am – 7:50 am
EXTENDED OVERNIGHT (Fri/Sat night only)	Quad, Mather House via Memorial Hall	35 minutes	3:55 am – 4:50 am



Jon Chase/Harvard University

## BICYCLING

Cycling is a significant part of Harvard's campus transportation system and the University supports a range of programs that encourage cycling as a healthy and sustainable transportation choice. Harvard also continues to make investments in its bicycle facilities on campus and to participate in collaborative planning efforts for local and regional cycling initiatives. Ongoing efforts include the following:

### Bicycle Facilities

Harvard continues to improve existing facilities through upgrade and replacement of racks and to identify opportunities to add additional cycling amenities to the Cambridge campus.

- **Bicycle Parking** - Harvard's parking inventory has approximately 5,700 outdoor rack spaces and 1,300 secure spaces (located inside buildings or bike lockers) serving the Cambridge campus.
- **Repair Stations** - Eleven bicycle repair stations are located across the campus.
- **Bike Facility Map** - An updated interactive map of Harvard's bicycle facilities is available on the CommuterChoice website ([www.commuterchoice.harvard.edu](http://www.commuterchoice.harvard.edu)). The map provides location information on bike routes, parking areas, and key attributes such as rack type, number of spaces, and whether parking is sheltered.
- **Bike Routes** - Harvard University shares the Cambridge Bicycle Plan's vision for creating a safe and connected bicycling network. Harvard continues to seek ways to partner with the City of Cambridge in developing new and improved bike routes such as the DeWolfe bike corridor that provide safer and more efficient routes for cyclists in the vicinity of the Harvard campus.
- **Allston Connectivity** - New bicycle facilities including secured and covered bike parking and a new Bluebikes station were added in 2021 to strengthen cycling between Harvard's Cambridge and Allston campuses.

### Bicycle Programs

The CommuterChoice Program offers a range of programs to promote cycling on campus:

- **Bicycle Benefit Enhancements** - Bluebikes memberships have been added as an eligible expense for reimbursement. Harvard's employee bicycle benefit is more popular than ever. In 2021, 732 faculty and staff were reimbursed over \$188,000, and 548 graduate student workers were reimbursed over \$109,000.
- **Events** - special events such as workshops on visibility and safety; bike maintenance and winter cycling; and community gatherings during Bike Week that celebrate cyclists and cycling.
- **Safety and Repair Classes** - employee reimbursement of expenses associated with taking bicycle safety or repair classes at local bike shops.
- **Cycling Gear** - discounts on cycling helmets and bike light sets through the Campus Service Center.





Rose Lincoln/Harvard University

## Bluebikes

Harvard continues to collaborate closely with the cities of Cambridge and Boston to support the regional bike-sharing program, Bluebikes. The University currently supports seven Cambridge stations. Harvard offers its affiliates a 30% discount on annual membership. To date this year, Harvard had over 1,500 Bluebikes members who have taken over 88,000 trips and traveled over an estimated 1 million miles.



Rose Lincoln/Harvard University

## Planning for Cycling Networks

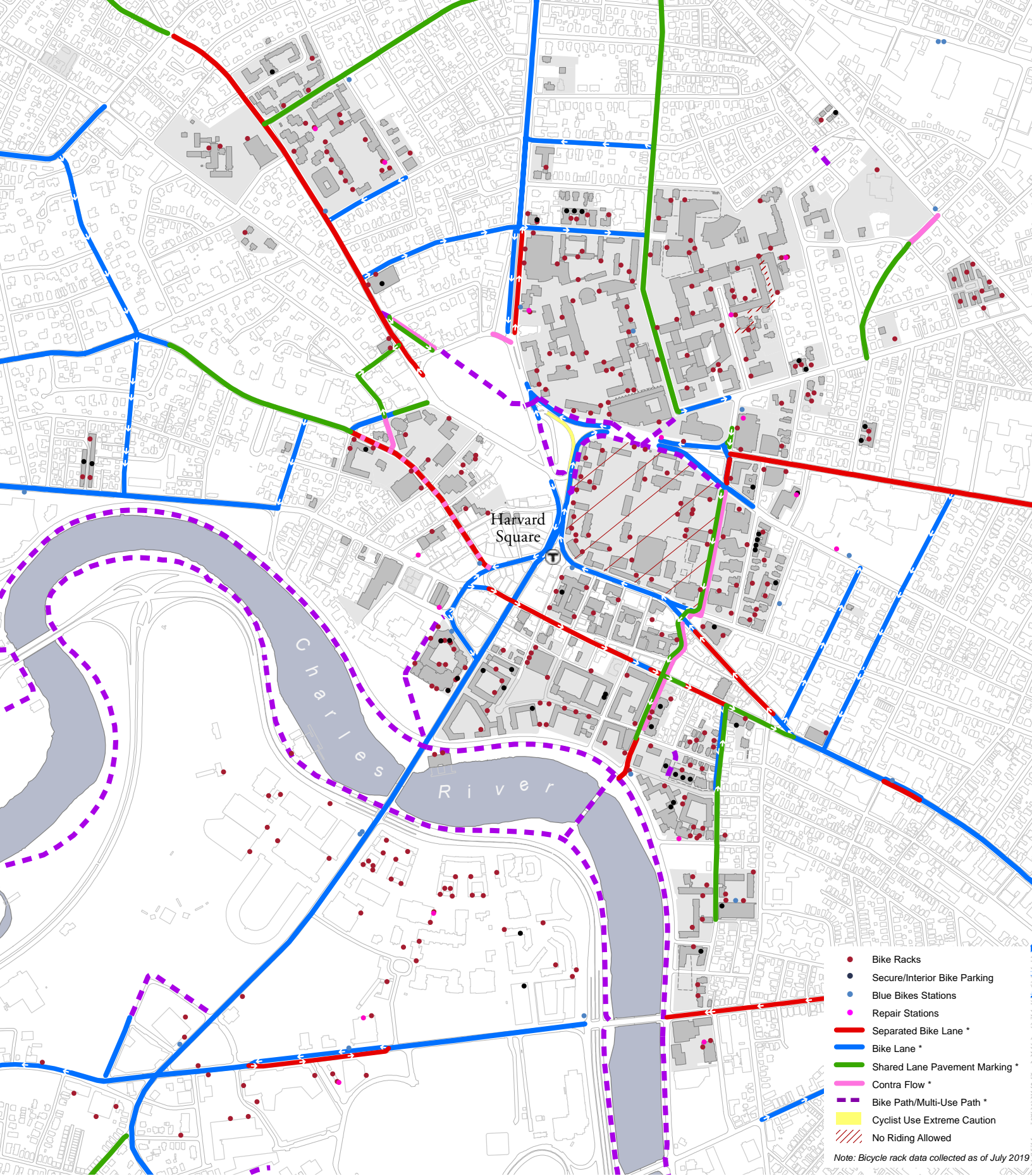
Harvard is committed to improving its existing campus bicycle network and to identifying opportunities to work with local and state governments to strengthen regional networks. These efforts include:

- **Campus networks** - Examining Harvard's existing bicycle network on the central campus and identifying areas for potential improvements. Current efforts include planning for additional bicycle parking facilities on Harvard's north campus in Cambridge.
- **Municipal efforts** - Recently, the University funded the planning, design, and installation of the bike lane in DeWolfe Street. Harvard continues to coordinate bike planning initiatives with the City of Cambridge including efforts to implement the Cycling Safety Ordinance.
- **State projects** - Working with MassDOT to plan for new bike facilities as part of the Allston Interchange project and advocating for inclusion of new bike lanes as part of bridge renovation and other state projects.



