



HARVARD
UNIVERSITY



2025

Town Gown Report

for the City of Cambridge

Cover image: View of Harvard's Cambridge campus from the Charles River.

Harvard University Planning and Design



2025 Harvard University Town Gown Report

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HARVARD STEADFAST IN ITS CORE MISSION

Harvard University is committed to a mission of teaching, learning, and research, and advancing that mission in service to society in Cambridge and around the world. As an anchor institution, Harvard has a symbiotic relationship with the City of Cambridge that manifests in many positive ways.

The University's efforts to generate, share, and apply knowledge are deeply connected to the regional economy and innovation ecosystem – supporting thousands of jobs, sustaining small businesses, and ensuring that the benefits of discovery are felt locally, nationally, and globally. Harvard collaborates with the City to deliver programs and initiatives that contribute meaningfully to the community. Through public lectures, cultural events, partnerships with public schools, supporting non-profits that serve Cambridge residents, and access to world-class libraries and museums, Harvard welcomes the Cambridge community to campus and embraces its role as a neighbor and civic partner, fostering a shared vision for the future.



Harvard's Cambridge campus is home to the City's largest student population, with over 25,000 students enrolled in undergraduate, graduate, and Extension School programs. The University is also the City's largest employer, with over 13,000 FTE Cambridge-based faculty, staff, and postdoctoral scholars.



Grace DuVal/Harvard University



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; undergraduate and graduate 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	2021	2022	2023	2024	2025
Cambridge-Based Staff					
Head Count	12,319	13,029	13,563	13,885	13,782
FTEs	10,129	10,805	11,461	11,746	11,745
Postdoctoral Scholars ²	929	1,066	1,103	1,075	924
Cambridge-Based Faculty					
Head Count	1,935	1,949	1,960	2,075	2,046
FTEs	1,737	1,747	1,768	1,884	1,838
Cambridge Residents Employed at Cambridge Facilities (Head Count)	3,243	3,637	3,651	3,685	3,459
Cambridge Residents Employed at Boston Facilities (Head Count)	747	795	929	1,002	954
 STUDENTS ³	 2021	 2022	 2023	 2024	 2025
Total Undergraduate Degree Students	6,099	7,938	7,973	7,755	7,601
Day	5,212	7,095	7,178	7,063	6,980
Evening	[887]	[843]	[795]	[692]	[621]
Full-Time	5,503	7,376	7,403	7,233	7,115
Part-Time	[313]	[281]	[225]	[170]	[142]
	596	562	570	522	486
	[574]	[562]	[570]	[522]	[479]
Total Graduate Degree Students	12,422	12,962	12,079⁴	11,689	11,849
Day	9,679	9,904	8,979	8,788	8,840
Evening	[2,743]	[3,058]	[3,100]	[2,901]	[3,009]
Full-Time	9,800	9,744	8,972	8,718	8,862
Part-Time	[590]	[240]	[181]	[210]	[305]
	2,622	3,218	3,107	2,971	2,987
	[2,153]	[2,818]	[2,919]	[2,691]	[2,704]
Total Non-degree Students	7,949	6,227	5,335	5,762	5,717
Day	335	265	214	248	278
Evening	[7,614]	[5,962]	[5,121]	[5,514]	[5,439]
Total Number of Students in Cambridge-Based Schools	26,470	27,127	25,387	25,206	25,167
Cambridge Students Accepted to Harvard College for 2025-26 Academic Year					23

¹ Employment figures as of May 31, 2025 and June 30, 2025 and include teaching assistants, graduate students, postdoctoral scholars, interns, and other staff.

² Postdoctoral scholars are included in staff totals reported in Cambridge based staff.

³ Counts as of October 15 of the relevant academic year. Includes all non-degree students enrolled in day or evening classes. Students enrolled in more than one program at Harvard are counted only once. 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 is comprised of nearly 400 buildings containing over 16 million square feet of space. It encompasses an extensive range of facilities which support the University's full spectrum of teaching, research, residential, campus life, and support needs.



FACILITIES AND LAND OWNED¹

	2021	2022	2023	2024	2025
Acres (Tax Exempt)	191.8	191.8	190.29	190.29	190.29
Acres (Taxable)	22.5	22.5	22.5	22.5	22.8
Number of Buildings	390	390	390	390	390
Dormitories					
Number of Buildings ²	75	75	75	75	73
Number of Beds ³	8,286	8,329	8,375	8,170	8,170
Size of Buildings (SF)					
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	982,379	982,379	982,379	982,379	982,379
Commercial	68,562	68,562	68,562	68,562	123,749
Healthcare	69,011	69,011	69,011	69,011	69,011
Laboratory	2,587,479	2,587,479	2,472,790	2,472,790	2,472,790
Library	1,097,644	1,097,644	1,097,644	1,097,644	1,097,644
Office	3,329,753	3,329,753	3,334,930	3,334,930	3,334,930
Residential	5,980,807	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, 2025.

² 2025 total reflects updated accounting, not an actual reduction in dormitory buildings: Mather House, previously counted as two buildings (low-rise and high-rise), is now counted as one. Also in 2025, Adams House's Westmorly and Russell halls were renovated and combined into one building.

³ The dormitory bed count does not include beds that were temporarily offline for House Renewal. Undergraduate students who would typically be housed in these beds were housed elsewhere on campus including in several Harvard University Housing and Real Estate (HUhRE) managed affiliate housing facilities, which are not counted as dormitory buildings for the purposes of this report.

ALIGNMENT OF FACILITY NEEDS

Harvard University has been a fixture in Cambridge for nearly four centuries, and its campus and facilities are managed for long-term use. The University's academic departments and administrative units regularly assess and adapt their space requirements to support its evolving academic mission, often driven by changes such as new faculty, research or teaching initiatives, and shifts in pedagogy. These needs are typically addressed within Harvard's existing buildings. Some changes, like new development in Allston, may require relocating programs from Cambridge, but vacated space is typically repurposed for other Harvard uses. The University continues to assess its real estate portfolio in light of evolving academic and workplace models, programmatic needs, and funding, among other factors.

PROPERTY TRANSFERS

Since the filing of the previous Town Gown Report, Harvard has executed a purchase of a commercial condominium unit at 12-18 Palmer Street, representing approximately half of the building. The property at 1143 Massachusetts Avenue was also purchased¹ as part of a bequest.

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.

¹ The legal owner of this property is the American Repertory Theater, a separate organization with its own 501(c)(3), so this is not formally counted as part of Harvard University's facility portfolio.



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
2. Includes real estate that is vacant or leased to a third party.
3. Buildings may be leased by Harvard in whole or in part
4. For this map, the Residential category includes all campus housing including dormitories.

 Harvard Owned - Institutional
 Harvard Owned - Residential
 Harvard Owned - Other
 Leased - Institutional

Land Parcels

 Harvard Owned



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
50 Church Street	28,580	Office
160 Concord Avenue	5,131	Office
48 Dunster Street	1,613	Office
155 Fawcett Street	37,500	Warehouse
8 Holyoke Street	4,700	Restaurant
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
784 Memorial Drive	61,000	Office
25 Mt. Auburn Street	3,385	Office
67 Mt. Auburn Street	2,100	Office
104 Mt. Auburn Street	34,187	Office
114 Mt. Auburn Street	65,104	Office /Healthcare
125 Mt. Auburn Street	36,564	Office
10 Ware Street	3,738	Office
TOTAL	500,361	

1 Data as of June 30, 2025

HARVARD RETAIL TENANTS

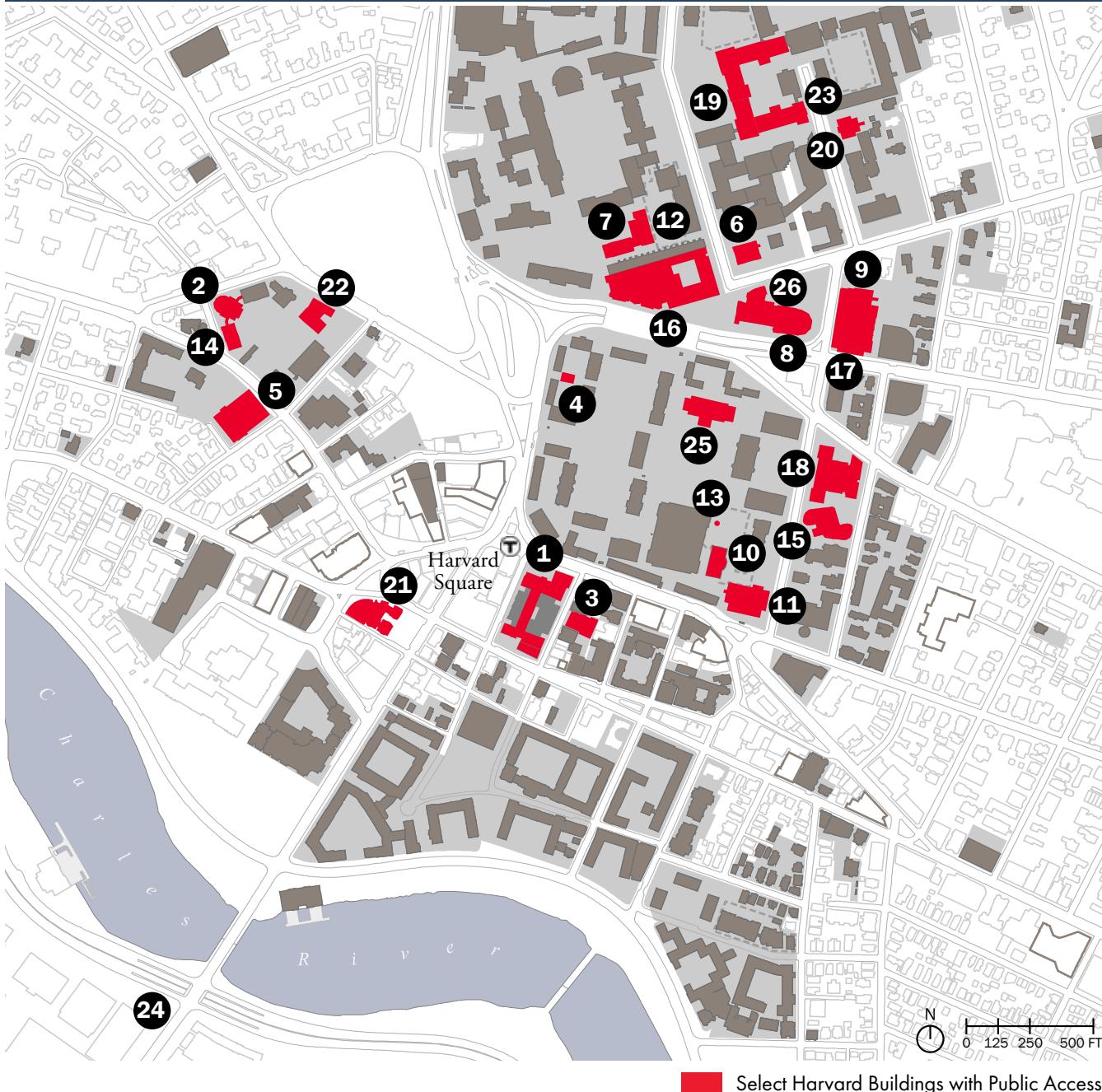
Harvard University is committed to maintaining Harvard Square as a vibrant commercial district. The University currently leases space to 25 businesses in the Square—most of which are locally owned and add to the unique character of the Square. Across its portfolio of Harvard Square buildings, Harvard continues to support a range of businesses, from the newly established performance space at Zero Arrow Street to the creative mix of dining options in the Richard A. and Susan F. Smith Campus Center. The University's renovation of 12–18 Palmer Street will further enhance the area with active ground-floor uses that bring new energy and vitality to Palmer Street and Harvard Square.



