



2024

Town Gown Report



HARVARD
UNIVERSITY

for the
City of Cambridge

Cover image:

Autumn colors are on display in Harvard Yard at the 1876 Gate (Holworthy Gate).

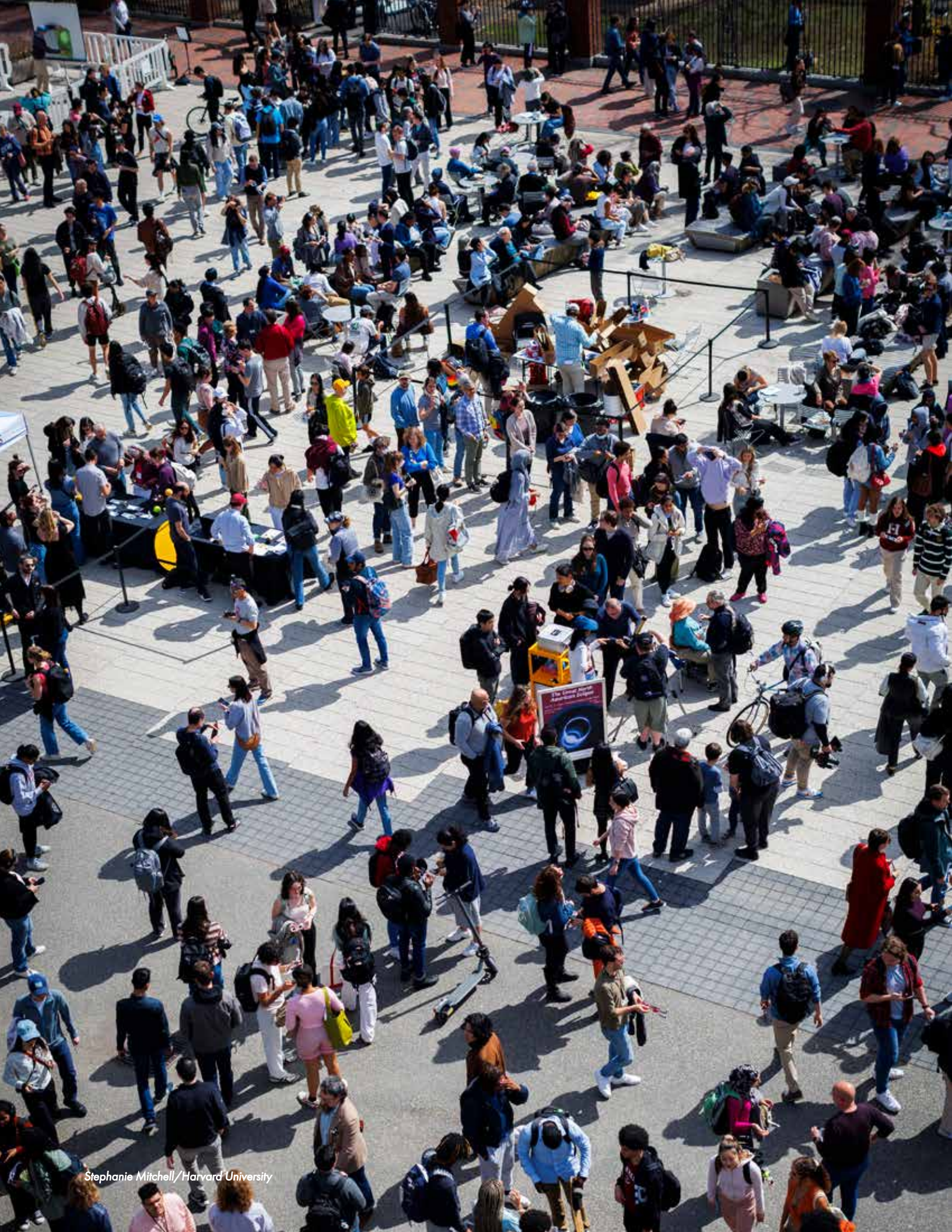
Stephanie Mitchell/Harvard University



2024 Harvard University Town Gown Report

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HARVARD AND ITS CORE MISSION

Since its founding, Harvard's mission and operations have been rooted in serving the public good through teaching, learning and discovery. Today, Harvard remains a global hub of intellectual leadership in which University faculty and staff work together across disciplines on campus, within the Greater Boston innovation ecosystem, and beyond, to push forward new ideas and ways of thinking along with ground-breaking discoveries and innovative solutions to some of the most critical global challenges. In the past fiscal year alone, Harvard drew more than \$1 billion in research funding, fueling not only science and medical discoveries, but also spending in the regional and local economies in Cambridge and across Greater Boston.

To support the infrastructure and technical needs of our teaching and research communities, Harvard's campus continues to evolve and innovate as well – renovating and building cutting-edge facilities that not only are built to Harvard's unparalleled sustainable building standards, but designed to optimize opportunities for collaboration, discovery, and learning. In June, Harvard celebrated the grand opening of the David E. and Stacey L. Goel Quantum Science and Engineering Building, home to the Harvard Quantum Initiative (HQI). Since its inception in 2018, HQI has brought together researchers across multiple fields with strengths in quantum physics, chemistry, mathematics, and artificial intelligence research to change the way we understand and utilize information at a fundamental level. The new, state-of-the-art research facilities located at 60 Oxford Street will help ensure that this rapidly emerging discipline continues to grow in impact.

As a non-profit research institution, Harvard benefits from a long-standing and collaborative relationship with the City of Cambridge with the shared priority of creating an equitable and inclusive community both on and off campus. Cambridge's culture of thought leadership, diversity and creativity helps facilitate the innovation on Harvard's campus, and the faculty and staff are committed to supporting residents through a variety of meaningful community programs, initiatives and outreach. These include a decade-long partnership with Food for Free, Cambridge Public Schools outreach, the Summer Urban Program managed through Harvard's Phillips Brooks House, the Harvard Local Housing Collaborative through which Harvard has committed more than \$40 million since 2000, pro-bono legal aid for residents, and free community access to Harvard Museums. The University looks forward to continuing to serve the residents of Cambridge through these and other initiatives in the years to come.

Harvard's Cambridge campus has a population that includes over 25,000 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.



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HARVARD EXTENSION SCHOOL

The Harvard Extension School (HES) is part of the Harvard Division of Continuing Education (DCE) and offers open enrollment courses; undergraduate and graduate degrees; graduate and undergraduate certificates; microcertificates; and a premedical program.

Most courses are available online and the typical student is a mid-career professional working full-time who has already earned a bachelor's degree.

The average age of Extension School students is 37 years old and approximately 85% 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 ¹	2020	2021	2022	2023	2024	2029
Cambridge-Based Staff						
Head Count	13,293	12,319	13,029	13,563	13,885	13,000 - 14,500
FTEs	10,938	10,129	10,805	11,461	11,746	10,500 - 12,000
Postdoctoral Scholars ²	1,052	929	1,066	1,103	1,075	950 - 1,250
Cambridge-Based Faculty						
Head Count	2,128	1,935	1,949	1,960	2,075	1,900 - 2,200
FTEs	1,919	1,737	1,747	1,768	1,884	1,700 - 2,000
Cambridge Residents Employed at Cambridge Facilities (Head Count)	3,769	3,243	3,637	3,651	3,685	
Cambridge Residents Employed at Boston Facilities (Head Count)	743	747	795	929	1,002	
STUDENTS ³	2020	2021	2022	2023	2024	2029
Total Undergraduate Degree Students	7,557	6,099	7,938	7,973	7,755	7,000 - 8,000
Day	6,716	5,212	7,095	7,178	7,063	
Evening	[841]	[887]	[843]	[795]	[692]	
Full-Time	6,987	5,503	7,376	7,403	7,233	
Part-Time	[289]	[313]	[281]	[225]	[170]	
	570	596	562	570	522	
	[570]	[574]	[562]	[570]	[522]	
Total Graduate Degree Students	12,238	12,422	12,962	12,079⁴	11,689	11,500 - 13,000
Day	9,661	9,679	9,904	8,979	8,788	
Evening	[2,577]	[2,743]	[3,058]	[3,100]	[2,901]	
Full-Time	10,135	9,800	9,744	8,972	8,718	
Part-Time	[615]	[590]	[240]	[181]	[210]	
	2,103	2,622	3,218	3,107	2,971	
	[1,962]	[2,153]	[2,818]	[2,919]	[2,691]	
Total Non-degree Students	7,707	7,949	6,227	5,335	5,762	5,000 - 7,500
Day	378	335	265	214	248	
Evening	[7,329]	[7,614]	[5,962]	[5,121]	[5,514]	
Total Number of Students in Cambridge-Based Schools	27,502	26,470	27,127	25,387	25,206	24,000 - 28,500
Cambridge Students Accepted to Harvard College for 2024-25 Academic Year					26	

1 Employment figures are as of May 31, 2024 (graduate students, interns, and teaching assistants) and June 30, 2024 (faculty, staff, and postdoctoral scholars).

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

3 Counts as of October 15, 2023 for 2024. Numbers in brackets represent students at the Extension School and are a subset of the total number of Full- and Part-Time students indicated.

4 The decline in graduate degrees students is primarily attributable to the characterization of graduate students in the School of Engineering and Applied Sciences as either being Boston-based or Cambridge-based beginning in Fall 2022, upon completion of the Science and Engineering Complex in Allston.

Harvard 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 ¹

	2020	2021	2022	2023	2024	2028
Acres (Tax Exempt)	191.8	191.8	191.8	190.29	190.29	190.29
Acres (Taxable)	22.4	22.5	22.5	22.5	22.5	22.5
Number of Buildings	394	390	390	390	390	393
Dormitories						
Number of Buildings	75	75	75	75	75	75
Number of Beds	8,238	8,286	8,329	8,375	8,170 ²	8,000 - 8,400
Size of Buildings (SF)	16.1M	16.3M	16.3M	16.2M	16.2M	16.5M
Assembly/Museum	1,026,278	1,026,278	1,026,278	1,026,278	1,026,278	
Athletic	210,780	210,780	210,780	210,780	210,780	
Classroom	958,214	982,379	982,379	982,379	982,379	
Commercial	185,453	68,562	68,562	68,562	68,562	
Healthcare	77,155	69,011	69,011	69,011	69,011	
Laboratory	2,587,479	2,587,479	2,587,479	2,472,790	2,472,790	
Library	1,097,644	1,097,644	1,097,644	1,097,644	1,097,644	
Office	3,164,256	3,329,753	3,329,753	3,329,753	3,329,753	
Residential	5,914,261	5,980,807	5,980,807	5,980,807	5,980,807	
Support	914,550	914,550	914,550	914,550	914,550	

1 Current year space data as of June 30, 2024.

2 The dormitory bed count for 2024 does not include beds that were temporarily offline for House Renewal. Undergraduate students who would typically be housed in these beds were being housed on campus in Harvard University Housing and Real Estate (HUHRE) managed affiliate housing, which are not counted as dormitory buildings for the purposes of this report.

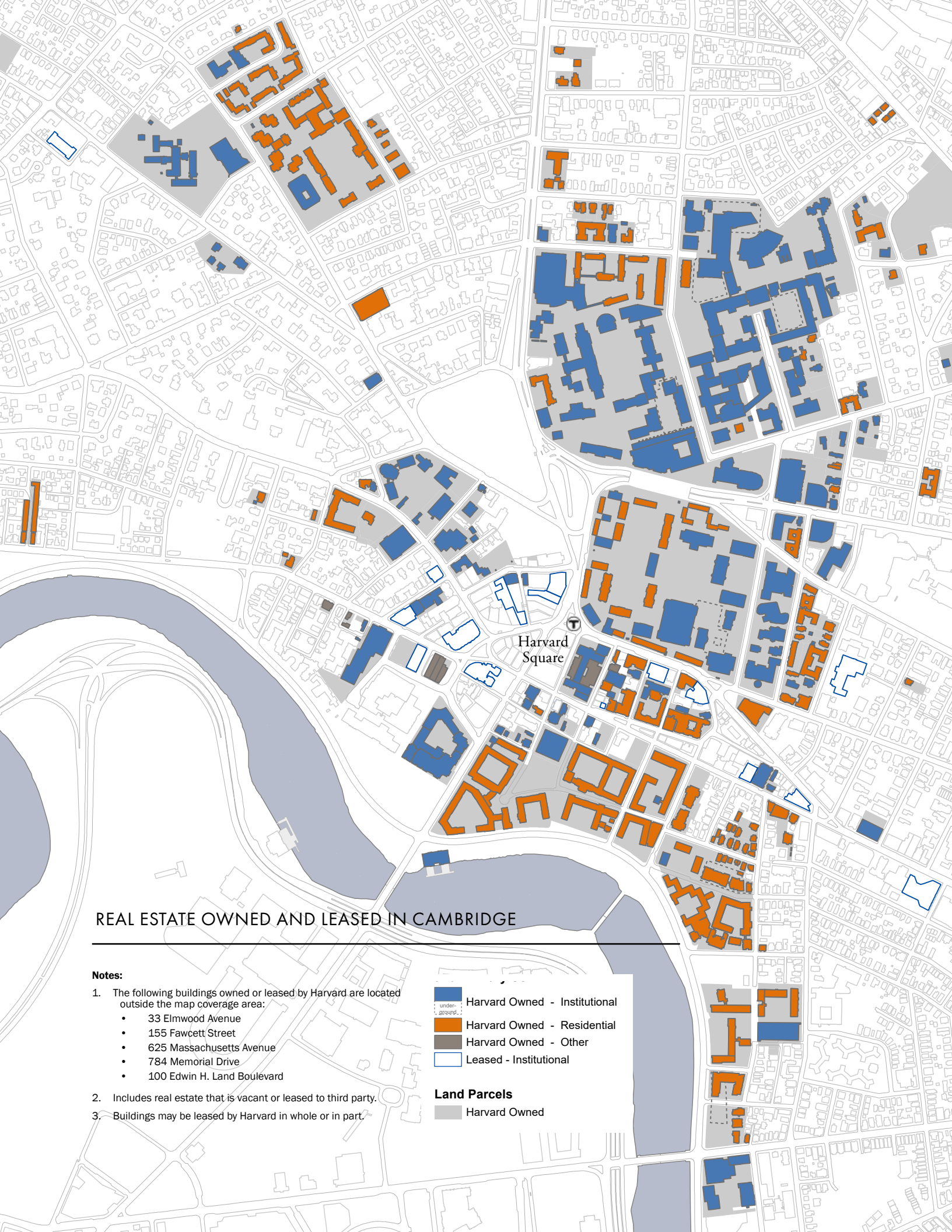
ALIGNMENT OF FACILITY NEEDS

Cambridge has been home to Harvard University for almost four centuries, and the continued presence of the campus, its buildings and facilities are viewed with a long-range perspective. 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 education (and most employers generally), continues to assess the long-term impacts of current workforce models on physical space needs. While the continued evolution 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.







