



# 2023

## Town Gown Report

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HARVARD  
UNIVERSITY

*for the*  
City of Cambridge







# 2023 Harvard University Town Gown Report

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## HARVARD AND ITS CORE MISSION

For nearly 400 years, Harvard has created and fostered a campus environment that supports its mission of teaching, learning, and research. The ideas and solutions that result from these efforts seek to address many of the world's most critical challenges related to health, climate, and society. Be it the University's ability to attract significant research funding to its work and to the local economy or the interest of students and faculty in working with government partners to solve real world challenges, there are countless interactions that speak to the deeply collaborative relationship Harvard shares with the City of Cambridge in creating a culture of problem-solving and discovery. The inauguration of Harvard's 30th president, Claudine Gay, in September created an opportunity to reflect not only on the history of our campus and community, but on Harvard's role as an institution engaged in the continuous work of discovery and ideas that serve the public good.



Kris Snibbe/Harvard University



**H**arvard's Cambridge campus has a population that includes over 25,000 students who are enrolled in undergraduate, graduate, and Extension School programs. The University also has over 13,000 FTE Cambridge-based faculty, staff, and postdoctoral scholars, making it the largest employer in the City of Cambridge.



Kris Snibbe/Harvard University

## 2023 POPULATION UPDATE

The number of staff increased over the previous year. This increase is attributable, in part, to the continued filling of the many positions that were vacated by retirements in 2021.

The number of graduate degree students declined, however this is primarily attributable to graduate students in the School of Engineering and Applied Sciences being characterized as either Boston-based or Cambridge-based beginning in Fall 2022, upon the completion of the Science and Engineering Complex in Allston.



Dylan Goodman/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; graduate and undergraduate certificates; microcertificates; and a premedical program.

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

The average age of Extension School students is 36 years old and approximately 84% of students are over the age of 25. Recent high school graduates (students 17, 18, and 19 years old) make up approximately 2% of Extension School enrollment.



FACULTY AND STAFF <sup>1</sup>	2019	2020	2021	2022	2023	2028
<b>Cambridge-Based Staff</b>						
Head Count	12,991	13,293	12,319	13,029	13,563	13,000 - 14,500
FTEs	10,636	10,938	10,129	10,805	11,461	10,500 - 12,000
<b>Postdoctoral Scholars <sup>2</sup></b>	1,162	1,052	929	1,066	1,103	950 - 1,250
<b>Cambridge-Based Faculty</b>						
Head Count	2,117	2,128	1,935	1,949	1,960	1,900 - 2,200
FTEs	1,929	1,919	1,737	1,747	1,768	1,700 - 2,000
<b>Cambridge Residents Employed at Cambridge Facilities (Head Count)</b>	4,104	3,769	3,243	3,637	3,651 <sup>3</sup>	
<b>Cambridge Residents Employed at Boston Facilities (Head Count)</b>	707	743	747	795	929 <sup>4</sup>	
<b>STUDENTS <sup>5</sup></b>	2019	2020	2021	2022	2023	2028
<b>Total Undergraduate Degree Students</b>	<b>7,587</b>	<b>7,557</b>	<b>6,099</b>	<b>7,938</b>	<b>7,973</b>	7,000 - 8,000
Day	6,722	6,716	5,212	7,095	7,178	
Evening	[865]	[841]	[887]	[843]	[795]	
Full-Time	6,982	6,987	5,503	7,376	7,403	
Part-Time	605	570	596	562	570	
	[605]	[570]	[574]	[562]	[570]	
<b>Total Graduate Degree Students</b>	<b>11,824</b>	<b>12,238</b>	<b>12,422</b>	<b>12,962</b>	<b>12,079<sup>6</sup></b>	11,500 - 13,000
Day	9,480	9,661	9,679	9,904	8,979	
Evening	[2,344]	[2,577]	[2,743]	[3,058]	[3,100]	
Full-Time	9,915	10,135	9,800	9,744	8,972	
Part-Time	1,909	2,103	2,622	3,218	3,107	
	[1,787]	[1,962]	[2,153]	[2,818]	[2,919]	
<b>Total Non-degree Students</b>	<b>8,065</b>	<b>7,707</b>	<b>7,949</b>	<b>6,227</b>	<b>5,335</b>	5,500 - 7,500
Day	396	378	335	265	214	
Evening	[7,669]	[7,329]	[7,614]	[5,962]	[5,121]	
<b>Total Number of Students in Cambridge-Based Schools</b>	<b>27,476</b>	<b>27,502</b>	<b>26,470</b>	<b>27,127</b>	<b>25,387</b>	24,000 - 28,500
<b>Cambridge Students Accepted to Harvard College for 2023-24 Academic Year</b>					<b>23</b>	

1 Employment figures are as of May 31, 2023 (graduate students, interns, and teaching assistants) and June 30, 2023 (faculty, staff, and postdoctoral scholars).

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

3 2,748 (FTE)

4 786 (FTE)

5 Counts as of October 15, 2022 for 2023. Numbers in brackets represent students at the Extension School and are a subset of the total number of Full- and Part-Time students indicated.

6 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.



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





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

	2019	2020	2021	2022	2023	2028
Acres (Tax Exempt)	191.8	191.8	191.8	191.8	190.29	190.29
Acres (Taxable)	22.4	22.4	22.5	22.5	22.5	22.5
Number of Buildings	393	394	390	390	390	391
<b>Dormitories</b>						
Number of Buildings	75	75	75	75	75	75
Number of Beds	8,107	8,238	8,286	8,329	8,375	8,000 - 8,400
<b>Size of Buildings (SF)</b>						
<b>Assembly/Museum</b>	<b>1,026,278</b>	<b>1,026,278</b>	<b>1,026,278</b>	<b>1,026,278</b>	<b>1,026,278</b>	<b>1,026,278</b>
Athletic	210,780	210,780	210,780	210,780	210,780	210,780
Classroom	958,214	958,214	982,379	982,379	982,379	982,379
Commercial	185,453	185,453	68,562	68,562	68,562	68,562
Healthcare	77,155	77,155	69,011	69,011	69,011	69,011
Laboratory	2,587,479	2,587,479	2,587,479	2,587,479	2,472,790	2,472,790
Library	1,097,644	1,097,644	1,097,644	1,097,644	1,097,644	1,097,644
Office	3,164,256	3,164,256	3,329,753	3,329,753	3,329,753	3,329,753
Residential	5,914,261	5,914,261	5,980,807	5,980,807	5,980,807	5,980,807
Support	914,550	914,550	914,550	914,550	914,550	914,550

<sup>1</sup> Current year space data as of June 30, 2023.

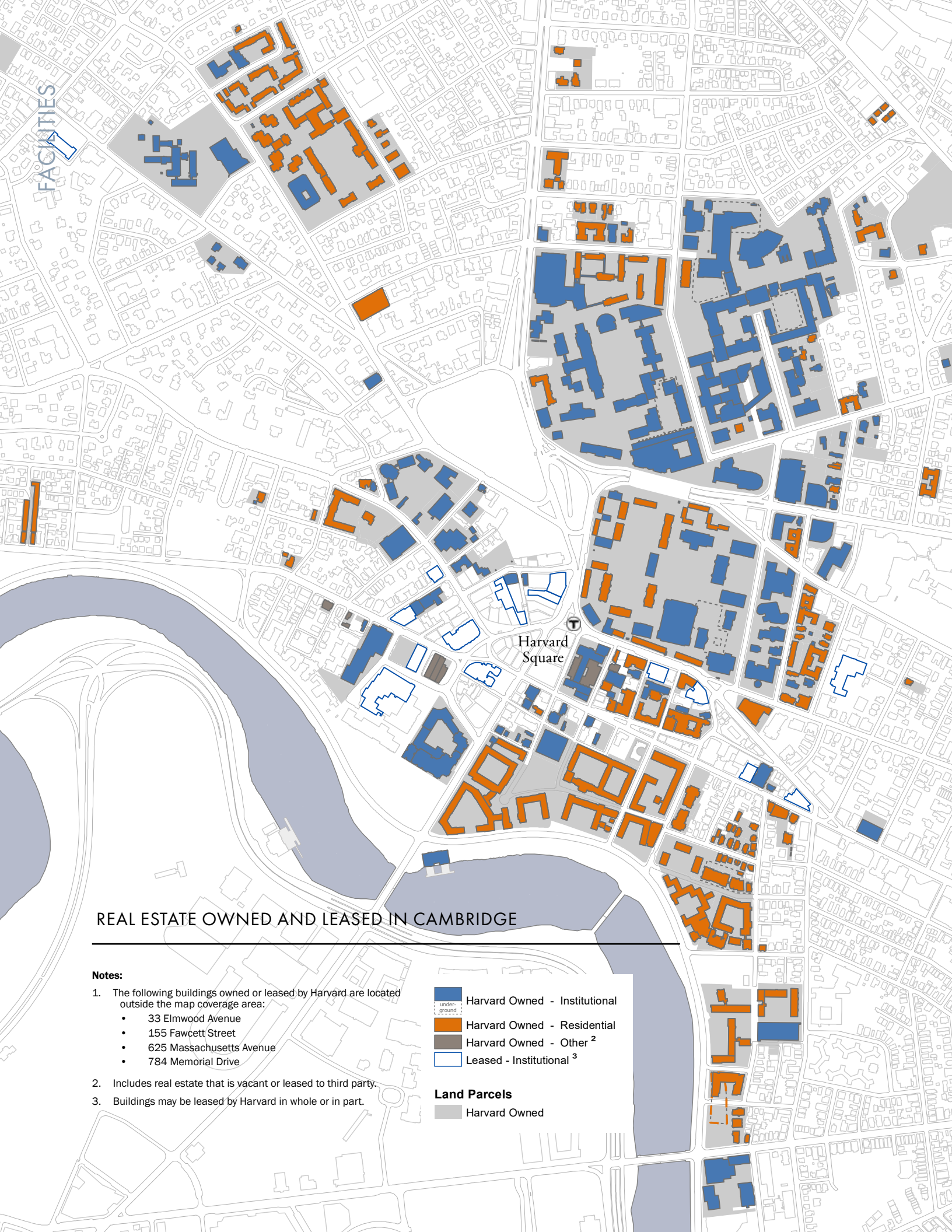
### ALIGNMENT OF FACILITY NEEDS

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

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

Harvard, like all institutions of higher ed (and most employers generally), continues to assess the long-term impacts of new workforce models on physical space needs. While the continued evolution of remote or hybrid work models for employees may eventually result in the need for less office space, or for different configurations of workspace, these changes are unlikely to result in the disposition of existing Harvard-owned facilities or real estate.










FACILITIES

Harvard Square

## REAL ESTATE OWNED AND LEASED IN CAMBRIDGE

**Notes:**

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

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



## PROPERTY TRANSFERS

Since the filing of the previous Town Gown Report, Harvard received the property at 15 Mt. Auburn Street as a gift. The sale of the property at 100 Edwin Land Boulevard was completed during the current reporting period for land and facilities data.

## PARKING FACILITIES

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

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

Real Estate Leased by Harvard	Sq. Feet	Use
One Bow Street	27,461	Office
One Brattle Square	75,576	Office
One Story Street	12,251	Classroom
8 Holyoke Street	4,700	Restuarant
10 Ware Street	3,738	Office
100 Edwin H. Land Blvd.	3,365	Office/greenhouse
104 Mt. Auburn Street	34,187	Office
114 Mt. Auburn Street	65,104	Office /Healthcare
125 Mt. Auburn Street	36,564	Office
1100 Massachusetts Avenue	22,399	Office
1280 Massachusetts Avenue	18,285	Office
1408-1414 Massachusetts Avenue	49,522	Office
1430 Massachusetts Avenue	11,265	Office
155 Fawcett Street	37,500	Warehouse
160 Concord Avenue	5,131	Office
20 University Road	21,550	Office
50 Church Street	28,580	Office
625 Massachusetts Avenue	35,660	Office
784 Memorial Drive	61,000	Office
<b>TOTAL</b>	<b>553,838</b>	

<sup>1</sup> Data as of Spring 2023.