Rose Lincoln/Harvard University

PUBLIC ACCESS TO HARVARD FACILITIES

Harvard's Cambridge campus is widely accessible to the public at all times (with the exception of special events such as Commencement or when access is restricted due to public safety or health concerns). In addition, many campus buildings are regularly open to visitors. Below are highlights of Harvard facilities that offer a wide array of artistic, cultural, educational, and athletic programming and other services to the public. Check relevant websites for details as hours will vary.



As a major research university, most of Harvard's facilities are dedicated to its academic mission in support of students, faculty, and affiliates. Given the nature of their uses and the need for an appropriate level of security, access to most academic and research buildings, faculty and staff offices, dormitories and affiliate housing, and other campus facilities is generally limited to specific Harvard affiliates.



HARVARD UNIVERSITY VISITOR CENTER

The Safra Welcome Pavilion at the Smith Campus Center offers a wealth of information to all campus visitors, diverse dining options, indoor/outdoor seating, and a launching point for campus tours.

1 Smith Campus Center

PERFORMING ARTS

Harvard's venues for theater, music, comedy, and dance showcase student talent and award-winning professional productions alike, adding to the vibrancy of Harvard Square.

2 Agassiz Theatre

3 Farkas Hall

4 Holden Chapel

5 Loeb Drama Center: American Repertory Theater, Harvard-Radcliffe Dramatic Club, Institute for Advanced Theater Training

6 Lowell Lecture Hall

7 Paine Concert Hall

8 Sanders Theatre

LIBRARIES

America's oldest library system and the world's largest academic library is a repository for everything from medieval manuscripts to sound recordings of modern poets.

9 Frances Loeb Library

10 Houghton Library

11 Lamont Library: Woodberry Poetry Room

12 Loeb Music Library

13 Pusey Library: Harvard University Archives, Copeland Gallery, Harvard Map Collection

14 Schlesinger Library

MUSEUMS, GALLERIES, AND VISUAL ARTS

From ancient artifacts to avant-garde abstraction, Harvard's vast permanent collections and temporary exhibitions invite visitors to reflect, engage, broaden perspectives, and deepen understanding.

15 Carpenter Center for the Visual Arts: Harvard Film Archive

16 Collection of Historical Scientific Instruments

17 Druker Design Gallery

18 Harvard Art Museums: Fogg Museum, Busch-Reisinger Museum, Arthur M. Sackler Museum

19 Harvard Museum of Natural History: Harvard University Herbaria, Mineralogical & Geological Museum, Museum of Comparative Zoology

20 Harvard Museum of the Ancient Near East

21 Hutchins Center for African and African American Research: Locke Gallery of African & African American Art, Rudenstine Gallery

22 Johnson-Kulukundis Family Gallery

23 Peabody Museum of Archaeology & Ethnology

SPORTS

With more men's and women's varsity teams than any other NCAA Division I college in the country, Harvard athletics foster campus spirit, excellence in intercollegiate sports, and many opportunities to cheer on the Crimson!

24 Harvard Athletics

OTHER POINTS OF INTEREST

Places of solemn remembrance and quiet contemplation, these soaring spaces are a visible reminder of the historical and spiritual heritage that has sustained Harvard for nearly four centuries.

25 Memorial Church

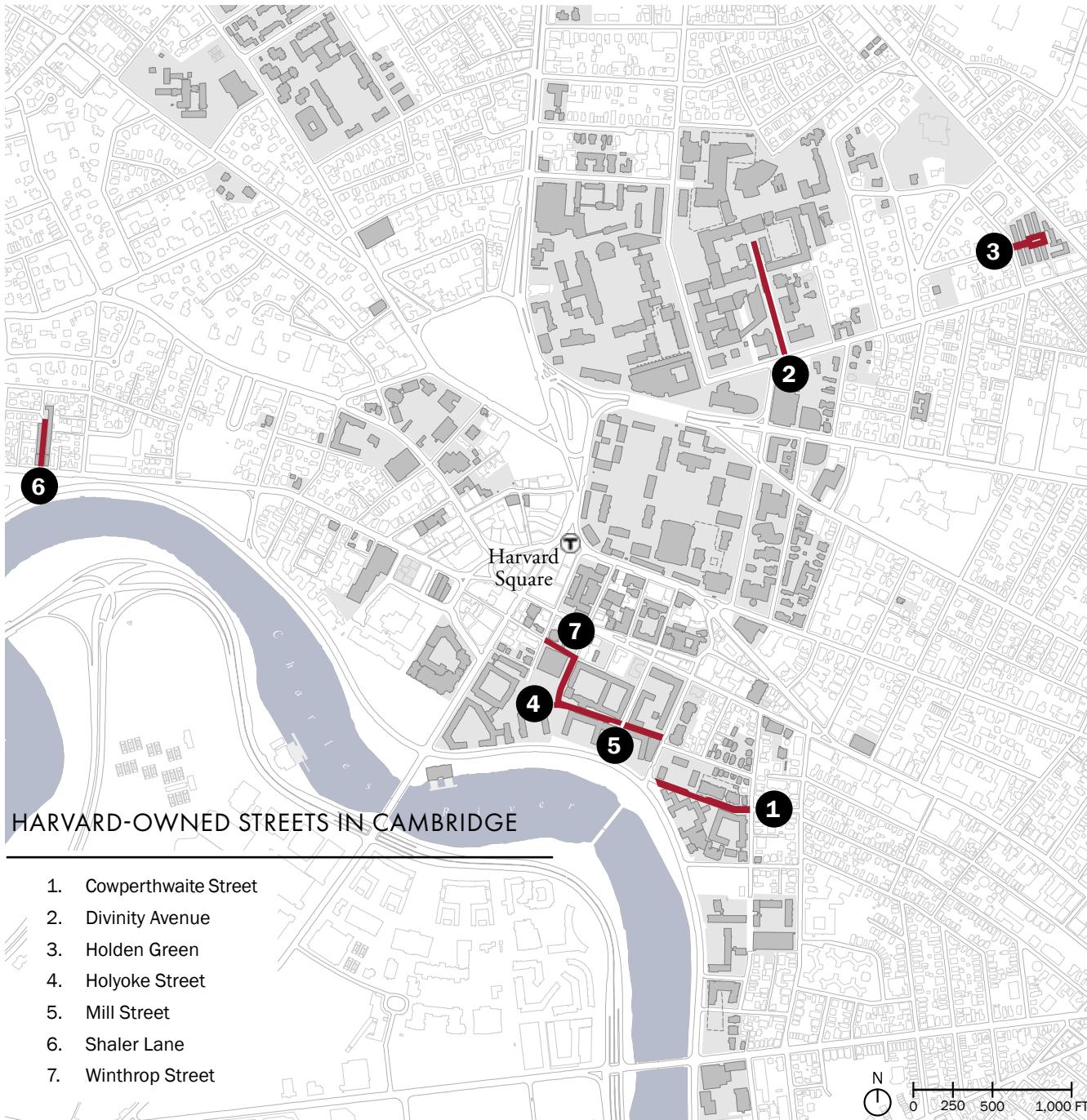
26 Memorial Hall



Dylan Goodman/Harvard University

HARVARD STREETS

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





Dylan Goodman/Harvard University



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. Consistent with previous years, Harvard College houses virtually all of its undergraduate population on campus (99% in Fall 2024), 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 (less than 10 in Fall 2024).

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 and modernize the housing capacity while incorporating sustainability upgrades and meeting programmatic needs.



Graduate Student and Affiliate Housing

Harvard University owns and operates approximately 6,800 beds as part of its graduate student and affiliate housing portfolio across Cambridge, Somerville, and Boston—housing that supports the University's academic mission and helps relieve pressure on the local housing market. This portfolio of units gives Harvard the capacity to house 50% of its graduate students, which is competitive for higher education institutions, particularly those located in urban settings.

To meet the varied housing needs of its graduate student population, Harvard supports on- and off-campus housing options as well as policies and programs that enhance the residential academic experience and strengthen community life. In Allston, Harvard is advancing more than 850 new residential units, further expanding housing options for graduate students, faculty, staff, and their families. The recently opened Verra at 50 Western Avenue added 341 new units as part of Phase A of the Enterprise Research Campus (ERC), while 100 South Campus Drive, now under construction, will contribute 546 beds by 2026. Phase A of the ERC includes a total of 86 affordable units, and 20% of the units

in future phases are marked as affordable. Together, these projects reflect Harvard's partnership with third-party developers to deliver a range of unit types—from studios and shared apartments to multi-bedroom townhomes and flats—supporting diverse needs and a broad range of price points.

Last year, Harvard completed residential renovation projects at 13 Kirkland Place and 5 Sacramento Street in Cambridge. These two buildings added 29 new beds to the Cambridge housing portfolio, helping to meet the demand for family units and roommate sharing on campus.

In addition to adding graduate student units managed by the University and increasing the number of residential units in the local housing market, Harvard works to create and preserve affordable housing in Cambridge and Boston. The

University supports the Harvard Local Housing Collaborative, a \$20 million low-interest, flexible loan program in partnership with nonprofit community developers and local community development corporations aimed at preserving and increasing affordable housing. Since it was launched in 2000, this initiative has supported more than 7,500 affordable units in Cambridge and Boston.

Harvard has also implemented programs and policies that make it easy for students to lease from Harvard University Housing and Real Estate (HUhRE), including a simplified application process with no required security deposits, broker's fees, or credit checks. The University's leasing practices encourage apartment sharing to increase the efficient utilization of housing inventory. Harvard also maintains prevailing market rates, which are

STUDENT AND AFFILIATE HOUSING

Number of Undergraduate Students Residing in Cambridge

	2021	2022	2023	2024	2025 ¹
In dormitories	1,531	6,335	6,378	6,301	6,233
With cars garaged in Cambridge	10	29	36	30	35
In Harvard affiliate housing ²	0	548	620	613	619
In non-affiliate housing	287	54	30	30	8

Number of Graduate Students Residing in Cambridge

	2021	2022	2023	2024	2025 ¹
In dormitories	391	1,117	1,142	1,099	1,269
With cars garaged in Cambridge	60	107	110	78	95
In Harvard affiliate housing	1,062	1,507	1,541	1,446	1,360
In non-affiliate housing	2,549	4,043	3,920	3,964	3,897

Affiliate Housing - Tax Exempt³

	2021	2022	2023	2024	2025 ¹
Number of Units:	1,032	1,032	1,032	1,032	1,109
Number of Buildings:	12	12	12	12	46

Affiliate Housing - Taxable³

	2021	2022	2023	2024	2025 ¹
Number of Units:	889	889	889	898	902
Number of Buildings:	54	54	54	56	67

¹ Undergraduate housing data represents Fall 2024. Graduate housing data represents Spring 2025.

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 2024-2025 academic year.

³ Increase in tax-exempt and taxable units and buildings reflects updated accounting within residential portfolio, not an actual increase in residential properties. This includes affiliate housing not previously counted (such properties specifically designated only for university fellows, faculty, or Dean's) as well as residential complexes which were previously counted as one building to represent the complex, but now counts individual buildings within each complex.



consistent with the average rents reported by Zillow for the City of Cambridge and which fell within 12% of the Cambridge City median market rent in 2024 (as reported by the Cambridge Community

Development Department). This is consistent with the University's affiliated housing rent policy, which is amenable to graduate student budgets and is considered when financial aid is determined by each academic unit. HUHRE has 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 cocurricular programming.

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 provides faculty, staff, retirees, alumni and affiliates with a range of other home buying and selling support programs.

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 7,500 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 building infrastructure, 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 1920s and 30s. Until the House Renewal program began, these buildings had only modest upgrades over the ensuing years. Throughout the House Renewal process, Harvard is striving to maintain the same or greater bed capacity

within the Houses while 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.