Kris Snibbe/Harvard University





Note: Bicycle rack data collected as of July 2019

## HARVARD CAMPUS BICYCLE FACILITIES

Notes: Data Source: \* Routes located in Cambridge defined by the City of Cambridge. All other routes defined by Harvard University CommuterChoice Program. Bicycle rack data as of July 2019





**H**arvard continues to be a leader in advancing campus sustainability, seeking to ensure that it remains a healthy, thriving community that continuously contributes positive social, economic, and environmental benefits both locally and globally, and that its planning and actions evolve as new research-based approaches are identified. The University's vision is grounded in a shared responsibility to build and operate a campus that contributes to the wellbeing of our community and the world while serving as a model as it pilots and scales solutions that contribute to sustainable development and a healthy future for all, now and in the future.

## A FOSSIL FUEL-FREE FUTURE

In 2016, Harvard achieved its first-generation climate goal to reduce absolute greenhouse gas emissions by 30% compared to a 2006 baseline, even when accounting for growth.

In 2018, Harvard became one of the first institutions to set a second-generation, science-based climate goal to become fossil fuel-free by 2050 (Goal Zero). To achieve Goal Zero by 2050, the University needs to ensure its district energy systems and buildings are energy-efficient and heated, cooled, and powered without the use of fossil fuels, all University-owned vehicles are 100% electric, and all of its purchased electricity comes from zero-emission sources – all of which must be accomplished without the use of carbon offsets.

As a bridge to achieve Goal Zero, the University also established an important short-term goal to become **fossil fuel-neutral by 2026**. Fossil fuel-neutral is different from carbon-neutral because projects must offset both the greenhouse gas emissions and the air pollution health impacts associated with fossil fuels. To meet this goal, Harvard will be investing in projects that create positive benefits for human health, social equity, and the environment. Harvard seeks to also study these impacts and continue advancing knowledge related to climate, health and equity. The Harvard Presidential Committee on Sustainability (PCS) has put out a [recommendations report](#) that outlines the University's strategy to achieve the fossil fuel-neutral goal.

As it works toward these new goals, the University continues to maintain the 30% net reduction achieved in its first-generation goal. In fact, Harvard's emissions inventory was one of the first in higher education to be third-party verified by The Climate Registry (TCR).

These science-based climate action goals – along with Harvard's University-wide Sustainability Plan – provide the holistic framework for collective action at Harvard. This provides a unique and exciting opportunity to leverage the campus to engage faculty, students, staff, and other community members in addressing the difficult and unanswered questions and pressing challenges posed by climate change and sustainable development. This work seeks to serve as a model to help others and collectively solve challenges as the University continues to work together with local and regional partners for a healthier, more sustainable future.

Harvard believes that these values and science-based goals are essential parts of the University's core mission of contributing to the wellbeing of every member of the community—and ultimately to the health of the planet and future generations.



## PATHWAY TO 2050

The University is on track to meet these goals – to become fossil fuel-free by 2050 and fossil fuel-neutral by 2026 – and it will do so by addressing four key components: its district energy systems, its standalone buildings (not connected to district energy systems), its purchased electricity, and its vehicle fleet.

The complexity and scale of this energy transition is significant, and we have begun this Roadmap to Fossil-Fuel-Free by 2050 work with a coordinated University-wide planning effort overseen by the PCS. This is a multi-year planning effort that will engage many key internal stakeholders as well as external partners including utilities and cities.

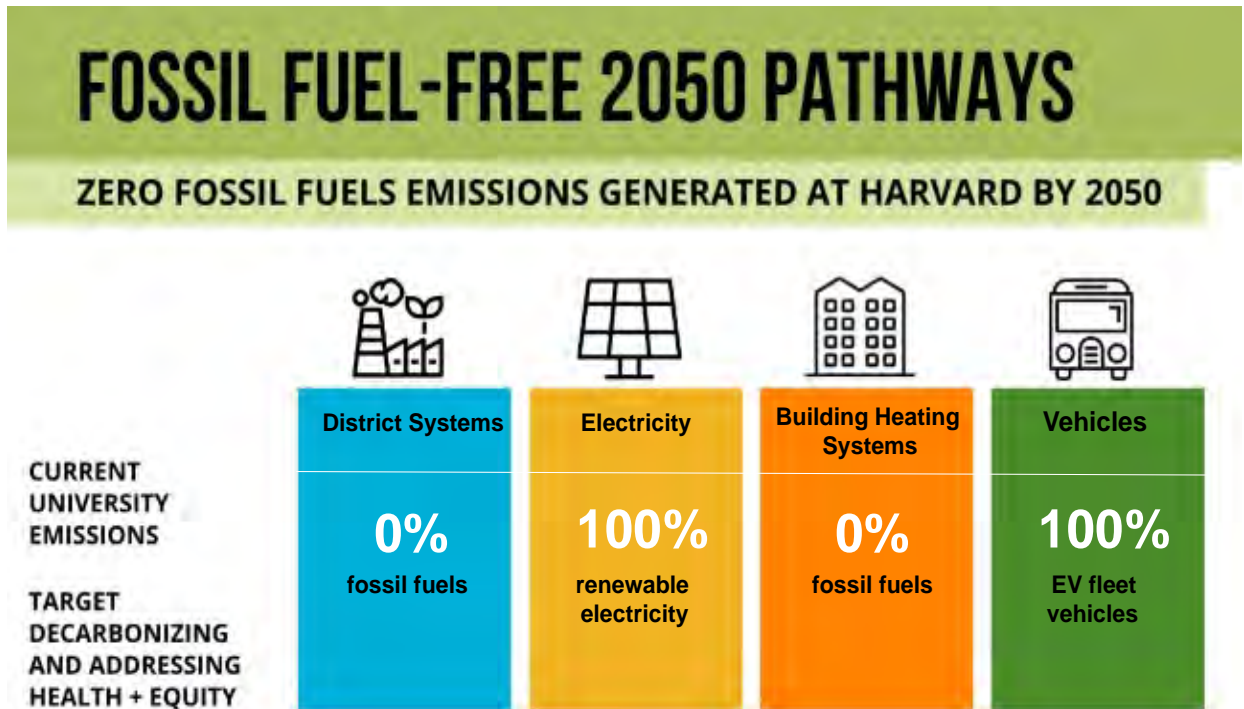
**District Energy Systems:** Harvard’s Plan involves evaluating a variety of technology solutions for transitioning the University energy systems off fossil fuels over time, including electrification opportunities, green hydrogen, and other innovative solutions.

**Standalone Buildings:** Harvard is evaluating the feasibility and infrastructure needed to electrify all building types with boilers or other natural gas infrastructure, and the external partners, such as utilities and supply chains, needed for this scale of capital planning and execution.

**Sustainable Building Standards and Energy Conservation:** Harvard will continue to develop its Sustainable Building Standards (first developed in 2009), and building operational best practices that address climate as well as health and equity in the built environment.