## HARVARD RETAIL TENANTS

Harvard maintains its ongoing commitment to support a diverse range of businesses in our Harvard Square buildings with retail space. The retail spaces within the Richard A. and Susan F. Smith Campus Center continue to offer a creative mix of dining options. Elsewhere in Harvard Square, the Painted Burro recently opened in renovated space on Church Street, and Harvard's proposed renovation and re-positioning of 12 - 30 Palmer Street will include an active ground floor use to further enliven the Square.



Outside of Harvard Square, the ground floor retail space at 1607-1611 Massachusetts Avenue is home to Stoked Pizza Co., which opened in 2021.

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

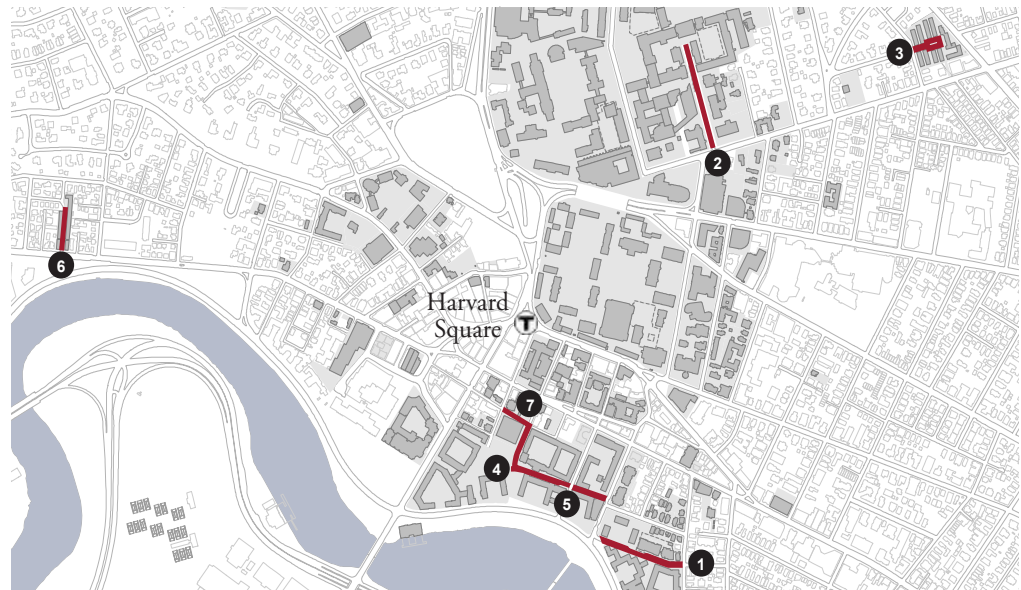
Early in 2023 Harvard entered into a long-term lease with Arrow Street Arts, Inc., a new Cambridge based non-profit, to operate the former Oberon theater space located at Zero Arrow Street in Harvard Square. Arrow Street Arts has renovated the theater’s two performance spaces and selected the locally based, award-winning Moonbox Productions to serve as the venue’s resident theater company. Arrow Street Arts will make a major contribution of the vitality of the arts in Harvard Square. A grand opening is scheduled in 2024.



## HARVARD STREETS

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

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



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



Peter Vanderwarker

## HOUSING

Harvard's vibrant living-learning campus experience for students and other affiliates is reliant upon the University's extensive portfolio of residential facilities. Harvard's residential campus includes approximately 15,000 beds and over 8,700 units in a range of building types, from dormitories to fully furnished apartments. Half of the buildings on Harvard's Cambridge campus are devoted to housing, comprising approximately more than one-third of all campus space. Founded as a residential campus, Harvard continues to support its broad housing portfolio through programming, policies, and facility investments.

### Undergraduate Student Housing

Living on campus is a cornerstone of the Harvard College experience for undergraduate students. First-year students live in one of the dormitories in or adjacent to Harvard Yard. Self-selected groups of students are assigned to one of 12 residential Houses for the final three years of undergraduate study. About 350 to 500 students live in each of the Houses, which is a singular dormitory or collection of buildings that include its own dining hall, library, advising staff, and many other resources. This past year, Harvard College housed more than 99% of its undergraduate population on campus, promoting a residential campus as part of its core educational mission. Only a very small number of Harvard College undergraduate students typically live off campus in Cambridge (30 in Fall 2022).

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

### Graduate Student and Affiliate Housing

While undergraduates are expected to live on campus, graduate students and other affiliates have a choice to live either on or off campus. Often, they have personal, professional, lifestyle, and other reasons for desiring more flexibility in their housing options. However, most students tend to select housing that provides the proximity for a meaningful academic experience. For those graduate students choosing to live on campus, Harvard University owns and operates approximately 6,900 beds in Cambridge, Somerville, and Boston. Approximately one third of these beds are operated by Harvard's graduate and professional schools and the remaining two thirds are managed centrally by Harvard University Housing (HUH). The provision of graduate student and affiliate housing not only supports the University's academic mission, but also relieves some pressure on the local housing market.

From 2001-2008, the University embarked on an initiative to expand its graduate student housing stock. The Graduate Student Housing Initiative added more than 1,000 beds in Cambridge and Boston in multiple facilities including 10 Akron Street and 5 Cowperthwaite Street. The new beds developed through this effort





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

Harvard has also implemented other programs and policies to support graduate student housing. HUH provides a simplified leasing process for graduate students, with no required security deposits, broker’s fees, or credit checks. Its leasing practices encourage apartment sharing to increase the efficient utilization of housing inventory. HUH also maintains prevailing market rates, which are currently on average, 1.75% below the Cambridge City median market rent. This is consistent with the University’s affiliated housing rent policy, which

are amenable to graduate student budgets and are considered when financial aid is determined by each academic unit. HUH established the Graduate Commons Program within its residential portfolio to bring together Harvard affiliates from across disciplines and cultures to create a more meaningful residential experience through community building and co-curricular programming.

Harvard University is committed to providing a broad housing portfolio for its student and affiliate population. This commitment includes ensuring the University continues to meet its goal for graduate student housing capacity. As demand for affiliate housing remains strong, Harvard has seen steady numbers of graduate students electing to live on

STUDENT AND AFFILIATE HOUSING	2019	2020	2021	2022	2023 <sup>1</sup>	2028
<b>Number of Undergraduate Students Residing in Cambridge</b>						
In dormitories	5,969	6,136	1,531	6,335	6,378	6,000 - 6,400
With cars garaged in Cambridge	8	11	10	29	36	
In Harvard affiliate housing <sup>2</sup>	655	528	0	548	620	400 - 700
In non-affiliate housing	188	159	287	54	30	
<b>Number of Graduate Students Residing in Cambridge</b>						
In dormitories	1,337	1,186	391	1,117	1,142	1,100 - 1,400
With cars garaged in Cambridge	84	87	60	107	110	
In Harvard affiliate housing	1,221	1,462	1,062	1,507	1,541	1,200 - 1,600
In non-affiliate housing	3,206	3,149	2,549	4,043	3,920	
<b>Affiliate Housing - Tax Exempt</b>						
Number of Units:	1,036	1,036	1,032	1,032	1,032	
Number of Buildings:	12	12	12	12	12	
<b>Affiliate Housing - Taxable</b>						
Number of Units:	889	889	889	889	889	
Number of Buildings:	54	54	54	54	54	

1 Undergraduate housing data represents Fall 2022. Graduate housing data represents Spring 2023.

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 2022-2023 academic year.

campus. In order to address housing demand for its overall affiliate population, the University has been working to add new housing stock both within the University's portfolio and the local market.

In Allston, Harvard has partnered with third party developers to propose over 850 new residential units. This is in addition to the proposed new affiliate housing at 175 North Harvard Street in Allston which will add another 500 beds. This residential building will provide additional housing options for Harvard graduate students, faculty, staff, and their families.

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

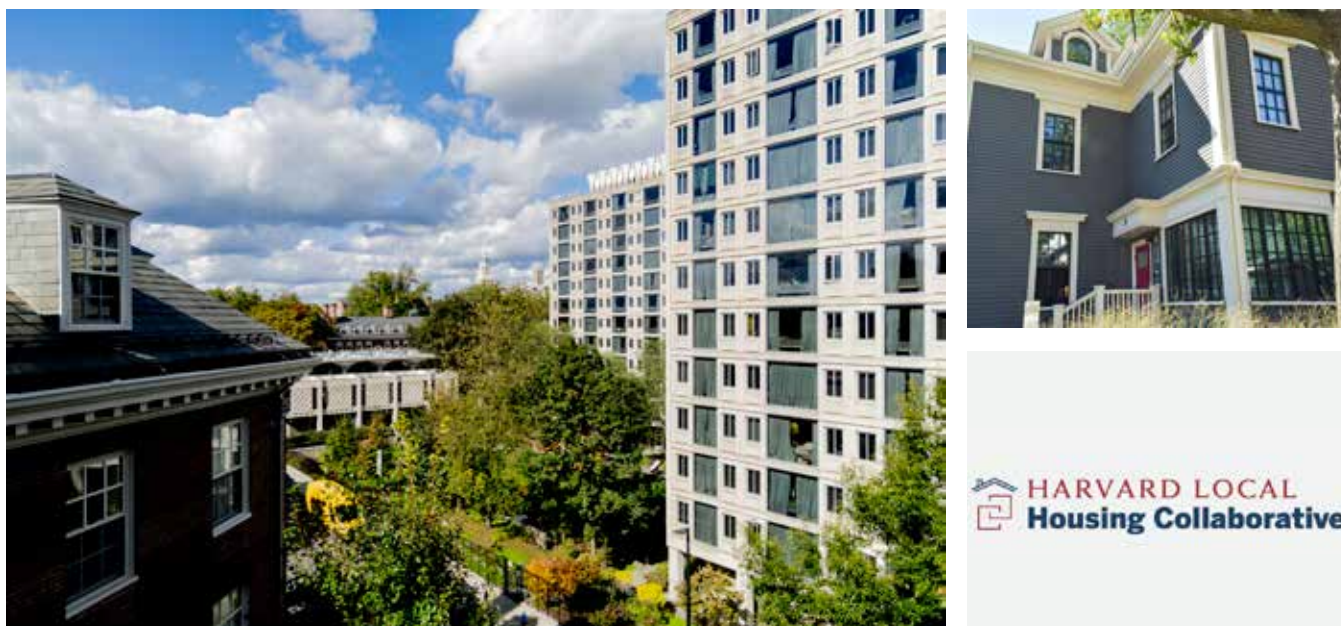
In Cambridge, Harvard has recently completed renovation projects at 13 Kirkland Place and 5 Sacramento Street. These two buildings have been repurposed and rehabilitated to provide larger units to meet the growing demand for family units and roommate sharing. With the completion of these two projects, Harvard University Housing added nine new

2-, 3-, and 4-bedroom units of residential housing to the Cambridge portfolio.

HUH'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 HUH, but they alternatively can purchase a homeownership condominium at below market rates at one of two Harvard-affiliated complexes in Cambridge.

### Harvard Local Housing Collaborative

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 program has supported more than 7,000 units of affordable housing. In 2019, the University recommitted the funding for another 20 years, continuing the support for increasing the amount of affordable housing in the region.