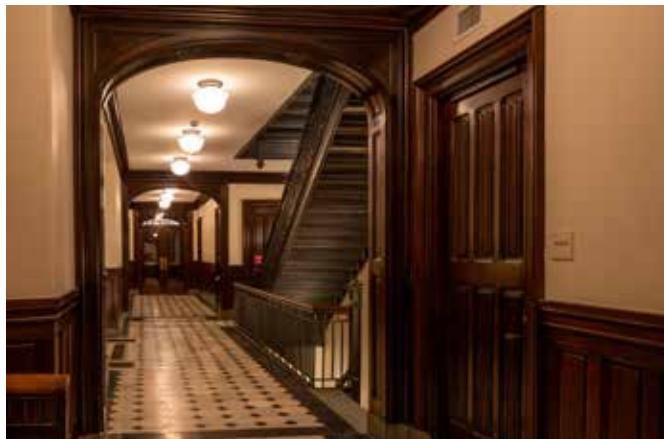
Harvard-owned buildings continue to provide temporary accommodations to students displaced by House Renewal construction as needed. 1201 Massachusetts Avenue was designed as the central hub of the “swing house” accommodating the dining, meeting, social, academic and a portion of the residential spaces 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 six Harvard Houses: Quincy (Stone Hall), Leverett (McKinlock Hall), Dunster, Winthrop, Lowell, and Adams. Harvard is currently in the process of a comprehensive renewal of Eliot House. The pace and sequence of House Renewal is subject to periodic review.



Peter Vanderwarker



Campus plans and capital projects at Harvard are carefully considered in light of specific programmatic and facility needs of academic departments and administrative units. Guided by planning principles and developed within a distinct physical planning context, they enable the University to fulfill its larger mission.



Jon Chase/Harvard University

INSTITUTIONAL OBJECTIVES AND NEEDS

Harvard is a university 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 its academic enterprise for nearly 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 programs.

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 world's greatest challenges, including climate change. In its own plans and projects, it seeks to advance sustainable development, reducing greenhouse gas emissions and improving the environment, contributing to the well-being of all people.



Nic Lehoux

The University is committed to creating a welcoming setting for living and learning where all students, faculty, and staff can thrive on a campus distinguished by 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. Harvard's physical campus must also respond to evolutions in technology, culture, and innovation including hybrid work, new teaching modalities, digitization, and Artificial Intelligence.

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.



Peter Vanderwarker

PHYSICAL CONTEXT

To support the University's academic mission, Harvard seeks to preserve its distinctive 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 support 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:

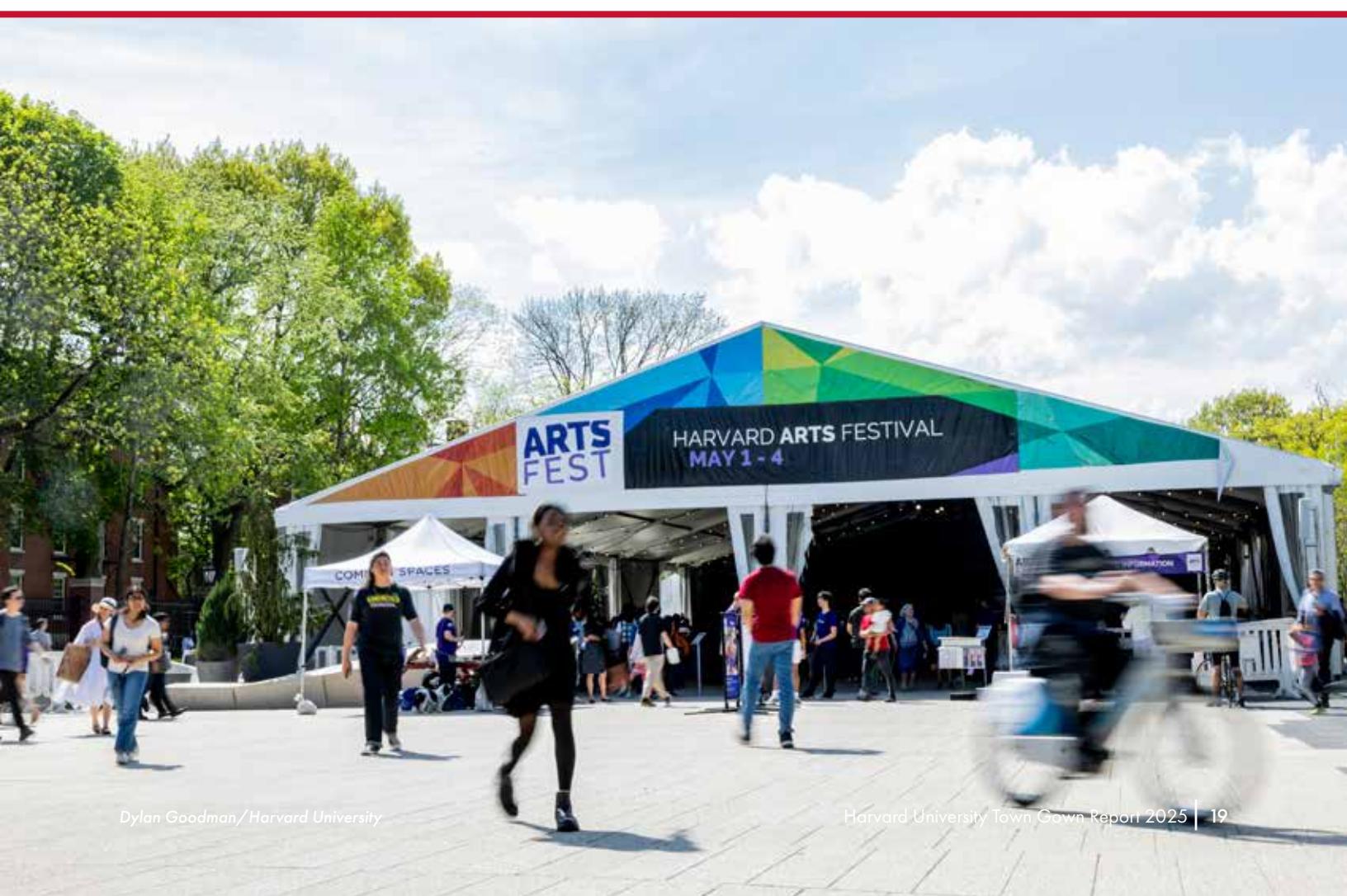
- **Campus Character:** Preserve the character of Harvard's Cambridge campus while celebrating contemporary architecture that is informed by current societal needs, technology, and sustainability.
- **Community:** Respect community context through sensitivity to the surrounding neighborhood and its interface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

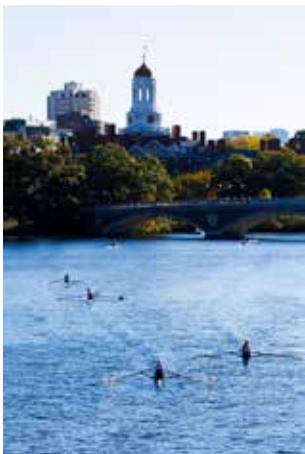
CAMPUS OPEN SPACES

Harvard's Cambridge campus is characterized by a network of open spaces, ranging 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 Harvard affiliates and the larger Cambridge community.

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. Visitors from around the world and around the corner can regularly be seen touring the campus, walking through Harvard Yard on their commutes, or just taking a leisurely stroll through Harvard's campus open spaces.

Harvard's campus open spaces, both landscaped areas and hardscape, also contribute to the character and vitality of surrounding city neighborhoods such as Harvard Square. Spaces such as the Science Center Plaza and the outdoor plazas at the 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, including exhibits, performing arts, and special events such as the annual ARTS FEST which features public art installations in and around Harvard Yard. All of these events welcome the public to campus and provide a unique amenity to the residents of Cambridge.





Stephanie Mitchell/Harvard University

HARVARD AND THE CHARLES RIVER

Flowing between Harvard's Cambridge and Allston campuses, the Charles River is central to Harvard's geography and a treasured natural resource. Harvard 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 races, 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.

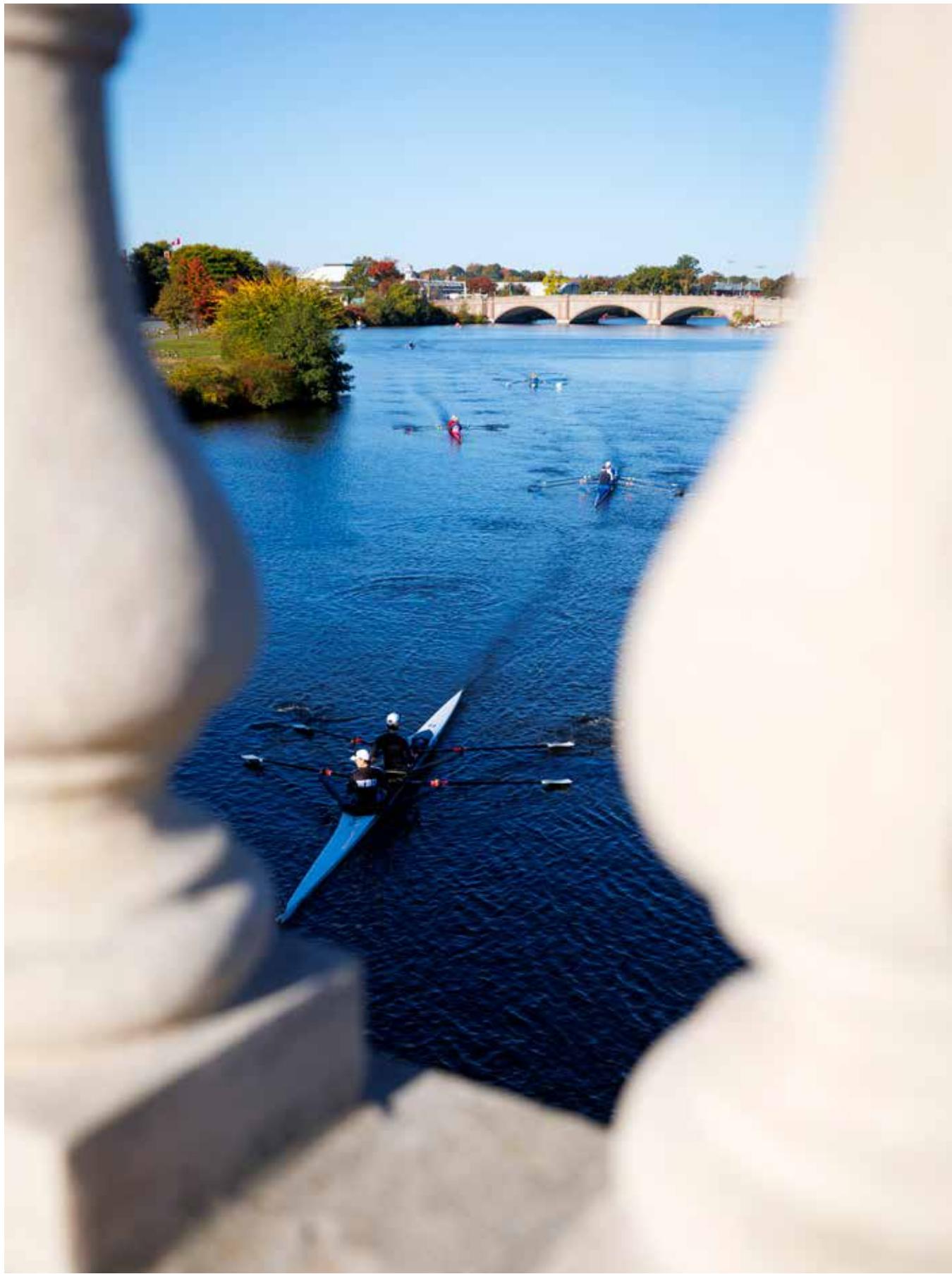
Harvard recognizes its important relationship with the Charles River, and several past projects have sought to strengthen connections between the river, the campus, and the larger community.

- 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, New Riverside Neighborhood Park provides sitting areas, waterplay and lawn areas overlooking the river.
- The 2017 redevelopment of the Harvard Kennedy School campus incorporated greatly improved pedestrian circulation through the campus via a landscaped courtyard, providing an accessible and more direct connection between Harvard Square, the John F. Kennedy Memorial Park, and the 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 and supports biking between Cambridge and Allston.
- With the opening of the Science and Engineering Complex in Allston in 2021, Harvard implemented a program of new wayfinding signage that facilitates pedestrian navigation between the Cambridge and Allston campuses across the Charles River. The new signs feature campus maps, directional assistance, and QR codes that link to additional navigational resources and campus information, benefitting Harvard affiliates, visitors, and the broader community.