Harvard Square


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 H. 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
-  Leased - Institutional

Land Parcels

-  Harvard Owned

PROPERTY TRANSFERS

Since the filing of the previous Town Gown Report, Harvard acquired, through a gift, the property located at 1134 Massachusetts Avenue. This acquisition was finalized in FY25, and corresponding property data will be included in the 2025 Town Gown report. In FY25, Harvard University is planning to purchase a commercial condominium unit at 12-30 Palmer Street, representing approximately half of the building.

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 year as part of Harvard's annual Parking and Transportation Demand Management (PTDM) Progress Report.

LEASED SPACE ¹

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	21,550	Office
25 Mt. Auburn Street	3,385	Office
50 Church Street	28,580	Office
625 Massachusetts Avenue	35,660	Office
784 Memorial Drive	61,000	Office
TOTAL	557,223	

¹ Data as of Spring 2024.

HARVARD RETAIL TENANTS

Harvard maintains its ongoing commitment to support a diverse range of businesses in our Harvard Square buildings with retail space. In 2024, the retail spaces within the Richard A. and Susan F. Smith Campus Center were joined by Kome Sushi, and continue to offer a creative mix of dining options. Elsewhere in Harvard Square, Harvard's proposed renovation and re-positioning of 12-30 Palmer Street will include an active ground floor use to further enliven the Square.



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 Oggi Gourmet, and Sally's Sandwiches/Blackbird Doughnuts located in Harvard's Smith Campus Center.

In 2024, Arrow Streets Art opened two renovated performance spaces at Zero Arrow Street in Harvard Square, with the locally based, award-winning Moonbox Productions as the venue's resident theater company. Arrow Street Arts is making a major contribution to the vitality of the arts in Harvard Square.

PUBLIC ACCESS TO HARVARD FACILITIES

Harvard University's campus in Cambridge is widely accessible to the public. The majority of the University's campus open spaces are generally open and accessible to the 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.

In addition, many of the campus' buildings and facilities are regularly open to the general public. These facilities offer a wide array of artistic, cultural, educational, and athletic programming or other services to both Harvard affiliates and the broader community. Campus facilities with public access include the following:



Stephanie Mitchell/Harvard University

- **Harvard Art Museums**

Welcoming visitors from around the corner and around the world, the Harvard Art Museums are home to one of the country's largest collections of art and are free to all visitors.

- **Harvard Museums of Science and Culture**

The Peabody Museum of Archeology and Ethnology, Harvard Museum of Natural History, Harvard Museum of the Ancient Near East, and Collection of Historical Scientific Instruments are open to visitors of all ages.

- **Harvard University Library**

Harvard's libraries offer events, exhibits, and programming for the public. Researchers from beyond Harvard may apply for Borrowing and Access cards, as well as use special collections.



Stephanie Mitchell/Harvard University

- **Houghton Library**

Exhibition spaces highlighting the library's special collections are open to the public.

- **Schlesinger Library**

The library at the Harvard Radcliffe Institute is open to the public and features regular exhibitions and events.



Stephanie Mitchell/Harvard University



Kris Snibbe/Harvard University



Nic Lehoux



Jon Chase/Harvard University

- **Hutchins Center for African and African American Research**

The Hutchins Center located at 102-104 Mt. Auburn Street is home to two art galleries which are open to the public: the Ethelbert Cooper Gallery of African & African American Art, and the Neil L. and Angelica Zander Rudenstine Gallery.

- **Johnson-Kulukundis Family Gallery**

Located in Byerly Hall on the campus of the Harvard Radcliffe Institute, the gallery features regular exhibitions and events open to the public.

- **Carpenter Center for the Visual Arts**

The Carpenter Center hosts regular exhibitions and events that are open to the public and the Harvard Film Archive offers regular film screenings.

- **Gund Hall**

The Druker Gallery and the lobby level of the Loeb Library are open to the public.

- **Smith Campus Center**

Harvard visitor information services, the Harvard box office, restrooms and several restaurants are open to the public.

- **Memorial Church**

The church sanctuary is open to the public during regular hours, and Sunday worship and morning prayers welcome all visitors.

- **Performance Theaters**

Sanders Theatre located in Memorial Hall, Farkas Hall, Agassiz Theater, and the Loeb Drama Center host regular performances and other ticketed events that are open to the public.

- **Harvard Athletics**

Several of Harvard's athletic facilities, including Harvard Stadium, the Lavietes Pavilion and the Bright-Landry Hockey Center are open to the general public for ticketed sporting events.



Grace DuVal/Harvard University

As a major research university, most of Harvard's facilities are dedicated to our academic mission and the support of our students, faculty, and affiliates. This includes buildings which primarily house classroom and instructional spaces, teaching and research laboratories, faculty and staff offices, dormitories and affiliate housing, and facilities which support the general operation of our campus. These buildings, given the nature of their uses, and the need for an appropriate level of security, have access limited to specific Harvard affiliates depending on their affiliation with the University.

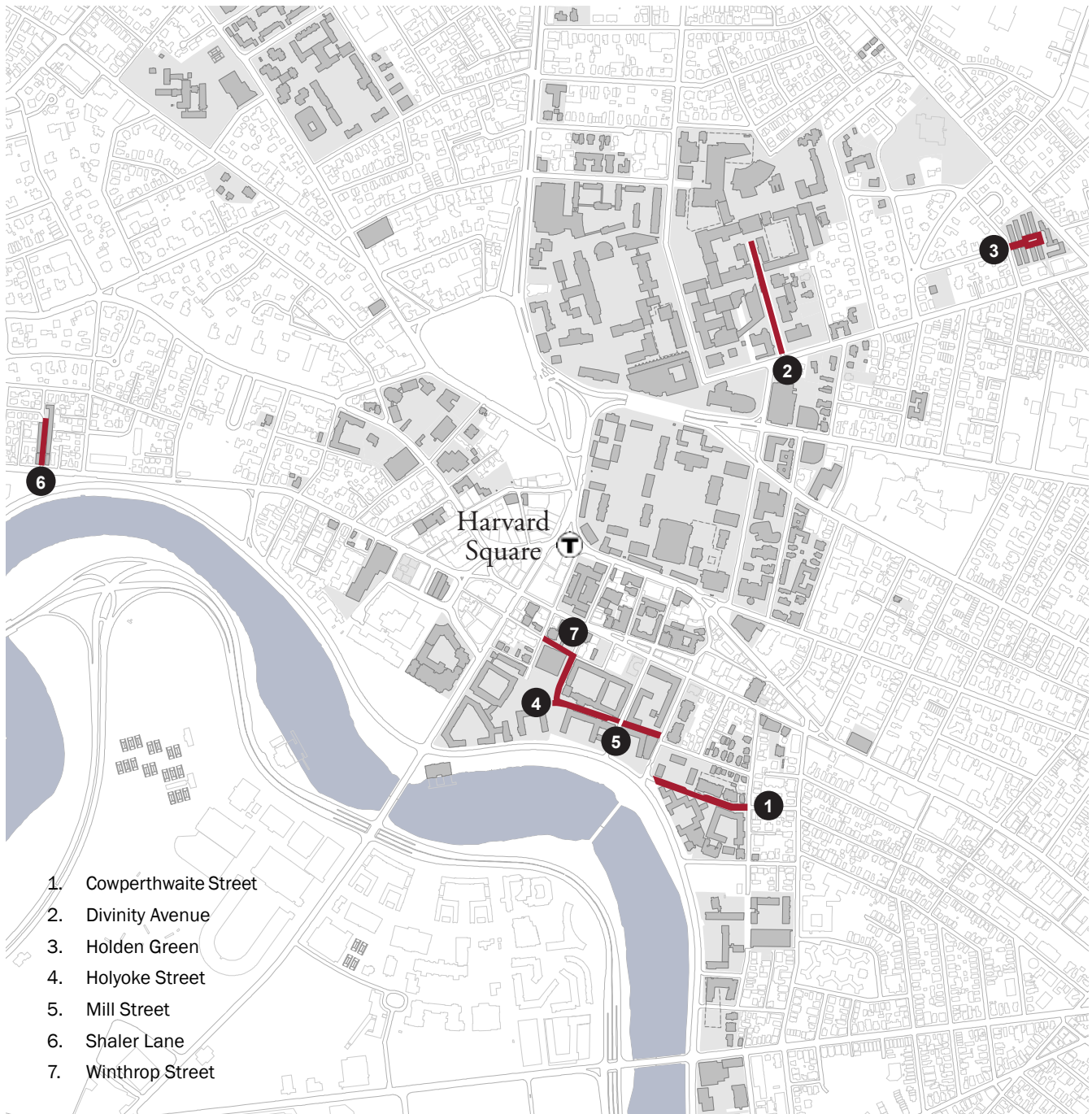


Dylan Goodman/Harvard University

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.





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 nearly 15,000 beds and approximately 8,700 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. This past year, Harvard College housed 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 (30 in Fall 2023).

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 desiring more flexibility in their housing options. However, most students tend to select housing that provides proximity for a meaningful academic experience. For those graduate students choosing to live on campus, Harvard University owns and operates approximately 6,500 beds in Cambridge, Somerville, and Boston. Approximately one 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 and Real Estate (HUHRE). 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.

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

effort allowed the University to meet its goal of establishing a capacity to house 50% of graduate students, which remains the University's benchmark and is competitive with peer institutions.

Harvard has also implemented other programs and policies to support graduate student housing, which do not vary based on where affiliates live. HUHRE provides a simplified leasing process 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. HUHRE

also maintains prevailing market rates, which fell within 4% of the Cambridge City median market rent in 2023. 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. HUHRE also 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.

STUDENT AND AFFILIATE HOUSING	2020	2021	2022	2023	2024 ¹	2029
Number of Undergraduate Students Residing in Cambridge						
In dormitories	6,136	1,531	6,335	6,378	6,301	6,000 - 6,400
With cars garaged in Cambridge	11	10	29	36	30	
In Harvard affiliate housing ²	528	0	548	620	613	400 - 700
In non-affiliate housing	159	287	54	30	30	
Number of Graduate Students Residing in Cambridge						
In dormitories	1,186	391	1,117	1,142	1,099	1,100 - 1,400
With cars garaged in Cambridge	87	60	107	110	78	
In Harvard affiliate housing	1,462	1,062	1,507	1,541	1,446	1,200 - 1,600
In non-affiliate housing	3,149	2,549	4,043	3,920	3,964	
Affiliate Housing - Tax Exempt³						
Number of Units:	1,036	1,032	1,032	1,032	1,032	
Number of Buildings:	12	12	12	12	12	
Affiliate Housing - Taxable⁴						
Number of Units:	889	889	889	889	898	
Number of Buildings:	54	54	54	54	56	

1 Undergraduate housing data represents Fall 2023. Graduate housing data represents Spring 2024.

2 The number of undergraduate students residing in Harvard affiliate housing includes the Cronkhite Center, 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 2023-2024 academic year.

3 Decrease in units between 2020-21 reflects updated accounting of beds, not an actual decrease.

4 Increase in taxable buildings and units includes new affiliate housing at 5 Sacramento St and 13 Kirkland Pl.

Harvard University is committed to providing a broad housing portfolio for its student and affiliate population. This commitment includes ensuring the University continues to meet its goal for graduate student housing capacity. As demand for affiliate housing remains strong, Harvard has seen steady numbers of graduate students electing to live on campus. In order to address housing demand for its overall affiliate population, the University has been working to add new housing stock both within the University's portfolio and the local market.

In Allston, Harvard has partnered with third party developers to propose over 850 new residential units. This is in addition to the new affiliate housing under construction at 100 South Campus Drive in Allston which will add another 546 beds. This new residential building will provide additional housing options for Harvard graduate students, faculty, staff, and their families.

By offering a varied mix of unit configurations, the new building will accommodate a wide range of household types including individuals who may opt either for the privacy of a studio or the more cost-effective option of a single bedroom in a shared apartment, multi-bedroom townhome, or a multi-bedroom flat. This diversity of unit types allows for a broad range of effective price points. At the lower end of the cost spectrum, an individual affiliate may share a unit with others while at the upper end, a larger household may occupy an entire unit.

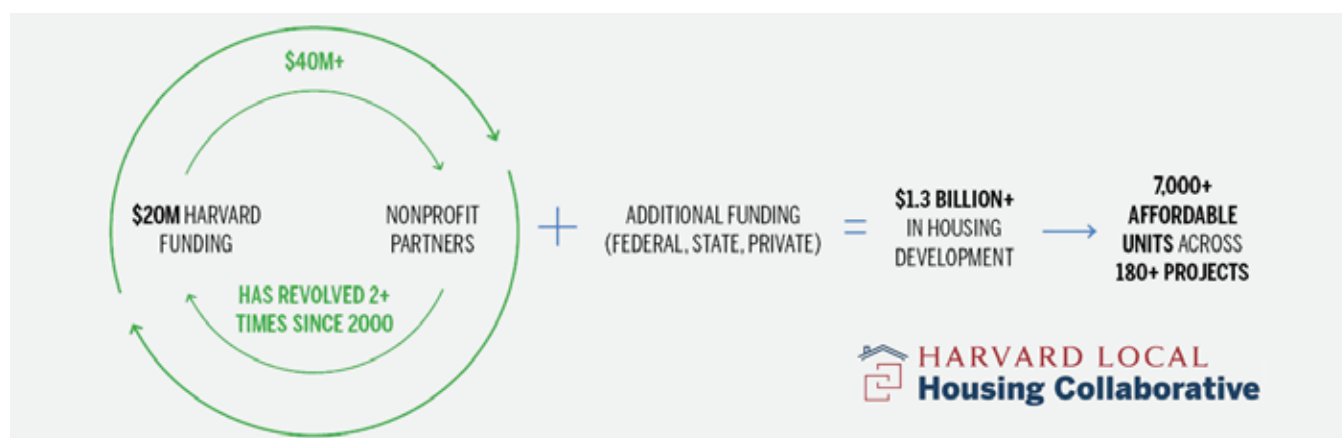
Last year, Harvard completed residential renovation projects at 13 Kirkland Place and 5 Sacramento Street in Cambridge. These two buildings added nine new units to the Cambridge housing portfolio, helping to meet the demand for family units and roommate sharing on campus.