Dylan Goodman/Harvard University



## HOUSE RENEWAL UPDATE

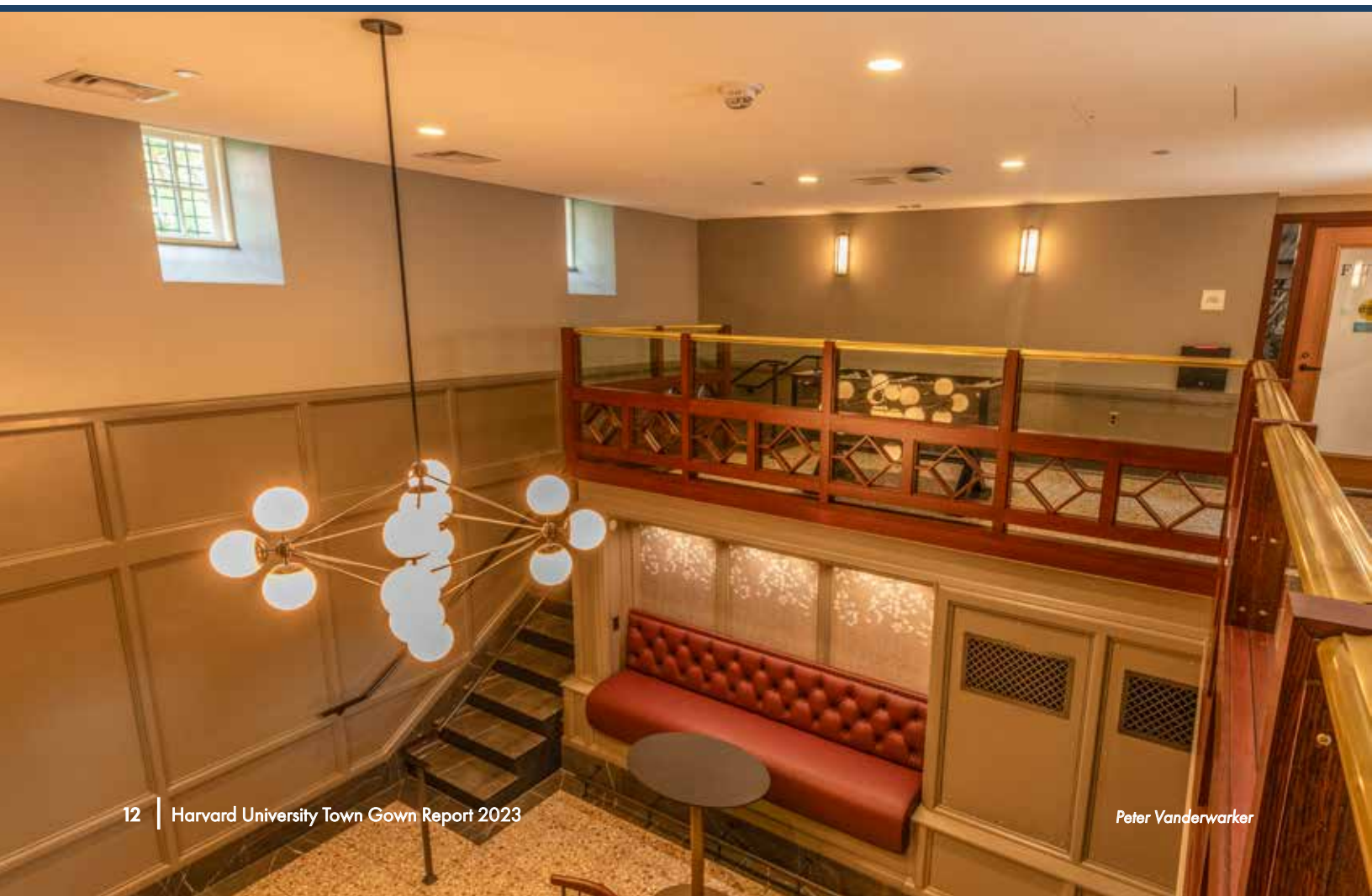
Harvard University continues to advance its systemwide renewal of the undergraduate residences, the “Harvard Houses,” which serve as the cornerstone of the living-learning educational experience. Significant upgrades to life safety, accessibility, building systems, and sustainability are fundamental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

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

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

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

House Renewal design standards incorporate strong green measures that have dramatically improved the sustainability of the renewed Houses. Renewal projects feature high performance insulation and windows, and energy efficient heating and lighting to reduce energy loads. Buildings feature individually controlled temperature controls and provide fresh air ventilation and ceiling fans in student rooms. Low emitting construction materials and furnishings create healthy interiors. Water use is reduced through low flow plumbing fixtures, construction waste is diverted to recycling, and furnishings 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 accommodations are located at 8 Prescott Street.

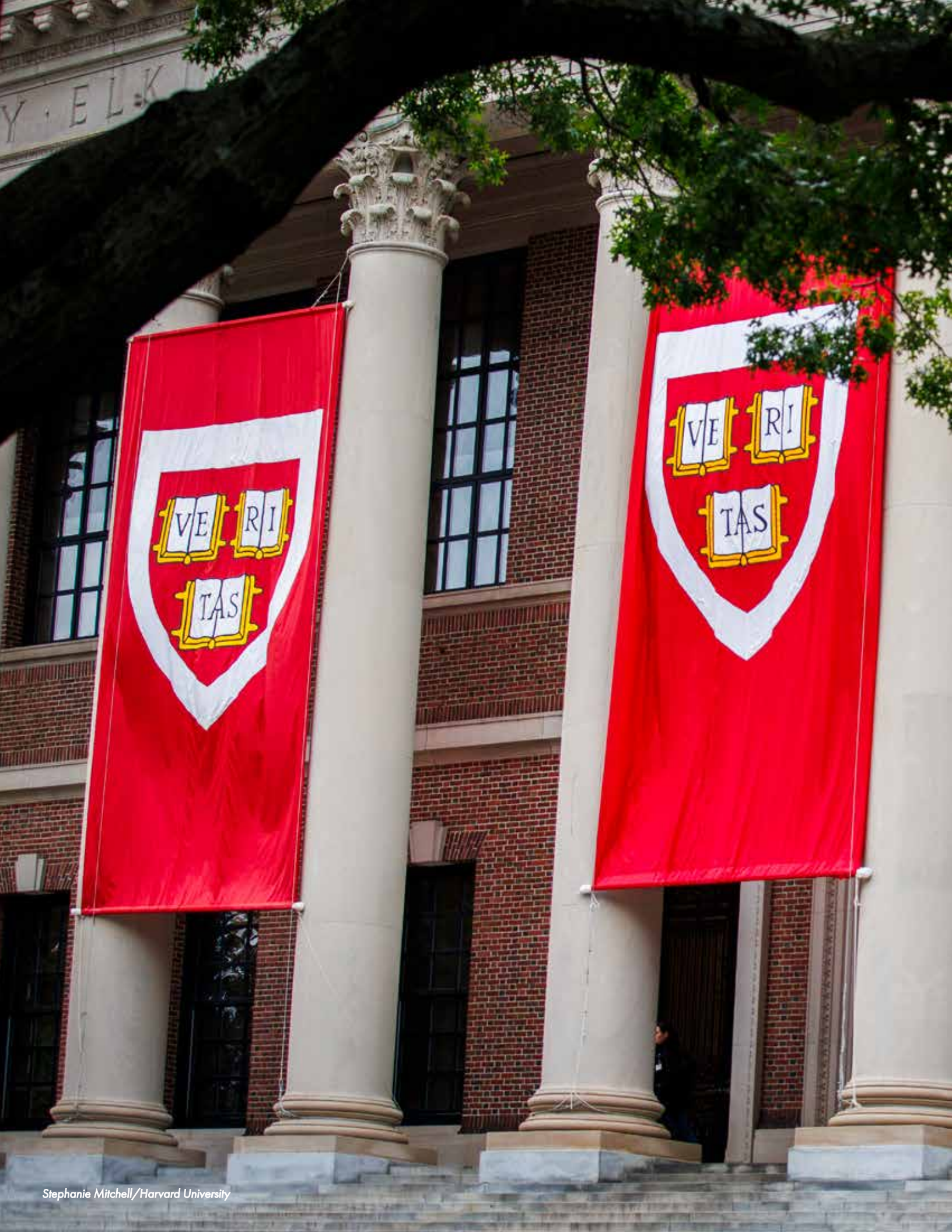
Together these properties meet the program needs of all the Houses, even those with the largest student populations. During academic years when these buildings are not needed for swing use, they are used as residences for other Harvard affiliates. Upon completion of the House Renewal program, the five Harvard-owned residential buildings will continue their long-standing role in providing housing to Harvard’s graduate students and other affiliates. The long-term use of 1201 Massachusetts Avenue has not yet been determined, but it is anticipated to remain in institutional use.

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



*Peter Vanderwarker*





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

**INSTITUTIONAL OBJECTIVES AND NEEDS**

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

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

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

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

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 strong sense of place and provide a welcoming environment. This is achieved by implementing campus-level planning strategies that respect the existing physical context while acknowledging the need for flexibility and adaptability to accommodate future change.

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

## CAMPUS PLANNING PRINCIPLES

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:

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

## CAMPUS OPEN SPACES

One of the character-defining elements of Harvard's Cambridge campus is its network of open spaces. From Harvard Yard, the iconic heart of the University, to smaller quadrangles and landscaped paths, these interconnected open spaces provide a unique and beautiful setting for the University's facilities. Representing over 40% of the University's Cambridge land area, campus open spaces also serve as a place for collegial interaction, campus events, and rest, relaxation, and quiet contemplation for the Harvard community and the surrounding city as well.

The majority of the University's campus open spaces are generally open and accessible to public at all times, with the exception of special events such as commencement or when campus access is restricted due to public safety or health concerns. Whether walking through Harvard Yard on their commutes, visiting unique open spaces such as the labyrinth at the Harvard Divinity School, touring the campus with visitors, or just taking a leisurely stroll, the public regularly accesses Harvard's campus open spaces.

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





## HARVARD AND THE CHARLES RIVER

Harvard University maintains the John F. Kennedy Memorial Park, and the waterfront sites of the Weld Boathouse in Cambridge and Newell Boathouse in Boston. Events such as the Head of the Charles Regatta held each October, bring thousands of people to the Charles River to enjoy a weekend of rowing competitions, with Harvard welcoming the larger community to its boating sites. The DCR's "Riverbend Park" which closes a portion of Memorial Drive adjacent to the Harvard campus from the spring through fall allows pedestrians, cyclists, and others to enjoy the riverfront roadway without cars.

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

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

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



Stephanie Mitchell/Harvard University



## HOLDEN CHAPEL PEDIMENT RESTORATION



If you have walked through Harvard Yard recently you may have noticed some changes at Holden Chapel, Harvard University's third-oldest building. The

Faculty of Arts and Sciences recently completed the restoration of the Chapel's carved wood friezes located on the building's east and west pediments. The friezes feature the Holden family crest surrounded by cherubs and elaborate scroll work.

The restoration project involved the careful removal of the friezes (which are comprised of separately carved sections), and their meticulous repair and restoration in an off-site conservation facility. In the course of the project, building materials analysis and documentary research revealed that the carved wood frieze on the west pediment (facing Massachusetts Avenue) dates to the Chapel's

original construction ca. 1744. This would make Holden Chapel's west pediment frieze potentially the earliest known American pediment sculpture. The Chapel's east pediment frieze (facing Harvard Yard) is a replica of the west sculpture and was installed on the building in 1926. This frieze was also removed and underwent careful restoration off-site.

When the replica west frieze was installed in 1926, both building pediments were repainted a bright blue, which continued until the recent restoration. As part of the restoration project, a detailed historic paint analysis was performed to determine the earliest paint colors used on the friezes, the pediment, and building trim. Based on this information, these elements were painted to correspond to a late 18th century color palette consistent with the building's original construction. All of the restoration work involved ongoing review and consultation with the Cambridge Historical Commission.