**Vehicles and Fleet:** Harvard is working to transition our entire vehicle fleet to electric and is working to develop targets by vehicle type. An initial area of focus is the transition of Harvard’s shuttle bus fleet, building on the success of the first four EV buses launched in fall 2021.

**Electricity Supply:** Harvard will help develop new large-scale renewable electricity projects to ensure high quality, additional projects are created that address both carbon emissions and air pollution and quantify and study these climate and health benefits. Harvard will continue to evaluate on-site solar opportunities beyond the 2.9MW already installed on our campus.



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In addition to these ambitious goals, Harvard is also working to grow its tree canopy, offer subject matter expertise to the City's efforts to address climate change, and continue to translate research into practice, as well as other novel and groundbreaking strategies.

Achieving these goals will require innovative new technologies, many of which are being developed and piloted by Harvard faculty and researchers. Implementation of these strategies will also require comprehensive new public policies that are practical, science-based and technologically feasible. Harvard will continue to collaborate with its partners and with city, state, and federal government to ensure these innovative technologies are scaled, applied and replicated whenever possible.

## HARVARD'S PRESIDENTIAL COMMITTEE ON SUSTAINABILITY (PCS)

Harvard President Larry Bacow created a Presidential Committee on Sustainability (PCS) to advise the University's leadership on Harvard's sustainability vision, goals, strategy, and partnerships. The committee oversees the work toward reaching Harvard's sustainability goals, including being fossil fuel-free by 2050 and fossil fuel-neutral by 2026, while leveraging University strengths to catalyze solutions that have meaningful benefits beyond Harvard's campus.

## HARVARD'S SUSTAINABILITY PLAN

Harvard is committed to transparency in its sustainability reporting. The Harvard Office for Sustainability employs interactive graphs with cutting-edge data analytics and visualization software. A public, [interactive dashboard](#) aggregates internal data sets, updated annually, to visualize and track Harvard's sustainability progress. The datasets are available to students, faculty, and staff for use in research projects and benchmarking, to inform decision-making, and to drive continual improvements in how Harvard operates its campus. The latest plan can be found on Harvard's Office for Sustainability website.



## THE SALATA INSTITUTE FOR CLIMATE AND SUSTAINABILITY

The Salata Institute for Climate and Sustainability at Harvard is a groundbreaking new entity that will advance and catalyze research programs across all of Harvard's schools, turn climate research into real-world climate solutions, and enable comprehensive cross-university education in climate and the environment.

Launched in 2022, the Institute was made possible by a gift from Melanie and Jean Eric Salata and is led by James Stock, the University's inaugural Vice Provost for Climate and Sustainability. The Institute works closely with faculty, students, staff, and academic leadership from across the University to guide and further develop Harvard's strategies for advancing climate research and its global impact. It also advises and collaborates across the University with various faculty-driven initiatives and centers as well as with the Presidential Committee on Sustainability and Office for Sustainability. The Institute will be operating at a time of transformational change, both in the climate and in society, as energy-source transitions and other climate-related changes accelerate.





Kris Snibbe/Harvard University

## HARVARD'S CAMPUS AS A LIVING LAB

Harvard is using its campus as a living lab to serve as a model for how organizations can help accelerate the transition to a healthier, fossil fuel-free future. Faculty and students are collaborating with staff to translate research into practice by piloting and proving exciting new solutions that can be scaled up on the local, regional, and global levels.

- **Harvard's Healthier Building Academy (HHBA)**

The Harvard Healthier Building Academy (HHBA), launched in 2016, is a partnership led by the Office for Sustainability together with researchers from the Harvard T. H. Chan School of Public Health, John A. Paulson School of Engineering and Applied Sciences, and Harvard Medical School. HHBA is identifying and tracking “chemical classes of concern” (including petrochemicals) that pose health risks and emit significant amounts of carbon emissions. Since 2014, Harvard has required building project teams to reduce and eliminate these classes of chemicals from key product purchases. Harvard's Sustainable Building Standards currently address multiple classes of chemicals, including per- and polyfluoroalkyl substances (PFAS) and chemical flame retardants, across the 14 key interior product categories typically purchased by project teams. Harvard works with vendors and suppliers, leveraging University purchasing power, to accelerate the transition to full ingredient transparency and healthier building materials. Through its on-campus projects, Harvard is demonstrating scalable solutions with the goal of transforming the global marketplace for healthier spaces, products, supply chains, and especially protecting workers and communities throughout the value chain, as well as our own community, while setting new standards to help others scale solutions.



Rose Lincoln/Harvard University

## HOW THE HHBA IS TRANSLATING RESEARCH INTO PRACTICE

Research at Harvard has linked chemical flame retardants and highly fluorinated stain-repellants such as Per- and Polyfluoroalkyl Substances (PFAS) to hormone disruption, neurodevelopment effects, and immune dysfunction. Motivated by the work of Harvard scientists, the HHBA requires furniture, carpet, resilient flooring and other materials to be free of certain chemical classes included PFAS, flame retardants, and antimicrobials. To demonstrate that these decisions led to spaces with a lower overall toxic load, Harvard Research Associate Anna Young, PhD, MS, together with faculty and staff advisors, collected dust samples in 47 campus buildings, about half of which were ‘healthier’ renovated spaces while the rest were ‘control’ or pre-renovated spaces. Significant reductions (up to 65% lower chemical flame retardants and 78% lower PFAS) were observed in rooms with full healthier materials interventions. Dr. Young's work led to two peer-reviewed publications demonstrating the positive impacts of simple interventions to replace interior material with healthier options.

## SUSTAINABLE FACILITIES AND OPERATIONS

Harvard continues to make its buildings and operations more sustainable through the University-wide application of its Sustainable Building Standards and Sustainability Guidelines, which are periodically updated. Significant achievements include the following:

- **LEED and Living Building Challenge (LBC) Projects:**

Harvard has 144 LEED-certified spaces across campus, including the first and second LEED v4 commercial interiors projects in Massachusetts. The Harvard Science and Engineering Complex (SEC) achieved LEED platinum and also is the largest building (one half a million sq feet) and first research laboratory building to achieve the International Living Future Institute's LBC Petal certification in Materials, Beauty, and Equity. LBC certification defines the highest measure of sustainability possible in the built environment based on the best current science and holds organizations accountable to an exceedingly high standard while recognizing that true sustainability is an ongoing journey.

- **Sustainable Building Standards:**

Harvard first piloted its Sustainable Building Standards in 2009 and has regularly upgraded/adjusted these standards in the years since. Through these innovative standards, the University has made significant progress towards its climate, health, and equity goals.

- **Solar Power:**

Over 2.9 MW of on-site solar projects have been installed on Harvard's rooftops, including 1.8 MW of installed storage. In addition to on-campus solar installations, Harvard implemented other types of on-campus renewable energy sources including co-generation (i.e., combined heat and power), roof-mounted wind turbines, geothermal energy (ground-source heat pumps), solar hot water, and energy storage.

- **Reducing Lab Energy Use:**

Harvard continues to further advance lab sustainability efforts through its Green Lab Program established in 2008. Through the Lab Inhalation Risk Assessment (LIRA), the University works to right-size laboratory ventilation using equipment that measures and analyzes chemical exposure. Harvard also developed a Lab Ventilation Management Plan (LVMP), which saves energy through optimizing air change rates and keeping researchers safe during experiments.

