

I. EXISTING CONDITIONS

Please provide the following information about the current conditions and population at your Cambridge campus. Please note where information is unavailable or the question is inapplicable. Feel free to add clarifying comments as needed. If you require any further information or have any questions, please contact Cliff Cook at the Cambridge Community Development Dept. at 349-4656.

Report for Time Period (e. g., Spring '00 semester or 1999-2000 term): 1999 - 2000 term

Date Submitted: November 9, 2000

A. FACULTY & STAFF

Cambridge-based Staff Head Count: 7,353 FTEs: 6,794 (excluding Teaching Fellows and Post Doctoral Fellows)

Cambridge-based Faculty Head Count: 1,559 FTEs: 1,334 (excluding Teaching Fellows and Post Doctoral Fellows)

Number of Cambridge Residents Employed at Cambridge Facilities: 2,106 (plus an additional 2,543 Cambridge residents work in Harvard's Boston facilities).

B. STUDENT BODY

Total Students Attending Classes in Cambridge: 15,343 (less duplication)

In addition to the total student population, please provide the following statistics about your Cambridge-based student body:

Total Undergraduate Students: 7,087 (including extension students)

Day: 6,684

Evening: 403 (undergraduate extension students)

Full Time: 6,816 (extension: 153)

Part Time: 271 (extension: 250)

Total Graduate Students: 8,313 (including extension students)

Day: 7,724

Evening: 589 (graduate extension students)

Full Time: 7,538 (extension: 159)

Part Time: 775 (extension 430)

Non-Degree Students¹: 5,186 Note: Non-degree students include all

Students enrolled in at least one class that is creditable toward a degree or formal award.

Counts typically include Tuition Assistance Program students (professional,

¹ Include all non-degree students enrolled in day or evening classes, such as persons taking Harvard Extension classes.

administrative, support and teaching staff), special students, and some visiting fellows and scholars).

Day: NA

Evening: NA

C. STUDENT RESIDENCES

Undergraduate Students:

Number residing in Cambridge in dormitories: Approximately 6,430

Number of these with cars garaged in Cambridge: 15 (of undergraduates living in affiliated housing however, approximately 132 park their cars in residential lots)

Number residing in Cambridge in off campus affiliate housing²: Approximately 100

Number residing in Cambridge in off campus non-affiliate housing: Approximately 200-250

Graduate Students:

Number residing in Cambridge in dormitories: Approximately 1,400

Number of these with cars garaged in Cambridge: 55 graduate students living in Cambridge dormitories park their cars in residential facilities. 203 graduate students living in affiliated housing park their cars in residential facilities

Number residing in Cambridge in off campus affiliate housing: approximately 1,140

Number residing in Cambridge in off campus non-affiliate housing: approximately 1,600

² Affiliate housing is defined here as other housing owned by the institution that is available only to members of the academic community. Affiliate housing does not include either dormitories or housing available for rent to persons who are not affiliated with the institution. Define

D. FACILITIES & LAND OWNED

Tax Exempt Facilities & Land:

Acres: 189

Number of Buildings: Approximately 270

Size of Buildings (square feet): Approximately 11.8 million g.s.f.

Affiliate Housing (include both taxable and tax-exempt):

Number of Units occupied by students: 1,475

Number of Units occupied by faculty and/or staff: 110

Note: Harvard also houses approximately 260 other residents including former rent control, protected and Cambridge Housing Authority tenants.

Do you maintain a detailed inventory of tax-exempt facilities? If yes, indicate contact person:

Yes. Please direct any questions to Harris Band, Director of Physical Planning, Harvard Planning and Real Estate.

Taxable Facilities & Land:

Acres: 26

All Taxable Properties (gross floor area): approximately 900,000 g.s.f.

Commercial Properties only (gross floor area): 272,338 g.s.f.

Housing - Number of Buildings: 55

Housing - Number of # Units: approximately 500

Do you maintain a detailed inventory of taxable facilities? If yes, indicate contact person:

Yes. Please contact Harris Band, Harvard Planning and Real Estate.

Property Transfers:

Please list Cambridge properties purchased since filing your previous Town Gown Report:

None

Please list Cambridge properties sold since filing your previous Town Gown Report:

44 Garfield Street

E. PARKING FACILITIES

This section refers to parking spaces maintained in Cambridge only.

Number of parking spaces maintained for students: 887

HARVARD UNIVERSITY
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Number of parking spaces maintained for faculty and staff: 1670

Do you charge for the use of parking spaces? Yes. Everyone pays to park.

If so, please describe your fee schedule:

Assigned space - \$775/year

Pooled spaces - \$420/year

Resident parking - Varies according to area. \$725 - \$1620/year

F. PAYMENTS TO CITY OF CAMBRIDGE:

Real Estate Taxes Paid for FY 2000⁴: \$ 4,125,266

Payment in Lieu of Taxes (PILOT) for FY 2000: \$ 1,585,772

Water & Sewer Fees paid³ during FY 2000: \$ 2,637,763

Other fees and permits paid⁴ during FY 2000: \$118,350

⁴ FY 2000 for the City of Cambridge includes the period from July 1, 1999 through June 30, 2000.