Nic Lehoux

## PRESERVATION OF HARVARD'S MID-CENTURY MODERN ARCHITECTURE

Although Harvard University's Cambridge campus is probably best known architecturally for landmarks such as Massachusetts Hall and Memorial Hall, and its outstanding collection of Georgian Revival undergraduate houses, the University also possesses many architecturally notable buildings from the mid-20th century. These buildings include the Smith Campus Center, Peabody Terrace, and Gutman Library.

As many of Harvard's "modern" buildings from this period are now over 50 years old, they present unique challenges in planning for their long-term preservation. These buildings were often constructed using materials such as cast concrete, which after decades of weathering the extremes of New England's climate are showing signs of deterioration. Mid-century modern buildings also often incorporated large expanses of single-pane glazing that do not meet today's stringent energy performance standards. Harvard is currently planning two projects that highlight the preservation challenges faced by buildings from this period.



### Gund Hall

Gund Hall, the primary hub of the Harvard Graduate School of Design, is planning a façade restoration of this important modernist building that is a landmark in design education. To ensure that the building provides many more decades of service, the project, led by Bruner/Cott & Associates, will address critical energy use, occupant comfort and envelope integrity issues, and employ high-performance building technologies. The intent is to balance performance, innovation, and aesthetics while meeting the stringent performance standards of the MA Specialized Stretch Energy Code. The first phase of the project is anticipated to begin in summer 2024.



### Carpenter Center for the Visual Arts

The Carpenter Center for the Visual Arts, completed in 1963, has the distinction of being the only building constructed in North America designed by the Swiss-born architect Le Corbusier. The building houses the Department of Art, Film, and Visual Studies, exhibition spaces, and the Harvard Film Archive. Designed to house spaces for art-making, the building features large expanses of glass set within cast-concrete walls. Now over 60 years old, the caulking which secures the building's expansive glass windows, and its exterior concrete walls and ramps are showing signs of deterioration. The Faculty of Arts and Sciences is currently planning a multi-year exterior renewal project that will address both of these issues within a strong preservation context. The first phase of work on window glazing is expected to begin in Spring 2025.



**PROJECT LIST**

<b>Project</b>	<b>Programmatic Goal</b>	<b>Sustainability Features <sup>1</sup></b>
<b>Recently Completed</b>		
1. Randolph Hall, Adams House	Renewal of undergraduate House life	Targeting LEED CI v4 Gold; Harvard Sustainable Building Standards
2. Weld Boathouse	Renewal of undergraduate House life	Enhanced on-site stormwater management, window restoration, new energy efficient boilers, and new low-flow toilets
3. 13 Kirkland Place	Housing Harvard affiliates	Passive House Design Certified and targeting Living Building Challenge Core Certification
4. 5 Sacramento Street	Housing Harvard affiliates	Passive House Design Certified and targeting Living Building Challenge Core Certification
5. Blackstone Steam Plant	Facility resiliency	Resiliency measures to building exterior
<b>Currently in Construction</b>		
6. 60 Oxford Street	Facility renewal for new academic use	Energy efficient mechanical systems, water conservation measures
7. Russell Hall / Westmorly Court, Adams House	Renewal of undergraduate House life	Targeting LEED CI v4 Gold; Harvard Sustainable Building Standards
8. Harvard Science Center	Renewal of teaching labs	Targeting LEED Gold (Certifiable); new HVAC systems with exhaust heat recovery systems, fume hoods with energy saving controls
<b>Projects in Planning</b>		
9. Pritzker Economics Building	New facility for academic use	Targeting LEED Gold (Certifiable); Living Building Challenge Core Certification; Harvard Healthier Buildings Academy; green roofs
10. 12 -30 Palmer Street	Facility renewal and enhancement of public realm	TBD

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

# HARVARD CAPITAL PROJECTS



**● Recently Completed**

- 1. Randolph Hall, Adams House
- 2. Weld Boathouse
- 3. 13 Kirkland Place
- 4. 5 Sacramento Street
- 5. Blackstone Steam Plant

**● Currently in Construction**

- 6. 60 Oxford Street
- 7. Russell Hall/Westmorly Court, Adams House
- 8. Harvard Science Center

**● Projects in Planning**

- 9. Pritzker Economics Building
- 10. 12-30 Palmer Street





Recently Completed

## RANDOLPH HALL, ADAMS HOUSE

Renovation

### Architect

Beyer Blinder Belle

### Total Square Feet

Approximately 66,000 GSF  
(renovation)

### Programmatic Goal

Renewal of undergraduate House life

### Sustainability Features

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

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

The renewal project meticulously restored Randolph Hall's exterior envelope while making targeted modifications to create accessibility at existing entries as well as a new mid-block entrance on Plympton Street. The interior includes new residential layouts and student common spaces, enhanced circulation, and restoration of traditional interior features such as the mosaic tile and hardwood paneling in the main entrance hall and the historical Edward Penfield murals in the Archibald Carey Coolidge Room. The Cambridge Historical Commission granted this project a Certificate of Appropriateness.





Recently Completed

## WELD BOATHOUSE

### Renovation

**Architect**  
Bruner/Cott & Associates

**Total Square Feet**  
Approximately 25,000 GSF  
(renovation)

**Programmatic Goal**  
Renewal of boathouse to support  
Harvard rowing programs

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

Harvard recently completed the renovation of the Weld Boathouse which is the home of the Radcliffe Heavyweight and Lightweight Rowing programs. To ensure that the facility continues to meet the programmatic needs of these programs, the building renewal project included extensive interior renovations for new training facilities, new locker and toilet rooms, and significant interior and exterior accessibility improvements.

The project also included an extensive exterior restoration of the 1907 building. This work included the replacement of the terra cotta roof tiles, masonry cleaning and repair, the repair and refabrication of terra cotta sculptural elements over the building entrance, and window repairs and replacement. The exterior scope of work was developed in consultation with the staff of the Cambridge Historical Commission.

A final component of the project, the full replacement of the existing Weld boat ramps and docks, which have reached the end of their useful life, is expected to be undertaken in 2024.





Recently Completed

13 KIRKLAND PLACE

Renovation and Addition

**Architect**

Kelly Boucher Architecture

**Total Square Feet**

Approximately 5,386 SF (renovation)  
398 SF (addition)

**Programmatic Goal**

Housing Harvard affiliates

**Sustainability Features**

Passive House Certified and targeting  
Living Building Challenge Core  
Certification

Harvard has completed the renovation of 13 Kirkland Place, a residential building that was recently transitioned into Harvard University Housing's affiliated housing portfolio. To prepare it for graduate student and affiliate residential use, the property underwent a historically sensitive restoration of the exterior, a comprehensive interior renovation, and a reconstruction of the rear ell. The project also included a new accessible entry ramp, the provision of an accessible unit, the removal of the fire escape, full building sprinklering for fire protection, and the addition of secured covered bike parking in the back yard.

The project design was in part driven by the goal to dramatically enhance the sustainability of this wood-frame residential building. The all electric building features a super insulated building envelope, airtight construction, high-performance windows, improved indoor air quality, a reduction of water and energy use, and responsible sourcing of materials.

Built in 1857, 13 Kirkland Place is a contributing building within the Kirkland Place National Register District and the Cambridge Historical Commission's Executive Director was consulted on the project.





Recently Completed

5 SACRAMENTO STREET

Renovation

**Architect**

Kelly Boucher Architecture

**Total Square Feet**

Approximately 9,000 GSF  
(renovation)

**Programmatic Driver**

Housing Harvard affiliates

**Sustainability Features**

Passive House Certified and targeting  
Living Building Challenge Core  
Certification

The building at 5 Sacramento Street, formerly a health clinic, was recently renovated for use as University housing for Harvard graduate students and affiliates. The building now provides five 2-, 3-, and 4- bedroom rental units (including one accessible unit) designed to meet the demand for family units and roommate sharing.

The project included the careful preservation of exterior elements and necessary code upgrades. The project also restored the building's visual connection to its original carriage house at 5A Sacramento Street (which also houses Harvard affiliates). This work included landscaping improvements and repainting the carriage house exterior.

The renovation introduced state-of-the-art building systems and features to maximize energy and water efficiency, envelope performance, and occupant comfort. Secured, covered bicycle parking was also added as part of the project.

The Executive Director of the Cambridge Historical Commission was consulted on the project's historic preservation scope, and zoning approvals were secured from the Cambridge Board of Zoning Appeal.





Recently Completed

## BLACKSTONE STEAM PLANT

Renovation

<p><b>Architect</b> Bruner/Cott &amp; Associates</p> <p><b>Total Square Feet</b> n/a</p> <p><b>Programmatic Driver</b> Storm-hardening improvements to building façades</p> <p><b>Sustainability Features</b> Resiliency measures to building exterior</p>	<p>The Blackstone Steam Plant was built in 1903 with additions in 1930 and 1962 and has been owned by Harvard University since 2003. The plant provides steam heat and power to buildings on the Cambridge and Allston campuses.</p> <p>Harvard has completed a storm hardening project which renovated the building's exterior to protect the plant against future extreme weather conditions and any resulting operational disruptions. All of the windows were replaced with modern thermal versions of the original windows and all louvers were replaced. Both windows and louvers are now capable of withstanding hurricane force winds and extended driving rain. In addition, portions of the brick, granite and terracotta masonry were repaired and restored, basement windows were in-filled, and moveable storm barriers were added to all exterior doors. These resiliency measures will enable the plant to withstand future storms and other severe weather conditions.</p> <p>The project team consulted with the Cambridge Historical Commission on the exterior changes to the building. Construction commenced in May 2022 and was completed in May 2023.</p>
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Currently in Construction

60 OXFORD STREET

Renovation

**Architect**  
Payette

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

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

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

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

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





Currently in Construction

## RUSSELL HALL - WESTMORLY COURT, ADAMS HOUSE

Renovation

### Architect

Beyer Blinder Belle

### Total Square Feet

Approximately 106,000 GSF (renovation)

### Programmatic Driver

Renewal of undergraduate House life

### Sustainability Features

Targeting LEED CI v4 Gold; Harvard Sustainable Building Standards

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

The project scope includes a comprehensive renovation of the interior spaces and a restoration of all facets of the exteriors in a manner that respects the buildings' historic character. The project will dramatically improve circulation to and within the building with the introduction of new accessible entrances, corridors, and elevators. and supports a twenty-first century educational experience. The project includes two minor additions necessary for accessibility and circulation.

This project received approval from the Cambridge Historical Commission. Construction competition is anticipated for 2025.





Currently in Construction

## HARVARD SCIENCE CENTER

### Renovation

#### Architect

Leers Weinzapfel Associates

#### Total Square Feet

Approximately 20,000 GSF  
(renovation)

#### Programmatic Driver

Renovation of teaching labs to support undergraduate science education.

#### Sustainability Features

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

The Faculty of Arts and Sciences is commencing construction on a project that will renovate the Science Center's undergraduate science teaching labs on the first and second floors of Harvard's Science Center. The project envisions an ambitious intervention in these spaces that will result in a celebration of hands-on science teaching and learning, and through the re-imagining of adjacent interior spaces will promote academic and social interactions across a range of scientific disciplines. In addition to aligning the building's teaching laboratories with best practices in effective science teaching and laboratory safety, the project will also upgrade many of the base building systems that serve the labs.