HUHRE's Faculty Real Estate Services provides a range of programs for prospective faculty and administrators to help them find a home in a community that meets their housing needs and budget. Faculty are not only eligible to live in the rental units available through HUHRE, but they alternatively can purchase a homeownership condominium at below market rates at one of two Harvard-affiliated complexes in Cambridge.

Harvard also offers the Real Estate Advantage Program (REAP) through Coldwell Banker®. This program provides Harvard faculty, staff, retirees, alumni and affiliates with home buying and selling education, guidance from a real estate coordinator, access to a select network of real estate agents with local market expertise, preferred mortgage lenders, and the possibility of a cash benefit after closing.

Harvard Local Housing Collaborative

Launched in 2000, the Harvard Local Housing Collaborative seeks to create and preserve affordable housing, build, and revitalize healthy communities, and create economic opportunities for low- and middle- income residents in Greater Boston. Harvard supports the initiative through a \$20 million low-interest, flexible loan program in partnership with nonprofit community developers and local community development corporations. The low-interest financing is key to enabling the creation and preservation of affordable housing developments, which otherwise would not be possible. In the first 20 years, the Harvard Local Housing Collaborative supported more than 7,000 units of affordable housing. In 2019, the University recommitted the funding for another 20 years, continuing the support for increasing the amount of affordable housing in the region.



HOUSE RENEWAL UPDATE

Harvard University is continuing its systemwide renewal of the undergraduate residences, the “Harvard Houses,” which serve as the cornerstone of the living-learning educational experience. Significant upgrades to life safety, accessibility, building systems, and sustainability 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 1920's and 30's. 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 incorporating updated

amenities and addressing code requirements. 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 contribute to healthy interiors.



Harvard-owned buildings continue to provide temporary accommodations to students displaced by House Renewal construction as needed. 1201 Massachusetts Avenue was designed 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 accommodation is 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.

Harvard has completed renewal projects at Stone Hall (Quincy House), McKinlock Hall (Leverett House), Dunster House, Winthrop House, Lowell House, as well as Claverly Hall, Apthorp House, and Randolph Hall (Adams House, phases 1 and 2). Currently, renovation work continues at Russell Hall, Library-Commons, and Westmorly Court (Adams House, phase 3) and planning is underway for upcoming renewal projects at Eliot and Kirkland Houses. The pace and sequence of House Renewal is subject to periodic review.



Peter Vanderwarker





Harvard's campus plans and projects respond to the University's overarching objectives and the programmatic and facility needs of its academic departments and administrative units. Development takes place within a distinct physical planning context, and is guided by campus planning principles.

INSTITUTIONAL OBJECTIVES AND NEEDS

Harvard is an educational institution dedicated to excellence in teaching, learning, and research, with an academic mission to advance new ideas and promote enduring knowledge. New technologies, pioneering discoveries, and emerging societal issues require facilities that strengthen collaboration and innovation.

Harvard's Cambridge campus has been at the core of such endeavors for almost 400 years. The University seeks to continually improve its campus resources to support its teaching and research mission and meet the needs of Harvard's schools and academic program.

Planning for the Cambridge campus is shaped by several overarching objectives. The University seeks to strengthen cross-disciplinary initiatives, cultivate the arts and humanities, invest in science and research, and foster the translation of new discoveries into solutions that benefit humankind. The University is committed to responding to the greatest challenges we face as a society such as climate change by accelerating sustainable development which reduces greenhouse gas emissions and improves the environment contributing to the well-being of all people.

Harvard's core values of equity, diversity, inclusion, and belonging seek to create a campus where everyone can thrive. The University is committed to creating a welcoming and accessible setting for living and learning with attractive common spaces, cultural amenities, and residential environments. Harvard aims to foster development that is sensitive to the character of its historic campus and its surrounding built environment and to support efforts that contribute to the vitality of Harvard Square and the City of Cambridge. In addition, Harvard's physical campus must respond to evolving hybrid work-life and teaching modalities, technology innovations, and digitalization.

Harvard's planning for the Cambridge campus responds to the space needs and facility conditions assessments of the University's academic faculties and administrative units. These needs will continue to be met through the creative reuse and renovation of existing facilities, and sensitive new development within the context of a largely developed physical campus.

A New Home for the Harvard University Native American Program



Harvard has initiated planning for a project that will provide a new home for the Harvard University Native American Program (HUNAP). The project to be developed at 15 Mount Auburn Street will enable HUNAP to fulfil its mission to cultivate the development, achievement, and impact of American Indian, Alaska Native, Native Hawaiian, and other Indigenous students through interfaculty scholarship and teaching, Native outreach, and student recruitment and support. The project is a commitment to the Harvard Charter of 1650 that emphasizes the University's dedication to the education of Native Americans.



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 continued prioritization of renewal and deferred maintenance of core campus facilities (facility condition assessments); and the careful study of campus planning and urban design (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

Harvard has established campus planning principles to ensure that project design and implementation decisions are balanced and sound. Planning must be consistent with the University's broader goals and vision, but it must also recognize the physical and community context of surrounding neighborhoods and their regulatory environment. These planning principles include:

- **Campus Character:** Preserve the character of Harvard's Cambridge campus while celebrating contemporary architecture that is informed by current societal needs, technology, and sustainability.
- **Community:** Respect community context through sensitivity to the surrounding neighborhood and its interface with the campus. Contribute to the continued vitality of Harvard Square by supporting retail uses and programming that enhance ground floor activity.
- **Equity:** Maintain a welcoming and accessible physical campus environment that promotes inclusion and belonging.
- **Connectivity:** Enhance connectivity through a multimodal approach to joining the people, places, and activities on the campus.
- **Public Realm:** Preserve and enhance campus open spaces and landscape elements and improve pedestrian orientation.
- **Sustainability:** Promote sustainability, address climate change, health and equity by dramatically reducing greenhouse gas emissions, encouraging high-performance and healthier buildings, and strengthening climate resilience.
- **Stewardship:** Invest in existing facilities, and where possible reuse existing campus assets to meet emerging needs through renovation and adaptive reuse.

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 for the Harvard community and 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.





Kris Snibbe/Harvard University

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. The DCR's "Riverbend Park" which closes a portion of Memorial Drive adjacent to the Harvard campus from the spring through fall allows pedestrians, cyclists, and others to enjoy the riverfront roadway without cars.

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 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 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 campuses.
- With 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.



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 recent 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.

PROJECT LIST

Project

Programmatic Goal

Sustainability Features ¹

Recently Completed

1. 60 Oxford Street	Facility renovation for new academic use	Energy efficient mechanical systems, water conservation measures
2. Gund Hall (Phase I envelope)	Envelope rehabilitation	High-performance, hybrid vacuum insulated glazing and Triple-IGU technologies

Currently in Construction

3. Russell Hall / Westmorly Court, Adams House	Renewal of undergraduate House life	Targeting LEED CI v4 Gold; Harvard Sustainable Building Standards
4. 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
5. 12 -30 Palmer Street	Facility renovation and enhancement of public realm	Targeting LEED Silver v4, new energy-efficient fully electric HVAC, High-performance windows and new envelope insulation, LED lighting, low flow plumbing fixtures, low emitting construction materials, green roof.

Projects in Planning

6. New Economics Building	New facility for academic use	Living Building Challenge Core Certification; Harvard Healthier Buildings Academy; green roofs; all electric, fossil fuel-free demonstration project
7. William James Hall	Plaza rehabilitation	Drought-tolerant, low maintenance plantings; reduction in hardscape; new entry doors and vestibule will decrease building heating and cooling loss
8. Eliot House	Renewal of undergraduate House life	Targeting ILFI LBC Core; Harvard Sustainable Building Standards
9. Carpenter Center	Envelope rehabilitation and accessibility	TBD

¹ Harvard Sustainable 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://sustainable.harvard.edu/our-plan/how-we-build/sustainable-building-standards/>

HARVARD CAPITAL PROJECTS



Recently Completed

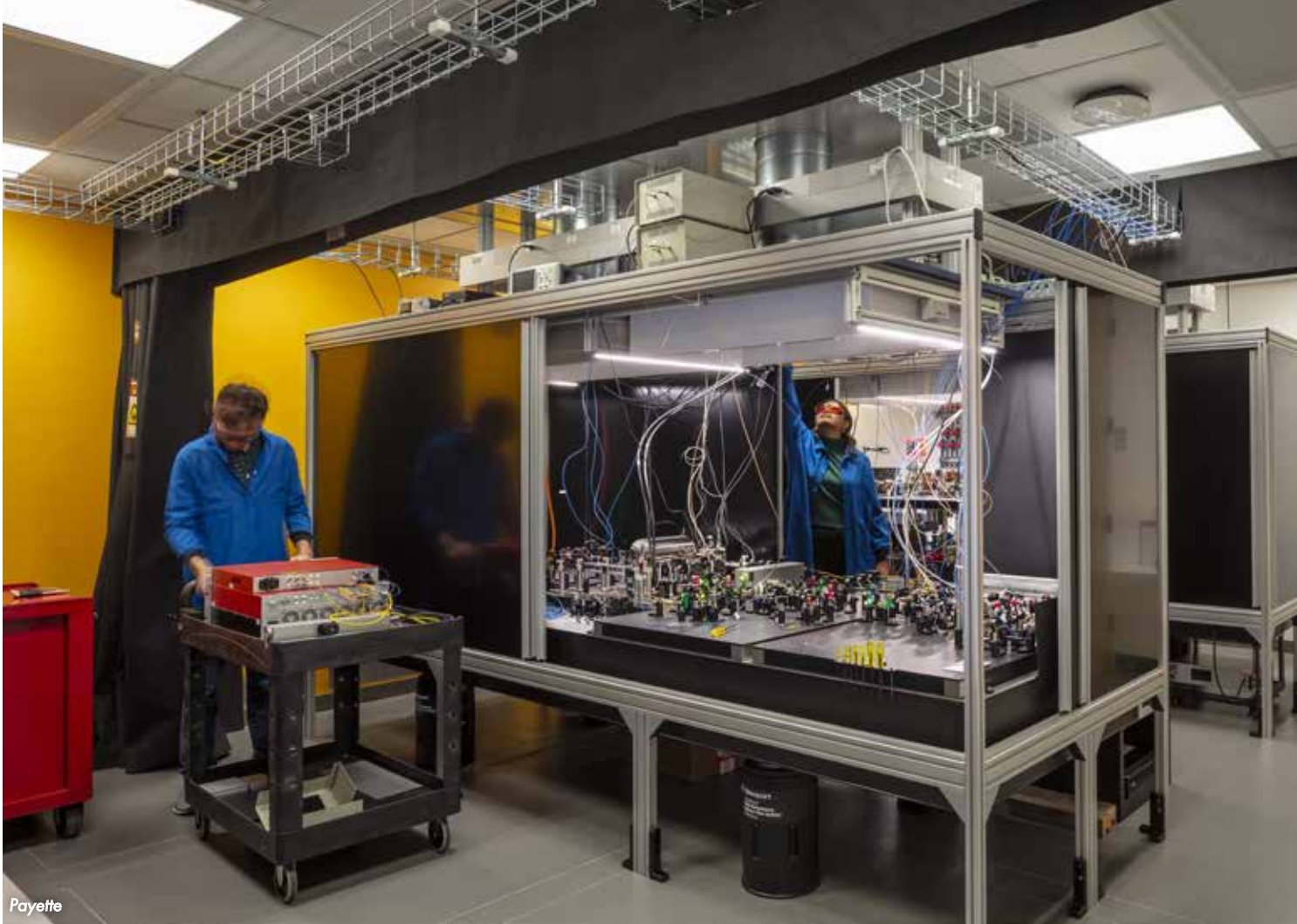
1. 60 Oxford Street
2. Gund Hall

Currently in Construction

3. Russell Hall/Westmorly Court, Adams House
4. Harvard Science Center
5. 12-30 Palmer Street

Projects in Planning

6. New Economics Building
7. William James Hall
8. Eliot House
9. Carpenter Center



Recently Completed

60 OXFORD STREET

Renovation

Architect
Payette

Total Square Feet
Approximately 60,000 GSF
(renovation)

Programmatic Goal
Facility renovation for
new academic use

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 completed the comprehensive renovation of 60 Oxford Street as the new David E. and Stacey L. Goel Quantum Science and Engineering Building. In addition to housing the Harvard Quantum Initiative (HQI) the building is home to Fellows from the Rowland Institute at Harvard which has relocated to Harvard's Cambridge campus from 100 Land Boulevard to enhance collaboration with other science and engineering researchers. HQI is an interdisciplinary academic initiative, supported by Harvard University's Office of the Provost, the Faculty of Arts and Sciences, and the John A. Paulson School of Engineering and Applied Sciences, which blends research in the study of sub-atomic 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 previously housed a Harvard data center and space for Harvard's School of Engineering and Applied Sciences, has been 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 required 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 also establishes a new center for interdisciplinary research which will bring together scientists and engineers across sectors - universities, the private sector, and government.



Recently Completed

GUND HALL (PHASE I ENVELOPE)

Rehabilitation

Architect	Harvard recently completed the first phase of an envelope rehabilitation of Gund Hall (1972), home of the Harvard Graduate School of Design. While Gund Hall is a notable example of late-period concrete-modernism designed by John Andrews, it has a long history of building envelope challenges. During the past five decades—and beginning immediately after its completion—water penetration, deterioration of glazing assemblies, and discomfort associated with both heat loss and heat gain have accompanied concern with energy expenditures and carbon emission.
Total Square Feet	Informed by an in-situ mock-up, the project replaced the single-glazed curtain walls and 112 clerestory windows at the stepped roofs that surround the studio. The design for the curtain wall employed custom aluminum extrusions that closely match the form and dimensions of the original Neoprene gasket, while employing industry leading Hybrid Vacuum Insulated Glazing and Triple-IGU technologies. The scope also included concrete restoration in targeted locations.
Programmatic Goal	The result of this project is a structure that, when completed, will closely match the appearance and design intent of the original, while breaking new ground in façade performance possible in the context of the rehabilitation of modernism.
Sustainability Features	

Bruner/Cott Architects
n/a

Envelope rehabilitation

High-performance, hybrid vacuum insulated glazing and Triple-IGU technologies



Currently in Construction

RUSSELL HALL - WESTMORLY COURT, ADAMS HOUSE

Renovation and Addition

Architect

Beyer Blinder Belle

Total Square Feet

Approximately 106,000 GSF
(renovation)

Programmatic Driver

Renewal of undergraduate House life

Sustainability Features

Targeting LEED CI v4 Gold;
Harvard Sustainable Building
Standards

Harvard is continuing the third and final phase of the Adams House Renewal project which addresses 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 undergraduate residential community.