Stephanie Mitchell/Harvard University

Harvard projects 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 river. Recent renovation projects at both 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.



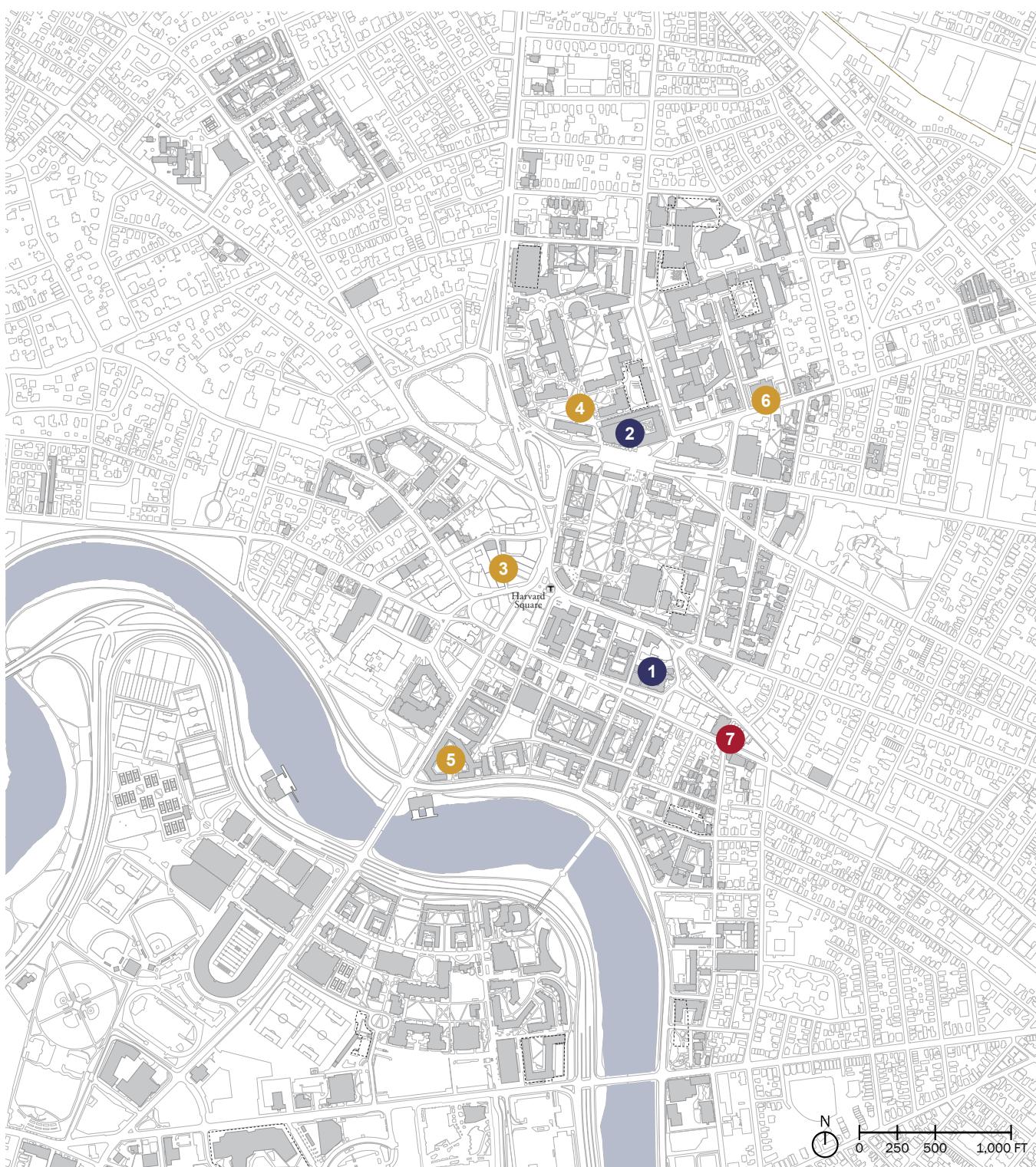
Stephanie Mitchell/Harvard University

CURRENT CAPITAL PROJECTS

Project	Programmatic Goal	Sustainability Features ¹
Recently Completed		
1. Russell Hall / Westmorly Court, Adams House	Renewal of undergraduate House life	Targeting LEED CI v4 Gold; Harvard Sustainable Building Standards
2. 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.
Currently in Construction		
3. 12 -18 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.
4. Pritzker Hall	New facility for academic use	Living Building Challenge Core Certification; Harvard Healthier Buildings Academy; green roofs; all electric, fossil fuel-free demonstration project
5. Eliot House	Renewal of undergraduate House life	Targeting ILFI LBC Core; Harvard Sustainable Building Standards.
6. 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
Projects in Planning		
7. 15 Mount Auburn Street	New facility for Harvard University Native American Program (HUNAP)	Harvard Sustainable Building Standards, Harvard Healthier Buildings Academy, all-electric, compliance with current City of Cambridge energy code

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/>

CURRENT CAPITAL PROJECTS MAP

**Recently Completed**

1. Russell Hall/Westmorly Court, Adams House
2. Harvard Science Center

Currently in Construction

3. 12-18 Palmer Street
4. Pritzker Hall
5. Eliot House
6. William James Hall

Projects in Planning

7. 15 Mount Auburn Street



Peter Vanderwarker

Recently Completed

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

In summer 2025 Harvard completed the third and final phase of the Adams House Renewal project which addressed 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) now function as one integrated complex providing residential and common spaces for the Adams House undergraduate residential community.

The project took a respectful approach to restoring the building's many notable interior spaces including the dining hall, library, Gold Hall and other notable interiors. Similarly on the exterior, the project maintained the building's historic character, with careful treatment of the masonry facades, the stone columns and pediment at the dining hall, the Russell cupola, and the many intricate windows, among many exterior features. The project dramatically improved circulation to and within the complex with the introduction of new accessible entrances, elevators, and enhanced circulation, which necessitated two minor additions. The building is now equipped with new sustainable building systems. This project received approval from the Cambridge Historical Commission.



The **Adams House Library** has been restored and made accessible. It continues to incorporate original 1930s furnishings including built-in bookcases, oak library tables, and vintage card catalogues.



The ground floor **Conservatory** was renovated and expanded to create additional dining space and bridges the original buildings to unlock accessibility for the combined complex.



The **Upper Common Room** is a House meeting space with Italian Renaissance references. The original paint and historic features of the room were restored.



The wood-paneled **Private Dining Room** was renovated and fitted with new lighting to host academic seminars and House meetings, in addition to select dining events.



The **Pool Theater** was renovated to create an accessible and flexible performance venue while restoring original details like the iron staircase, stone fireplace surrounds, and tilework.



Recently Completed

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 has completed the renovation of the undergraduate science teaching labs on the first and second floors of Harvard's Science Center. The project's physical interventions have been transformative and include the introduction of natural light into most faculty offices, the chemistry classroom and new lounge space; new glass walls in teaching laboratories permit views to their use; and the chemistry lounge and touchdown spaces have created new opportunities for creating community and camaraderie among students, faculty, and other building users. The newly renovated labs and adjacent 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 also upgraded many of the base building systems that serve the labs.



Baker Design Group

Currently in Construction

12-18 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 12-18 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. Construction on this project is anticipated to continue through 2026.



Picture Plane

Currently in Construction

PRITZKER HALL

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

Construction has begun for a new building that will serve as the home of the Department of Economics in the Faculty of Arts and Sciences. The project will enable the department to consolidate research, enrich undergraduate engagement and graduate education, and allow for new collaborations and partnerships. The new building is being constructed near the department's current home in Littauer Center, and initial site work included the relocation of the many utilities that crisscross the site.

Pritzker Hall will be Harvard's first major campus building to be constructed as a fully electric building in compliance with the City of Cambridge fossil fuel-free demonstration project. The building design also incorporates extensive sustainability measures meeting the requirements for Living Building Challenge Core Certification.

The project will transform a part of Harvard's north campus that most recently was a surface parking lot. A new landscaped open space will be created in this area linking existing campus open space networks and significantly enhancing the setting for nearby historic buildings such as Austin Hall and Gannett House.

The project is expected to be completed at the end of 2027.



Peter Vanderwarker

Currently in Construction

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 recently commenced construction on 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. The 3-4 story structure is built around a central courtyard and features a large, emblematic clock tower.

Consistent with the House Renewal program, the work at Eliot House involves 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 began in spring 2025 and is anticipated for completion in 2027.



Currently in Construction

WILLIAM JAMES HALL (PLAZA)

Renovation

Architect

Bruner/Cott Architects
Michael Van Valkenburg Associates
(landscape)

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.

Construction is well underway 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 current 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 began in early 2025, and the plaza re-design is currently underway. The project is expected to be completed in spring 2026.



Lee²Design

In Planning

15 MOUNT AUBURN STREET

New Construction

Architect
Lee²Design

Total Square Feet
Approximately 6,545 GSF
(new construction)

Programmatic Driver
New facility for academic, cultural,
student life use

Sustainability Features
Harvard Sustainable Building
Standards, Harvard Healthier
Buildings Academy, all-electric,
compliance with current City of
Cambridge energy code

Harvard University is planning to construct a new building at 15 Mount Auburn Street to provide a home for the Harvard University Native American Program (HUNAP). This project will support HUNAP's mission by creating a space to nurture a thriving campus community of Native American and Indigenous people and allies, enabling university-wide engagement through research, teaching, partnership, and exchange, and by expanding the presence, visibility, and impact on campus.

The newly constructed HUNAP home will be a three-story, all-electric, fully accessible building. The striking exterior façade has been inspired by the Native American traditional materials including tree bark and Wampum, which are the purple-to-off white shell beads used as jewelry and for traditional ceremonial purposes. The project will strengthen the public realm through improved sidewalks, native plantings, and protected street trees. The new building will replace the site's pre-existing Mansard building (1873) which is in deteriorated condition and infeasible for renovation.

This project received approval from the Harvard Square Advisory Committee at a Public Advisory Consultation and a Certificate of Appropriateness from the Cambridge Historical Commission. Construction is anticipated to begin in late winter 2026.

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, cultural experiences, 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 is nearly complete on the first phase of the Enterprise Research Campus (ERC). The 900,000 square foot combined project is located on Western Avenue, adjacent to the Science and Engineering Complex, and across the street from Harvard Business School. The ERC will increase interconnectivity between the Harvard campus, the Allston neighborhood, and the Greater Boston region.

This first phase of the ERC includes two laboratory buildings, the Atlas Hotel, and a 345-unit apartment building –Verra- that is currently being leased and includes 25% affordability. The completion of the ERC greenway will deliver nearly two acres of additional greenspace within Harvard's greenway network connecting the North Allston residential neighborhood and civic spaces toward the Charles River.

The ERC is also home to the David Rubenstein Treehouse, the University's first mass timber building. The newly-opened Treehouse serves as a campus-wide conference center, and will create space for industry partners, visiting scholars, and guests from around the world to collaborate with faculty and students. In addition to its mass timber structure, the Treehouse utilizes low-embodied carbon concrete, and healthier materials throughout the building. It also features resilient landscapes and zero on-site fossil fuels, and embodies Harvard's latest Sustainable Building Standards, which target Living Building Challenge (LBC) Core.



Harvard University Planning and Design



Harvard University Planning and Design

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, which will create 546 new beds and significantly expand the University's capacity to house its affiliates. The development of 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. 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. Harvard continues to work with the Massachusetts Department of Transportation and other stakeholders 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.

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, renovation and maintenance projects, Harvard implements a robust construction mitigation program to maintain open lines of communication with abutters and help reduce disruptions to the community.