For example, Harvard's new Science and Engineering Complex (SEC), which achieved Living Building Challenge Materials, Beauty, and Equity Petals and LEED Platinum certification, operates on an LVMP, which allows the building to adjust the airflow to different spaces based on usage and activities. This saves energy – more than 30% of a typical lab in New England – and creates healthier conditions for researchers and all occupants and visitors.



Nic Lehoux



Kris Snibbe/Harvard University



## BUILDING A MORE RESILIENT CAMPUS

Harvard's Resiliency Working Group continues to work to develop a process for frequent assessment and planning for risks and vulnerabilities associated with future climate changes such as extreme heat, stormwater surge from increased rainfall events, and sea-level rise. This work is being closely coordinated with local, state, and federal agencies. Climate resiliency planning has been integrated into business continuity planning as well as major capital projects on-campus.

## COLLABORATION EFFORTS

Harvard faculty and staff actively participate in many local sustainability-related stakeholder groups and meetings through the year, including:

- Cambridge Compact for a Sustainable Future
- Building Energy Use Disclosure Ordinance (BEUDO) stakeholder sessions
- Net Zero Action Plan, Article 22 Green Building Requirements, Renewable Energy Pathways stakeholder sessions, and other stakeholder meetings

## Cambridge Compact

Harvard lends both its intellectual and financial capital to the City's efforts to address change including participating in public processes such as the Cambridge Compact for a Sustainable Future, the Cambridge Net Zero Task Force, Cambridge Climate Resiliency Zoning Task Force, BEUDO Stakeholder sessions, as well as other City-led efforts to achieve shared climate goals.

Harvard Co-Chaired the Cambridge Compact for a Sustainable Future with MIT since it was founded in 2013. The Compact has created new partnerships and opportunities for collaboration between universities, businesses, and the City. Members are collaboratively continuing to provide feedback and input on important city initiatives, such as the Cambridge Net Zero Task Force and the Building Energy Use Disclosure Ordinance stakeholder sessions.

## ONGOING TRANSFORMATIONAL CHANGE

- **Focusing on climate, health, and equity:**

Fossil fuels are the largest source of air pollution emissions globally. According to the Lancet





Jon Chase/Harvard University

Commission on Pollution and Health report, air pollution, much of which can be attributed to fossil fuel use, remains a leading cause of death resulting in 6.5 million premature deaths per year.

Air pollutant emissions do not impact all locations or all communities equally. Black, Indigenous, People of Color, and low-income communities are more vulnerable to damage and disease from these pollutants due to other social determinants of health and historical inequities. Understanding who fossil fuel pollution is harming most is necessary in understanding the full impact of fossil fuels on public health today. That is why Harvard is committed to becoming fossil fuel-free, as opposed to just carbon-free.

The University continues to make the focus of health and equity a key component of all its sustainability planning.



Jon Chase/Harvard University

- **Transforming How We Work and Live:**

The University launched its **Sustainable and Healthful Food Standards in 2019**, which influence all major food vendors on campus and are designed as a model to measurably increase access to sustainable and healthful food offerings, reduce wasted food, enhance food literacy, and optimize the impacts of food choices on people, animals, and the planet. Harvard is an inaugural signatory of the **Cool Food Pledge**, a global coalition of organizations (including New York City, IKEA, Hilton, and Brandeis University) committed to reducing food-related greenhouse gas emissions collectively by 25 percent by 2030. Together, the Cool Food Pledge signatories serve over 3.4 billion meals annually – and the coalition continues to grow. In 2022, Harvard University Dining Services, together with faculty and practitioners in the field, launched the Harvard Food Systems Initiative, which is an educational and experiential program that aims to inspire elevated thinking and to shape future food systems leaders for a more sustainable future.

- **Harvard Electric Buses put the University on the road to a fossil fuel-free future:**

Harvard introduced four 100% electric buses and electric infrastructure in 2021, 27% of the shuttle fleet, with the ultimate goal of transitioning all buses over time. The new buses are expected to lower greenhouse gas emissions by more than 220,000 pounds annually while reducing air and noise pollution. With this transition, Harvard seeks to demonstrate that electric vehicles can address climate change and improve public health in New England while helping the University meet its goals to be fossil fuel-free by 2050 and fossil fuel-neutral by 2026. The University's electric buses were made possible through a Massachusetts Department of Environmental Protection grant and a loan from the Harvard Green Revolving Fund.





Jon Chase/Harvard University

- **Harvard continues to expand cycling infrastructure and services**

In partnership with the City of Cambridge, Harvard added 2,269 feet of separated bike lanes on Quincy and DeWolfe Streets, establishing a new north-south bike route that connects Harvard Square and Allston.

- **Bio-friendly fertilizer continues to prevent harmful runoff on Harvard's campus**

Harvard piloted a carbon negative biofertilizer, developed in the Nocera Lab, on its campus. The study continued over the past year and showed a reduction in harmful runoff compared to the standard fertilizer, as well as signs of a positive impact on plant health. This is just one example where Harvard's researchers are partnering with operational staff to pilot innovative solutions to global sustainability challenges right here in Cambridge.

- **Climate Change Solutions Fund (CCSF)**

Nine research teams shared \$1 million in the seventh round of grants awarded by CCSF in 2021, an initiative encouraging multidisciplinary research projects that seek creative solutions to climate change. Since 2014, nearly 60 CCSF projects received more than \$7 million.

- **Climate Research Clusters Program:**

The Climate Research Clusters Program is an interdisciplinary initiative that unites Harvard faculty, post-docs, students, practitioners, and external collaborators to research and propose actionable, concrete solutions to an aspect of the climate crisis. Funding from the Harvard Office of the Vice Provost for Climate and Sustainability will award as many as five climate research clusters \$600,000 per project for a period of up to three years as they work toward ambitious and meaningful, real-world progress on important climate problems.

- **Campus Sustainability Innovation Fund (CSIF):**

CSIF is a donor-funded \$700,000 fund established in 2016 to encourage teams of students, faculty, and staff to test new technologies and ideas on campus to solve global sustainability challenges. To date, 17 projects, spanning seven of Harvard's schools have been funded, leading to new impactful knowledge that will influence decision-making at Harvard and beyond.

- **Critical upgrades to many campus buildings:**

Harvard continues to make targeted improvements to many buildings on campus – including ventilation systems, energy-efficient lighting, replacing inefficient windows and doors, and adding or improving insulation. Though smaller in scale, these improvements are important to continuing to reduce energy and emissions in Cambridge.



*Stephanie Mitchell/Harvard University*

## CAMPUS TREE RESOURCES

A key element of Harvard's Cambridge campus is the diversity of trees woven into the campus landscape that creates a unique space within the urban context of Cambridge. The type and placement of trees help to define campus spaces through their canopy, spatial structure, and visual characteristics. Harvard has long recognized the importance of its tree resources not only as a character-defining element but for its critical role in ensuring the broader liveability and resiliency of the campus and City of Cambridge.