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





## Projects in Planning

## PRITZKER ECONOMICS BUILDING

### New Construction

#### Architect

Grafton Architects  
Perry Dean Rogers

#### Total Square Feet

Approximately 107,000 GSF  
(New Construction)

#### Programmatic Driver

New facility for academic program

#### Sustainability Features

Targeting LEED Gold (Certifiable);  
Living Building Challenge Core  
Certification; Harvard Healthier  
Buildings Academy; green roofs

Planning is underway for a new building that will serve as the home of the Department of Economics in the Faculty of Arts and Sciences. The new building is proposed to be constructed near the department's current home in Littauer Center. The project will enable the department to consolidate research, enrich undergraduate engagement and graduate education, and allow for new collaborations and partnerships. Grafton Architects of Dublin, Ireland has been selected as the design architect, with Perry Dean Rogers as the project's executive architect. Early enabling work for the project is expected to begin in fall 2024, with actual building construction commencing in spring 2025.





Projects in Planning

12 - 30 PALMER STREET

Renovation

**Architect**

Baker Design Group

**Total Square Feet**

Approximately 55,000 GSF  
(renovation)

**Programmatic Driver**

Facility renewal and enhancement of  
the public realm.

**Sustainability Features**

TBD

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



## 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 clean, welcoming, and sustainable environment, featuring healthy buildings, opportunities for translational engagement between academic and commercial ventures, new and inspiring open spaces, activation and pedestrian activity, rich and diverse economic development, and a high quality of life for all.

### Project and Planning Updates

#### Enterprise Research Campus

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



*Peter Vanderwarker*



DeMaterial

### 175 North Harvard Street

Harvard is advancing plans to construct a new home for the American Repertory Theater and new Harvard University affiliate housing in Allston at a site where a large institutional project was initially approved by the City of Boston in 2013. The project located at 175 North Harvard Street will provide a state-of-the-art research and performance center complementing existing arts programming at Harvard as well as in Cambridge and Boston. The planned development includes nearly 500 beds for Harvard housing and will significantly expand the University’s capacity to house its affiliates. As development of the new A.R.T. moves forward, Harvard is beginning preliminary planning for the future use of the Loeb Drama Center in Cambridge. While still early in the planning process, potential uses are likely to include academic programs related to the performing arts.

### I-90 Allston Interchange Project

The I-90 Multimodal Project represents a generational opportunity to transform and modernize neighborhood circulation, create an urban street grid, introduce new urban and regional rail service, remove obstacles that have divided communities for decades, and create new mixed-use development.

In 2023, the City of Boston and MassDOT were co-applicants in two federal grant applications purposed to securing significant federal funding to advance the project. Harvard University joined the City of Boston, MassDOT and Boston University in increasing financial support for the project. Harvard has pledged \$90 million in funding to support the Project and continues to emphasize that the West Station component is a critical element to the Interchange 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 Bluebike facilities.



Behnisch Architects

### Science and Engineering Complex (SEC)

Harvard’s Science and Engineering Complex is home to a portion of the Harvard John A. Paulson School of Engineering and Applied Sciences. The facility has become an iconic structure to Harvard students, staff, faculty, and researchers in the region. It has been recognized as one of the healthiest, most sustainable, and energy efficient laboratory buildings in the world, receiving both LEED Platinum Certification and Living Building Challenge Petal certification in Materials, Beauty, and Equity, the first building of its kind, and the largest, to do so. The building incorporates energy efficiency, advanced solar shading strategies, healthy building materials, and a high-tech water management system that minimizes water consumption and mitigates downstream pollution.



## CONSTRUCTION MITIGATION

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

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

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

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



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

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

## ANTENNA INSTALLATIONS

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

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

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

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





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

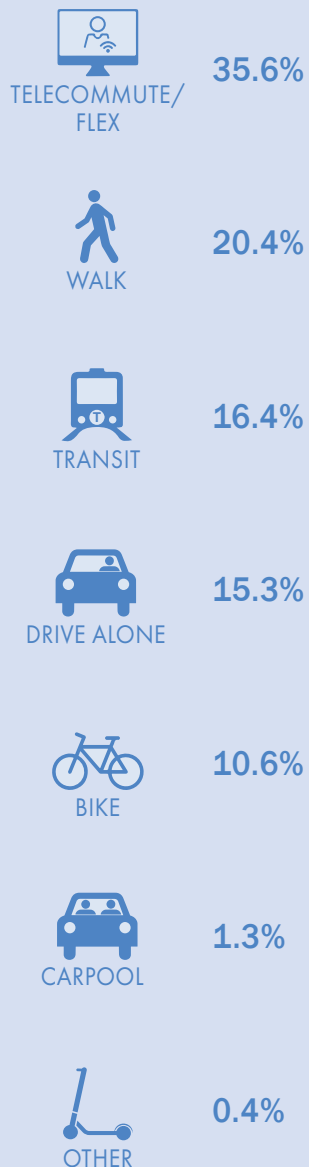




Harvard's population utilizes a range of commuting and campus transportation modes. This year's mode split is heavily weighted towards sustainable modes of transportation (see table below). Harvard's shuttle system is operating all of its routes on a regular schedule and ridership has continued to increase with approximately 750,000 riders in FY23.

To reflect new 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 2023



### PTDM PLAN

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

### COMMUTERCHOICE PROGRAM

During 2023 commuting patterns and work models continued to evolve. 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:** Flexible pre-tax transportation debit card for staff who wish to alternate between parking or transit commuting and pre-tax savings on 7-day bus/subway passes.
- **Parking:** New hourly and daily parking options with reduced rates and flexible 3-day annual parking permits to accommodate hybrid work needs. Commuter Choice has also implemented the ZipBy App that offers contact-less pay as you park services at select garages.
- **Harvard Shuttles:** New PassioGo app displays live bus-crowding information for riders.
- **Digital Tools:** The CommuterChoice office has implemented virtual platforms for various applications and forms in order to accommodate remote work environments and employee safety.

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





## SHUTTLES SERVING THE HARVARD CAMPUS

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

Harvard's Shuttle fleet includes nine 35-foot buses and two 29-foot buses, each with a capacity of 37 passengers. During the academic year, shuttles provide regularly scheduled service connecting the River Houses, the Radcliffe Quad area, and Harvard's Allston campus. With the opening of the new Science and Engineering Complex (SEC) in Allston, a new Quad - SEC shuttle route has been implemented to provide transportation aligned with class start times. Harvard Transit also operates six, 12-seat passenger vans providing on-call service to individuals with special mobility needs and a late evening weeknight van service which transports faculty, staff, and students safely around campus as a supplement to the shuttle bus system.

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

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

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

### Electric Buses

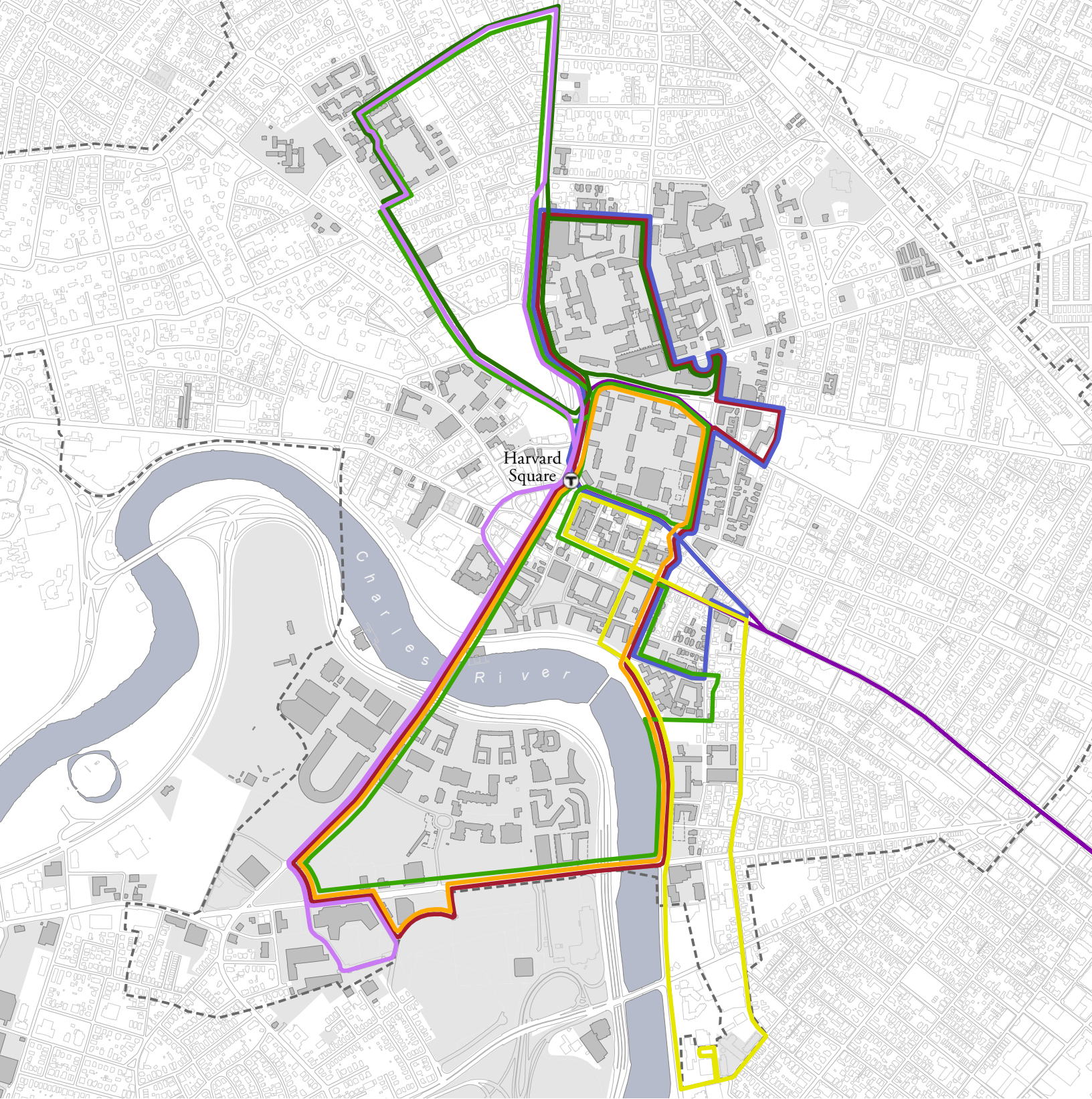
In October 2021, four new electric buses joined Harvard's Shuttle fleet replacing four bio-diesel-fueled vehicles. The 35-foot buses seat 29 passengers and run on a 440 kWh battery. The vehicles can be recharged in three hours nightly, at a facility in Allston. They are expected to reduce emissions of greenhouse gases by 220,000 pounds annually. Harvard plans to transition the entire shuttle fleet to electric buses by 2035.



### Electric Vehicle Charging

Harvard Transportation Services has modified its Electric Charging Station (ECS) program to enhance equity and access to electric vehicle commuters on campus. This policy is designed to make stations as accessible as possible for those who may need a supplemental charge to have enough range to return home. The policy also prioritizes University tenants and departmental vehicles supporting University activities and which rely on campus energy as their primary power source. Through these new policies Parking Services has provided a 42% increase in electric vehicle charging access for the Harvard community.





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

## HARVARD CAMPUS SHUTTLE ROUTES



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

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



Jon Chase/Harvard University

## BICYCLING

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

### Bicycle Facilities

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

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

### Bicycle Programs

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

- **Bicycle Benefit Enhancements** - Bluebikes memberships have been added as an eligible expense for reimbursement. Harvard's employee bicycle benefit is more popular than ever. In 2022, 1,430 faculty, staff and graduate student workers participated in the program and were reimbursed nearly \$350,000.
- **Events** - Special events such as workshops on visibility and safety; bike maintenance and winter cycling; and community gatherings during Bike Week that celebrate cyclists and cycling.
- **Safety and Repair Classes** - Employee reimbursement of expenses associated with taking bicycle safety or repair classes at local bike shops.
- **Cycling Gear** - Helmets and lights are offered free to the Harvard community. New helmet offerings feature integrated back lights, and users can also pick up a set of front and back lights at no cost.