The project scope includes 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. The project will dramatically improve circulation to and within the building with the introduction of new accessible entrances, corridors, and elevators, 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.

Anticipated completion of the project is in 2025.



ADP Architecture

Currently in Construction

HARVARD SCIENCE CENTER

Renovation

Architect

Leers Weinzapfel Associates
ADP Architecture

Total Square Feet

Approximately 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

The Faculty of Arts and Sciences is continuing construction on the renovation of the Science Center's undergraduate science teaching labs on the first and second floors of Harvard's Science Center. The project entails 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. In addition to aligning the building's teaching laboratories with best practices in effective science teaching and laboratory safety, the project will also upgrade many of the base building systems that serve the labs.

Construction on the teaching labs renovation project began in January 2023 with completion expected in August 2025.



Currently in Construction

12-30 PALMER STREET

Renovation

Architect

Baker Design Group

Total Square Feet

Approximately 55,000 GSF
(renovation)

Programmatic Driver

Facility renewal and enhancement of
the public realm.

Sustainability Features

Targeting LEED Silver v4, new
energy-efficient fully electric HVAC,
High-performance windows and new
envelope insulation, LED lighting,
low flow plumbing fixtures, low
emitting construction materials,
green roof.

Harvard University is partnering with The COOP on a renovation and repositioning of 12-30 Palmer Street that will bring new life to this part of Harvard Square. Upon completion, the four-story former COOP Annex retail building will accommodate an active ground floor, with institutional and office uses above. This project will align with the City's vision to enhance Palmer Street to become a more active and inviting pedestrian walkway and public space, in addition to its service role for nearby businesses.



Projects in Planning

NEW ECONOMICS BUILDING

New Construction

Architect

Grafton Architects
Perry Dean Rogers

Total Square Feet

Approximately 109,000 GSF
(New Construction)

Programmatic Driver

New facility for academic program

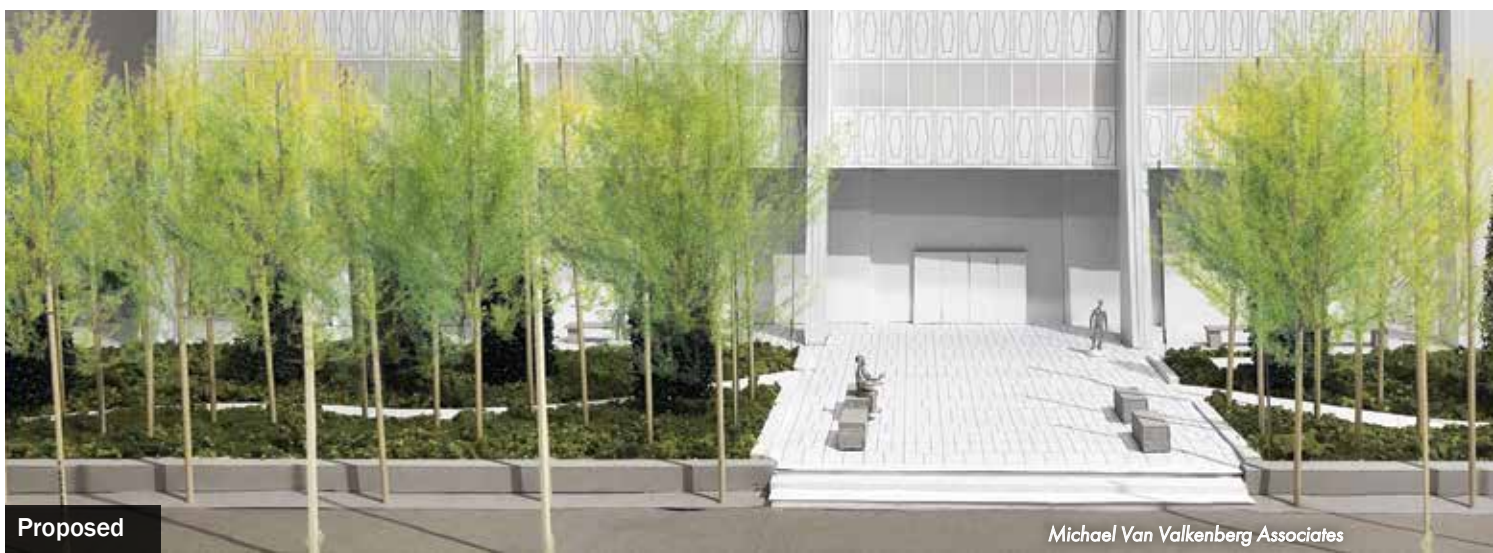
Sustainability Features

Living Building Challenge Core Certification; Harvard Healthier Buildings Academy; green roofs; increased pervious landscaping; all-electric building, fossil fuel-free demonstration project

Planning is advancing for a new building that will serve as the home of the Department of Economics in the Faculty of Arts and Sciences. The new building will be constructed near the department's current home in Littauer Center. The project will enable the department to consolidate research, enrich undergraduate engagement and graduate education, and allow for new collaborations and partnerships.

The project also creates the opportunity to transform a part of Harvard's north campus that most recently was a surface parking lot. The project will result in the creation of a new landscaped space linking existing campus open space networks and significantly enhancing the setting for nearby historic buildings such as Austin Hall and Gannett House.

Early utility work for the project began in fall 2024, with actual building construction commencing in summer 2025.



Projects in Planning

WILLIAM JAMES HALL (PLAZA)

Renovation

Landscape Architect
Michael Van Valkenberg Associates

Total Square Feet
n/a

Programmatic Driver
Facility renewal

Sustainability Features
Drought-tolerant, low maintenance plantings; reduction in hardscape to mitigate the heat-island effect; new entry doors and vestibule will decrease building heating and cooling loss.

The Faculty of Arts and Sciences will soon begin construction on the renewal of the William James Hall plaza facing Kirkland Street. William James Hall was designed by architect Minoru Yamasaki and was completed in 1963. The project was necessitated by the need to replace the existing plaza waterproofing which had reached the end of its useful life and allowed water infiltration into the building's basement compromising some interior elements.

The need to replace the plaza waterproofing has created an opportunity to dramatically improve the physical characteristics of plaza including accessibility and landscaping. The project will incorporate site improvements that will provide full accessibility from Kirkland Street to the building's main entrance, and new entry doors and a vestibule will replace an existing revolving door which has been prone to frequent breakdowns. The plaza landscaping will also be re-imagined by adding new trees, shrubs, and ground cover that will help mitigate the existing strong downdrafts and soften the harsh conditions at the base of the building. The addition of new trees and plantings will also improve the Kirkland Street public realm and help reduce the urban heat island effect of the existing plaza.

The waterproofing replacement work is expected to begin in January 2025, with work on the plaza re-design commencing in Fall 2025.



Projects in Planning

ELIOT HOUSE

Renovation

Architect

KieranTimberlake

Total Square Feet

Approximately 219,000 GSF
(renovation)

Programmatic Driver

Renewal of undergraduate House life

Sustainability Features

Targeting ILFI LBC Core; Harvard
Sustainable Building Standards

Harvard is currently in planning and design for the renewal of Eliot House, a Harvard undergraduate residential complex located along the Charles River. Eliot House (1931) is a Georgian Revival red brick building with a slate shingled roof, double hung wood windows, and limestone, granite, and copper ornament built around a central courtyard. The 3-4 story structure is built around a central courtyard and has a clock tower.

Consistent with the House Renewal program, the work at Eliot House will involve a comprehensive building renovation with new layouts, updated circulation and accessible elements, and fully updated building systems. The exterior envelope will be fully restored in a way that respects the historic structure.

Construction is anticipated to begin in spring 2025.



Architect Bruner/Cott Architects SGH	The Harvard Faculty of Arts and Sciences is planning a multi-year program of exterior envelope repairs and accessibility improvements at the Carpenter Center for the Visual Arts. The Carpenter Center, completed in 1963, has the distinction of being the only building constructed in North America designed by the Swiss-born architect, Le Corbusier.
Total Square Feet n/a	The building houses the Department of Art, Film, and Visual Studies, exhibition spaces, and the Harvard Film Archive. Designed to house spaces for art making, the building features large expanses of glass set within cast-concrete walls. The building is now over 60 years old, and the frames containing the building's expansive glass windows, and its exterior concrete walls and ramps are showing signs of deterioration.
Programmatic Driver Building envelope repairs and accessibility	
Sustainability Features TBD	The initial phase of the project will include replacement of the caulking beads at all the building's windows and the re-setting of existing glass within the window frames. Repairs to the building's exterior concrete walls will also be made during this phase. A subsequent phase of the program will begin implementation of a comprehensive program of accessibility modifications throughout the building. The project has been developed within a strong preservation context, and the planned work will be reviewed with the Executive Director of the Cambridge Historical Commission. The first phase of the project is expected to begin in Summer 2025.

ALLSTON UPDATE

Harvard's vision for its development 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, accessible, 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

Enterprise Research Campus

Construction has begun on Phase A of the Enterprise Research Campus (ERC). The 900,000 square foot combined Phase A project will complement the cutting-edge institutional research taking place at Harvard and throughout the region. ERC Phase A is located on Western Avenue adjacent to the Science and Engineering Complex, and across the street from Harvard Business School. Phase A will encompass two laboratory buildings devoted to scientific research and development, a 345-unit apartment building, restaurant and retail use, a hotel, and more than two acres of community-oriented public outdoor space. It will also be home to the David Rubenstein Treehouse, which will serve as a campus-wide conference facility—creating space for industry partners, visiting scholars, and guests from around the world to collaborate with faculty and students and to discuss issues at the forefront of their fields. 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 Allston neighborhood, and the Greater Boston region.



Harvard University Planning and Design



DeMaterial

David E. and Stacey L Goel Center for Creativity and Performance / 100 South Campus Drive

Harvard has begun construction of the new home for the American Repertory Theater and Harvard University affiliate housing in Allston. The David E. and Stacey L. Goel Center for Creativity & Performance will provide a state-of-the-art research and performance center complementing existing arts programming at Harvard as well as in Cambridge and Boston. The project at 100 South Campus Drive includes 546 beds for Harvard housing and will significantly expand the University's capacity to house its affiliates. As development of the new performance center moves forward, Harvard is beginning preliminary planning for the future use of the Loeb Drama Center in Cambridge. While still early in the planning process, potential uses are likely to include academic programs related to the performing arts.

I-90 Allston Interchange Project

The I-90 Multimodal Project represents a generational opportunity to transform and modernize neighborhood circulation, create an urban street grid, introduce new urban and regional rail service, remove obstacles that have divided communities for decades, and create new mixed-use development. In March 2024, MassDOT secured \$355 million in federal funding from USDOT's Reconnecting Communities and Neighborhoods Grant Program (RCN). This funding represents an important endorsement of the vision and opportunities associated with the project and its promise to yield real benefits for the region around transit, equity, open space, and economic development. In addition to federal and other partner funding, Harvard has pledged \$90 million to support the project.

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. Shuttle routes and schedules are aligned with class schedules to facilitate travel, including to the recently opened Science and Engineering Complex (SEC). Other 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 Bluebikes facilities.



Harvard University Planning and Design

Science and Engineering Complex (SEC)

Harvard's Science and Engineering Complex is home to a portion of the Harvard John A. Paulson School of Engineering and Applied Sciences. The facility has become an iconic structure to Harvard students, staff, faculty, and researchers in the region. 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, healthy building materials, and a high-tech water management system that minimizes water consumption and mitigates downstream pollution.

CONSTRUCTION MITIGATION

Harvard University recognizes the interconnectedness of its Cambridge campus with Harvard Square and the surrounding neighborhoods. To minimize potential impacts from the University's construction projects, Harvard implements a robust construction mitigation program to help minimize disruptions to the community.

Harvard Construction Mitigation's mission is to pre-empt, minimize, and/or eliminate the negative impacts large construction and renovation projects can have on neighborhoods, businesses, the City of Cambridge, and the greater Harvard University community, including students, faculty and employees, while collaborating with contractors to ensure the timely and efficient completion of construction activities for the benefit of the University.

Harvard mitigation teams work closely with project stakeholders, including local businesses and neighborhood representatives, as well as the City, and serve as trusted advisors to the University throughout the lifecycle of each project to manage construction risks and ensure successful outcomes. Some of the mitigation measures employed by the mitigation team to support University projects include:

- **Maintaining a [construction mitigation website](#), hotline, and email** for Harvard abutters and stakeholders to submit construction-related questions and concerns. The hotline is monitored by the construction mitigation team who respond and record all complaints, questions, and concerns. The website is maintained with up-to-date construction information on University projects across campus.
- **Communicating with project abutters**, including Cambridge residents and businesses, about construction impacts in advance of University projects. Mitigation keeps lines of communication open throughout each project's duration, sets up neighborhood meetings, and issues regular notifications to abutters to minimize surprises and ensure impacted parties are aware of projects, hours, activities, and impacts.
- **Ensuring compliance with the City of Cambridge construction requirements**, including work hours, noise ordinance, and collaborating with the City on University projects impacting the public way (i.e., streets and sidewalks).
- **Ensuring vehicular and pedestrian access and signage** is maintained on streets surrounding project sites and working with University contractors to install appropriate wayfinding signage so pedestrians, bicycles and drivers can navigate safely around construction projects.
- **Collaborating with contractors and project teams** and proactively planning ahead of each project to prevent disruptions, and monitoring each job site regularly.
- **Developing innovative solutions to complex construction-related issues** to address community concerns and enforcing compliance with mitigation standards and protocols.



Harvard's construction mitigation program succeeds by striking a balance between minimizing a project's impacts on the community while supporting the University's capital activities.

The University's construction projects also support local businesses by bringing construction workers to the area who frequent Harvard Square restaurants, shops, 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.

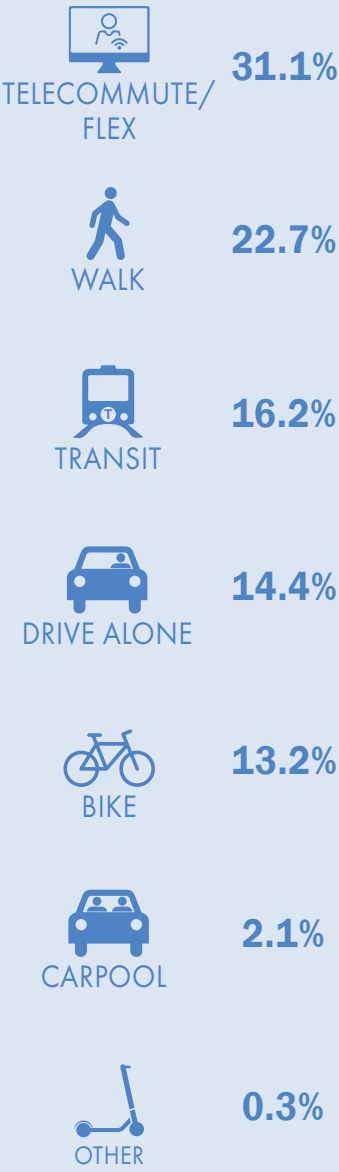


The day-to-day function of Harvard's campus requires a high degree of connectivity which encompasses pedestrian networks, public transportation, bicycle networks, and the accommodation of vehicles. Harvard seeks to enhance and improve connectivity through projects that incorporate a multi-modal approach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



Harvard's population utilizes a range of commuting and campus transportation modes. This year's mode split is heavily weighted towards sustainable modes of transportation (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 750,000 riders in FY24.