³ Includes payments made to City of Cambridge and City of Cambridge Finance Department

⁴ Includes payments made to City of Cambridge, City of Cambridge Finance Department, City of Cambridge License Commission, City of Cambridge Department of Traffic and Parking, City of Cambridge Electrical Department, Cambridge License Commission, and Cambridge Fire Rescue Department.

II. TRANSPORTATION DEMAND MANAGEMENT

Please provide the following information. You may summarize the information below or attach documents to this report, as appropriate.

A. Results of surveys of commuting mode choice for faculty and/or staff and/or students. (We would appreciate receiving a copy of your survey instrument, if possible.)

FY99⁵ Commuting Mode Choice - Average Results for Harvard University

Drive alone entire way	25.0	%
Drive alone part way then use public transportation	3.5	%
Use public transportation entire way	17.2	%
Share ride then use public transportation	.0	%
Carpool/Vanpool	3.4	%
Bicycle	8.3	%
Walk	33.9	%
Telecommuting/Compressed Workweek	2.6	%
Taxi	.8	%
Dropped off	1.0	%
Other	<u>2.3</u>	%
Total:	100.	%

⁵ The Commuting Mode Choice data provided is current as of the date of this updated filing. The next commuter choice survey is scheduled to be completed in December 2000, at which time we will replace this section with the results of the survey.

B. Information on the point of origin of commuter trips to Cambridge for faculty and/or staff and/or students⁶. (This information will assist the City in lobbying for improved regional transit options.)

Location / Percentage of Harvard Commuters to both the Cambridge and Boston/Allston Campuses

Town	State	Percent	Town	State	Percent
Cambridge	MA	20.2%	Milton	MA	0.3%
Somerville	MA	10.0%	North Weymouth	MA	0.3%
No Zip Listed		7.3%	Boston	MA	0.3%
Cambridge	MA	7.0%	Avon	MA	0.3%
Boston	MA	6.4%	North Easton	MA	0.3%
Watertown	MA	3.4%	Waltham	MA	0.3%
Somerville	MA	3.4%	Waltham	MA	0.3%
Belmont	MA	2.5%	Newton Highlands	MA	0.3%
Boston	MA	2.5%	Auburndale	MA	0.3%
Medford	MA	2.2%	Needham	MA	0.3%
Boston	MA	2.0%	Sandwich	MA	0.3%
Boston	MA	1.7%	Providence	RI	0.3%
Boston	MA	1.7%	Nashua	NH	0.3%
Lexington	MA	1.4%	Hampton	NH	0.3%
Lexington	MA	1.4%	Newton	NH	0.3%
Brookline	MA	1.4%	Ridgewood	NJ	0.3%
Arlington	MA	1.4%	Atlanta	GA	0.3%
Cambridge	MA	1.4%	Petersham	MA	0.3%
Boston	MA	1.0%	Ayer	MA	0.3%
Newton	MA	0.8%	Shirley	MA	0.3%
Newton Center	MA	0.8%	Bedford	MA	0.3%
Arlington	MA	0.8%	Not Listed	MA	0.3%
Springfield	MA	0.8%	Boston	MA	0.3%
Boston	MA	0.8%	Reading	MA	0.3%
Woburn	MA	0.8%	Wakefield	MA	0.3%
Somerville	MA	0.6%	Wilmington	MA	0.3%
Malden	MA	0.6%	Wrentham	MA	0.3%
Waban	MA	0.6%	Gloucester	MA	0.3%
Melrose	MA	0.6%	North Grafton	MA	0.3%
Brookline	MA	0.6%	Framingham	MA	0.3%
West Newton	MA	0.6%	Concord	MA	0.3%
Wellesley Hills	MA	0.6%	Lincoln	MA	0.3%

⁶ The Commuting Mode Choice data provided is current as of the date of this updated filing. The next commuter choice survey is scheduled to be completed in December 200, at which time we will replace this section with the results of the survey.

Wellesley	MA	0.6%	Not Listed	MA	0.3%
Weston	MA	0.6%	Medfield	MA	0.3%
Acton	MA	0.6%	Boston	MA	0.3%
Cohasset	MA	0.6%	Framingham	MA	0.3%
Cambridge	MA	0.6%	Carlisle	MA	0.3%
Boston	MA	0.6%	Stow	MA	0.3%
Natick	MA	0.6%	Burlington	MA	0.3%
North Reading	MA	0.6%	Haverhill	MA	0.3%
Winchester	MA	0.6%	Lawrence	MA	0.3%
Boston	MA	0.6%	Saugus	MA	0.3%
Waltham	MA	0.3%	Not Listed	MA	0.3%
Auburndale	MA	0.3%	Stoughton	MA	0.3%
Arlington	MA	0.3%	Boston	MA	0.3%
Stoneham	MA	0.3%	Cambridge	MA	0.3%

Note: The data above include trips to the Cambridge and Boston/Allston campuses.