Harvard Construction Mitigation works to preempt, minimize, and/or eliminate the impacts of large construction and renovation projects and aims to optimize the abutter and stakeholder experience through proactive planning, logistics management, field monitoring, and the use of various communications methods and online tools to promote project transparency. It also serves as the voice and advocate for project stakeholders and abutters during construction, while collaborating with contractors to help ensure timely and efficient project completion.

Working closely with project stakeholders, including local businesses and neighborhood representatives, as well as the City, Harvard Construction Mitigation serves as a trusted advisor to the University throughout the life cycle of each project to manage construction risks and ensure successful outcomes. Mitigation measures employed by the mitigation team to support University projects include:

- **Maintaining a construction mitigation website, dedicated phone line, and email** for Harvard abutters and stakeholders to submit construction-related questions and concerns. The phone line and email are monitored and responded to by the construction mitigation team and complaints, questions, and concerns are documented. The website is maintained with up-to-date construction information about University projects across campus.
- **Communicating with project abutters**, including Cambridge residents and businesses, about construction impacts in advance of University projects. Mitigation ensures the lines of communication remain 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 project logistics, 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 right of 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 to get ahead of any potential abutter issues.
- **Developing innovative solutions** to complex construction-related issues, addressing community concerns, and enforcing compliance with the University's mitigation standards and protocols for the good of the community.



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

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.



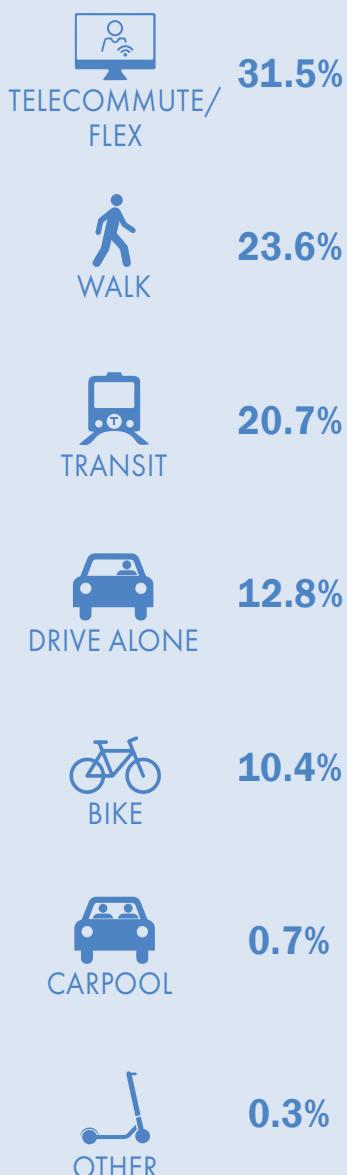
Connectivity - from pedestrian networks, to public transportation, bicycle networks, and the accommodation of vehicles - are essential to the day-to-day function of Harvard's campus. The University seeks to enhance and improve connectivity through projects that incorporate a multi-modal approach to connecting 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 operates all of its routes and van service on a regular schedule, and ridership has continued to increase with approximately 622,000 riders in FY25.

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.

COMMUTING MODES 2025



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 recently increased from 50% to 60%. In FY25, 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. CommuterChoice has also implemented the ZipBy App that offers contact-less pay-as-you-park services at select garages.
- **Harvard Shuttles:** The shuttle tracking app now displays live bus-crowding information for riders.
- **Commute with Confidence:** CommuterChoice offers supplemental transportation services if an emergency arises, including bicycle and motorist roadside assistance and guaranteed ride home programs.

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 fourteen full-sized buses (35 ft and 29 ft), 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 ongoing campus expansion in Allston, the Quad - SEC and the SEC Express shuttle routes have consistently recorded the highest ridership. Harvard Transit also operates 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 575,000 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. 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.

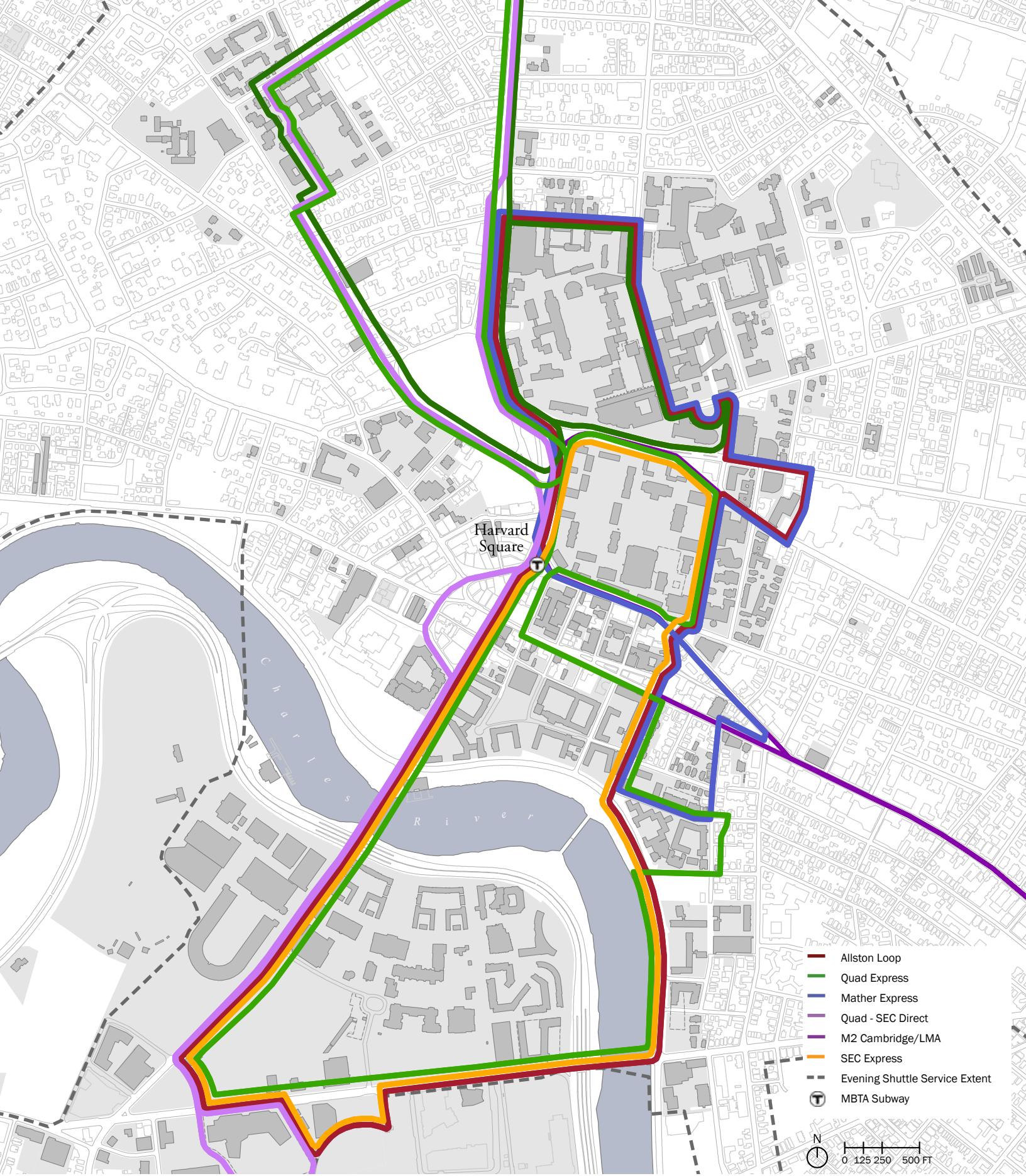
Electric Buses and Vans

In October 2021, four 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. In spring 2025, Harvard welcomed their first 100% electric, low-floor accessible van for the daytime van service. This van is able to run three shifts a day and charges during driver breaks.



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. Harvard installed 27 EV charging stations across five parking locations in FY25. Most of these are dynamic level 2 EV chargers at the 52 Oxford Street garage, as we continue to support EV adoption across campus despite limited electrical capacity.



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 <i>(Sat morning only)</i>	Quad, Lamont, Winthrop, Mather, Stadium	35 minutes	5:50 am – 7:50 am
EXTENDED OVERNIGHT <i>(Fri/Sat night only)</i>	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 5,800 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 two new Bluebikes stations - 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** - 2025 marked the eleventh year of the bike benefit at Harvard, and, 1,646 participants were reimbursed \$433,703 for bike commuting expenses.
- **Sharing the Road Video:** Developed by Harvard Transportation Services with MassBike, "Sharing the road with vulnerable users: What you should know as a Harvard University driver" presents video modules focused on safe operation of buses and trucks in a dense urban context. It is a required part of annual training for all Campus Services drivers of large vehicles.



- **Commute with Confidence:** A new program launched by Harvard Transportation Services provides a free bicycle roadside assistance program for benefits eligible bike commuters. In FY25, it helped 131 bikers get back on the road through on-demand tube replacement, brake adjustments, chain lubrication and more.
- **Events** - Eight targeted events were held in 2025 on a range of topics including periodic safety checks, the Annual Bike Breakfast, and the Bling Your Bike Celebration.
- **Safety and Repair Classes** - Employee reimbursement of expenses associated with taking bicycle safety or repair classes at local bike shops.
- **Cycling Gear** - Harvard affiliates have access to discounted helmets from Bern and Fend. The CommuterChoice office has a fitting station where users can try different helmet models and sizes to make sure they get the optimal fit.

Bluebikes

Harvard continues to collaborate closely with the cities of Cambridge and Boston to support Bluebikes, the regional bike-sharing program. The University currently supports seven Cambridge stations. Harvard offers its affiliates a 30% discount on annual membership. In the past year, Harvard had approximately 1,100 Bluebikes members who took over 129,265 trips and traveled approximately 190,256 miles.