To reflect current commuting patterns, Harvard's CommuterChoice Program offers a set of updated benefits that provide more flexibility for employees who have a hybrid work model.



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

Harvard's commuting population continues to engage in a range of work modalities. While many employees work fully on campus, many others work 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:** The transit subsidy was increased from 50% to 60%. In FY24 CommuterChoice subsidized 55,109 monthly MBTA passes for a total of \$3,140,164.
- **Parking:** New hourly and daily parking options with reduced rates and flexible 3-day annual parking permits to accommodate hybrid work needs. Commuter Choice has also implemented the ZipBy App that offers contact-less pay as you park services at select garages.
- **Harvard Shuttles:** New PassioGo app displays live bus-crowding information for riders.
- **Digital Tools:** The CommuterChoice office has implemented virtual platforms for various applications and forms 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.



SHUTTLES SERVING THE HARVARD CAMPUS

Harvard Transit operates shuttle and van services that offer safe, reliable, and convenient transportation to Harvard affiliates across Harvard's Cambridge and Allston campuses. Community members can also use the [Harvard Shuttle](#) free of charge.

Harvard's Shuttle fleet includes nine 35-foot buses and two 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 Transit also operates six, 12-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.

Shuttles serve nearly 750,000 riders annually. 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.

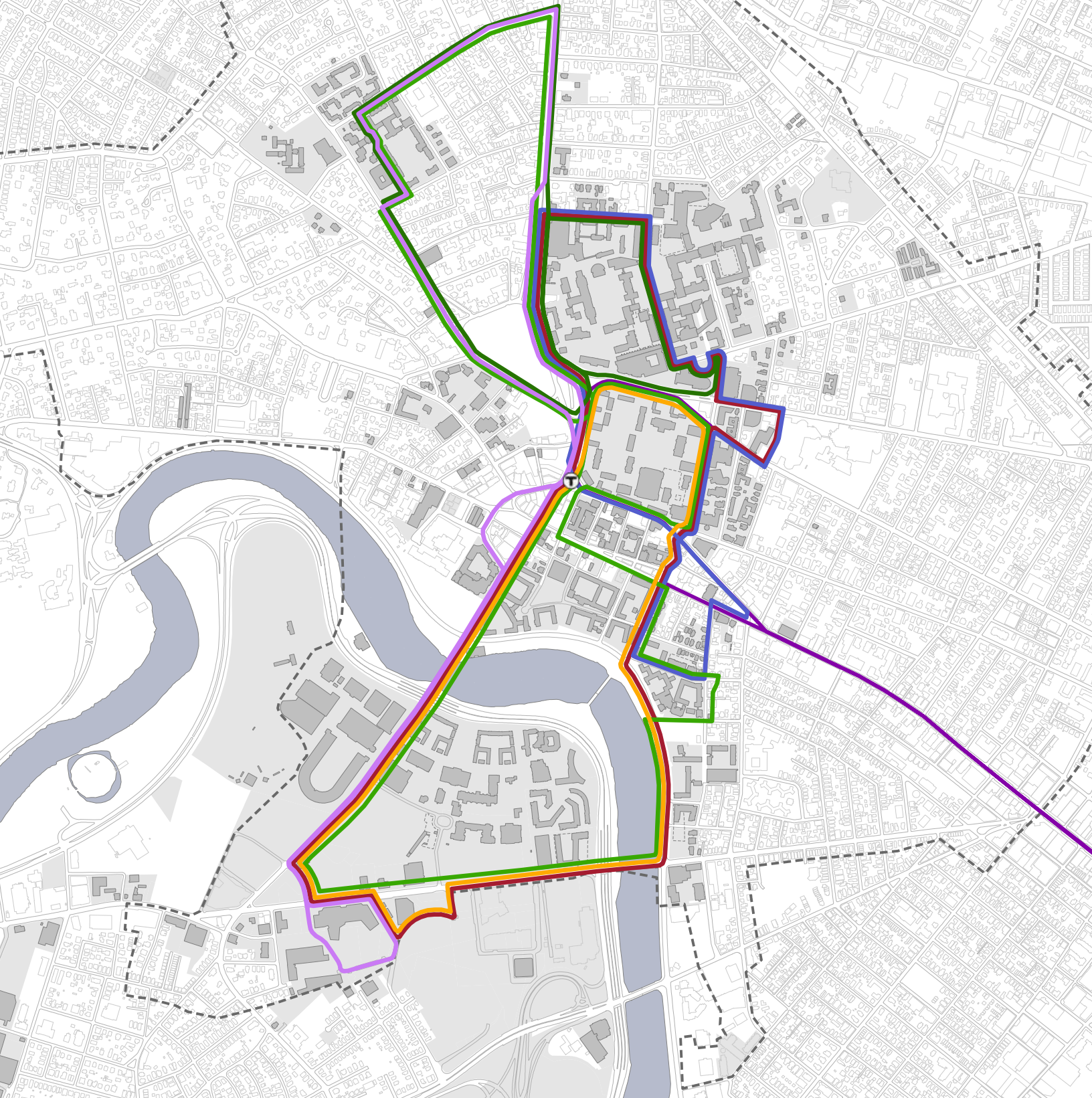
Electric Buses

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 440 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 plans to transition the entire shuttle fleet to electric buses by 2035.



Electric Vehicle Charging

Harvard Transportation Services Electric Charging Station (ECS) program seeks to enhance equity and access to electric vehicle commuters on campus. This program is designed to make stations as accessible as possible for those who need may need a supplemental charge to have enough range to return home. It also prioritizes University tenants and departmental vehicles supporting University activities and which rely on campus energy as their primary power source.



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

HARVARD CAMPUS SHUTTLE ROUTES

HARVARD CAMPUS SHUTTLE – ACADEMIC YEAR ROUTES & SCHEDULES

Route Name	Description	Frequency	Hours of Operation
WEEKDAY SERVICE - DAYTIME			
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	20 minutes	8:20 am – 3:00 pm
ALLSTON LOOP	Allston Campus, Harvard Square, Memorial Hall	40 minutes	7:30 am – 3:15 pm
SEC EXPRESS	Allston Campus, Harvard Square, Harvard Yard	15 minutes	7:30 am – 4:30 pm
WEEKDAY SERVICE - EVENING			
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
WEEKEND SERVICE			
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 the 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. 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.



Jon Chase/Harvard University

Bicycle Programs

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

- **Bicycle Benefit** - 2024 marked the tenth year of the bike benefit at Harvard, and, 1,496 participants were reimbursed nearly \$380,000 for bike commuting expenses.
- **Sharing the Road Video**: Harvard Transportation Services created a series of three video modules titled: *"Sharing the road with vulnerable users: What you should know as a Harvard University driver."* The videos were developed in collaboration with MassBike and focus on safe operation of busses and trucks in our dense urban environment.



- **Commute with Confidence:** This new program launched by Harvard Transportation Services in April 2024 provides a free bicycle roadside assistance program for benefits eligible bike commuters. To date the program has helped 61 bikers get back on the road through on-demand tube replacement, brake adjustments, chain lubrication and more.
- **Events** - Nine events were held in 2024 on a range of topics including periodic safety checks, the Annual Bike Breakfast, Harvard Bike Festival, and the launch of the Commute with Confidence program.
- **Safety and Repair Classes** - Employee reimbursement of expenses associated with taking bicycle safety or repair classes at local bike shops.
- **Cycling Gear** - Helmets and lights are offered free to the Harvard community. New helmet offerings feature integrated back lights, and users can also pick up a set of front and back lights at no cost.

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. As of October 2023, Harvard had almost 1,300 Bluebikes members who have taken over 108,000 trips and traveled approximately 178,000 miles this year.

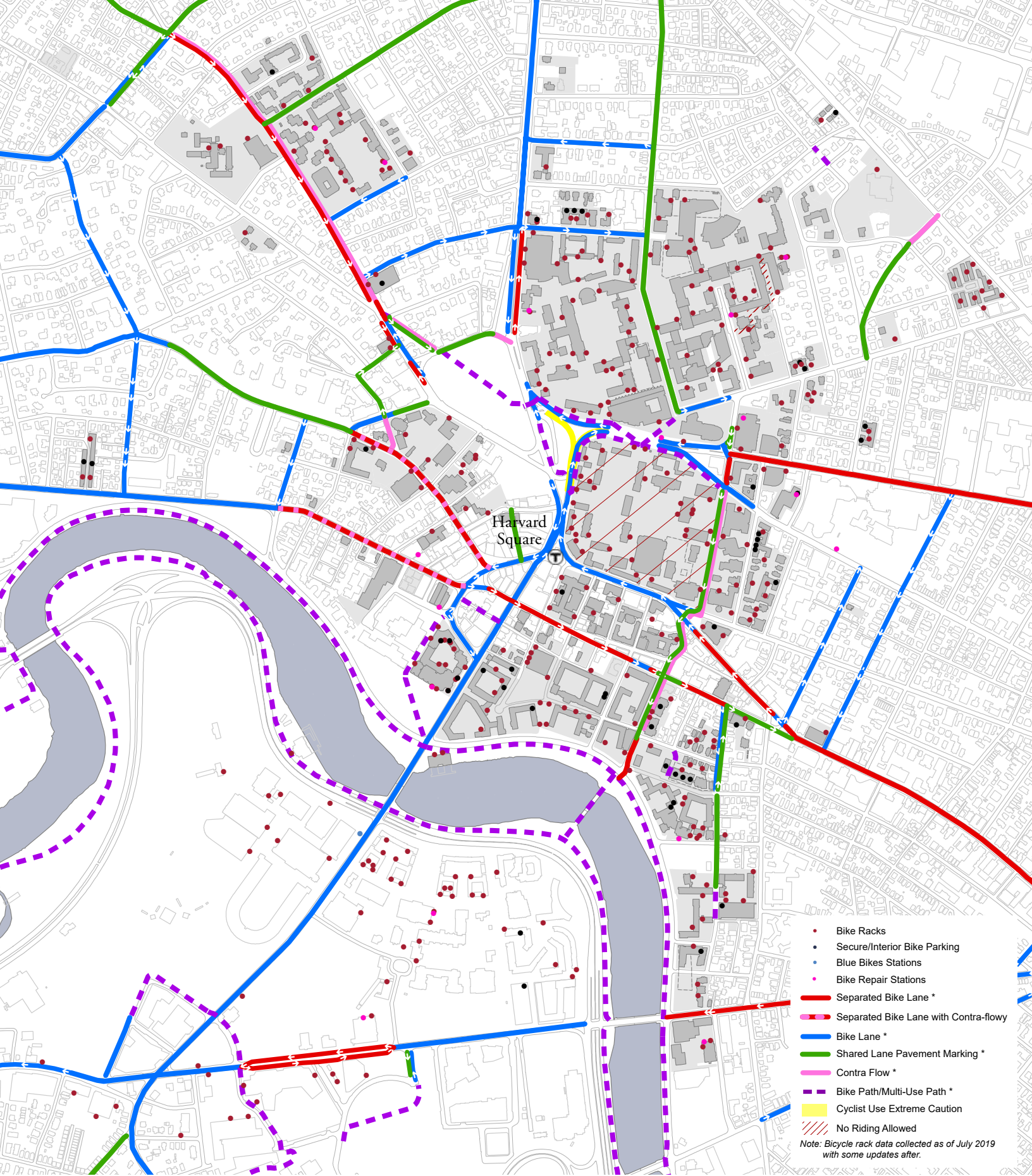


Jon Ratner/Harvard University

Planning for Cycling Networks

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

- **Campus networks** - Identifying areas for potential improvements to Harvard's existing bicycle network on the central campus. 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.

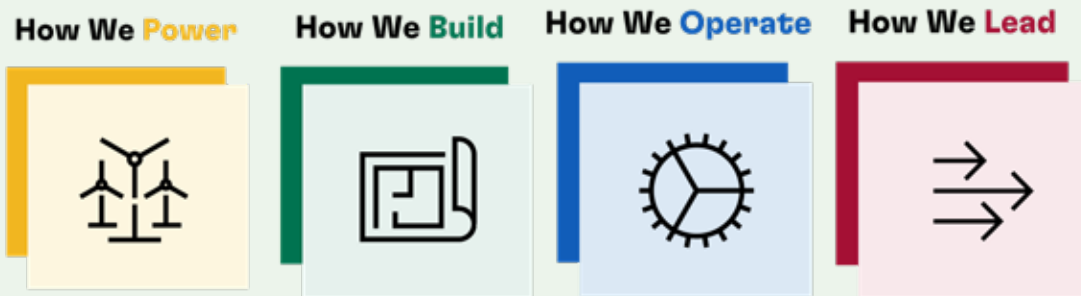


HARVARD CAMPUS BICYCLE FACILITIES

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 based on July 2019 inventory and periodic updates.



Harvard is leveraging its world class faculty and students, their research and cutting-edge ideas, to demonstrate how our historic campus can serve as a testbed for organizational sustainability. This comprehensive approach focuses on climate, health, and equity and aims to serve as a model to pilot and scale solutions that contribute to sustainable development and a healthy future for all. To achieve its vision, the University's efforts focus on four categories:



Harvard is advancing sustainable development and addressing the challenges of climate change through the framework outlined in its [Sustainability Action Plan](#). Harvard is accelerating action on its climate goals to be Fossil Fuel-Free by 2050 and Fossil Fuel-Neutral by 2026, as well as two operational targets to lower supply chain (Scope 3) greenhouse gas emissions: 1) Reducing food-related emissions by 25% by 2030 and 2) Lowering embodied carbon in major construction projects by at least 20%.