C. Description of Transportation Demand Management programs offered to faculty and/or staff and/or students (e. g., MBTA pass sale programs, shuttle services, bike parking facilities, etc.)

1. In July 1999 Harvard increased its MBTA subsidy to 40%. In addition, this fiscal year Harvard increased the maximum MBTA subsidy per individual to \$65 per month. The total estimated cost of the MBTA subsidy is approximately \$900,000 annually.
2. Harvard University operates a shuttle bus system that transports over 500,000 faculty, staff and student trips during the year at a cost of over \$1 million annually.
3. Harvard University provides free bicycle parking facilities for approximately 3000 faculty staff and students enrolled.
4. Harvard offers a carpool registration program, which will be enhanced this year with access to CARAVAN's RideSource ride matching service. Parking rates will be reduced for carpools and vanpools.
5. A new "guaranteed ride-home program" has been developed and will be introduced this year, guaranteeing carpool or vanpool riders transportation home in case of emergencies or extenuating circumstances.
6. Parking fees are charged for parking spaces to encourage alternatives to automobile commuting.
7. Development of a commuter choice program this year at the cost of approximately \$150,000 annually.
8. This year, Harvard has worked with the City to arrange for three University parking spaces to be made available to the ZIP car program with the objective of further reducing single occupant vehicle trips.

III. RECENT EFFORTS TO SHARE INFORMATION

Please summarize efforts made by your institution to share information with either City agencies or the community about your institutional planning process over the past calendar year. You may either use the space below or attach a statement to this report.

Through a variety of standing committees and special meetings, Harvard coordinates with the City on a regular basis regarding long range planning activities, zoning issues and specific projects. Harvard also works to engage neighborhoods and community members in discussions about planning activities. Harvard Planning and Real Estate and the Office of Government, Community and Public Affairs meet regularly with City agencies and citizen groups so that University planning efforts are inclusive and informed by community concerns and interests. Discussions take place in both general information and project-specific forums as summarized below.

- **Joint Committee for Neighborhood/Harvard Consultation**

The Joint Committee for Neighborhood/Harvard Consultation, comprised of representatives from six neighborhood groups, the Community Development Department and Harvard University, meets monthly to share information and discuss neighborhood issues, planning activities and zoning issues and community activities. In addition to regular updates, the Joint Committee also hosts focused discussion on topics of particular interest. For example, in 1998-1999, the Joint Committee invited neighborhood and University guests to discuss the Center for Government and International Studies and Harvard University Art Museums master planning.

- **Advisory Committees**

Harvard representatives participate in a variety of advisory committees including the Citywide Growth Management Advisory Committee, the Harvard Square Advisory Committee, the Harvard Square Historic District Advisory Committee, and the Cambridge Pedestrian Committee. Harvard representatives are actively involved in all Citywide Growth Management Advisory Committee topics and efforts. However, during the past year, particular emphasis has been placed on transition areas.

- **Transition Discussions**

The Citywide Growth Management Advisory Committee developed criteria to identify those areas throughout the City where developable properties in districts permitting high building heights abut residential areas. The committee identified five areas where zoning modifications could improve transitions. Two of the five identified areas are located at Harvard edges. University representatives requested that zoning recommendations to improve transitions at each of these two edge areas be developed through a collaborative process involving residents, the City's Community Development Department and Harvard representatives. The process for each area is described below:

- 1. Hammond/Gorham Street Transition Planning Process**

Since the November of 1998, representatives from Harvard University and the Cambridge Community Development Department have been working with Agassiz residents to shape zoning recommendations to improve the transition between the University and the neighborhood at Hammond and Gorham Streets. The open and collaborative process has resulted in consensus that a new 'Overlay District' should be created that ensures that future building at the edge will be compatible with the neighborhood and create a welcoming streetscape. The proposed Overlay District sets new height, scale, setback and appearance parameters and also specifies that two

residential scale wood frame houses will be located at the edge. Residents, along with the Community Development Department and University representatives presented transition recommendations to the Planning Board in November 1999. The Community Development Department is preparing recommended zoning ordinance changes to reflect agreements made during this collaborative process.

2. Banks Street Transition Planning Process

In April 1999 Harvard University began a series of open meetings to explore possible zoning changes to improve the transition between the University and the Banks Street neighborhood in cooperation with the Cambridge Community Development Department. A yearlong community dialogue resulted in consensus regarding a package of recommendations to reduce allowable building heights and increase setback requirements through the creation of transition overlay zones. Recommendations have been presented to the Community Development for development of zoning ordinance amendments to reflect agreements made with the neighborhood.

3. Idiosyncratic Zoning - Riverside Neighborhood/870-880 Memorial Drive

Harvard University is interested in initiating a third series of community discussions for an area that does not presently meet the criteria established by the Citywide Growth Management Advisory Committee for transition areas. The 'river site' at 870-880 Memorial Drive is one that the University would like to develop in the future. It abuts a residential area that the City is considering rezoning to a lower FAR as part of a program of correcting idiosyncratic zoning. Should the residential area be rezoned, then the University/neighborhood edge would meet criteria established by the Citywide Growth Management Advisory Committee for transition buffer. Recognizing likelihood that City will rezone the area, the University has asked that a series of joint meetings between residents, the Community Development Department and the University be initiated to discuss related zoning issues comprehensively.