Rose Lincoln/Harvard University

## Bluebikes

Harvard continues to collaborate closely with the cities of Cambridge and Boston to support the regional bike-sharing program, Bluebikes. The University currently supports seven Cambridge stations. Harvard offers its affiliates a 30% discount on annual membership. As of October 2023, Harvard had almost 1,300 Bluebikes members who have taken over 108,000 trips and traveled approximately 178,000 miles this year.



Jon Chase/Harvard University

## Planning for Cycling Networks

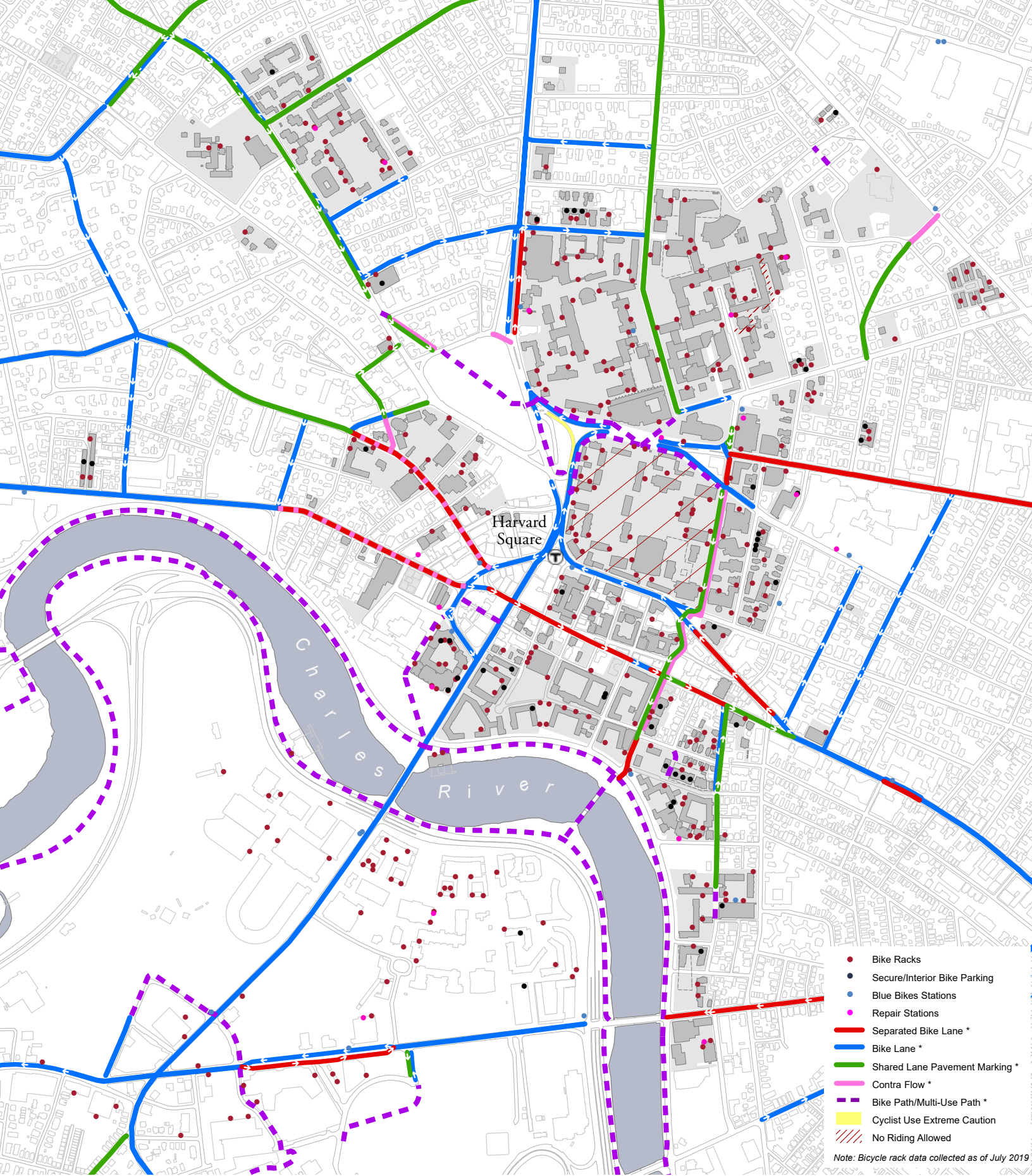
Harvard is committed to improving its existing campus bicycle network and to identifying opportunities to partner with local and state governments to strengthen regional networks. These efforts include:

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



Jon Chase/Harvard University





## HARVARD CAMPUS BICYCLE FACILITIES

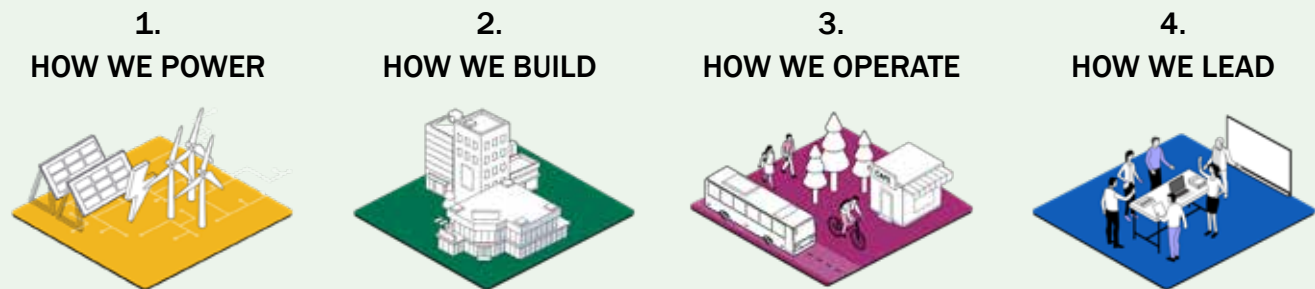
Notes: Data Source: \* Routes located in Cambridge defined by the City of Cambridge. All other routes defined by Harvard University CommuterChoice Program. Bicycle rack data based on July 2019 inventory and periodic updates.







Harvard is leveraging its world class faculty and students, their research and cutting-edge ideas, to demonstrate how our historic campus can serve as a testbed for organizational sustainability. This comprehensive approach, focusing on climate, health, and equity is grounded in a shared responsibility to build and operate a campus that contributes to the wellbeing of our community and the planet while serving as a model to pilot and scale solutions that contribute to sustainable development and a healthy future for all. To achieve its vision, the University's efforts focus on four categories:



## A FOSSIL FUEL-FREE FUTURE

Fossil fuels are the largest source of air pollution emissions globally and are driving climate change. The path to greater sustainability must include a fossil fuel-free future. Harvard is moving toward this future through two major voluntary, science-based climate goals: **1. Goal Zero: to be fossil fuel-free by 2050** which will eliminate the use of fossil fuels to the point where offsets are no longer needed; and **2. Bridge to Goal Zero: to be fossil fuel-neutral by 2026**, a short-term objective to zero out campus emissions (Scope 1 and Scope 2).

Fossil fuel-neutral is different from carbon-neutral because projects must offset both the greenhouse gas emissions and the air pollution health impacts associated with fossil fuels. To meet this goal, Harvard will be investing in new renewable electricity projects and other project types that create positive benefits for human health, social equity, and the environment. Harvard also seeks to study these impacts and continue advancing knowledge related to climate, health, and equity. The Harvard Presidential Committee on Sustainability (PCS) has issued a [recommendations report](#) that outlines the University's strategy to achieve the fossil fuel-neutral goal.

Harvard achieved its first-generation climate goal to reduce absolute greenhouse gas emissions by 30% compared to a 2006 baseline in 2016. This was achieved even when accounting for growth of the University footprint.

In 2018, Harvard became one of the first institutions to set a science-based Goal Zero. To achieve this, the University must ensure its district energy systems and buildings are energy efficient and heated, cooled, and powered without the use of fossil fuels, that all University-owned vehicles are 100% electric, and all of its purchased electricity comes from zero-emission sources – all without the use of carbon offsets.

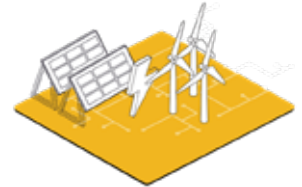
As Harvard works toward these major goals, it continues to maintain the 30% net reduction achieved in its first-generation goal. In fact, the University's emissions inventory was one of the first in higher education to be third-party verified by The Climate Registry (TCR).



These science-based climate action goals along with Harvard’s University-wide Sustainability Action Plan (updated in May 2023), offer a holistic framework for collective action. This provides a unique and exciting opportunity to leverage the campus to engage faculty, students, staff, and other community members in addressing the difficult and unanswered questions and pressing challenges posed by climate change. This work will serve as a model to help others and collectively solve challenges as the University continues to work together with local and regional partners for a healthier, more sustainable future. Harvard believes that these values and science-based goals are essential parts of the University’s core mission of contributing to the wellbeing of every member of the community—and ultimately to the health of the planet and future generations.

**HOW WE POWER**

To achieve the goals of becoming fossil fuel-free by 2050 and fossil fuel-neutral by 2026, the University will address four key operational components: its district energy systems, its standalone buildings (not connected to district energy systems), its purchased electricity, and the University vehicle fleet.



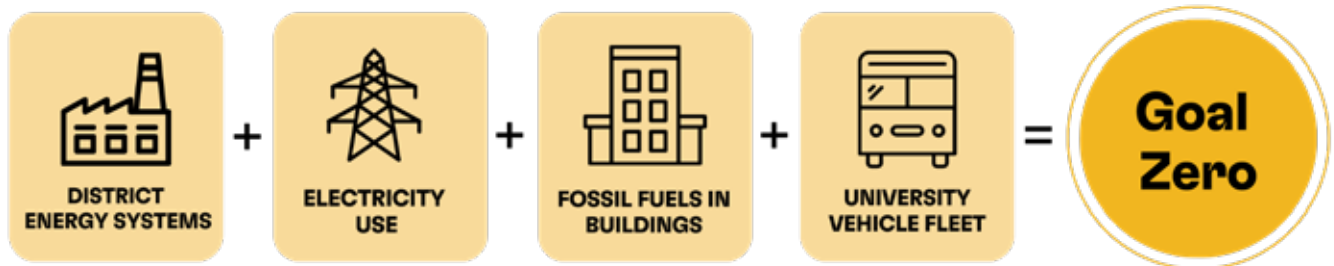
**District Energy Systems:** Harvard’s plan involves evaluating a variety of technology solutions for transitioning the University energy systems off fossil fuels over time and making progress in the near-term, including electrification opportunities and other innovative solutions.

**Fossil Fuels in Buildings:** Harvard is evaluating the feasibility, timing, and infrastructure needed to electrify buildings that currently use fossil fuels. To achieve this large-scale transition, the University is also coordinating with external partners involved in utilities and supply chains.

**Vehicles and Fleet:** Harvard is working to transition our entire vehicle fleet to electric and is working to develop targets by vehicle type. In 2021, Harvard successfully electrified a third of its shuttle bus fleet, with plans for transitioning all buses to 100% electric by 2035.

**Electricity Supply:** Harvard will help develop new, large-scale renewable electricity projects that address carbon emissions and air pollution. The University will also quantify and study the climate and health benefits of these renewable projects. Harvard will continue to evaluate on-site solar opportunities beyond the > 3 Megawatts already installed on our campus, including additional on-campus solutions, e.g., geothermal energy, solar hot water and energy storage.