Harvard's holistic [Sustainable Building Standards](#), updated in 2024, target the Living Building Challenge (LBC) Core Green Building certification and expand the use of healthier materials defined by the Harvard Healthier Building Academy. These leading-edge sustainability standards and goals stem from the collaboration with multidisciplinary Harvard faculty on the Presidential Committee on Sustainability, as well as operational leaders and staff across the University. By using our campus as a testbed to pilot and prove sustainability strategies, Harvard is transforming how we power, build, operate, and lead.

In 2024 Harvard expanded its internal Green Revolving Fund from \$12 million to \$37 million. The Green Revolving Fund provides zero interest internal loans to Harvard's Schools for energy reduction and to accelerate campus decarbonization projects, such as building electrification, and work towards the University's goal of becoming Fossil Fuel-Free by 2050.



How We Power

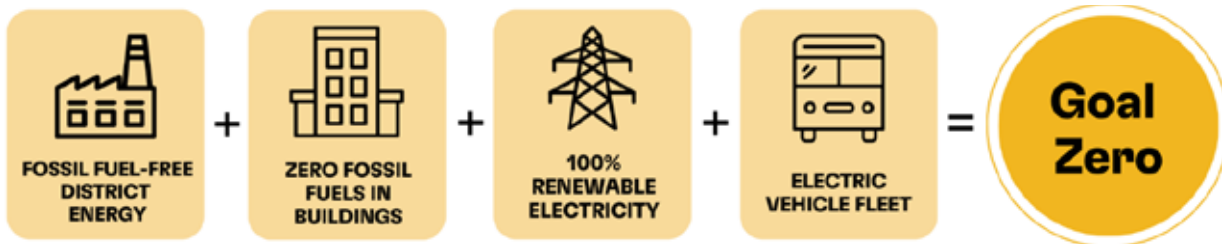
Eliminating Fossil Fuels

Harvard is moving toward a fossil fuel-free future through two voluntary, science-based climate goals: Goal Zero, to be Fossil Fuel-Free by 2050, and a bridging goal to be Fossil Fuel-Neutral by 2026. Harvard set these goals in 2018 with a focus on addressing the wider, harmful impacts of fossil fuels rather than only greenhouse gas (GHG) emissions, because fossil fuels drive both climate change and air pollution emissions globally – which both impact human health now and in the future.

Harvard is on track to meet its short-term goal to be Fossil Fuel-Neutral by 2026 through fossil fuel reduction on campus as well as the University's procurement of new, large-scale renewable electricity projects and other projects that create positive benefits for human health, social equity, and the environment. In 2024, Harvard jointly announced [the Consortium for Climate Solutions](#), a first-of-its-kind collaboration of higher education, healthcare, and cultural institutions, as well as state and local

government entities. Led by Harvard, Mass General Brigham, the Massachusetts Institute of Technology and PowerOptions, the Consortium contracted to develop 408 megawatts (MW) of new renewable energy through two large-scale, utility-grade projects —the Big Elm Solar in Bell County, Texas and the Bowman Wind Project in Bowman County, North Dakota. Collectively these projects will generate the energy to power 130,000 U.S. homes annually and reduce almost a million metric tonnes of GHG emissions every year.

These projects, which align with recommendations issued in a [report by the Harvard Presidential Committee on Sustainability \(PCS\)](#), will offset both GHG emissions and the air pollution health impacts associated with fossil fuels, which are significantly higher than researchers once thought. A study co-authored by faculty at the Harvard T.H. Chan School of Public Health found that fossil fuel air pollution is responsible for 1 in 5 deaths worldwide, and such pollution disproportionately harms vulnerable communities.¹



To reach its science-based Goal Zero, to be Fossil Fuel-Free by 2050, Harvard will address four key operational components: removing fossil fuels from district energy systems, electrifying campus buildings not on the district, procuring 100% renewable electricity, and electrifying the University vehicle fleet.

Fossil Fuel-Free District Energy Systems: Harvard is evaluating a variety of technology solutions for decarbonizing district energy, which will be a large infrastructure investment and takes much longer to evaluate and implement.

100% Renewable Electricity: Harvard has signed virtual power purchase agreements (vPPAs) for new, large-scale renewable electricity projects (one wind and one solar) that address carbon emissions and air pollution, and are located in carbon-intensive electricity grids. The University will also quantify and study the climate and health benefits of these renewable energy projects. Harvard will continue to evaluate on-site solar opportunities beyond the > 3 Megawatts already installed on our campus..

Zero Fossil Fuels in Buildings: Harvard is acting to remove fossil fuels from buildings and electrify our historic campus buildings. The newly updated 2024 Sustainable Building Standards ensure all new construction is designed to rely on non-fossil fuel energy within the building. Harvard is also prioritizing energy efficiency and energy recovery to reduce loads while also seizing opportunities to electrify, including when equipment is at end-of-life. The University needs to make changes in hundreds of buildings and coordinate with external partners involved in utilities to achieve this large-scale transition.

Electric Vehicles and Fleet: Harvard is working to transition its entire vehicle fleet to electric and develop targets by vehicle type. Since 2021, Harvard successfully electrified a third of its shuttle buses and added more than 10 new electric vehicles to its fleet, including mail trucks, a box truck, vans, parking vehicles, and utility vehicles. The University plans to transition all shuttle buses to 100% electric by 2035.

The complexity and scale of this energy transition to Goal Zero is significant, and we have begun this roadmap to Fossil Fuel-Free by 2050 work with a coordinated University-wide planning effort. In addition to ongoing projects, this multi-year planning effort will engage many key internal stakeholders, as well as external partners, including utilities and our host communities.

The transition to Goal Zero is built on a strong foundation of emissions reductions on our campus. In 2023, net emissions (inclusive of growth) were 30% lower than our 2006 baseline year, even while the campus square footage grew by 16% during this time period. The University's emissions inventory was one of the first in higher education to be third-party verified by The Climate Registry (TCR).

Achieving these climate goals, as well as other objectives outlined in Harvard's Sustainability Action Plan, requires collective action and thought leadership. The world-class faculty, researchers, and staff at Harvard are prioritizing sustainability through important academic research and teaching, as well as projects and ventures that explore innovative sustainable solutions that can be piloted on our campus and scaled locally and globally to address climate action.



How We Build

Harvard recently updated its [Sustainable Building Standards](#) and its holistic approach that prioritizes addressing climate, health, and equity. The 2024 Sustainable Building Standards, mark the most significant update since the standards were first developed in 2009. Significant achievements include the following:

Sustainable Building Standards: The latest 2024 Sustainable Building Standards now target Living Building Challenge (LBC) Core certification plus the Harvard Healthier Building Academy's (HHBA) requirements for healthier materials, enhanced indoor air quality, future-proofing for a fossil fuel-free future, and climate resilience. By following these innovative standards, the University has made and will continue to make significant progress towards its climate, health, and equity goals.

Healthier Materials: Harvard designs healthier buildings and reduces entire chemical classes of concern in building product categories – such as PFAS/forever chemicals, chemical flame retardants, antimicrobials, and others – through the [Harvard Healthier Building Academy \(HHBA\)](#). Developed in 2016, HHBA is a partnership between the Harvard Office for Sustainability and faculty from the Harvard T.H. Chan School of Public Health, John A. Paulson School of Engineering and Applied Sciences, and Harvard Medical School. Harvard's 2024 Sustainable Building Standards have expanded to now include 14 product categories that apply to everyday interior building materials like carpet, flooring, paint, tile, ceiling tile, furniture, and more. Most of these products are cost-competitive, yet the research to identify and vet the products still requires investment. Harvard is working with non-profits and partners to share this information and to help send a market signal for healthier, more sustainable products for all. To date, Harvard Healthier Building Academy (HHBA) standards have impacted healthier, more sustainable purchases in 50+ capital projects representing more than 5 million square feet of real estate.

Reducing Embodied Carbon: Harvard will reduce embodied carbon in the primary materials used in major new construction projects by a minimum of 20% compared to comparable, conventional buildings. Nearly a quarter of global GHG emissions come from concrete, steel, and aluminum alone. Because construction materials are difficult to decarbonize, Harvard is leveraging its purchasing power and research strengths to drive demand for lower-carbon, healthier materials in the built environment.

Building Certifications: As of 2024, Harvard has 150 LEED-certified projects across campus, two Passive House-certified buildings (both in Cambridge) and one Living Building Challenge (LBC) Petal-certified project. There are multiple new construction and major renovation projects striving toward LBC Core Certification.

Passive House (PHIUS) design certification: Harvard University Housing and Real Estate (HUHRE) completed major renovations of two historically significant buildings in Cambridge, 5 Sacramento Street and 13 Kirkland Place, which received Passive House Design Certifications from Passive House Institute US (PHIUS) and are pursuing the performance-based LBC Core Certification. In 2024, residents moved into units. The renovations are HUHRE's first all-electric historic passive house retrofits, championing Harvard's commitment to provide ultra-low energy buildings positioned to be net zero and meeting affiliate housing needs.



Critical upgrades to campus buildings: Harvard continues to make targeted improvements to many buildings on campus – including energy recovery, energy-efficient lighting, retro-commissioning, replacing inefficient windows and doors, and adding or improving insulation. Though smaller in scale, these upgrades are important to reduce energy use, heating and cooling loads, and emissions in Cambridge.

- More efficient technology was implemented to treat exhaust gases and vapors emitted from vacuum pumps at the Faculty of Arts and Sciences' Laboratory for Integrated Science and Engineering. This will save an estimated 200 Megawatt hours (MWh) in five years.
- The reopening of Randolph Hall marked the completion of a multiyear project to update all six buildings in Adams House and included sustainability upgrades such as the full replacement of building systems for energy efficiency and heat recovery, insulated walls, enhanced indoor air quality strategies, healthier materials and more.



Peter Vanderwarker



How We Operate

Harvard is developing new systems and practices to enable low-carbon living and model healthier, more sustainable communities. The University is addressing [Scope 3 or indirect supply or “value” chain emissions](#) that relate to upstream and downstream activities with two Scope 3 goals: 1.) Targeting lower embodied carbon in construction (see How We Build section); and 2.) Lowering emissions from our food system. Harvard is also collecting data and aiming to reduce Scope 3 emissions in areas such as business travel, employee commuting, information technology (IT), waste, water, and other purchased goods and services.



Expanding Sustainable Commuting and Transportation

Harvard is expanding access to a growing cycling infrastructure and sustainable modes of transportation, including the University’s electric shuttle buses that avert an estimated 220,500 pounds of CO₂ annually. In partnership with the City of Cambridge, Harvard expanded bike lanes by approximately one-half mile in the DeWolfe bike corridor. Harvard’s CommuterChoice program provides benefits to promote bicycle and public transit use in the city. Bluebikes ridership and membership has increased, with more than 1,200 Harvard members taking a collective 108,341 trips, and a \$3.2 million public transportation subsidy provided more than 54,000 monthly MBTA passes. Harvard also increased electric vehicle charging access on campus by about 40% through its Parking Services.

Building a More Resilient Campus

Harvard continues to evaluate and work to mitigate risks and vulnerabilities associated with future climate changes such as extreme heat, stormwater surge from increased rainfall events, and sea-level rise. The 2024 Sustainable Building Standards include climate resilience to ensure our new construction and major renovations are planning for the future. This work is being closely coordinated with local, state, and federal agencies. Climate resiliency planning has been integrated into business continuity planning, campus planning, stormwater management, as well as major capital projects on campus.



Kris Snibbe/Harvard University

Reducing Food-Related Emissions

Harvard was an inaugural signatory of the Coolfood Pledge (September 2019), a global coalition of organizations (including New York City, IKEA, and Hilton) committed to reducing food-related greenhouse gas emissions collectively by 25 percent by 2030. Harvard has reduced per-calorie emissions by 18.5 percent, making progress toward the Coolfood goal to reduce per-calorie emissions by 38 percent by 2030 against a 2019 baseline. The University’s major food service vendors, including Harvard University Dining Services, have achieved reductions through a variety of measures, including shifts toward plant-based options, food waste reduction, and behavioral nudges.



HARVARD CAMPUS TREE LOCATIONS

Expanding Harvard's Tree Canopy

Harvard's Cambridge campus contains over 5,000 trees that serve not only as a key character-defining element of the campus but also play a critical role in ensuring the broader livability and resiliency of Harvard University and the City of Cambridge. Harvard's campus trees foster biodiversity, assist with stormwater management, and our campus tree canopy contributes to the reduction in of the urban heat island effect. The University has implemented a long-term strategy for the management of its tree resources, which includes maintaining a comprehensive tree inventory identifying key tree attributes such as location, species, general condition, approximate age, height, and diameter at breast height (DBH). This information is used to support the ongoing care and maintenance of existing campus trees. Harvard also utilizes data developed by the City of Cambridge to analyze changes in the campus tree canopy.



Harvard's Cambridge campus trees include over **166 different species**, with Maple (12.2 %), Oak (11.7 %), and Honeylocust (6.3 %) being the most common genera.



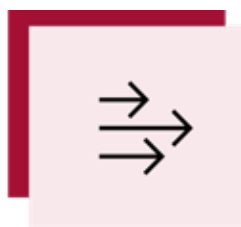
Mature and semi-mature trees make up approximately 55% of campus trees, with newly planted and young trees comprising another 45% of campus trees.



Large trees (over 40' in height) make up 21% of campus trees, and **medium trees (between 15'- 40' in height) comprise 71% of campus trees.**

To ensure the long-term preservation and growth 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 capital projects. The University seeks to increase the number of trees on its campus through ongoing landscape maintenance and as part of capital projects. New plantings and landscape designs are carefully reviewed to ensure that they advance the University's sustainability goals by incorporating a diversity of tree and plant species that are more adaptive to future environmental change.

Harvard has also developed [Sustainable Site Maintenance \(Landscaping\) Standards](#) which seek to align the University and its vendors on sustainable best practices, such as organic landscaping, rewilding, stormwater harvest and reuse.



How We Lead

Harvard as a Testbed for Innovation

To advance its sustainability goals, Harvard is using its campus as a testbed by applying the research and innovation it fosters on its campus to test, pilot, prove, and model cutting edge products and techniques to help other organizations 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.