4. Mid Cambridge Neighborhood Association Stewardship Task Force

Harvard University is working with the Mid Cambridge Neighborhood Association Stewardship Task Force to develop and agree on principles to ensure long term compatibility of the University and the neighborhood at the Mid Cambridge edge.

- **Project Discussions**

Harvard organizes community discussions with residents, University staff and project design teams so that planning of specific projects is informed by neighborhood interests and concerns. This past year, the University held neighborhood discussions regarding the renovation of 17 Grant Street, ADA improvements and utilization of basement space at the Division of Continuing Education building at 53 Church Street, the Center for Government and International Studies, a temporary emergency generator at the UIS building, landscaping improvements at the Hammond Street parking lot, and landscape improvements at the Mid Cambridge Neighborhood edge, development of graduate student housing in Allston, a new building at 90 Mt. Auburn Street, a two family residential structure at 4-6 Athens Terrace, possible conversion of graduate student rooms to fellows offices at Cronkhite Center, and planning for a University Information Systems building at Oxford Street and Hammond. In addition, the University informs residents about planning activities through presentations at neighborhood association meetings. For example, last year, Harvard provided information regarding the Naito and Life Sciences buildings, and law school master planning at regular meetings of the Agassiz Neighborhood Council as well as providing information through, letters and bulletins in community newsletters. This year as in past years, Harvard representatives provided updates regarding specific planning activities to the Cambridge

Historical Commission and the Mid Cambridge Neighborhood Conservation District and the Planning Board as well as other boards and commissions.

- **Administrative Working Group**

Members of the Cambridge City Administration, Harvard Planning and Real Estate, and the Office of Government Community and Public Affairs meet on a quarterly basis to share information regarding planning activities and to explore and develop areas of cooperation.

- **Affordable Housing**

Harvard is committed to being involved in efforts to increase the supply of and access to affordable housing in Cambridge. Harvard worked closely with the Community Development Department, the Cambridge Housing Authority and community representatives to plan for the sale of 100 formerly rent-controlled units to the City for use as permanent affordable housing in 1997. Units were sold to the city well below their market value. Harvard extended protection that was formally granted under Massachusetts General Statute for persons who are income qualified for as long as they remain in a Harvard-owned unit. Harvard also has a representative on the Cambridge Affordable Housing Trust.

In the summer of 1999, Harvard convened a meeting of the Cambridge Community Development Corporations and City representatives to discuss housing issues and explore areas of cooperation. Building on that discussion, Harvard announced 20/20/2000 which includes a \$20 million loan fund divided equally between Harvard's host cities Cambridge and Boston at 2% over 20 years that will leverage an additional ten to twenty million dollars for affordable housing in both cities. The loan is being managed by three exceptional nonprofit intermediaries: Boston Community Capital (BCC), Local Initiatives Support Corporation (LISC) and the Cambridge Affordable Housing Trust (CAHT). The second element of 20/20/2000 is the Harvard Housing Innovations Program --- a \$1 million grant program designed to stimulate innovation in housing policies and practices by local community development corporations (CDCs). The competitive grants seek to foster collaborations between Harvard faculty and CDCs that result in replicable models and shared research that will expand the scope and promise of the affordable housing effort. Faculty from the Kennedy School of Government, the Faculty of Arts and Sciences, the Law School, the Graduate School of Design, the Harvard Business School and staff from Harvard Planning and Real Estate act as advisors to the initiative.

- **Neighborhood Projects**

Harvard supports community groups in their efforts to make neighborhoods more attractive. For example, Harvard worked closely with Riverside neighborhood to develop the "Field of Dreams," a community garden and recently funded a Riverside neighborhood effort to plant flowers in street planters. Last year Harvard representatives worked with the Charles Square Farmers Market and the Community Development Department to find a location for the Sunday market.

- **Traffic and Parking**

Harvard collaborated with the Community Development and Environmental Departments to administer an AER Transportation Survey of Harvard employees. Harvard also worked with the Traffic and Parking Department to develop designs to improve traffic conditions at the intersection of Quincy and Broadway and to create a new traffic pattern at Quincy Park (Harvard St. & Mass. Ave). This year, Harvard has worked with the City to arrange for three University parking spaces to be made available to the ZIP car program with the objective of further reducing single occupant vehicle trips.

- **Study Committees**

Harvard's Director of Community Relations serves as a member of the Agassiz Study Committee. In the past, representatives from Harvard Planning and Real Estate have served on other study committees.

IV. FUTURE PLANS

On page 12 of the Town-Gown Report, the members of the Town-Gown Committee agreed that “Universities should offer statements of their future needs to the city and plans responding to those needs. These plans should include specific statements about known development projects and their status; forecasts of faculty, staff or student population growth; and identified needs that do yet have solutions . . . These plans should address known concerns of the community, such as parking and/or tax base erosion.”