Approximately 9,700 trees are located on Harvard's Cambridge, Allston, and Longwood Medical Area campuses, with the Cambridge campus alone having over 5,000 trees. In addition, the Arnold Arboretum of Harvard University located in Boston contains approximately 8,300 trees. To support the stewardship of Harvard's tree resources, the

University completed a comprehensive tree inventory in 2019 that currently contains information on 7,700 trees (trees at the Arnold Arboretum are separately managed). The inventory tracks a range of information including tree location, species, general condition, approximate age, height, and diameter at breast height (DBH). Harvard also maintains a tree data layer as part of its GIS system.

To ensure the long-term preservation of the campus tree canopy Harvard routinely identifies opportunities to plant new trees as part of general succession planting, to replace trees that must be removed, or as part of planning for specific capital projects. Most recently, as part of planning for the Weld Boathouse renovation project, Harvard has committed to planting new trees on the boathouse's site along the Charles River in consultation with the Cambridge Conservation Commission.



The University's tree inventory confirms that Harvard meets the industry best practices for managing tree resources.

BEST PRACTICES	HARVARD'S TREES
<p><b>50%+ trees on an urban campus should be in good condition</b></p>	<p>More than 60% of Harvard's trees in Cambridge are in good health.</p>
<p><b>Remove trees that pose unacceptable risk or are beyond remediation</b></p>	<p>In the instance of a tree that poses a high risk, Harvard will remove the tree, and carefully plan for replacement trees that will contribute to the overall landscape design and are well suited to the environment.</p>
<p><b>Promote diversity of age and climate appropriate species</b></p>	<p>Harvard's trees have a distribution of ages. A balance between young and mature trees helps to ensure future succession.</p> <p>Harvard's campus has 126 species of trees. This diversity helps to minimize the impacts of disease, pests, and the effects of climate change. Of note, many species of oak, Chinese elm, Japanese maple, and ginkgo are doing very well on campus, while others, such as sugar maple, white ash, flowering dogwoods, and black cherry, are faring less well.</p>
<p><b>Have a prioritized plan for the care of each tree</b></p>	<p>Harvard's Landscape Services department works with a team of professional arborists and horticulturists who maintain campus trees, shrubs and other plantings. Their work, and those of Harvard's landscape contractors, includes scheduled pruning and other maintenance, ongoing assessment of tree condition, health, and recommended care.</p>
<p><b>Have a long-term strategy for tree management</b></p>	<p>The long-term viability of Harvard's trees relies on careful maintenance of existing trees and planning for the future. In addition to maintaining its existing tree resources, the University seeks to increase the number of trees on its campus through ongoing landscape maintenance and as part of capital projects. The many new trees that have been planted in Harvard Yard in recent years represent succession planting to ensure a mature tree canopy in the Yard well into the future.</p> <p>Harvard evaluates new landscape designs to ensure that they advance the University's sustainability goals by incorporating tree and plant species that are more adaptive to future environmental change, foster biodiversity, assist with stormwater management, and contribute to the reduction of the urban heat island effect.</p>



HARVARD CAMPUS TREE LOCATIONS





Stephanie Mitchell/Harvard University



**H**arvard University is committed to championing and supporting inclusive excellence by helping to foster a campus culture where everyone can thrive.

## THE OFFICE OF EQUITY, DIVERSITY, INCLUSION & BELONGING (OEDIB)

The Office of Equity, Diversity, Inclusion & Belonging (OEDIB) is a central University office tasked with helping set the strategy and steer Harvard towards inclusive excellence. OEDIB convenes stakeholders, serves as a catalyst for strategic efforts, analyzes University-level progress, facilitates University-wide coordination, and builds community across campus.

OEDIB is led by Chief Diversity and Inclusion Officer (CDIO) Dr. Sherri Ann Charleston, one of the nation's leading experts in diversity and higher education, who began her role as the CDIO at Harvard in the summer of 2020. Charleston and her team developed a five-year strategic model to guide Harvard in its ongoing pursuit of inclusive excellence. As part of that model, they identified key areas for long-term strategic planning that would have the broadest impact, and have worked on building infrastructure, capacity, and key partnerships leading into an implementation phase.

Efforts to sustain and continue equity, diversity, and inclusion are ongoing at both the University-level and at schools, departments, and offices across the University. These efforts include re-affirming Harvard's foundational values and developing new and engaging initiatives for fostering equity and diversity.

OEDIB has specifically focused on key areas aligned with three strategic priorities—organizational excellence, community engagement, and shared leadership. The team will provide a year-end update to the community, detailing progress, key partnerships, and new initiatives.

## HARVARD'S CORE VALUES

All members of the Harvard community are encouraged to embrace **five core values** that provide a framework for organizing actions to create an inclusive and hospitable University culture.

1. **Respect the rights, differences, and dignity of others**
2. **Demonstrate honesty and integrity in all dealings**
3. **Pursue excellence conscientiously in one's work**
4. **Be accountable for actions and conduct in the community**
5. **Cultivate bonds and bridges that enable all to grow with and learn from one another**





## INCLUSIVE EXCELLENCE

Harvard is continually working to create and maintain a community that draws on the widest possible pool of talent to unify excellence and diversity—one that fully embraces individuals from varied backgrounds, cultures, races, identities, life experiences, perspectives, beliefs, and values.

The aspiration to achieve inclusive excellence is rooted in the understanding that the diversity of our community is a source of excellence and is a fulfillment of our educational mission to include people of different backgrounds and beliefs to engage with and learn from each other.



*Kris Snibbe/Harvard University*

## UNIVERSITY-WIDE INITIATIVES

### EDIB Leadership Network

OEDIB convenes a University-wide EDIB Leadership Network that includes 48+ campus administrators with both formal and/or voluntary EDIB-related roles. The new network meets quarterly and serves as an EDIB-focused forum for a community of practice to collaborate and coordinate efforts/initiatives, connect individuals, benchmark, and provide professional development. OEDIB continues to meet monthly with School-level senior EDIB leaders to facilitate strategic efforts and planning.



### EDIB Forum: Reimagining Our Community

In April 2022, OEDIB organized and launched Harvard's first annual Equity, Diversity, Inclusion, and Belonging Forum, which brought the community together virtually to learn and engage with critical EDIB topics and research-informed strategies. Over 2,600 registered for this three-day program, featuring a dozen speakers—including Bill Lee, Cornell William Brooks, Lauren Ridloff, and LaTosha Brown—with 18 breakout sessions led by EDIB scholars and experts from the Harvard community. Video recordings of the conference were shared via the Harvard Gazette and on the EDIB YouTube channel.

The forum provided professional development and community engagement, with staff members from across Harvard representing 74% of registrants. Post-event survey data indicates that 92% of respondents strongly agreed or agreed that their knowledge of diversity and inclusion topics increased due to participation in the EDIB Forum. OEDIB plans to host the forum again in February 2023.

### Annual Dr. Martin Luther King Jr. Commemorative Lecture at Harvard

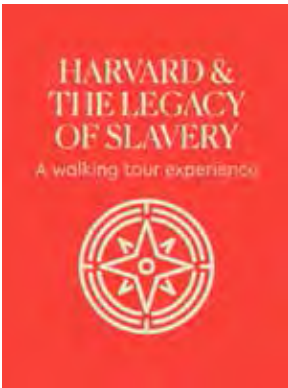
In October, working in collaboration with the Office of the President, OEDIB organized the inaugural Dr. Martin Luther King Jr. Commemorative Lecture at Harvard. The lecture aims to recognize individuals who through their dedication to activism, advocacy, scholarship, or service have made an indelible contribution to advancing justice and equality. The lecture's first honoree is Freeman A. Hrabowski III, celebrated for his leadership in developing a national educational model for students from diverse backgrounds to excel in STEM.