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



## HOW WE BUILD

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



**Sustainable Building Standards:** Harvard first piloted its Sustainable Building Standards in 2009 and has regularly updated these standards in the years since. By following these innovative standards, the University has made significant progress towards its climate, health, and equity goals.

**Building Certifications and Energy Conservation:** Harvard has 148 LEED-certified spaces across campus and 1 Living Building Challenge (LBC) Materials, Equity and Beauty Petal certified project. LBC certification defines the highest measure of sustainability possible in the built environment based on the best current science and holds organizations accountable to an exceedingly high standard while recognizing that true sustainability is an ongoing journey.

**Passive house (PHIUS) design certification:** Harvard University Housing and Real Estate (HUHRE) recently completed two major renovation projects in Cambridge, 5 Sacramento Street and 13 Kirkland Place. The buildings are pursuing the International Living Future Institute (ILFI) performance-based Living Building Challenge Core Certification and have recently received their Passive House Design Certifications from Passive House Institute US (PHIUS). The renovations are HUHRE’s first all-electric, historic passive house retrofits, resulting in a net addition of 30 beds available to University affiliates, championing Harvard’s commitment to provide ultra-low energy buildings positioned to be net zero and meeting affiliate housing needs.

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

- The repair of steam traps across campus led to a 4.2% reduction in steam emissions.
- The Faculty of Arts and Sciences (FAS) installed state-of-the-art air cleaning technology in five academic buildings, reducing 30% energy use for cooling needs and 14% for heating needs.





## HOW WE OPERATE

As part of its updated Sustainability Action Plan, Harvard has formalized its climate-health-equity lens, which guides its holistic approach to advancing sustainability across University operations.



### Reducing Lab Energy Use

Harvard has continually advanced lab sustainability since 2008. Through the Laboratory Ventilation Management Program (LVMP) the University works to right-size laboratory ventilation by combining our traditional laboratory risk assessment processes with a newly developed, quantitative laboratory inhalation risk assessment process using Fourier Transform Infrared Spectroscopy (FTIR). The LVMP includes the measurement and verification of laboratory air quality, which is collected while lab processes are actively taking place. This leads to more informed decision-making when determining the necessary ventilation rate for a given lab space, which enhances lab safety and saves energy.

For example, Harvard's new Science and Engineering Complex (SEC) — which achieved Living Building Challenge (LBC) Materials, Beauty, and Equity Petal and LEED Platinum certifications — operates with the LVMP in place. This system allows the building to adjust the airflow to different spaces based on usage and activities. This safety-driven, energy-saving program has demonstrated significant energy savings in laboratory buildings on campus, and is scaling to become a University-wide safety program.



### HOW THE HHBA IS TRANSLATING RESEARCH INTO PRACTICE

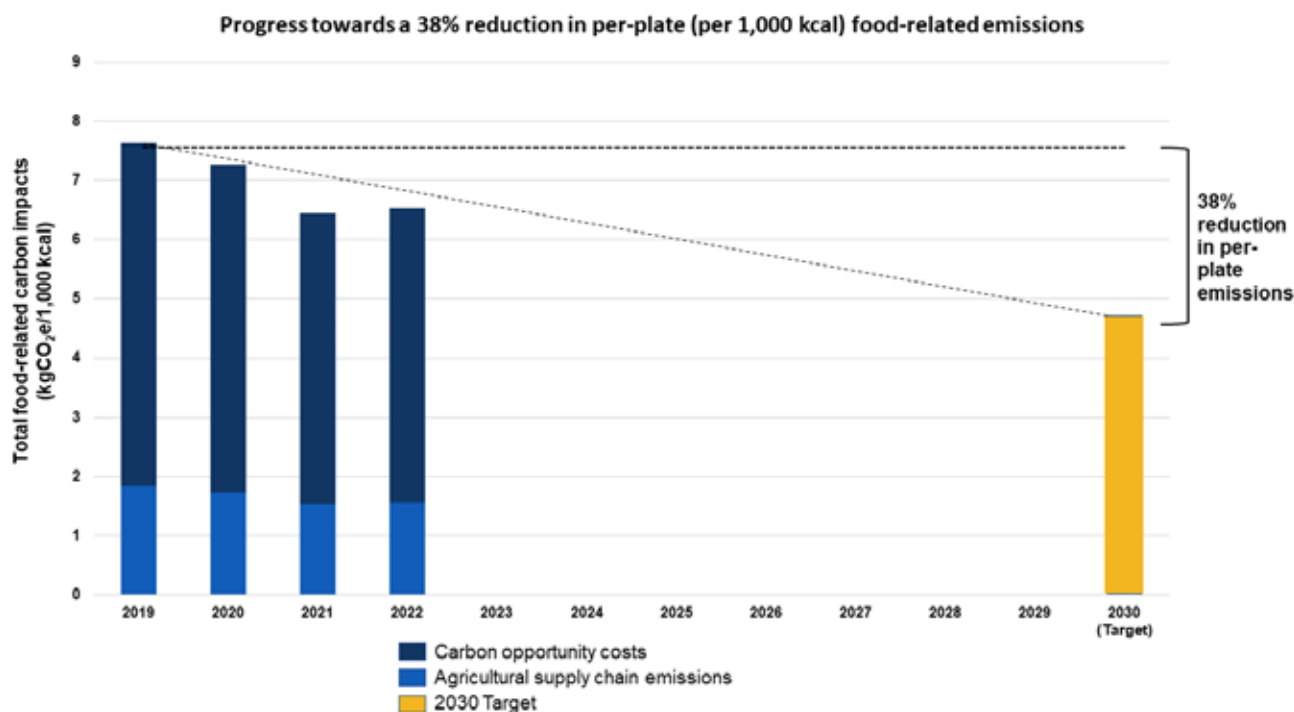
Research at Harvard has linked chemical flame retardants and highly fluorinated stain-repellants such as Per- and Polyfluoroalkyl Substances (PFAS) to cancers, immune dysfunction, reduced fertility and other health impacts. Motivated by this research, the Harvard Healthier Building Academy (HHBA) was launched in 2016 as a partnership between the Office for Sustainability and researchers. The HHBA is identifying and tracking “chemical classes of concern” and requires that furniture, carpet, resilient flooring, and other materials to be free of certain chemical classes, including PFAS, flame retardants, and antimicrobials. Harvard works with vendors and suppliers, leveraging University purchasing power, to accelerate the transition to full ingredient transparency and healthier building materials. Through its projects, Harvard is demonstrating scalable solutions with the goal of transforming the global marketplace for healthier spaces, products, supply chains, and especially protecting workers and communities throughout the value chain, as well as our own community.



## Transforming the Food System at Harvard

The University launched its Sustainable and Healthful Food Standards in 2019, which apply to all major food vendors on campus and are designed as a model to measurably increase access to sustainable and healthful food offerings, reduce wasted food, enhance food literacy, and optimize the impacts of food choices on people, animals, and the planet. Harvard was an inaugural signatory of the Coolfood Pledge (September 2019), a global coalition of organizations (including New York City, IKEA, Hilton, and Brandeis University) committed to reducing food-related greenhouse gas emissions collectively by 25 percent by 2030.

In 2022, Harvard University Dining Services, together with faculty and practitioners in the field, launched the Harvard Food Systems Initiative, which is an educational and experiential program that aims to inspire elevated thinking and to shape future food systems leaders for a more sustainable future.



## Building a More Resilient Campus

Harvard continues to evaluate and work to mitigate risks and vulnerabilities associated with future climate changes such as extreme heat, stormwater surge from increased rainfall events, and sea-level rise. This work is being closely coordinated with local, state, and federal agencies. Climate resiliency planning has been integrated into business continuity planning, campus planning, stormwater management, as well as major capital projects on campus.

## Expanded Cycling Infrastructure and Services

Harvard has partnered with the City of Cambridge to add 2,269 feet of separated bike lanes on Quincy and DeWolfe Streets, establishing a north-south bike route that connects Harvard Square and Allston. In addition, Harvard's CommuterChoice program offers a range of benefits that promote bicycle use on campus (see page 39.)



## Expanding Harvard's Tree Canopy

Harvard's Cambridge campus contains over 5,000 trees that serve not only as a key character-defining element of the campus but also play a critical role in ensuring the broader livability and resiliency of Harvard University and the City of Cambridge. Harvard's campus trees foster biodiversity, assist with stormwater management, and contribute 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 identifying key tree attributes such as location, species, general condition, approximate age, height, and diameter at breast height (DBH). This information is used to support the ongoing care and maintenance of existing campus trees.



# 18K

Harvard is the steward of approximately 18,000 local trees and maintains an inventory of tree resources that contains information on the 7,700 trees located on Harvard's campuses in Cambridge and Boston.

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.

### HOW WE LEAD

#### Harvard as a Testbed for innovation

To advance its sustainability goals, Harvard is using its campus as a testbed by applying the research and innovation it fosters on its campus to test, pilot, prove, and model cutting edge products and techniques to help other organizations accelerate the transition to a healthier, fossil fuel-free future. Faculty and students are collaborating with staff to translate research into practice by piloting and proving exciting new solutions that can be scaled up on the local, regional, and global levels.



#### Harvard's Presidential Committee on Sustainability (PCS)

Created in 2020 and now led by President Claudine Gay, the Presidential Committee on Sustainability (PCS) advises the University's leadership on Harvard's sustainability vision, goals, strategy, and partnerships. The committee, which comprises several faculty, students, and senior staff, oversees the work toward reaching Harvard's sustainability goals, including its plan to be fossil fuel-free by 2050 and fossil fuel-neutral by 2026, while leveraging University strengths to catalyze solutions that have meaningful benefits beyond Harvard's campus – for the local and global community.

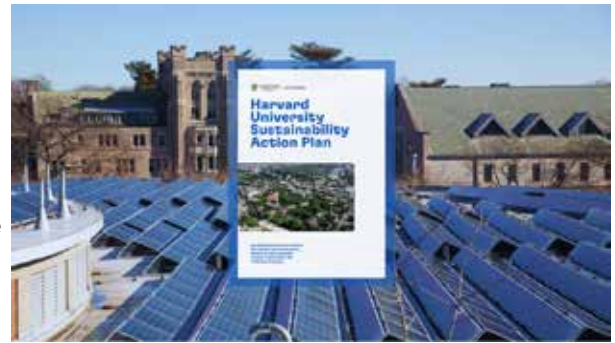


HARVARD CAMPUS TREE LOCATIONS



## Harvard's Updated Sustainability Action Plan

Originally released in 2014 and updated in May 2023, [Harvard's Sustainability Action Plan \(SAP\)](#) is a strategic roadmap for institutional action. It is built around the three pillars of climate, equity, and health, and offers a unifying and holistic vision for creating a more sustainable institution, and in turn a more sustainable world. While a strategic vision for Harvard, the SAP is intended to be a resource for those wanting to learn from our work.



Harvard continues to be committed to transparency in its sustainability reporting – showcasing data in interactive graphs with state-of-the-art data analytics and visualization software. A public-facing dashboard aggregates internal data sets, updated annually, to visualize and track Harvard's sustainability progress. The datasets are available to students, faculty, and staff for use in research projects and benchmarking, to inform decision-making, and to drive continual improvements in how Harvard operates its campus.