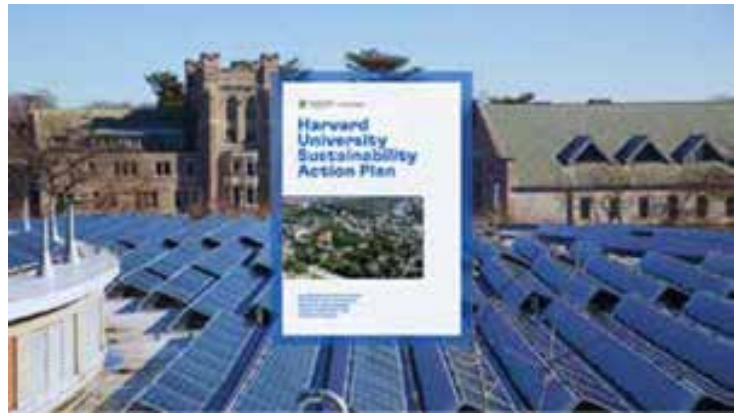
Harvard's Presidential Committee on Sustainability (PCS)

Created in 2020 and now reporting to President Alan Garber, the Presidential Committee on Sustainability (PCS) advises the University's leadership on Harvard's sustainability vision, goals, strategy, and partnerships. The committee, which comprises several faculty, students, and senior staff, oversees the work toward reaching Harvard's sustainability goals, including its plan to be 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 – for the local and global community.

Transparent Reporting on Goals, Progress

Harvard is committed to transparent sustainability reporting. [Harvard's Annual Sustainability Report](#) showcases robust analytics and interactive data visualizations to share the progress Harvard is making against the goals and objectives outlined in its Sustainability Action Plan. Harvard's Sustainability Action Plan (SAP) is a strategic roadmap for institutional action and offers a unifying, holistic vision for creating a more sustainable future at Harvard and beyond.

The Plan was originally released in 2014 and updated in May 2023. It was created with extensive input from faculty, students, staff and stakeholders across the University, and focuses on three pillars of climate, health, and equity. While a strategic vision for Harvard, the SAP is intended to be a resource for those wanting to learn from our work.



Harvard i-Lab

The Climate Circle through Harvard's Innovation Lab (i-Lab) is cultivating the next generation of climate entrepreneurs, who are tackling global challenges from decarbonizing real estate to scaling solar energy technology. The [Climate Circle has 97 Harvard-led ventures](#) to date that focus on a wide variety of topics, from on-demand solar irrigation to predictive agriculture to AI-powered gene expression technology, and many more.

The Salata Institute for Climate and Sustainability

The [Salata Institute for Climate and Sustainability](#) at Harvard serves as a fulcrum for collaboration across Harvard's many areas of expertise, pursuing practical, real-world solutions that address all aspects of the climate crisis.

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. Through a wide and growing array of programs and initiatives, the Salata Institute supports research that promises to make a real-world impact on the climate crisis, while also engaging directly with governments, businesses, NGOs, and communities to implement solutions. The Institute works to expand and deepen climate education across the University serving as a resource and partner to external stakeholders wrestling with the most difficult and divisive climate questions, and building consensus for climate solutions grounded in Harvard's research and expertise.

The Institute also advises and collaborates across the University with various faculty-driven initiatives and centers as well as with the Presidential Committee on Sustainability (PCS) and Office for Sustainability (OFS).

- Salata Institute Climate Research Clusters Program:** The Salata Institute funds research about complex climate problems that produces useful and practical solutions. Salata institute Climate Research Clusters comprise interdisciplinary, cross-school teams of researchers, whose varied expertise is required to address the complexity of the problems that they seek to solve. The problems are broad enough that their solutions represent significant progress in meeting the world's climate challenge. The Salata Institute awards cluster projects with \$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.

- **Salata Institute Climate Seed Grant Program:** This program launched in 2023, spurs new research, forges new interdisciplinary partnerships, and enables faculty whose work is not normally in climate and sustainability to apply their expertise to the pressing questions raised by climate change. The seed grant program also funds workshops focused on understudied and emerging topics in climate and sustainability. The program now supports 32 research projects on understudied and emerging climate topics, bringing together over 50 Harvard faculty.
- **Climate and Sustainability Translational Fund:** Harvard's Office of Technology Development and the Salata Institute launched the Climate and Sustainability Translational Fund to accelerate the pace of startup formation by providing crucial gapfunding, mentorship, and guidance for Harvard research teams to address climate and sustainability challenges. In 2024, four Harvard research teams received funding to advance climate change tech, including green jet fuel, cleaner chemicals, sustainable packaging, and carbon storage.
- **Engaging Students and Alumni:** Harvard is engaging students on sustainability, offering more than 220 courses across academic disciplines that focus on climate topics and sustainability solutions. The Harvard Office for Sustainability provides student grants to fund creative projects that address sustainability challenges and have on-campus applications, and the Harvard Innovation Lab (i-Lab) is cultivating the next generation of climate entrepreneurs through its Climate Circle, which has funded 97 climate ventures. Student groups such as the Council of Student Sustainability Leaders (CSSL) and the Resource Efficiency Program (REP) provide opportunities for students to engage with one another and work on sustainability projects that have a direct impact on Harvard's sustainability goals.



Pablo Pérez Ramos

Polinature, an installation designed by architects Belinda Tato and Jose Luis Vallejo of Ecosistema Urbano, featured native plants set into a scaffolding, with an inflatable bioclimatic canopy. The installation, which was funded by the Salata Institute for Climate and Sustainability at Harvard, demonstrated how small-scale interventions can create compound positive effects for the local micro-climate and biodiversity.



Harvard University remains committed to championing and supporting inclusive excellence by helping to foster a campus culture where everyone can thrive.

HARVARD'S EDIB EFFORTS

The Office of the President's inclusion and belonging efforts are lead through three offices—the Office for Equity, Diversity, Inclusion & Belonging (OEDIB); University Disability Resources (UDR); and the Office for Community Conduct (OCC).

The University's Chief Diversity and Inclusion Officer supports campus-wide progress toward the goal of Inclusive Excellence with oversight of planning, implementation, and monitoring the progress of strategic initiatives and programs.

INCLUSIVE EXCELLENCE

Harvard is continually working to develop and maintain a community that draws on the widest possible pool of talent—with individuals from varied backgrounds, cultures, races, identities, life experiences, perspectives, beliefs, and values—as a path toward true excellence.

Inclusive excellence acknowledges that the diversity of our community is a source of strength, spurs innovation, and is a fulfillment of our educational mission to include individuals from different backgrounds and disciplines to engage with and learn from each other.

Inclusive excellence, along with Harvard's Core Values, guide EDIB work at Harvard.

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 welcoming 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**

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.



THE OFFICE FOR EQUITY, DIVERSITY, INCLUSION & BELONGING (OEDIB)

The Office for 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.

The OEDIB team has 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 beginning in 2023.

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.





UNIVERSITY-WIDE INITIATIVES

Pulse Survey on Inclusion and Belonging

To fulfill Harvard's commitment to periodically survey the entire campus community, OEDIB launched the second Pulse Survey on Inclusion and Belonging in September. This was the second such survey after a pilot initiative in 2019. In consultation with the Office of Institutional Research and Analytics (OIRA), campus leaders, and additional partners, OEDIB developed a survey instrument along with detailed plans to market, administer, and analyze the survey. Survey results will be shared with the community in Spring 2025.



Marvin Germain

EDIB Leadership Network and EDIB Leadership Council

OEDIB continues to convene a University-wide EDIB Leadership Network, which has grown to include more than 80 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 also convenes monthly meetings of the DIB Leadership Council, a cohort of sixteen school/unit DIB leads. Council members are responsible for strategic planning and work with senior leadership to advance, plan, and monitor progress in their local communities.

EDIB Learning

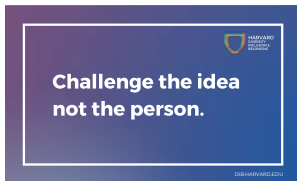
In partnership with Harvard Human Resources Center for Workplace Development, OEDIB continues the development of the EDIB academy, a six-module professional development offering for Harvard benefits-eligible faculty, postdocs, and staff. This training module is updated and refined continually in response to community needs. The three-module series, "Activating and Sustaining your EDIB Committee," continues to be offered.

Launched in March 2024, a new EDIB Professional Development Series is a capacity-building initiative that improves cross-school communication and collaboration and offers upskilling in topical areas relevant to the work of EDIB practitioners. Recent workshop sessions have focused on combatting antisemitism and Islamophobia.

An Annual Inclusion and Belonging Leadership Summit, launched in April 2024, convening senior leaders from across the University with the goal of building capacity for inclusive leadership and providing regular updates to the community on our progress since the Presidential Taskforce on Inclusion and Belonging. This year's theme was *Committed to Combatting Hate and Bias*.

Community Dialogues and Spaces

OEDIB partnered with the Harvard Chaplains and Harvard Counseling and Mental Health Services on a Community Spaces event series for students, faculty, and staff from Jewish and Israeli, Arab, Muslim, and Palestinian, and allied backgrounds.





Niles Singer/Harvard University

Campus Support Team

Developed and launched in mid-October 2023, the Campus Support Team coordinates resources and support structures across Harvard both proactively and in response to events impacting the University community.

EDIB Forum 2024: This Is Our Story

OEDIB organized the 2024 EDIB Forum, a University-wide convening that brought the campus community together to learn and engage with critical topics related to our University-wide equity, diversity, inclusion, and belonging goals.

The 2024 EDIB Forum theme, *This Is Our Story*, explored the importance of sharing our narratives and listening to each other's lived experiences to combat hatred, division, and misinformation. Our goal was to reaffirm our commitment to creating a campus community where everyone can thrive and honor their story. Over 1,000 faculty, students, and staff members registered for this two-day event with 30 featured speakers.

OEDIB produced a series of short videos of community members sharing their "Harvard story" in their own words. The series shows Harvard as a place for transformative education and experiences, where authentic community voices are heard, celebrated, and amplified, and that is welcoming of a diverse range of students, faculty, and staff from various backgrounds.



Niles Singer/Harvard University

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

In October, working in collaboration with the Office of the President, OEDIB organized the Third Annual Dr. Martin Luther King Jr. Commemorative Lecture at Harvard. The lecture recognizes individuals who through their dedication to activism, advocacy, scholarship, or service have made an indelible contribution to advancing justice and equality.

The 2024 honoree Sherrilyn Ifill is the President and Director-Counsel Emeritus of the NAACP Legal Defense Fund (LDF)—the second woman to ever lead LDF—who litigated urgent civil rights issues including voter suppression, equal access to education, and racial discrimination in the criminal justice system. She is launching the 14th Amendment Center for Law & Democracy at the Howard University School of Law in 2024.



Harvard Culture Lab Innovation Fund (HCLIF)

The Harvard Culture Lab Innovation Fund (HCLIF) provides funding opportunities for students, staff, faculty, and postdocs 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. The Fund invested \$200,000 in thirteen projects in FY24, including lighting for diverse skin tones, queer and BIPOC mental health practices, accent bias training, multicultural programs, disability recreations for students, First Generation Visibility Week, and inclusive teaching curriculum initiatives. These projects allow members of the community, including historically marginalized groups, to identify and address their needs in meaningful ways, and ensure that stakeholders are part of the process of institutional change.



Inclusion and Belonging Student Leadership Council

Launched in Fall 2023, this presidential initiative convenes 28 student leaders from across campus each month with the goals of fostering dialogue and engagement between students and senior university leaders and strengthening a broader sense of belonging for students.

Welcome to Harvard

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 hundreds of new community members to network and learn more about resources and supports at Harvard. The virtual event was followed by an in-person Block Party, featuring food from local minority-owned businesses, games, and music.

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.

Equal Employment Access

Continued collaboration with Affirmative Action (AA) liaisons, comprised of Human Resources (HR) and Faculty Affairs representatives from each school and CADM, to identify strategic pathways to advance equal employment access and affirmative action programs. Generated and completed Affirmative Action Plans (AAPs) for 13 schools and CADM.

Affinity Celebrations for Graduates

OEDIB staffed and supported celebrations honoring graduates of diverse backgrounds. These student-led and staff-supported events included two inaugural celebrations for Jewish graduates and graduating Veterans, along with eight celebrations of various backgrounds and identities.

Campus Community Safety

OEDIB staff are actively contributing to the ongoing series of campus-wide conversations about reimagining safety led out of the Office of the Executive Vice President. CDIO Sherri Charleston is serving on the executive steering group and OEDIB staff are serving as members of the campus engagement planning committee.



OFFICE FOR COMMUNITY CONDUCT

The Office for Community Conduct (OCC) was formed in 2023 to anchor policy-related processes and outreach efforts.

Non-Discrimination and Anti-Bullying Policy Implementation

After nearly a yearlong community review and approval by the Harvard Corporation, Provost Garber released new and amended University policies and guidelines on non-discrimination and anti-bullying in March 2023. Over the summer of 2023, a cross-University working group led by OEDIB considered the systems and procedures needed to ensure that both central and local teams would be ready for the new policies to take effect on Sept. 1. A policy advisory group will continue to oversee the policy implementation and community outreach.



UNIVERSITY DISABILITY RESOURCES (UDR)

University Disability Resources (UDR) oversees implementation of disability-related laws University-wide, working to both ensure compliance and promote best practices for inclusion of individuals with disabilities.

UDR promulgates policies and guidance, provides professional development for staff who determine accommodations, manages the institutional disability grievance process, and consults with community members on disability and access matters.

Select initiatives include:

- Disability stigma reduction through efforts to raise awareness and understanding including by hosting trainings, workshops, events, and issuing a “Think Accessibility” newsletter.
- Promoting access through software and equipment loans, fee-for-service ASL interpreting, and consultation on making events accessible.
- Initiating and advising on projects to improve physical accessibility compliance.



Susan Young

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>

Examples of other University-wide initiatives include:

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.



Strategic Procurement Partnerships

In partnership with Harvard Strategic Procurement support the development of a robust supplier diversity program so that Harvard can support its EDI goals through its external spending and the development of BIPOC-owned firms that participate in procurement process.

Within Procurement, the University Construction Management Council (UCMC) also supports increased participation and pipeline of BIPOC and female owned firms on Harvard funded capital projects

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.



Kris Snibbe/Harvard University



OFFICE FOR ECONOMIC
INCLUSION & DIVERSITY
Harvard Strategic Procurement

HARVARD PROCUREMENT AND ECONOMIC INCLUSION

The Office for Economic Inclusion & Diversity is committed to cultivating a purchasing environment where diverse and small vendors are empowered to transact with the University. The office has a mission to advance inclusive procurement, educate vendors about the Harvard ecosystem and the process of doing business with the University, and create avenues for diverse vendors and the Harvard purchasing community to connect and forge lasting relationships.

To further this mission, the Office for Economic Inclusion & Diversity has assembled a collection of resources for small businesses. These include a newly launched website with information on getting certified as an underrepresented business and a 'Diverse Business Registration Form' that allows small businesses to conveniently register with Harvard and join the University's supplier database, making them easily visible and accessible to the entire Harvard procurement community.