### Harvard Culture Lab Innovation Fund (HCLIF)

The Harvard Culture Lab Innovation Fund (HCLIF) provides funding opportunities for students, staff, faculty, and post-docs to pursue projects that aim to advance diversity, equity, inclusion, and belonging. The Office of the President funds the competitive grants, which range from \$2,000 to \$25,000 per project. OEDIB has awarded dozens of projects that innovatively advance diversity and inclusion throughout Harvard. Fourteen projects were funded in FY21. There are no limitations on scope or subject matter, but funded proposals address critical EDIB challenges and identify creative solutions that have the potential to catalyze a culture shift at Harvard. A full list of grant receipts can be found at: [dib.harvard.edu/CLIF-fund-recipients](https://dib.harvard.edu/CLIF-fund-recipients).





## Harvard & the Legacy of Slavery Community Support

OEDIB served as a clearinghouse for support efforts following the release of the *Harvard & the Legacy of Slavery* report. OEDIB's Reflecting on Harvard's History webpage served as a central resource for related events, which were also shared via the OEDIB newsletter. OEDIB hosted a University-wide Affinity Space, with 767 registrants, in support of community members impacted by the report's findings.

In collaboration with the Harvard Chaplains, OEDIB offered two tours exploring The Landscape of Slavery at Harvard, drawing from the Report of the Presidential Committee on the Harvard & the Legacy of Slavery (H&LS). These six-stop tours, led by Harvard Chaplains, engaged with the local geography of African and Indigenous enslavement, honoring those who were wrongly oppressed, enslaved, and buried at Harvard.

OEDIB also offered two Harvard & the Legacy of Slavery Campus Tours that explored Harvard University's entanglement with the institution of slavery as part of the BIPOC (Black, Indigenous, and people of color) Connections event.

## BIPOC Connections Event

This annual event is hosted by OEDIB in partnership with the DIB Leadership Council and dozens of key collaborative partners. This innovative virtual welcome event provided a platform for over 1,000 new community members to network and learn more about BIPOC resources at Harvard. The virtual event was followed by an in-person welcome celebration featuring local minority-owned businesses.







### Harvard Heritage Months Working Group

OEDIB gathered representatives from across the University to meet quarterly and create an annual calendar of heritage months and identity days with the goals of raising awareness and guiding local-level event planning.

### Harvard University's Administrative Fellowship Program (AFP)

The AFP is a cornerstone of its talent acquisition, diversity, and inclusion efforts. The program seeks to attract talented professionals, in particular members of historically underrepresented groups, to promote leadership opportunities and careers in higher education.

### Inclusive Hiring Initiative

Harvard Human Resources has developed an inclusive hiring initiative to disseminate guidelines and trainings on compliant and inclusive hiring practices that align with the University's commitment to diversity and inclusive excellence. These resources seek to support efforts to reaffirm the university's commitment to inclusive hiring and to building an increasingly diverse workforce.

## SCHOOL-BASED PROGRAMS AND INITIATIVES

Schools and units across Harvard also have dedicated offices and teams that advance the University's goals for diversity, inclusion, and belonging, and which offer a wide range of programs and initiatives. More information about these specific initiatives can be found at <https://edib.harvard.edu/schools-units>







Rose Lincoln/Harvard University

  
BLACKBIRD  
DOUGHNUTS



**H**arvard University is committed to supporting a variety of educational programs and partnerships that contribute to the Cambridge Public Schools and to an equitable and inclusive community for all residents.

## SUPPORTING CAMBRIDGE PUBLIC SCHOOLS

Harvard is committed to working with Cambridge Public Schools to ensure that all CPS students – from elementary through high school – have opportunities to achieve academic success.

### All of CPS

Harvard educational programs are available in every CPS school. University programming ranges from internships to curriculum-based and enrichment programs for all CPS grade levels and interests. In addition, Harvard provides opportunities for CPS educators to access free professional development workshops and academic coursework. Program highlights include:

#### Early Childhood - Elementary

##### **Mind Matters: Families Make a Difference**

Started in 2012, Mind Matters is a multi-session program offered to families of Cambridge early childhood and elementary students. In partnership with CPS Family Engagement, the program provides training to caregivers to support the emotional, social, and academic needs of children aged 3 to 8.

##### **Arts & Culture Programming**

The Harvard Art Museums and the Harvard Museums of Science & Culture offer free programming to all CPS schools—including hosting field trips to supplement curriculum for 2nd and 4th grade students. The American Repertory Theater (ART) also provides free tickets and event-based programming for CPS students.

#### Upper School

##### **Education Day**

All 6th grade classes in CPS are invited to Harvard’s campus for an athletic game and lunch providing an easily accessible way for students to begin thinking about college.

##### **Project Teach: Harvard's College and Career Awareness Program**

Project Teach aims to demonstrate how college can be an affordable and attainable goal for everyone. The program is based on the research from the Harvard Graduate School of Education and focuses on communicating college and career goals, sharing resources, developing partnerships between students and colleges, and engaging families. All 7th graders in CPS are invited for a campus experience that includes talking with undergraduates, a modified college class, and lunch.

**Approximately 600 middle schoolers participate in Project Teach during an academic year.**



## CPS 8th Grade Science and Engineering Showcase

In a program co-developed by the CPS Science Department and Harvard's John A. Paulson School of Engineering and Applied Sciences, all CPS 8th grade students develop a science project during a semester-long class which culminates in a spring showcase hosted on Harvard's campus. **Approximately 400 CPS 8th graders participate during an academic year.**

## Foragers to Farmers

Foragers to Farmers is a program that teaches students about the rise of agriculture. Classroom teachers introduce the impact climate change had on food resources. Students then examine artifacts from a mock dig to determine whether foragers or farmers were in residence. Education materials are provided by Harvard's Peabody Museum of Archaeology & Ethnology. The project culminates with a field trip to the Museum. **All CPS 6th graders take part in the program.**

## High School

### Crimson Summer Academy at Harvard University

The Crimson Summer Academy (CSA) is an educational program that provides traditionally underserved high school students with a mix of classes, projects, and cultural activities on Harvard's campus, helping them prepare for success in college and beyond. Over three consecutive summers, selected students from public schools in Cambridge live on-campus, receive a stipend, laptop, instruction, and close mentoring relationships with Harvard College undergraduates. **94% of CSA graduates complete college in four years.**



### Marine Science Internship program

The Marine Science Internship program at Harvard was created by Cambridge Rindge and Latin School (CRLS) marine biology teacher Paul McGuinness to provide a hands-on, real-world lab experience for CRLS students. A primary goal of the program is to expose more women and minorities to science and biology. CRLS students are paired with graduate student mentors in research laboratories focusing on marine science and engineering.

### Science Research Mentoring Internship Program

The Science Research Mentoring Program (SRMP) at the Harvard & Smithsonian Center for Astrophysics (CfA) and the Massachusetts Institute of Technology (MIT) provides an opportunity for high-school students to work on a year-long independent research project in astrophysics under the guidance of a Harvard or MIT scientist. Ten students are selected per year.