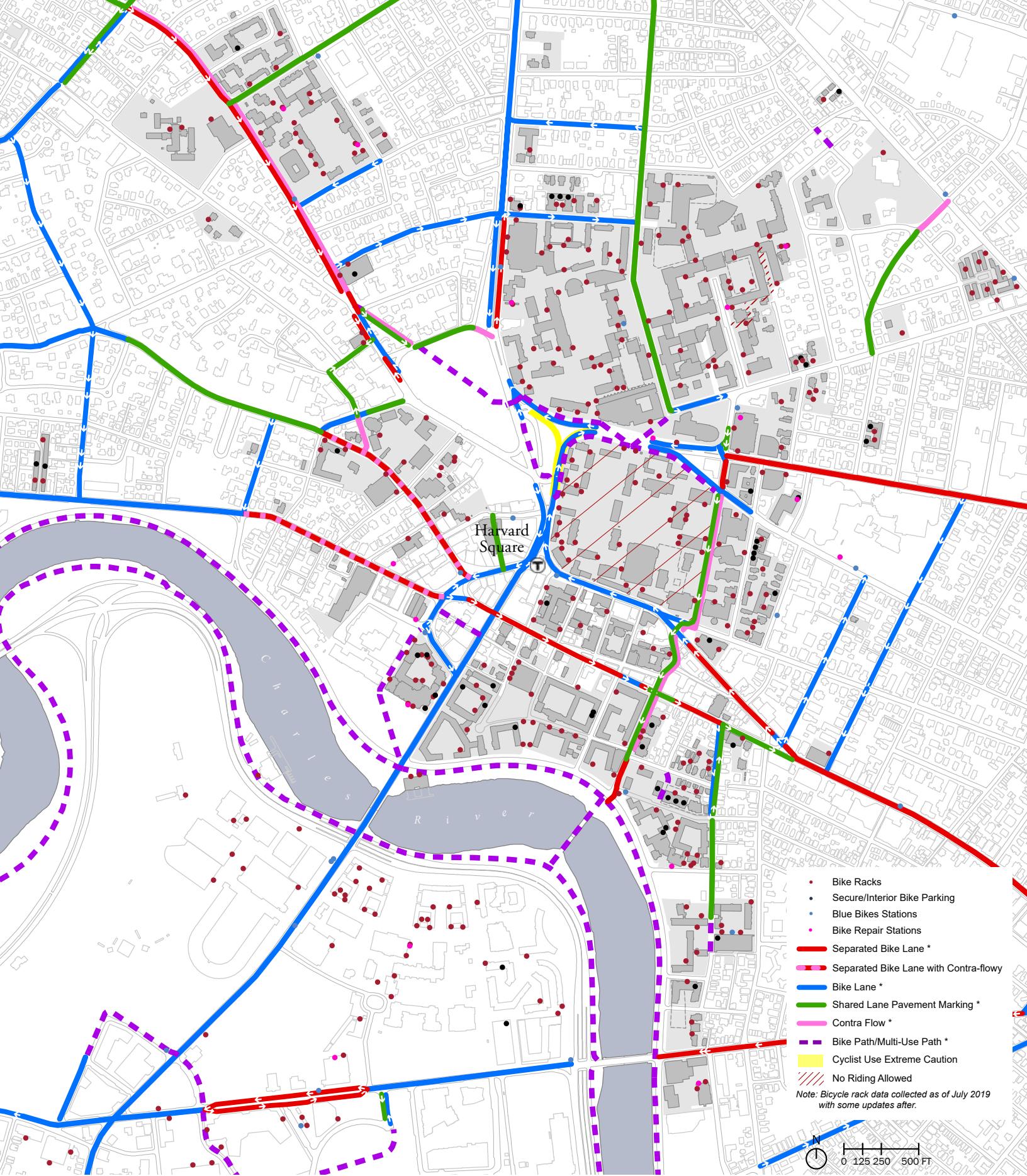


Jon Ratner/Harvard University

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 and planning for additional bicycle parking facilities.
- **Municipal efforts** - The University recently funded the planning, design, and installation of the bike lane on DeWolfe Street and continues to coordinate bike planning initiatives with the City of Cambridge including efforts to implement the Cycling Safety Ordinance.
- **State projects** - Harvard is 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.



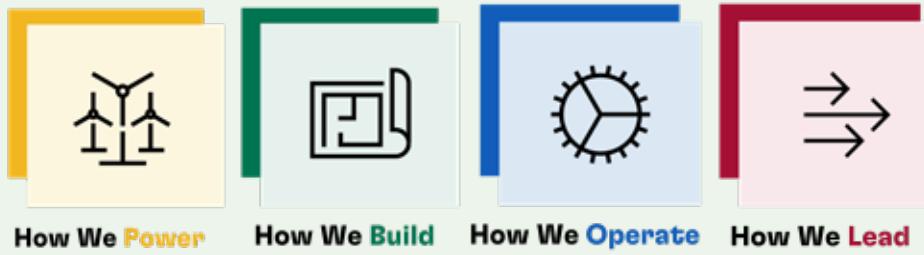
HARVARD CAMPUS BICYCLE FACILITIES

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.



Grace DuVal/Harvard University

Harvard continues to leverage the strength of its faculty, students, academic research, and innovative practices to advance sustainability and climate action. Guided by the University-wide Sustainability Action Plan and regular reporting on progress and metrics through its Annual Sustainability Report, Harvard continues its holistic approach with a focus on climate, health, and wellbeing. This comprehensive strategy aims to pilot and scale practical solutions, serving as a model for sustainable urban development and historic preservation within Cambridge and beyond.



Harvard is actively working to become Fossil Fuel-Free by 2050, decarbonizing its historic and urban campus. Harvard's recently updated Sustainable Building Standards advance this decarbonization work. The Standards target the holistic Living Building Challenge (LBC) Core Green Building certification and expand the use of healthier materials defined by the Harvard Healthier Building Academy. From renovations of structures to new construction, recent building projects showcase an innovative commitment to leading and holistic sustainability practices in the built environment. These strategies include electrified systems with no fossil fuels on site, healthier and energy efficient ventilation, reducing operational and embodied carbon emissions, use of healthier and local materials, stormwater management and potable water reductions and regenerative site strategies that are climate resilient.

This year, Harvard joined with Mass General Brigham, MIT and Power Options with the City of Cambridge and other nonprofits to launch the Consortium for Climate Solutions. Through virtual power purchasing agreements, the Consortium enabled the construction of two large-scale renewable energy projects, which are expected to reduce GHG emissions by almost 1 million metric tons per year. When combined with Harvard's New England renewable energy purchases it will cover 100% of Harvard's purchased electricity.

Harvard is also accelerating action toward two operational targets to lower supply chain (Scope 3) greenhouse gas emissions: 1) Lowering embodied carbon in major construction projects by at least 20% and 2) Reducing food-related emissions by 25% by 2030.

How We Power



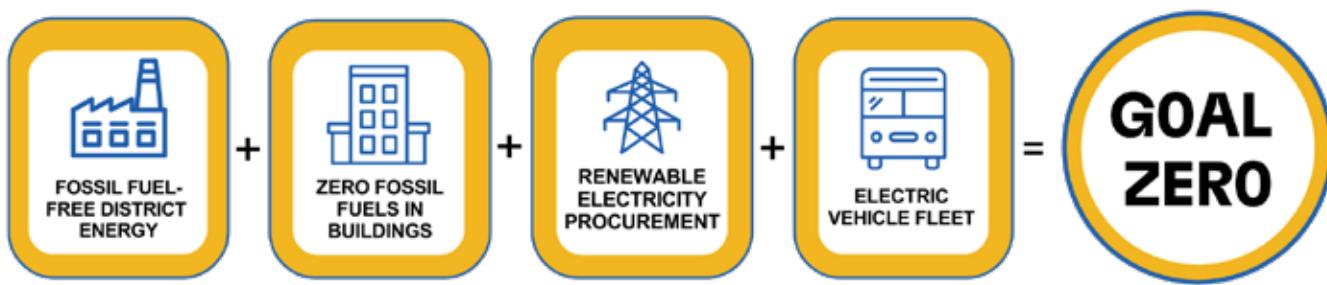
Harvard remains committed to advancing the decarbonization of its campus and making progress toward its two voluntary climate goals: to be Fossil Fuel-Free by 2050 and Fossil Fuel-Neutral **by the end of 2026**. Harvard is on track to meet these goals: the University's net emissions were down 32% from 2006-2024, inclusive of 14% growth of the physical campus, or down 40% per square foot.

In 2024, the Consortium of Climate Change Solutions launched a first-of-its kind collaboration of higher education, healthcare, and cultural institutions, as well as state and local government entities. The partnership of 11 organizations, including the City of Cambridge and non-profits, were able to invest

in renewable energy by sharing resources and negotiating together. Smaller organizations and non-profits were able to invest in impactful, more affordable renewable energy by sharing resources and negotiating together, and municipal procurement barriers were eliminated, paving the way for other cities to engage in similar initiatives. The work provides a scalable model for future private, public, non-profit partnerships to accelerate renewable energy projects and transition to a clean energy future.

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, which came online in 2024 and 2025, respectively. Collectively these projects will generate the energy to power 130,000 U.S. homes annually and avoid almost 1 million metric tons of greenhouse gas emissions every year.

These virtual power purchasing agreements (VPPAs) for new, utility-scale renewable energy projects, when combined with Harvard's renewable procurement in New England, means Harvard is purchasing the equivalent of 100% of its electricity from renewable sources starting in 2026.



Fossil Fuel-Free District Energy Systems: As Harvard is evaluating long-term planning opportunities and solutions to decarbonize its campus and district energy systems, the University is accelerating action by electrifying buildings and equipment as well as continuing to reduce energy through efficiency and retrofits, all while maintaining rigorous and holistic Sustainable Building Standards that focus on climate change, healthier supply chains and occupancy health.

100% Renewable Electricity: The virtual power purchasing agreement (VPPA) executed by the Consortium for Climate Solutions for new, utility-scale renewable energy projects, when combined with Harvard's renewable procurement in New England, means Harvard is purchasing the equivalent of 100% of its electricity from renewable sources starting in 2026. Harvard's on-site solar installations exceed 3.22MW.

Zero Fossil Fuels in Buildings: Harvard is acting to remove fossil fuels from buildings and electrify our historic campus. The 2024 Sustainable Building Standards ensure new major construction projects do not have fossil fuels on-site. Harvard continues to prioritize 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 electrify its entire vehicle fleet and develop targets by vehicle type. Since 2021, Harvard successfully electrified a third of its shuttle buses and added 18 electric vehicles to its fleet, including mail trucks, box trucks, vans, parking vehicles, and utility vehicles. More than one-third of the University's vehicle fleet is either hybrid, electric, or biodiesel. Twenty-seven new electric-vehicle (EV) charging stations were added last year, bringing the total to 86 charging stations at Harvard. The University plans to transition all shuttle buses to 100% electric by 2035.

Because the complexity and scale of campus decarbonization is significant, Harvard is advancing 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.

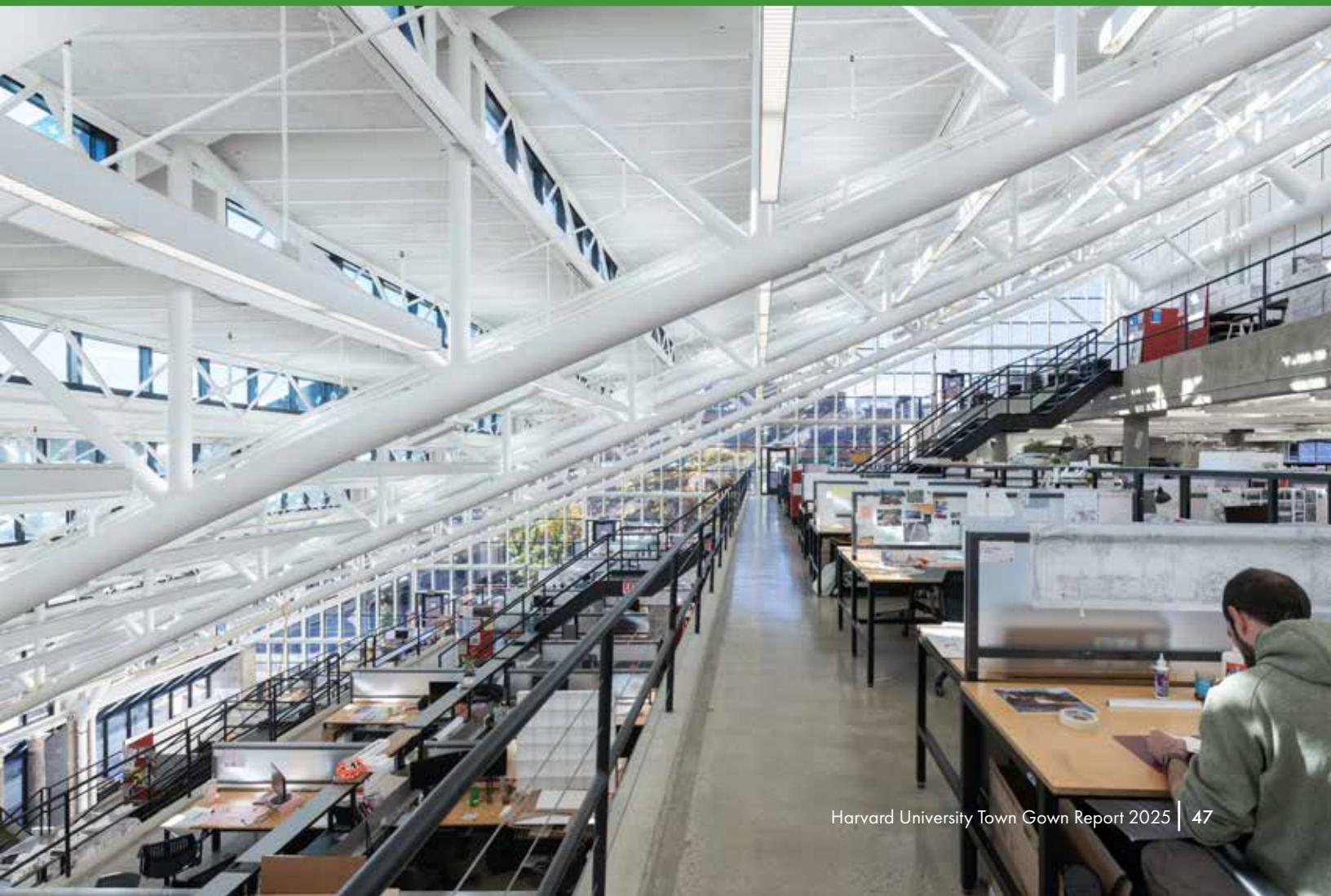
Achieving these climate goals, as well as other objectives outlined in Harvard's Sustainability Action Plan, requires collective action and thought leadership. The world-class faculty, researchers, and staff at Harvard are prioritizing sustainability through important academic research and teaching, 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



Sustainable Building Standards: In 2024, Harvard updated its Sustainable Building Standards to target Living Future's rigorous Living Building Challenge (LBC) Core certification in addition to the University's high standards for healthier products and occupants' wellbeing through the Harvard Healthier Building Academy (HHBA).