Harvard continues its successful collaboration with the City of Cambridge's Diversity Fair for the second year, underscoring its commitment to economic inclusion and diversity. This ongoing partnership aims to support small, diverse, local businesses in navigating and leveraging contracting opportunities with the University. By having representatives from Harvard's procurement partners from different schools actively participate in the event, the University is strengthening its ties with the community and enhancing its efforts to create a more inclusive economic environment.

Underrepresented Business Enterprises Participation Standards:

- ▶ 5% MBE Participation
- ▶ 10% WBE Participation

Inclusive Workforce Standards:

- ▶ 10% Women
- ▶ 25% People of color

Harvard Construction Academy (Pilot)

- ▶ Completed 3 Cohorts
- ▶ 5 Harvard Construction Projects
- ▶ 12 UBE Trade Partner Participants
- ▶ Total Academy UBE Trade Partner spending: ~ \$4.1M (14%)

HARVARD UNIVERSITY

The Harvard Construction Inclusion Plan

Office for Economic Inclusion & Diversity

Harvard has established a construction inclusion plan that sets forth minimum standards for the inclusion of underrepresented business enterprises—including minority-owned business enterprises and women-owned business enterprises—on construction projects with total project costs of \$5 million and over. The plan also establishes minimum standards for the employment of women and people of color.

Harvard has developed a central diverse business tracking and reporting system that will serve as the University's dedicated platform for UBE participation and workforce reporting on capital construction projects to support adherence to the Harvard Construction Inclusion Plan (HCIP).

Harvard Construction Academy

Harvard's Construction Academy introduces underrepresented business enterprises to the intricacies of the University's capital construction procedures. Participants can expect to acquire insights via educational modules, learn best practices from established construction allies and share and discuss experiences with peers, all while working on one of Harvard's active construction projects.

To aid new contractors, Harvard has also assembled a 'New Contractor Toolkit' that guides contractors through the requirements of the University's construction process.

**NEW
CONTRACTOR
TOOL KIT**

A CONTRACTOR'S GUIDE
FOR DOING BUSINESS
WITH HARVARD
Last Updated: 12-14-2022





Harvard University is committed to supporting a variety of educational programs and partnerships that contribute to 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 (CPS) to ensure that all 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 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 (A.R.T.) also provides free tickets and event-based programming for CPS students.

Upper School

Foragers to Farmers

Foragers to Farmers is a program that teaches students about the rise of agriculture. Classroom teachers introduce the past impact that climate change has 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.**

Project Teach – Harvard's College and Career Awareness Program

Project Teach is a program offered to all 7th grade CPS students that 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 (HGSE) and focuses on communicating college and career goals, sharing resources, developing partnerships between students and colleges, and engaging families. All CPS 7th graders are invited for a campus experience that includes talking with undergraduates, a modified college class, and lunch. **403 Cambridge middle schoolers participated in Project Teach during the 2023-2024 academic year.**

Harvard Education Day

Education Day was created to foster college awareness and instill a college-going mindset among local youth. All 6th graders attending Cambridge public schools are invited to participate. This year, students participated in an educational field trip to the Harvard Museum of Natural History, where they were introduced to the fields of arts and sciences. **317 Cambridge middle schoolers participated in Education Day in FY24**

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.

Summer Youth Employment Program

Harvard's Summer Youth Employment Program (SYEP) offers six-week internships to local youth, including students from Cambridge. The program provides students with valuable work experience, helping them develop positive work habits, gain professional experience, and increase their motivation to further their education and pursue career options. **12 Cambridge students held internships in the Summer of 2024.**



Career Exploration Day

Focusing on college and career awareness, Harvard's Public Schools Partnership's team hosted a Career Exploration Day at the Harvard Ed Portal in the spring of 2024. The event brought together local students, **including 20 from the Cambridge Rindge and Latin School**, who engaged in conversations with representatives from various post-secondary schools. Additionally, students were introduced to training opportunities, took part in personal and professional reflection activities, and began – or further honed – their postsecondary plans.

Science Internship Program

The 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.

Emerging Leaders

Run by the Radcliffe Institute for Advanced Study, the Emerging Leaders Program (ELP) is a youth leadership development program that connects local high school sophomores with Harvard undergraduates in a mentoring relationship. The ELP curriculum focuses on the intersection of identity and leadership, social movements, and community and civic engagement, providing students with exposure to college life while helping them build practical skills to drive positive change.





Niles Singer/Harvard University

Graduate Student Teacher Program

Open to all Harvard graduate students interested in object-based interdisciplinary teaching at the high school level, this year-long program centers on multi-visit partnerships with classroom teachers at Cambridge Rindge and Latin School. Graduate Student Teachers (GST) teach visits to the museums in subjects ranging from history to Spanish language. The GST cohort works together to explore a variety of active-learning approaches to gallery teaching, build meaningful relationships with high school teachers, use visual art as a tool for interdisciplinary learning, and develop and foster museum literacy and a museum-going identity among local teens.

Marine Science Day

A close collaboration between school educators, Harvard's Public School Partnerships team, and Harvard's Department of Organismic and Evolutionary Biology, this year Marine Science Day brought together **57 students from CRLS**.

Science Research Mentoring Internship Program

The Science Research Mentoring Program (SRMP) at the Harvard & Smithsonian Center for Astrophysics 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. **11 Cambridge students participated in FY23.**



Niles Singer/Harvard University

Theatre Arts for Cambridge Students

Through a partnership between Harvard's Public School Partnerships team and the American Repertory Theater, Cambridge high school students attended all four performances of the season at the Loeb Drama Center: *Real Women Have Curves*, *Becoming a Man*, *Half-God of Rainfall*, and *Gatsby*. **15 Cambridge Rindge and Latin School students participated in FY24.**

Interactive AP Chemistry Demonstration at the Harvard Science Center

Harvard's Public School Partnership team, in collaboration with the Harvard Science Center, offered an engaging and interactive AP Chemistry demonstration to Cambridge public school students. Led by Daniel Davis, Director of Lecture Demonstrations, and his team, this one-hour session introduced key concepts in physics and AP chemistry through captivating, hands-on demonstrations. Designed to spark curiosity, the presentation encourages students to ask questions and explore the wonders of science. The instructors break down complex scientific terms into digestible content, making it accessible for high school students. **183 Cambridge students participated in FY24.**

Lunch & Learn - CRLS

Lunch & Learn aims to broaden the horizons of our local Boston and Cambridge Public School high school students by bringing thinkers and doers into the classroom to share their stories, their post-secondary journeys, and their work. Presenters prepare an engaging 45-minute presentation aimed at helping students understand the wide variety of post-secondary pathways available



Niles Singer/Harvard University

to them, then engage in casual Q&A over lunch. **24 Cambridge Rindge and Latin School students participated in FY24.**

Evolution Day

As part of Evolution Day, students tour labs, interact with Harvard's specimen collections and meet with scientists to learn about their work and about possible STEM career paths. **75 Cambridge Rindge and Latin School students attended Evolution Day in 2024.**

Cambridge-Harvard Summer Academy

The Cambridge Harvard Summer Academy is designed for rising 10th-12th grade students in need of credit recovery and remediation. This program is supported by the Harvard Graduate School of Education.

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 (HGSD) 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.

Equity in Design Mentorship Program

Developed by HGSD, the Equity 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.

Harvard Extension School Scholarships

The Harvard Division of Continuing Education provides CPS upper and high school students with scholarships to take coursework at the Harvard Extension School. **56 students from Cambridge students were reached in FY23.**



Niles Singer/Harvard University

For CPS Educators

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.

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. **18 CPS educators participated in FY24.**

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.

Cambridge Students Attending Harvard College

Twenty-six Cambridge students, including 21 from CRLS, were accepted to Harvard College for the 2024-2025 academic year. Cambridge schools have historically been pipelines to Harvard, as 113 Cambridge residents, 76 of them CRLS graduates, were admitted during the last five years.



Niles Singer/Harvard University

COMMUNITY ENGAGEMENT

Harvard works closely with the City of Cambridge and local community partners to connect residents to programmatic offerings and resources across the University's campus.

Free Legal Services

Harvard Law School's Clinical and Pro Bono Programs - a collection of 49 clinics - provide free legal services and referrals to low-income individuals who would otherwise be unable to afford a lawyer. Law School faculty and students help 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. **In FY24, the Clinical and Pro Bono Programs delivered more than 9,000 hours of free legal services to Cambridge residents.**

Harvard Dental Center Teaching Practice

The Harvard School of Dental Medicine (HSDM) provides a public facing dental practice where care is provided by predoctoral 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.

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.

Career Advancement and Professional Growth for Cambridge Residents

Harvard's Workforce Development program offers innovative and market-driven initiatives thoughtfully designed to set individuals up for success. From students to professionals, anyone at

any stage in their career and across industries can participate in skills-based programs, workshops, and events that support their professional and career goals.

Resources for Cambridge-based Small Businesses

Harvard offers a suite of resources to prospective business owners, startups, and small businesses. These include workshops, coaching, and online learning to enhance their business strategies and support their success in today's economy. With instructors who are experts in their fields, the workshops are designed to be interactive, outcome driven, and in tune with the current economic and business environment. The programs are open to Cambridge-based small businesses.

Leasing Practices

Nearly 50% of the retail tenants leasing space in Harvard-owned buildings in Cambridge are minority or women-owned. More than 90% of tenants are independently owned businesses rather than chains.

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 are placed with local nonprofits and government agencies through the Community Service Fellowship program. 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 — 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.

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. **More than 25,000 Cambridge visitors received free admission to HMSC in FY23.**

Harvard Art Museums

The Harvard Art Museums are dedicated to creating transformative teaching and learning experiences for students, faculty, and the public. The museums' comprehensive collections are put to work as vital teaching instruments that enhance critical thinking. In June 2023, the Harvard Art Museums announced a new initiative granting free admission to all visitors, further expanding access to the museums' collections, exhibitions, and research.

American Repertory Theater (A.R.T.)

As the professional theater on campus the American Repertory Theater (A.R.T.) 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.

ArtsThursdays

Every Thursday evening, the University opens its doors to the wider community, including Cambridge, for free performances, exhibitions, lectures and other events as part of a presidential initiative that promotes access to the arts at Harvard. ArtsThursdays is a university-wide initiative sponsored by Harvard University Committee on the Arts.

ARTS FIRST Festival

Produced by the Office for the Arts at Harvard, this four-day celebration welcomes the wider community to experience the many arts at the heart of Harvard's diverse, creative community of students, faculty, staff, affiliates and alumni.

Harvard Radcliffe Institute Events & Exhibitions

Free and open to the public, the Harvard Radcliffe Institute offers a wide range of public events and exhibitions that bring people together and stimulate discussion.

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.

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 the last 25 years

4,687 Cambridge residents directly employed by Harvard in 2024

Direct Contributions

AAA Harvard's stable presence in the City supports Cambridge's AAA bond rating as cited by the nation's three major credit rating agencies. The rating has enabled Cambridge to finance a variety of projects at favorable rates, resulting in savings to taxpayers.

\$63M in taxes paid to the City of Cambridge in the last 10 years

Top 10 largest taxpayers in the City of Cambridge

\$42M in Payments-in-Lieu-of-Taxes (PILOT) to the City of Cambridge in the last 10 years

\$134M spent in construction, supplies, and services in Cambridge in FY24

Research & Innovation

\$1B in research funding attracted to Massachusetts by Harvard in FY24

\$77M in NIH funding attracted to Cambridge by Harvard in FY24

\$13.3M in research funding supported businesses and organizations in Cambridge in FY24

4,000 + ventures created through Harvard i-labs in past decade

170 new patent applications filed by Harvard in FY24

Harvard Museums

As a cultural anchor, Harvard operates museums that curate renowned collections, pioneer cutting-edge research, and provide enriching educational experiences. The University offers Cambridge residents free admission to its museums, including the Harvard Art Museums and Harvard Museum of Natural History.

Harvard Art Museums

Harvard Museums 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

PAYMENTS TO CITY OF CAMBRIDGE

	2020	2021	2022	2023	2024 ¹
Total Payments	\$19,964,349	\$17,118,461	\$20,127,145	\$23,259,687	\$22,087,112
Real Estate Taxes Paid	\$6,497,715	\$6,951,425	\$6,848,649	\$6,955,707	\$7,091,439
Payment in Lieu of Taxes (PILOT)	\$4,345,647	\$4,392,207	\$4,434,578	\$4,321,179	\$4,715,920
Water & Sewer Fees Paid	\$6,774,658	\$4,294,422	\$6,727,670	\$7,243,463	\$7,144,322
Other Fees & Permits Paid ²	\$2,346,329	\$1,480,407	\$2,116,248	\$4,739,338	\$3,135,431

¹ Payments made FY2024 (July 1, 2023 to June 30, 2024).

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

ACCESSING HARVARD RESOURCES

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.
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.
community.harvard.edu/arts-culture

Sports

- **Harvard Athletics - Ticketed Events**
Cheer on the Harvard Crimson football, basketball, hockey, and lacrosse teams!
tickets.gocrimson.com

Event Calendars

- **Events Across Harvard's Campus**
Highlighting upcoming events across the University with links to calendars at Harvard's schools, research centers, and academic departments.
www.harvard.edu/events
- **Harvard in the Community Events**
Upcoming campus events that are open to the public. Use the filters to search by location, event type, interest, and free or paid admission.
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
- **Public Events and Exhibits**
Harvard's libraries host numerous public events and exhibits throughout the year.
libcal.library.harvard.edu

Museums

- **Harvard Art Museums**
Free to everyone, the collections and public programs of the Harvard Art Museums are dedicated to advancing the understanding and appreciation of art.
www.harvardartmuseums.org
- **Harvard Museums of Science and Culture**
These four museums offer interdisciplinary exhibitions, events, lectures, and educational programs on the natural world, science, and human cultures.
www.hmsc.harvard.edu

Tours

- **Walking Tour of Harvard University**
The free, student-led public walking tour through Harvard Yard provides a history of the University, general information, and a unique view on the students' individual experience.
www.harvard.edu/visit/
- **Self-guided and Virtual Tours**
Explore Harvard with our free mobile app, featuring a collection of self-guided walking and virtual tours. Whichever tour you decide to embark on, you'll be sure to learn something new.
 - Historical Tour of Harvard
 - Harvard Public Art & Culture Tour: Allston & Cambridge
 - Harvard and the Legacy of Slavery Tour Experience
 - Additional Tours Across Harvard's Schools, Museums, and Open Spaces
www.harvard.edu/visit/tours/



2024

Town Gown Report

for the
City of Cambridge



HARVARD
UNIVERSITY

Submitted by:
Harvard University Planning and Design (HUPAD)

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



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