### Cambridge-Harvard Summer Academy

Launched in 2001, the Cambridge-Harvard Summer Academy (CHSA) is a free, intensive six-week program that partners Cambridge Public Schools with the Harvard Graduate School of Education. CHSA serves as Cambridge's official summer school for high school students, and offers students both enrichment and remedial classes to address achievement and opportunity gaps, as well as to help prevent summer learning loss.

### Design Discovery: Young Adult

This intensive four-week summer architecture and design program seeks to immerse high school students in the world of design. Developed by Harvard Graduate School of Design students, the program introduces





students to architectural design and alternative perspectives of landscape design; urban planning; and graphic, industrial, and fine arts design. The program strives to foster a passion for design in local communities and to develop the skills to put students on track for exploring these ideas at the collegiate level.

### **Black in Design Mentorship Program**

Developed by the Harvard Graduate School of Design, the Black in Design Mentorship Program is a 10-week academic and professional mentorship program that invites black high school students to learn about what design involves and how guidance and collaboration are essential to the act of design. The program aims to expand the ecosystem of engagement among black designers by building mentorship opportunities to extend support into participants' future pursuit of design.

## **For CPS Educators**

### **Out-of-School Time Learning Community (OSTLC)**

The OSTLC program provides a series of workshops for Cambridge out-of-school time educators that highlight promising practices and tools for engaging students and families. Workshop topics include supporting social, emotional and intellectual growth, immigration, race and equity, and project management.

### **James Bryant Conant Fellowship**

The James Bryant Conant Fellowship fund was established to support the professional growth of outstanding teachers and administrators from Cambridge and Boston Public Schools who are accepted to Harvard Graduate School of Education (HGSE) degree programs. Fellows are required to return to or remain in their school systems for a minimum of one year after completing the HGSE program.

### **Scholarships for Cambridge Students and Teachers**

The Harvard Division of Continuing Education provides CPS upper and high school teachers with scholarships to take coursework at the Harvard

Extension School.

### **Reach Every Reader**

Reach Every Reader is a program out of the Harvard Graduate School of Education designed to promote early literacy. The program's vision is that all children will be readers with the skills, knowledge, and interest to read for learning and pleasure. The program offers training to school-based intervention specialists who then provide professional development in their assigned schools.

### **Professional Education Programs**

The Harvard Graduate School of Education offers a robust portfolio of practical learning experiences designed for K-12 educators, school- and district-level leaders, as well as professionals at education support organizations. **54 CPS educators participated in FY21.**

### **Harvard Museums of Science & Culture**

The Museums offer resources for teachers to use in the classroom and while visiting the museum with students, including educator guides, professional development courses, and gallery activities.

### **Supporting the Superintendent**

Harvard makes funding available for a doctoral student from HGSE to work in the office of the Cambridge Superintendent advancing district goals and priorities.

### **Cambridge Students Attending Harvard College**

Twenty-eight students from Cambridge, including 16 from CRLS, were accepted to Harvard College for the 2022-2023 academic year. Cambridge schools have historically been pipelines to Harvard, as 108 Cambridge residents, 72 of them CRLS graduates, were admitted during the last five years.

## **COMMUNITY ENGAGEMENT**

Harvard works closely with the City of Cambridge and nonprofit partners to deliver programs that connect residents to programming, timely resources, and help respond to regional challenges.

## Year Up

Harvard University is a partner in Year Up, a one-year intensive training program that provides low-income young adults, ages 18 to 24, with a combination of hands-on skills development, course work eligible for college credit, and corporate internships. Since the University first partnered with Year Up more than 15 years ago, Harvard has hired approximately 280 interns into permanent or temporary positions.

## Clinical and Pro Bono Legal Programs

Every year, the Clinical and Pro Bono Programs – a collection of 49 in-house clinics, externship clinics, and student practice organizations – provide free legal services and referrals to low-income individuals who would otherwise be unable to afford a lawyer. Harvard Law School faculty and students help Cambridge residents on issues ranging from housing, family law, taxes, government benefits, immigration, and bankruptcy. The Clinical and Pro Bono Programs are constantly responding to client and community needs, often partnering with a wide range of local community organizations to deliver services. The graduating class of 2022 completed more than 378,000 pro bono hours, an average of 620 hours per student over the course of three years.

## Harvard Dental Center Teaching Practice

The Harvard School of Dental Medicine (HSDM) provides a public facing dental practice where care is provided by pre-doctoral students under the supervision of HSDM faculty. Services in the teaching practice are open to the public and subsidized by HSDM, costing patients approximately 30–40 percent less than fees typical of a private dental practice.

## Harvard Museums of Science & Culture

The Harvard Museums of Science & Culture (HMSC) is a partnership of four Harvard museums designed to coordinate captivating programming for visitors of all ages, permanent galleries, and dynamic rotating exhibits. HMSC provides free and discounted admission to residents, teachers, and individuals who qualify.

## American Repertory Theater (A.R.T.)

As the professional theater on campus the American Repertory Theater at Harvard University catalyzes discourse, interdisciplinary collaboration, and creative exchange among a wide range of academic departments, institutions, students, and faculty members, acting as a conduit between its community of artists and the University. Through affordable tickets, theater skill-building workshops and classes, project-based partnerships, public dialogue, and more, the A.R.T. deepens connections to live theater for audiences of all ages in the community.

## Harvard Science and Cooking Public Lecture Series

After a pause during the COVID-19 pandemic, the Harvard Science and Cooking Public Lecture Series relaunched again this year. Celebrating worldwide cuisines and flavors, this popular series pairs Harvard professors with celebrated food experts and renowned chefs to showcase the science behind different culinary techniques. Open to the public, the series provide an opportunity for individuals and families to learn about the scientific side of the culinary arts. This year's lectures include:

- Closed Labs, Open Kitchens: Research from the Pandemic
- The Science of Sugar
- Flavor and Fermentation
- Unapologetic Indian: Elasticity in Indian Food
- The Science of Sun-drying in Nomadic Food Traditions
- Teaching Science and Cooking for K-12 Educators: Chemical Reactions through Ricotta and Brown Butter
- The Thermodynamics of BBQ
- The (R)evolution of Indigenous Foodways
- New Textures. Multi-Spherifications, Emulsions and Foams
- The Science of Hand Pulled Noodles
- The Science of Peruvian Cooking



### Addressing Food Insecurity: A Partnership with Food for Free

Harvard helps address chronic hunger in the community by working with local nonprofit Food for Free through the Harvard Food Program, a food recovery and donation program that works to curb food insecurity in Cambridge and Boston. Harvard donates food from its dining halls, which is then distributed to families. **In a typical week during the academic year, Harvard donates approximately 2,000 nutritious meals to families.**

### Community Service Fellowship Program

Harvard Graduate School of Design Fellows of the Community Service Fellowship program placed with local nonprofits and government agencies. While working for these organizations, students help to advance projects that address public needs and community concerns. This funding allows fellows to provide design services to the community – accounting for work that organizations would otherwise need to fund through their own budgets.

### Harvard Joint Center for Housing Studies Summer Fellowship Program

The Harvard Joint Center for Housing Studies supports community service fellowships for Harvard students obtaining internships or other volunteer opportunities with nonprofit organizations focused on housing, the built environment, and/or community development.