In this section of the report please provide a summary of your institution’s current facility plans and identified needs. Please include projected changes in your employee and student populations, as well as anticipated changes to your housing stock and planned property acquisition and disposition. As appropriate, please include excerpts from institutional planning reports or summarize the results below. In making this request, the City of Cambridge acknowledges that as conditions change your institution will need to make changes to the plans described below, changing or abandoning them as necessary.

You may either use the space below or attach a statement to this report.

Academic Priorities Define Future Plans

During recent decades, Harvard has worked to preserve the historic character of its campus and, at the same time, create state-of-the-art teaching and research facilities. Today, as teaching and research programs continue to evolve and change, Harvard’s space needs are a primary concern. The University’s future planning is guided by academic priorities that respond to new areas of knowledge and research and to evolving modes of teaching – priorities that will require the creation of new academic facilities. In 1994 Harvard launched its first University-wide campaign to raise funds to support its continuing effort to maintain the highest degree of excellence in education and research in order to shape Harvard’s entry into the 21st century. In recent years, Harvard’s University-wide academic planning process and Capital Campaign have generated demand for new space and facilities. Traditional areas of research are making greater demands on space, as new initiatives create additional pressures.

As Harvard’s academic programs continue to evolve, so too will the need to adapt its physical plant to serve programmatic needs. In order to achieve its mission in the areas of teaching, learning and research, Harvard’s planning initiatives over the next five years will focus on the following areas: 1) expanding scientific research and teaching; 2) upgrading the technology infrastructure in classrooms, laboratories, libraries, and offices; 3) increasing executive education, lifelong and distance learning; 4) renovating and modernizing University libraries; and 5) improving space for international studies. One of the most important factors in planning for Harvard’s future development is the need to maintain or create physical settings that promote interaction among faculty in related fields and among teachers, researchers, and students. Creating academic proximity is becoming more difficult as Harvard’s development options in Cambridge – particularly near the core of the campus - are limited.

Following a decade long period during which Harvard’s investments in its physical plant were largely focused on renovation and restoration, the University has entered a period that presents increasing challenges involving space constraints, regulatory change and community concerns about growth - as the University plans to make the wisest use of its limited physical resources. Harvard’s future development potential in Cambridge is limited. Increasingly, community members are voicing opposition to development across the city. As reported to the Planning Board last year, a University-wide physical planning committee has been formed to consider how Harvard’s long term space needs may be met in the

decades ahead given recognized limits to growth in Cambridge and the opportunities that exist in Allston.

Preservation of the Historic Character of the Campus - Recent Emphasis on Renovation and Re-Use of Existing Space

Maintaining the character of the campus is a priority for the University. A brief look at Harvard's physical development over the past decade reveals a particular emphasis on historic preservation and restoration of existing facilities; over two-thirds of the University's capital spending was directed to renovation during this period. Harvard's unique physical environment helps to shape the daily academic experience for both faculty and students. In general, the campus is characterized by an orderly pattern of diverse architecture forming clearly defined open spaces connected by a network of informal pathways. Distinguished historic buildings stand shoulder to shoulder with bold modern architecture, surrounded by a spare landscape of trees and grass. Each of Harvard's schools and each campus sector express variations on this basic motif. Maintaining this character for future generations is vital but increasingly difficult.

Recent renovation projects include the restoration of freshman dorms in Harvard Yard, the adaptive reuse of Memorial Hall, the renewal of Lowell Lecture Hall and the conversion of the Busch-Reisinger Museum into the Center for European Studies. In addition, Harvard built notable new structures to complement its historic campus. Among these are the housing at 10 and 20 DeWolfe Street, the Inn at Harvard, the Taubman building, and the Law School's award-winning Hauser Hall. Conversion of Divinity Hall from dormitory use to classroom and offices, and the conversion of the University Squash Courts to accommodate the need for artists' studios, are examples of efforts to make optimal use of buildings at the core campus while preserving their architectural character.

Growing Demand for University Housing

Harvard's residential community serves a vital role in enhancing the University's academic experience. The residential facilities constitute more than a third of the University's physical plant. Virtually all of Harvard's undergraduates are housed on-campus. Most of the demand for affiliated housing is from graduate students. Even with Harvard's extensive residential capacity, most of its graduate students live outside of University housing, and applicants for affiliated housing exceed supply. The University is also experiencing rapid growth in requests for short-term housing associated with executive education, life-long learning, conferences, and visiting scholars.

With the end of rent control in Cambridge, the local housing market is becoming more expensive and less accessible to students. The addition of Harvard's formerly rent-controlled units to its affiliated housing supply will help the University to continue to offer an alternative to the private market, as will the development of One Western Avenue in Allston. The planned graduate student housing complex in Allston is designed to increase the proportion of students housed by the University and at the same time free up housing in Cambridge to help reduce excess demand. However, the University policy of setting rents at market rate means that even those who are able to secure affiliated housing are likely to face increasing expenses.