These comprehensive and holistic standards, which target new construction and major renovation projects have led to impactful improvements in building electrification, embodied carbon reductions, resiliency efforts, biophilic design, and healthier indoor spaces.



Harvard Healthier Building Academy: Developed in 2016, HHBA is a partnership between the Harvard Office for Sustainability and researchers from the Harvard T. H. Chan School of Public Health, John A. Paulson School of Engineering and Applied Sciences, Harvard Medical School and beyond. HHBA aims to define the attributes of a healthier building, grounded in research, and then to test how projects can advance solutions. Today, HHBA is addressing enhanced indoor air quality, access to daylight, lighting that supports healthier sleep, and especially market transformation for a healthier, more sustainable supply chain. Harvard has been a leader in working with manufacturers and project teams to remove harmful classes of chemicals (e.g., PFAS/forever chemicals) from everyday building products to design and operate healthier buildings and to work toward a healthier supply chain for all. Not only has Harvard demonstrated that these materials are cost-effective, durable and sustainable by applying HHBA standards to more than 50 major capital projects representing 5 million+ square feet, but HHBA is demonstrating how to replicate this work across sectors.

Reducing Embodied Carbon: Harvard's updated Sustainable Building Standards target embodied carbon reductions in the primary materials used in major new construction and gut renovation projects by a minimum of 20% against comparable, conventional buildings. Nearly a quarter of global greenhouse gas emissions come from concrete, steel, and aluminum. 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. Examples include the use of mass timber in new building structures, reuse and designing to use less materials, and then making better choices for materials such as low embodied carbon insulation, glazing, and concrete that uses a recycled glass product (Ground Glass Pozzolan or GGP) instead of fly ash (a byproduct of burning coal).





Nic Lehoux

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. These upgrades are important to reduce energy use, emissions, heating and cooling loads, and decarbonization in Cambridge.

- During a routine air handling equipment replacement at the Smith Campus Center, Harvard installed heat pump systems that ensure that >90% of building's air handling units will operate without fossil fuels.
- The renovation of the Harvard Graduate School of Design's Gund Hall, originally built in 1972, preserved its historic architecture while upgrading comfort, accessibility, and energy performance. By retaining the original steel façade and installing advanced triple vacuum insulated glass (VIG)—the first large-scale use of this technology in a U.S. building—Harvard achieved significantly improved thermal efficiency. The project is expected to reduce utility costs by 20 percent, cut energy use intensity by 22%, and avoid 18,000 kg of CO₂ emissions annually, while also making the trays' outdoor terraces wheelchair accessible. The project received a Preservation Award from the Cambridge Historical Commission.
- Harvard is nearly halfway through its “House Renewal” program, which started in 2012 to renovate the 12 historic residential Houses where undergraduate students live using energy-efficient strategies while maintaining their historic character and improving indoor air quality. More than 4,500 windows have been replaced throughout the program, improving insulation and thermal comfort. The re-opening of Randolph Hall marked the completion of the most recent renewal at Adams House. Randolph Hall achieved LEED Gold, replacing building systems with more efficient systems that included energy recovery while also implementing insulated walls, low-flow water fixtures, enhanced indoor air quality strategies, and use of healthier materials. The third and final phase of House Renewal is underway in 2025, with the renewal of Russell Hall, Library Commons, and Westmorly Court substantially complete, and Eliot House in progress.



Building Certifications: In Cambridge, Harvard has 108 LEED certifications, 80% of which are Platinum- or Gold-level, 2 Passive House Institute U.S. (PHIUS) certifications, and is currently targeting 6 LBC Core certifications. 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 Certifications from Passive House Institute US (PHIUS) and are pursuing the performance-based LBC Core Certification. The renovations are Harvard's first all-electric historic passive house retrofits. The projects were honored by the Cambridge Historical Commission (CHC) Preservation Awards, which recognize projects that conserve and protect the built environment of Cambridge. The achievement highlights how these forward-thinking projects harmonize historic preservation and holistic sustainable design.



HARVARD CAMPUS TREE LOCATIONS



How We Operate

Harvard's approach to daily campus operations is rooted in a commitment to holistic, measurable sustainability outcomes. The University continues to address supply chain emissions, known as Scope 3, focusing specifically on reducing emissions from food by 25% and achieving at least a 20% reduction in the embodied carbon of major construction projects. The University is also exploring ways to advance sustainable operations in areas like transportation, water management, zero waste, IT, and landscaping.

Expanding Harvard's Tree Canopy

Harvard's Cambridge campus contains nearly 5,000 trees that are fundamental to the character of the campus and play a critical role in ensuring the broader livability and resiliency of the University and the City of Cambridge. Harvard's campus trees foster biodiversity and assist with stormwater management. The campus tree canopy contributes to the reduction 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 that identifies key tree attributes including 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.

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's Cambridge campus trees include nearly **150 different species**, with Oak (12.5 %), Maple (12.2 %), and Honeylocust (6.6 %) being the most common.



The vast majority of trees are thriving, with **90% in good or fair condition**.



Mature and semi-mature trees make up approximately 64% of campus trees, with newly planted and young trees comprising another 36% of campus trees.



Large trees (over 40' in height) make up 27% of campus trees, and **medium trees (between 15'- 40' in height) comprise 63% of campus trees**.

Sustainable Water Management and Landscaping

Harvard has 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. Harvard's commitment to sustainable and organic landscaping is evident in the stewardship of its nearly 5,000 trees in Cambridge and a strategy to prioritize native species—more than 85% of plantings by Harvard's major landscaping vendors are native. Recent projects have added extensive areas of native and climate-resilient plantings, coupled with new biodiversity monitoring and resilience measures. Water conservation has also advanced with retrofits at dining services locations reducing 1.5 million gallons of water annually and new construction projects continuing to yield water savings.

Reducing Food-Related Emissions

Within the food system, Harvard remains a leader by participating in the Coolfood Pledge, reporting a 13.6% reduction in food-related greenhouse gas emissions per calorie since 2019. All major campus dining vendors now report in alignment with Harvard's Sustainable Food Standards, which have supported climate action and healthy, sustainable dining across campus since 2019.

Advancing Zero Waste

In 2025, Harvard released a new Zero Waste vision and introduced a comprehensive Framework for Waste Stewardship to accelerate progress toward a more circular, zero-waste campus. Lab recycling programs, including reuse rooms and pipette tip box recycling programs, have expanded to divert significant plastic from landfills. The University recycled or composted more than 3,400 tons of material from 2024-2025.

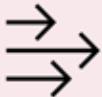
Expanding Sustainable Commuting and Transportation

Efforts to shift campus mobility modes remain robust, with public transit, walking, and bicycling making up the majority of commuting modes among Cambridge-based Harvard affiliates. The University has invested in cycling infrastructure expansions and introduced new safety and roadside assistance services for bike commuters. Commuters take advantage of Harvard's transportation subsidy, which was raised from 50 percent to 60 percent for eligible affiliates, and provided more than 4,500 average monthly MBTA passes in 2024-2025.

Harvard continues to expand its fleet of electric University vehicles. In addition to one-third of Harvard's shuttle buses being electric, the University owns 18 electric vehicles (EVs), with three new EVs purchased in 2024-2025. In addition to an EV van, these EV purchases included two firsts for Harvard: its first 100% electric passenger van and first 100% electric pickup truck. Twenty-seven new EV charging stations were added last year as seven were taken offline, bringing the University's total to 86 EV charging stations.



How We Lead



Guided by the Presidential Committee on Sustainability and the Sustainability Action Plan, Harvard is making measurable progress toward ambitious goals. By serving as a testbed for new solutions, expanding interdisciplinary research and education through the Salata Institute, and fostering robust student and community engagement, Harvard is modeling climate leadership, transparency, and practical action for the Cambridge community and globally.

Harvard's Presidential Committee on Sustainability (PCS)

Established in 2020 and reporting to Harvard's President, the Presidential Committee on Sustainability (PCS) plays a central role in advising Harvard's leadership on the University's sustainability vision, strategy, and partnerships. Comprising faculty, students, and senior staff, the PCS guides Harvard's efforts to reach its climate goals to be fossil fuel-free by 2050 and fossil fuel-neutral by 2026, while leveraging the University's strengths to develop solutions that benefit both local communities and the wider world.

Transparent Reporting on Goals and Progress

Harvard remains committed to reporting on its sustainability achievements and targets. The Sustainability Action Plan—the University's roadmap for tackling climate, health, and wellbeing—serves as both a strategic guide and a resource for others interested in advancing sustainability. Originally released in 2014 and updated in May 2023, the Plan was created with extensive input from faculty, students, staff and stakeholders across the University. The Annual Sustainability Report provides comprehensive analytics and interactive visualizations, helping the campus community and external partners track Harvard's progress against sustainability and climate goals and objectives.

Innovation, Recognition, and A Testbed Approach

Over the past year, Harvard's leadership in sustainability has been recognized through several awards, including the Environmental Business Council's Nicholas Humber Award for Outstanding Collaboration for the Consortium for Climate Solutions, the Green Restaurant Association's "Greenest University" designation for the second consecutive year, and a Platinum Level Green Lease Leader Award for its housing operations.

Fostering the Next Generation of Climate Leaders

Harvard continues to cultivate climate entrepreneurship and student leadership. Through the Climate Circle at the Harvard Innovation Labs, or i-Lab, 97 Harvard-led climate ventures have been incubated to date, addressing challenges that span from decarbonizing real estate to leveraging AI for clean technology. Student-centered programs, including the Council of Student Sustainability Leaders (CSSL) and student sustainability grant initiatives, provide meaningful opportunities for students to engage in projects that help develop leadership skills for impact within and beyond the University.

The Salata Institute for Climate and Sustainability

The Salata Institute for Climate and Sustainability remains a hub for cross-disciplinary climate research, innovation, and engagement. In 2024, the Institute expanded its Seed Grant Program to support 37 projects and launched two new Climate Research Clusters focused on Urban Mobility and Sustainable Building. Through the Salata Institute, more than 360 students participated in collaborative research and internships, students represented Harvard at international climate events such as COP29, and more than 90 hours of public climate education programming were offered online. The Climate and Sustainability Translational Fund continued to accelerate the formation of climate-focused startups by providing crucial funding and guidance to Harvard research teams working on solutions such as green jet fuel, sustainable packaging, and carbon storage.



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 University is committed to supporting a variety of educational programs, initiatives, and partnerships that contribute to Cambridge Public Schools (CPS). 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.

All of CPS

Harvard educational programs are available in every CPS school. Program highlights include:

Early Childhood - Elementary

Mind Matters: Families Make a Difference

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

Arts & Culture Programming

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

Upper School

Foragers to Farmers

Foragers to Farmers is a four-lesson unit program that teaches students about the rise of agriculture. Teachers introduce the impact 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 research from the Harvard Graduate School of Education and focuses on communicating college and career goals, sharing resources, developing partnerships between students and colleges, and engaging families. All CPS 7th graders are invited for a campus experience that includes talking with undergraduates, a modified college class, and lunch. 460 Cambridge middle schoolers participated in Project Teach during the 2024-2025 academic year.