### Direct Contributions to Cambridge-based Nonprofit Organizations

The University provides financial support to many of the nonprofit organizations that serve residents in the City of Cambridge. Most recently, this included nonprofits focused on food insecurity, education, social justice & equity, economic and community development, health and wellbeing, and youth programming, as well as services for families.

## PAYMENTS TO CITY OF CAMBRIDGE

	2018	2019	2020	2021	2022 <sup>1</sup>
<b>Total Payments</b>	<b>\$16,899,350</b>	<b>\$23,338,790</b>	<b>\$19,964,349</b>	<b>\$17,118,461</b>	<b>\$20,127,145</b>
Real Estate Taxes Paid	\$6,010,184	\$6,179,991	\$6,497,715	\$6,951,425	\$6,848,649
Payment in Lieu of Taxes (PILOT)	\$4,131,391	\$4,274,476	\$4,345,647	\$4,392,207	\$4,434,578
Water & Sewer Fees Paid	\$5,620,934	\$6,595,420	\$6,774,658	\$4,294,422	\$6,727,670
Other Fees & Permits Paid <sup>2</sup>	\$1,136,841	\$6,288,904	\$2,346,329	\$1,480,407	\$2,116,248

1 Payments made FY2022 (July 1, 2021 to June 30, 2022).

2 Amounts reported include some but not all building permit and other construction related fees paid by Harvard to the City of Cambridge.

## ECONOMIC IMPACT

### Anchoring the Local Economy

Harvard University is a robust contributor to Cambridge's economy— providing jobs, generating local spending, attracting tourism, and supporting Cambridge-based businesses and organizations. The University's research enterprise attracts hundreds of millions in funding that drives innovation and further stimulates the local economy in Cambridge.

### Local Jobs

Harvard operates as one of Massachusetts' largest employers. Employees benefit from competitive pay and industry-leading benefits, including a wealth of professional development and career advancement opportunities.

**#1 largest employer in the City of Cambridge for 22 consecutive years**

**4,432 Cambridge residents directly employed by Harvard in 2022**

### Direct Contributions

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**AAA** Harvard's stable presence in Cambridge is cited by Moody's Investors Service as supporting the City's AAA bond rating. The rating has enabled Cambridge to finance a variety of projects at favorable rates, resulting in savings to taxpayers.

**6<sup>th</sup>** Harvard is the 6th largest taxpayer in the City of Cambridge

**\$61M** in taxes paid to the City of Cambridge in the last 10 years

**\$38M** in Payments-in-Lieu-of-Taxes (PILOT) to the City of Cambridge in the last 10 years

**\$141M** spent in construction, supplies, and services in Cambridge in FY22

### Research & Innovation

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**\$940M** in research funding attracted to Massachusetts by Harvard in FY22

**\$38.4M** in NIH funding attracted to Cambridge by Harvard in FY21

**\$20.8M** of research funding supported businesses and organizations in Cambridge in FY22

**1,600+** ventures created through Harvard i-labs in past decade

**185** new patent applications filed by Harvard in FY22

### Attracting Tourism

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**6,709** Harvard University Visitors Center tour attendees during the 2021-2022 academic year

**650K+** Visitors to Harvard Museums each year

**8M+** Visitors to Harvard Square



## Harvard Museums

As a cultural anchor, Harvard operates museums that curate renowned collections, pioneer cutting-edge research, and offer educational experiences for everyone.

### Harvard/Art Museums

- Fogg Museum
- Busch-Reisinger Museum
- Arthur M. Sackler Musuem

### Harvard Museum of Science and Culture:

- Harvard Museum of Natural History
- Peabody Museum of Archaeology & Ethnology
- Harvard Museum of the Ancient Near East
- Collection of Historical Scientific Instruments

The University offers Cambridge residents free admission to its museums, including the Harvard Art Museums and Harvard Museum of Natural History.



Stephanie Mitchell/Harvard University

## ACCESSING HARVARD RESOURCES

As one of the world's pre-eminent institutions of higher-education and research, Harvard offers a vast constellation of resources that are available to the larger community. To help navigate the myriad opportunities for accessing the University, the following websites provide great starting points for exploring all that Harvard University has to offer!

### Arts & Culture

- **Office for the Arts at Harvard**  
Upcoming arts events across the University plus links to the Harvard Box Office and other campus box offices.  
[www.ofa.fas.harvard.edu/events](http://www.ofa.fas.harvard.edu/events)
- **Harvard in the Community – Arts & Culture**  
Harvard regularly brings arts and culture opportunities—from across the country and around the world—to its neighbors in Cambridge, Boston, and across Massachusetts.  
[www.community.harvard.edu/arts-culture](http://www.community.harvard.edu/arts-culture)

### Athletics

- **Harvard Athletics - Ticketed Events**  
Cheer on the Harvard Crimson football, basketball, hockey, and lacrosse teams!  
[tickets.gocrimson.com](http://tickets.gocrimson.com)

### Event Calendars

- **Harvard University Events**  
Highlighting upcoming events across the University with links to Events Calendars at Harvard's schools, research centers, and academic departments.  
[www.harvard.edu/events](http://www.harvard.edu/events)
- **Harvard in the Community Events**  
Upcoming events on Harvard's campus that are open to the public. Use the filters to search by location, event type, interest, and free or paid admission.  
[www.community.harvard.edu/events](http://www.community.harvard.edu/events)

### Harvard Libraries

- **Harvard University Library Visitor Access**  
There are many opportunities for visitors to experience our collections.  
[library.harvard.edu/visitor-access](http://library.harvard.edu/visitor-access)

- **Public Events and Exhibits**

Harvard's libraries host numerous public events and exhibits throughout the year.

[library.harvard.edu/events](http://library.harvard.edu/events)

[library.harvard.edu/collections-exhibits/exhibits](http://library.harvard.edu/collections-exhibits/exhibits)

### Museums

- **Harvard Art Museums**

The Fogg Museum, Busch-Reisinger Museum, and Arthur M. Sackler Museum

Free to Cambridge residents, the collections and public programs of the Harvard Art Museums are dedicated to advancing the understanding and appreciation of art.

[www.harvardartmuseums.org](http://www.harvardartmuseums.org)

- **Harvard Museums of Science and Culture**

Peabody Museum of Anthropology & Ethnology, Harvard Museum of Natural History, Harvard Museum of the Ancient Near East, and Collection of Historical Scientific Instruments offer interdisciplinary exhibitions, events and lectures, and educational programs on the natural world, science, and human cultures.

[www.hmsc.harvard.edu](http://www.hmsc.harvard.edu)

### Tours

- **Historical Tour of Harvard - Student Led Walking Tours**

[www.harvard.edu/on-campus/visit-harvard/tours](http://www.harvard.edu/on-campus/visit-harvard/tours)

- **Harvard Women's History Tour – Virtual Tour**

[www.harvard.edu/on-campus/visitharvard/tours](http://www.harvard.edu/on-campus/visitharvard/tours)

- **Harvard College Admissions – Virtual Tour**

[college.harvard.edu/admissions/explore-harvard/virtual-tour](http://college.harvard.edu/admissions/explore-harvard/virtual-tour)





# 2022 Town Gown Report

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*for the*  
City of Cambridge



*Submitted by:*  
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*In collaboration with:*  
Harvard Public Affairs & Communications (HPAC)







*Printed on recycled paper*