Limited Development Potential Remaining in Cambridge

Since its founding in the 17th century, Harvard has grown alongside Cambridge. What was originally a pastoral college amid a small town is today a large University in the center of one of the nation's densest cities that is characterized by strong residential and commercial communities. Against this backdrop of growth and change, Harvard's own growth options in Cambridge have become severely

limited. Few development sites remain, and most are located at campus edges where the potential for neighborhood issues is greatest.

Because the University's possibilities for future growth in Cambridge are limited, the need to consider uses that serve the long-term interests of the University has become increasingly important. The University estimates that its remaining properties in Cambridge which have been identified as having future development potential, together may provide space for long-term development of between 1.2 to 1.7 million square feet of academic space. It should be noted however that Harvard's longstanding campus planning principles involving the creation of a pedestrian-scale environment, appropriately scaled buildings, and a network of attractive open spaces poses a fundamental constraint on its ability to realize such growth potential. However, if Harvard maintained its historic average of 100,000 square feet of building space per year, it would exhaust its potential to provide additional academic space in Cambridge in approximately 15 years.

Emphasis on Coordinated Planning

Harvard's historical approach to physical planning has been highly decentralized and largely project-specific. The University's decentralized structure requires the faculties to plan independently, each articulating its own academic program priorities. It will be more important, going forward, to assess individual projects in the broader context of Harvard's overall physical resources and long-term programmatic expectations. The best prospect for future growth will be converting existing facilities to new uses, sharing cooperatively among Schools, and developing recently acquired property in Allston. All three of these prospects will require careful coordination and communication across the various units of the University, and sensitive attention to the concerns and interests of the affected communities. It will be essential to proceed in ways that reconcile, through discussion and cooperation, the interests of the University and those of our neighbors in our local communities.

The President has appointed a standing Long Range University Physical Planning Committee, comprised of senior faculty and administrators, to consider the varied needs of the faculties and options for the use of physical space in Cambridge and Allston. Through the work of this Committee, Harvard has defined the following physical planning principles:

- Facilitate collaboration and foster a sense of University community;
- Recognize the concerns of the community in the formulation of building programs,
- Respect the historic character of the University while recognizing contemporary developments in design;
- Maintain proportions in building massing and landscaping that are sensitive to human scale;
- Demonstrate a commitment to excellence of design in the choice of architects and the formulation of programs;
- Utilize existing facilities through conversion rather than construction of new structures when feasible;
- Maintain a sense of open space by limiting vehicular traffic and concealing parking facilities.

The Committee recognized that planning in Cambridge should take into account Harvard's long-term vision for Allston. Initially the University considered that the future use of its new Allston property could accommodate "support" functions to Harvard's academic core in Cambridge including uses such as central administration, various back-office functions, printing, and storage. The Committee soon concluded however that such ideas represented too limited a vision of the potential of the Allston properties, recommending that academic use should drive Harvard's physical planning for the area. To the extent

feasible, any new academic community developed in Allston should adjoin the University's existing campus and be connected by a fabric of Harvard buildings, open spaces, and paths.

There is general recognition that priorities for new space should be set on a University-wide basis before scarce land resources are allocated for development. Increasingly, the University will work to coordinate infrastructure needs and share resources across faculties and departments to ensure efficient use of space and minimize community impacts. Similarly, since space at the core of the campus is at a premium, non-academic uses may be relocated from the core.

RENOVATION/RESTORATION CURRENTLY UNDERWAY

- **Austin Hall:** The Harvard Law School's historic Austin Hall is undergoing exterior rehabilitation as well as interior renovation. The interior renovation project includes refinishing the classrooms, offices, and the courtrooms and upgrading building systems.
- **Biological Laboratory:** The south wing of the Biological Laboratory is being renovated to meet the faculty's research space needs.
- **Widener Library:** This large-scale renovation project began in the spring 1999. The project includes stacks renovation; major HVAC, life systems, and code upgrades including access compliance. The library has been open to the public during this extensive renovation project.
- **University Hall:** The renovation of University Hall represents the last phase of the Harvard Yard renovation work. Within historic preservation standards, it represents an effort to upgrade facilities to code compliance and modernize office space.

RENOVATION/RESTORATION IN ACTIVE PLANNING

- **53-53A Church Street:** The Division of Continuing Education plans to renovate 53-53A Church Street to make each of the adjacent structures accessible to persons with disabilities, as well as to create space for distance learning and academic computing support while maintaining the historical integrity of 53 Church Street. An addition at the rear of the original 1827 wood frame structure will connect it to the 1928 brick addition, and also contain an elevator to make all levels accessible. In order to make the front entrance accessible, it will be lowered and the landscaping will be redesigned. The basement space of the wood-frame structure will be put to more productive use by creating a state-of-the-art classroom that can be used for distance education. The project adds approximately 1,850 square feet - primarily for accessibility improvements.
- **Cronkhite:** The Radcliffe Institute for Advanced Study is proposing to renovate the Cronkhite Center and convert dormitory rooms for use as offices for Bunting Fellows so that they can be proximate to other fellows and students. The Radcliffe Institute for Advanced Study is exploring potential use of the Concord Avenue properties currently used by Bunting Fellows for graduate housing. Fellows will not be located to Cronkhite center until dormitory units can be replaced.
- **Fogg Museum of Art:** Harvard University Art Museums proposes the renovation and upgrade of the Fogg Museum to include a systems upgrade for the building, encompassing the installation of environmental systems. The rear entrance of the Museum is proposed to be renovated and an enclosed loading and service entrance would be built. This entrance will mask all deliveries and

other loading activity from public view, making the area more attractive and quieter for surrounding neighbors.