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. **36 Cambridge students participated during the 2024-2025 academic year.**

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. **13 Cambridge students held internships in the Summer of 2025.**

Parent Leadership Workshop Series: Building Capacity for School and Community Impact

The Parent Leadership Workshop Series: Building Capacity for School and Community Impact is a four-part workshop series designed to strengthen the leadership skills of parents committed to advancing student success, family engagement, and equitable school improvement. Through interactive sessions, participants examine effective leadership practices and strengthen communication and advocacy skill. Each session offers practical tools, structured dialogue, and guided reflection to support parents in leading with clarity, confidence, and purpose within their school communities. **10 Cambridge residents participated during the 2024-2025 academic year.**



Science Research Mentoring Program

The Science Research Mentoring Program (SRMP) at the Center for Astrophysics, Harvard & Smithsonian 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. **13 Cambridge students participated during the 2024 – 2025 academic year.**

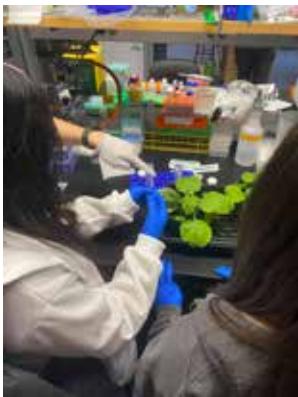
Theatre Arts for Cambridge Students

Through a partnership between Harvard's Public School Partnerships team and the American Repertory Theater, Cambridge high school students attended two performances of the season at the Loeb Drama Center: Romeo & Juliet and The Odyssey. **272 CRLS student participants were reached during the 2024-2025 academic year.**

Interactive Science 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. **150 Cambridge students participated during the 2024-2025 academic year.**





Emerging Scientists Program

Building on a collaborative program between Harvard's Department of Organismic and Evolutionary Biology and Cambridge Rindge & Latin High School, the Emerging Scientists Program connects high school students with Harvard researchers. The program's goal is to provide meaningful and accessible life sciences research experiences. **12 CRLS students participated during the 2024-2025 academic year.**

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. **45 CRLS students attended Evolution Day in 2025.**

Lunch & Learn - Cambridge Rindge and Latin School

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 to them, then engage in casual Q&A over lunch. **20 CRLS students participated during the 2024-2025 academic year.**



Niles Singer/Harvard University

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 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.



Niles Singer/Harvard University

Equity in Design Mentorship Program

Developed by the Harvard Graduate School of Design, 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 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. **75 Cambridge students and educators were reached in FY24.**

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 Harvard Graduate School of Education program 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-three Cambridge students, including 13 from CRLS, were accepted to Harvard College for the 2025-2026 academic year. Cambridge schools have historically been pipelines to Harvard, as 120 Cambridge residents, 80 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

Every year, Harvard Law School's Clinical and Pro Bono Programs – a collection of 49 in-house clinics, externship clinics, and student practice organizations – provide free legal services and referrals to low-income individuals who would otherwise be unable to afford a lawyer. 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 Business School Leadership Fellows

The Leadership Fellows program offers nonprofit and public sector organizations the opportunity to leverage the experience, expertise, and skills of Harvard's MBA students for one year with a salary subsidized by the Harvard Business School. **In FY24, one fellow was placed in the City of Cambridge.**

Harvard Dental Center

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 Ed Portal

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 development and career goals.

Resources for Cambridge-based Small Businesses - Harvard Ed Portal

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 29,500 Cambridge residents, including CPS students, received free admission to HMSC in FY24.**

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, faculty, and members of the community. 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 November 2024, the A.R.T. unveiled the Lavine Learning Lab, a new program that will foster dialogue and build community between the A.R.T. and local public high schools, including the Cambridge Rindge & Latin School. **430 Cambridge participants were reached through A.R.T.'s community programming in FY24.**

Arts Thursdays

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 FEST

Produced by the Office for the Arts at Harvard, this four-day celebration in Harvard Square 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.

Radcliffe Institute for Advanced Study Events & Exhibition

Free and open to the public, the Radcliffe Institute for Advanced Study 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

As an anchor institution, Harvard University plays a key role in Cambridge's economy. The University provides employment, supports tourism, generates spending at local businesses, and drives innovations that lead to new ventures and companies in the City and the region.

Local Jobs

Harvard is the largest employer in the City of Cambridge. University employees benefit from competitive pay and industry-leading benefits, including an array of professional development and career advancement opportunities.

#1 largest employer in the City of Cambridge for the last 25 years

4,413 Cambridge residents directly employed by Harvard in 2025

Direct Contributions

AAA Harvard's steady presence 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.

\$65M in taxes paid to the City of Cambridge in the last 10 years

Top 10 largest taxpayers in the City of Cambridge

\$43M 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

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

6,000+ ventures launched through Harvard i-labs since 2011

5,800 patent applications held by Harvard as of July 1, 2024

170+ startups launched around Harvard research innovations in the past decade

900+ technology licenses are active with 650 industry partners as of July 1, 2024

Attracting Tourism

As a cultural anchor, Harvard's historic campus and world-class museums draw visitors from around the world. The University curates renowned collections and provides accessible educational experiences that enrich the broader community.

650K+ visitors to Harvard Museums each year

30K+ people come to Harvard Square to attend the University's Commencement each year

Harvard Museums

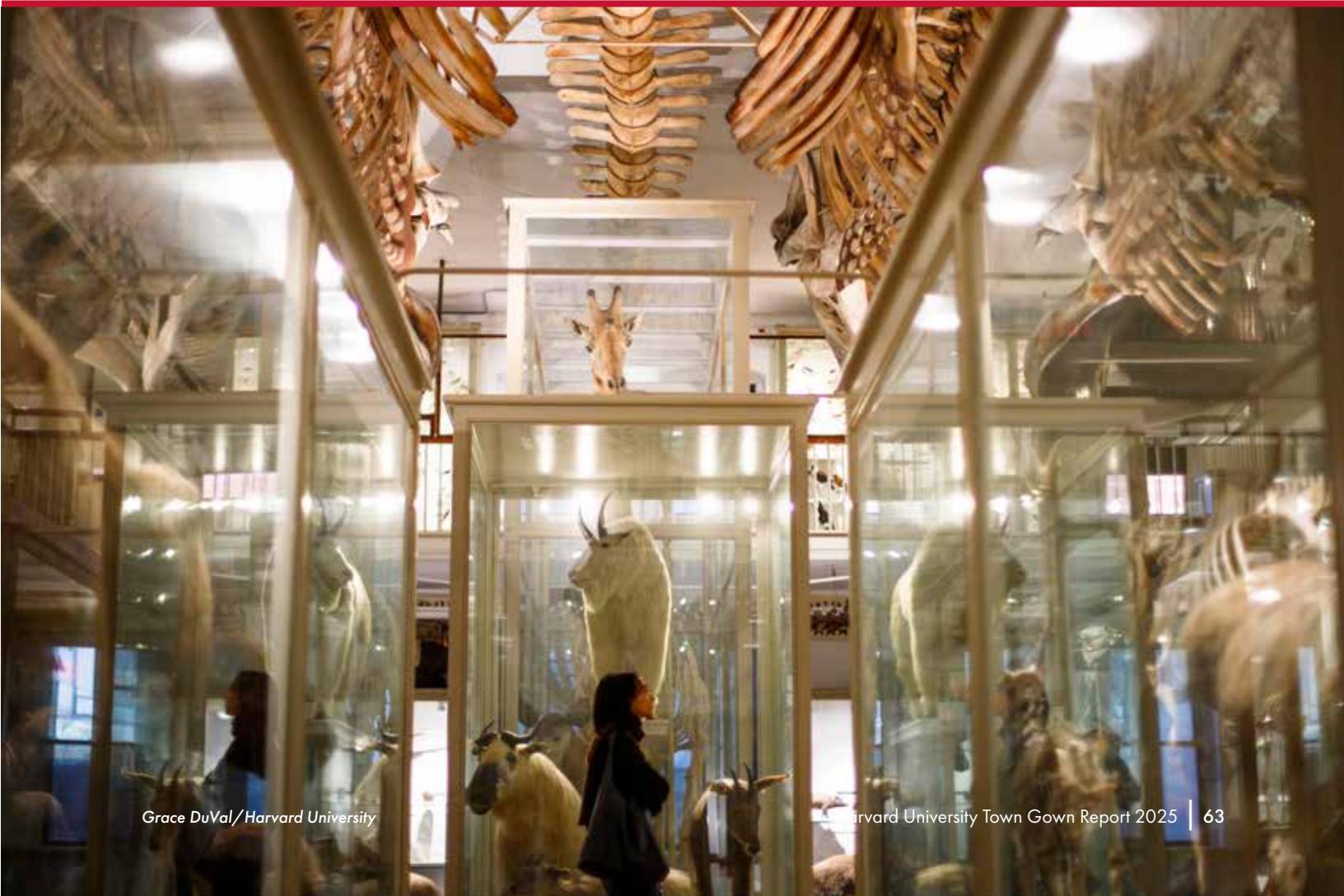
The University offers Cambridge residents free admission to its museums, including the Harvard Art Museums (which recently expanded free admission to all visitors), the Harvard Museum of the Ancient Near East, and the Collection of Historical Scientific Instruments. Cambridge residents can also visit the Harvard Museum of Natural History and the Peabody Museum of Archaeology & Ethnology free every Sunday morning (9:00 am to 12:00 pm) and on Wednesdays (3:00 pm to 5:00 pm).

Harvard Art Museums

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

Harvard Museums of Science and Culture

- Harvard Museum of Natural History
 - Museum of Comparative Zoology
 - Harvard University Herbaria
 - Mineralogical & Geological Museum
- Peabody Museum of Archaeology & Ethnology
- Harvard Museum of the Ancient Near East
- Collection of Historical Scientific Instruments



PAYMENTS TO CITY OF CAMBRIDGE

	2021	2022	2023	2024	2025 ¹
Total Payments	\$17,118,461	\$20,127,145	\$23,259,687	\$22,087,112	\$21,777,898
Real Estate Taxes Paid	\$6,951,425	\$6,848,649	\$6,955,707	\$7,091,439	\$7,457,185
Payment in Lieu of Taxes (PILOT)	\$4,392,207	\$4,434,578	\$4,321,179	\$4,715,920	\$5,041,588
Water & Sewer Fees Paid	\$4,294,422	\$6,727,670	\$7,243,463	\$7,144,322	\$7,610,981
Other Fees & Permits Paid ²	\$1,480,407	\$2,116,248	\$4,739,338	\$3,135,431	\$1,668,144

¹ Payments made FY2025 (July 1, 2024 to June 30, 2025)

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 University offers a vast collection of resources to the public, including the Cambridge community. To help navigate the myriad opportunities, the following websites provide starting points for exploring all that Harvard 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**

Upcoming events across campus with links to events calendars at Harvard's schools, research centers, and academic departments.

www.harvard.edu/events

- **Harvard in the Community Events**

Upcoming events on Harvard's campus that are open to the public.

community.harvard.edu/events

Harvard Libraries

- **Harvard University Library Visitor Access**

There are many opportunities for visitors to experience Harvard's 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**

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

www.hmsc.harvard.edu

Tours

- **Historical 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 Walking Tours**

- **Historical Tour:** Learn the history behind well-known spots across Harvard's campus! Each stop highlights iconic buildings, traditions, alumni, and much more

- **Harvard Public Art & Culture Tour: Allston & Cambridge:** Explore vibrant public art and historical architecture

- **Harvard and the Legacy of Slavery Tour Experience:** Explores Harvard University's entanglements with the institution of slavery through a 10-stop tour around Harvard's campus

- **Additional Tours Across Harvard's Schools, Museums, and Open Spaces:** Explore the ideas, artifacts, people, and places that have shaped our history for nearly 400 years. For all tours visit: www.harvard.edu/visit/tours/



2025 Town Gown Report

for the
City of Cambridge



HARVARD
UNIVERSITY

Submitted by:
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