- **GSE Technical Service Center:** This renovation of the third floor of Gutman Library will support and strengthen the Graduate School of Education's Technology and Education program and provide support to faculty who wish to make use of creative technology in their teaching.
- **Hasty Pudding:** The University is negotiating acquisition of the Hasty Pudding Club. The 300-seat theater will be renovated and used for undergraduate dramatic productions. The remainder of the building's historic space will be renovated and used for Harvard College student arts organization.
- **Littauer Hall:** FAS proposes to renovate Littauer to provide space for the Economics undergraduate tutorial program, to provide research space for faculty and work space for graduate students, and to promote academic community by providing in one location the resources needed to support all members of the Economics department.
- **Palfrey House:** Coupled with the UIS project, the Palfrey House is proposed to be relocated from its current site in the north campus parking lot to Hammond Street. In its new locations, the Palfrey House will face the street whereas it presently faces away from the street and toward the interior of the campus. The reorientation and relocation of Palfrey House to Hammond Street was identified as objective during the Hammond/Gorham edge transition discussions. Harvard's Environmental Health and Safety offices currently occupy the Palfrey House and will reoccupy the building upon completion of the project.
- **96 Prescott Street:** In conjunction with the Center for Government and International Studies, FAS is proposing to relocate 96 Prescott Street, a wood-frame residential building, to 18 Sumner Road where it will adjoin a University parking lot.

NEW CONSTRUCTION PROJECTS UNDERWAY

- **Andover Library:** This renovation and addition to the Divinity School's library is currently under construction, and consists of renovating approximately 41,000 square feet and a 17,000 square foot addition. Taken together, the renovation and additional space will include faculty offices, additional work space (conservation labs, training labs, and other space necessary to preserve and maintain the Divinity School's book collection), and increased collection capacity.
- **Life Sciences:** The new Life Sciences building, a 62,000 square foot chemistry building, is intended to create a cross-disciplinary center that will bring chemistry and biology together for the study of organism genomes. Life Sciences will connect to the Naito addition and support research that draws upon the fields of biology, physics, chemistry, computational sciences, and robotics to advance knowledge of evolutionary and developmental biology, particularly in the area of genomics. This new approach to life science research at Harvard is expected to produce powerful new tools to tackle complex biological problems. The project site is within the core area of the North Yard, set back from Oxford Street.
- **4-6 Athens Terrace:** The construction of this 2,400 square foot two family unit townhouse is currently underway. The townhouse will replace a two unit structure in serious state of disrepair, determined infeasible for reconditioning. The property will be managed by Harvard Planning and

Real Estate, and will house Harvard affiliates.

- **Mallinckrodt MB-9:** The Chemistry Department is renovating the existing connector between the Mallinckrodt and Converse buildings to improve building circulation. The 4,500 square foot addition will include a graduate student lounge, faculty offices, seminar room, and kitchenette.

NEW CONSTRUCTION PROJECTS IN PLANNING

- **Center for Government and International Studies:** FAS has proposed the Center for Government and International Studies to address academic needs and critical space challenges faced by the Government Department and the University's international and area studies centers. During the past five decades, as social scientists and students at Harvard have sought to address such issues as world poverty, international relations, and democratic institutions in the context of the Cold War, many Government Department faculty have developed affiliations with the Center for International Affairs, the Davis Center for Russian Studies, and other research centers. The Center for Government and International Studies will enable FAS to bring the Government Department and the international centers together in adjoining facilities to support academic affiliations, cross-regional studies and interdisciplinary research in government and international affairs. Pre-planning community discussions began over three and a half years ago, and since then, the project has changed significantly in response to community concerns and suggestions. For example, the siting of the project was reconfigured to in response to community suggestions to replace two existing buildings on either side of Cambridge Street and conserve an ensemble of wood frame buildings at Sumner Road and Kirkland Street. As a result of specific suggestions made during public review by the Mid Cambridge Neighborhood Conservation District Commission, the massing siting and design of the project were further modified. The above-grade floor area, building heights and volumes were reduced and reconfigured so as to make the two buildings less intrusive and more memorable. The proposed center is only 4,476 square feet larger than the two existing buildings above ground. The Planning Board, the Board of Zoning Appeals and the City Council will review this project.
- **Physical Sciences Building:** This project is a proposed 85,000 square foot addition to Cruft Laboratory. This new facility will house the research initiatives for the interdisciplinary study of mesoscale structures and materials.
- **UIS Building:** Harvard proposes to locate a new University Information Systems building at the corner of Oxford and Hammond Streets in its north yard campus area. The Information Systems group operates and manages the University's main computer networking data center. The new facility will provide them with a new data center and staff office space. The new building will also house faculty offices for the Division of Engineering and Applied Sciences (DEAS) and their computer labs. There will be a landscaped courtyard between the UIS building and the Palfrey House, which will be relocated in conjunction with this project (*see Renovation/Restoration in Active Planning*). The courtyard will provide pedestrian access between the Agassiz neighborhood and the University. Harvard has worked closely with its Agassiz neighbors to ensure that the project will conform to the Hammond-Gorham Transition Overlay District zoning guidelines developed by the City of Cambridge in collaboration with Agassiz residents and the University.
- **Harvard Law School Planning:** Harvard Law School has undertaken a strategic planning process to review its curriculum, provision of student services, and academic programs. Part of that process involves a review of the physical infrastructure of the law school campus. A

committee has been formed which has considered ways to improve internal interaction among faculty and students. The study explores space and building needs and opportunities to improve pedestrian access and open space. Through this study, the Law School has identified preliminary opportunities for academic and dormitory space. Any planning will be in consultation with the community.

- **Harvard Observatory:** A 35,000 square foot project has been proposed at the Harvard-Smithsonian Center for Astrophysics at 60 Garden Street to replace Building A. The objective of the proposal is to relieve crowded conditions and to enable the primary research and education activities of the Department of Astronomy and the Harvard-Smithsonian Center for Astrophysics to be united.
- **Harvard University Art Museums –River site exhibition space.** Harvard University Art Museums proposes to create new space to house collections and exhibitions to increase access to collections to allow enhanced scholarly research and to present scholarly exhibitions. The existing Sackler space will continue to be used by the art history department. The new facility would house two museum buildings, one to house the institution's modern collections (1870 – present) and one to serve as the new site for the Arthur M. Sackler Museum collections of ancient, Asian, Islamic, and Later Indian art. The Fogg and Busch-Reisinger museums' collections of art of the second half of the 20th century is of a scale that cannot be adequately presented in current facilities, and to be able to continue to build collections of modern art, more space is needed.
- **Kennedy School of Government:** The Kennedy School of Government is in the early planning stages for two new buildings. The new north building (23,000 square feet) may possibly be sited between Taubman and Belfer Halls and the new west building (60,000 square feet) may possibly be located between Taubman Hall and One Eliot Center. Both buildings will provide additional classroom as well as faculty and administrative office space.
- **Harvard Faculty Club:** The University is in early stages of planning for renovation and possible expansion of dining areas.
- **Science Center:** Renovation and new construction of a 27,400 square foot addition to the Science Center are proposed to provide necessary space for the Science and Math departments and the Collection of Historic Scientific Instruments.
- **90 Mount Auburn Street:** This project is in the early planning stages. To meet the University's increasing demand for office space in Harvard Square, a 22,000 - 29,000 square foot building is proposed which will include ground floor storefront use and below-grade parking.
- **North Campus Underground Parking Study:** University Operations Services has initiated schematic planning of the infrastructure of the Oxford Street parking lot to include replacement of parking and utilities and services below ground.
- **Wet Lab Study:** FAS has proposed a Wet Lab Building, to be located adjacent to the Museum of Comparative Zoology. At this time it is envisioned that the primary occupants of the building would be faculty from the Department of Organismic and Evolutionary Biology (OEB) to reunite a department now scattered among five buildings over a wide geographic area. In addition, it is anticipated that the building would also contain much-needed laboratories and greenhouse facilities for the OEB botany faculty.

- **University Museum Building:** FAS is conducting an infrastructure analysis of the University museum building which is a complex of eleven different buildings built over a sixty year period.
- **Hemenway:** FAS proposes future conversion of Hemenway to serve as the office of admissions.
- **One Western Avenue (Allston):** Located at the prominent corner of Western Avenue and Soldiers Field Road, One Western Avenue will house more than 350 occupants and will help relieve pressure on the area's private housing market. The project is part of the University's commitment and ongoing effort to house more of its population and to contribute to the stability of the private housing market in Cambridge and Boston. The development of One Western Avenue will transform an existing surface parking and storage lot into a pedestrian-oriented campus environment, including 18,700 square feet of new green space along the Charles River. Planned in close collaboration with local residents and city officials, the design of One Western Avenue will blend modern architecture with key aspects of Harvard's existing riverfront development, including the extensive use of red brick and the creation of attractive and varied campus courtyard spaces. The building has also been carefully designed to strengthen the character of Western Avenue as an important urban boulevard. More than 600 surface parking spaces now located along Western Avenue will be replaced within the new building's underground garage. One Western Avenue Graduate Student Housing has gone through a process of redesign in response to specific concerns raised by local residents. The new proposal reduces the height of the tallest portion of the building by six stories, increases open space by more than 10,000 square feet and also increases the set back of the building by an additional 60 feet at Soldier's Field Road and Western Avenue.

Attachments/enclosures:

Harvard University Fact Book 1999-2000

Harvard in the Community, 1999 – 2000

Harvard in the Community, *Welcome to Arts, Events and Special Places at Harvard*, 2000