## The Salata Institute for Climate and Sustainability

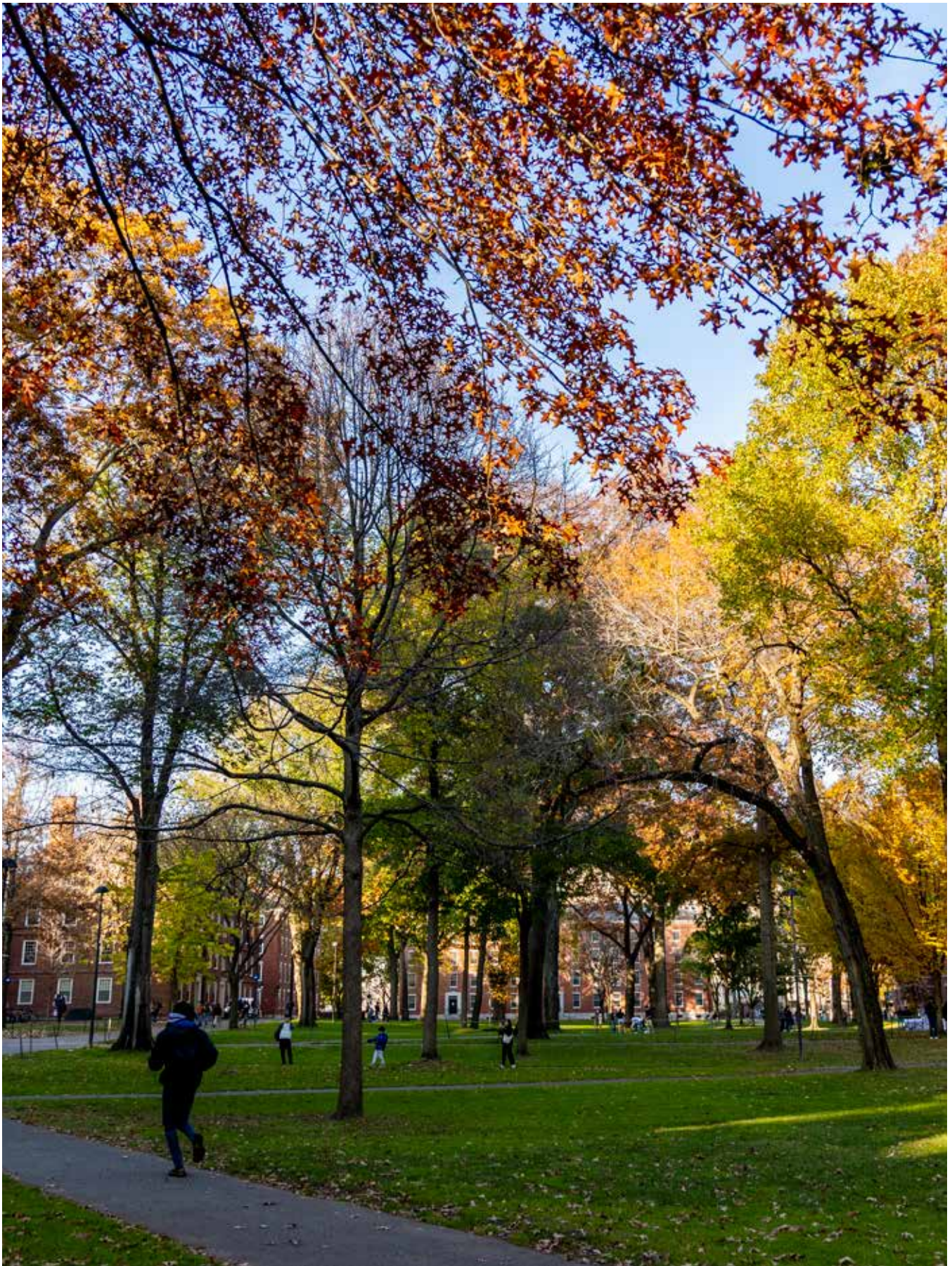
The Salata Institute for Climate and Sustainability at Harvard is a groundbreaking new entity that serves as a fulcrum for collaboration across Harvard's many areas of expertise, pursuing practical, real-world solutions that address all aspects of the climate crisis.

Launched in 2022, the Institute was made possible by a gift from Melanie and Jean Eric Salata and is led by James Stock, the University's inaugural Vice Provost for Climate and Sustainability. Through a wide and growing array of programs and initiatives, the Salata Institute supports research that promises to make a real-world impact on the climate crisis; works to expand and deepen climate education across the University; and serves as a resource and partner to external stakeholders wrestling with the most difficult and divisive climate questions, building consensus for climate solutions grounded in Harvard's research and expertise.

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

- **Salata Institute Climate Research Clusters Program:** The Salata Institute funds research about complex climate problems that produces useful and practical solutions. Salata Institute Climate Research Clusters comprise interdisciplinary, cross-school teams of researchers, whose varied expertise is required to address the complexity of the problems that they seek to solve. The problems are broad enough that their solutions represent significant progress in meeting the world's climate challenge. The Salata Institute awards cluster projects with \$600,000 per project for a period of up to three years as they work toward ambitious and meaningful, real-world progress on important climate problems.
- **Salata Institute Climate Seed Grant Program:** This new program spurs new research, forges new interdisciplinary partnerships, and enables faculty whose work is not normally in climate and sustainability to apply their expertise to the pressing questions raised by climate change. The seed grant program also funds workshops focused on understudied and emerging topics in climate and sustainability. In 2023, 14 projects were awarded funding of up to \$30,000.





*Dylan Goodman/Harvard University*





Stephanie Mitchell/Harvard University

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

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

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

Beginning in 2020, the OEDIB team has developed a five-year strategic model to guide Harvard in its ongoing pursuit of inclusive excellence. As part of that model, they identified key areas for long-term strategic planning that would have the broadest impact, and have worked on building infrastructure, capacity, and key partnerships leading into an implementation phase beginning in 2023.

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

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

## HARVARD'S CORE VALUES

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

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





## INCLUSIVE EXCELLENCE

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

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



Kris Snibbe/Harvard University



## UNIVERSITY-WIDE INITIATIVES

### Equity, Diversity, Inclusion, and Belonging (EDIB) Leadership Network

OEDIB continues to convene a University-wide EDIB Leadership Network, which has grown to include more than 80 campus administrators with both formal and/or voluntary EDIB-related roles. The network meets quarterly and serves as an EDIB-focused forum for a community of practice to collaborate and coordinate efforts/initiatives, connect individuals, benchmark, and provide professional development.

OEDIB also convenes monthly meetings of the Diversity, Inclusion, and Belonging (DIB) Leadership Council, a cohort of sixteen school/unit DIB leads. Council members are responsible for strategic planning and work with senior leadership to advance, plan, and monitor progress in their local communities.

### Non-Discrimination and Anti-Bullying Policy Implementation

In March 2023, the University released new and amended policies and guidelines on non-discrimination and anti-bullying. Over the summer of 2023, a cross-University working group led by OEDIB identified the systems and procedures needed to implement the policies which took effect on September 1st. A policy advisory group has continued to oversee the policy implementation and community outreach, including an online training module offered through the Harvard Training Portal.

### EDIB Learning

In partnership with Harvard Human Resources Center for Workplace Development, OEDIB continues the development of the EDIB academy, a six-module professional development offering for Harvard benefits-eligible faculty, post docs, and staff. This training module is updated and refined continually in response to community needs. A new three-module series, “Activating and Sustaining your EDIB Committee,” was also added. In 2022, there were 26 sessions offered to nearly 700 participants. New training modules are continually in development.



Marvin Germain

### EDIB Forum 2023: Reckoning and Transformation

In February, OEDIB organized the 2023 EDIB Forum, a University-wide gathering that brought the community together virtually to learn and engage on critical EDIB topics. The 2023 EDIB Forum theme, Reckoning and Transformation, focused on conversations and collaboration to fully understand the University's history and actions, particularly around the Harvard and the Legacy of Slavery report findings.

More than 2,400 registered for this two-day event with nineteen featured speakers. Additional breakout sessions were led by EDIB scholars and experts from the Harvard community and beyond.





Niles Singer/Harvard University

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

In October, working in collaboration with the Office of the President, OEDIB organized the Second Annual Dr. Martin Luther King Jr. Commemorative Lecture at Harvard. The lecture recognizes individuals who through their dedication to activism, advocacy, scholarship, or service have made an indelible contribution to advancing justice and equality. The 2023 honoree was Loretta Lynch, who served as the 83rd U.S. Attorney General from 2015 through 2017—only the second woman and the first Black woman to hold that office.

### Inclusion Index Pilot Project

In collaboration with the Harvard University IT development team and Office of the Executive Vice President, OEDIB is piloting an accessible, web-based resource for sharing data involving EDIB work happening across the University. As part of a broad effort to better understand EDIB efforts, the Inclusion Index establishes a sustainable data reporting system that schools and units can utilize to collect information on a range of EDIB initiatives. The Index provides stakeholders with capacity to better understand the breadth of Harvard's EDIB initiatives and provides a springboard for support and collaboration on new initiatives.



### Harvard Culture Lab Innovation Fund (HCLIF)

The HCLIF provides funding opportunities for students, staff, faculty, and post docs to pursue projects that aim to advance diversity, equity, inclusion, and belonging. The Office of the President funds the competitive grants, which range from \$2,000 to \$25,000 per project. OEDIB has awarded grants supporting dozens of projects that innovatively advance diversity and inclusion throughout Harvard. In FY24, HCLIF invested \$200,000 in thirteen projects including lighting for diverse skin tones, queer and Black, Indigenous, and people of color (BIPOC) mental health practices, accent bias training, multicultural programs, disability recreations for students, First Generation Visibility Week, and inclusive teaching curriculum initiatives. These projects allow members of the community, including historically marginalized groups, to identify and address their needs in meaningful ways, and ensure that stakeholders are part of the process of institutional change.

### BIPOC Connections Event

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

### Campus Support

In October and November, OEDIB hosted over a dozen online and in person community support spaces for Jewish and Israeli, and Muslim, Palestinian, and Arab community members, with a University-wide space in late November for all community members. In response to the conflict, OEDIB convened a Campus Support Team, working in partnership with Harvard Public Affairs and



Communications to gather resources for content on the University's Support in Times of Crisis web page. The Campus Support Team will provide a durable and adaptable model to help inform future response efforts.

### Inclusive Hiring Initiative

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

### Equal Employment Access

OEDIB continued its collaboration with Affirmative Action (AA) liaisons, comprised of Human Resources (HR) and Faculty Affairs representatives from each school and central administration, to identify strategic pathways to advance equal employment access and affirmative action programs. This effort resulted in the creation and completion of Affirmative Action Plans (AAPs) for 13 schools and CADM. The initiative also made presentations on recent accomplishments and future plans to approximately 60 HR and Faculty AA liaisons, HR Deans and Directors, and DIB leaders.

### Affinity Celebrations for Graduates

OEDIB staffed and supported seven affinity celebrations honoring graduates of diverse backgrounds, with over 3,700 registering to participate. These student-led and staff-supported events, include festivities for Asian Pacific Islander Desi-American graduates, First Gen graduates, LGBTQIA+/Lavender graduates, Black graduates, Latinx graduates, and Indigenous graduates. In 2023, OEDIB collaborated with University Disability Resources and the Student Accessibility Advisory Group on the inaugural Disability Affinity celebration.

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

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

### Campus Community Safety

OEDIB is actively contributing to the ongoing series of campus-wide conversations about reimagining safety led by the Office of the Executive Vice President. OEDIB staff are serving as members of the campus engagement planning committee.

### EDIB Thought Leadership in Higher Education

In April 2023, 16 chief diversity officers came together for an Ivy Plus Chief Diversity Officers Meeting which was coordinated by OEDIB. Officers from Yale, Stanford, Princeton, and other leading universities gathered at Harvard to discuss critical issues shared among Ivy League schools and competitive research institutions, as well as best practices and future collaborations to advance EDIB across higher education.





OFFICE FOR ECONOMIC  
INCLUSION & DIVERSITY  
Harvard Strategic Procurement

## HARVARD PROCUREMENT AND ECONOMIC INCLUSION

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

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

Harvard has adopted a multifaceted approach, which involves engaging with key community partners to advance its efforts in economic inclusion and diversity. One such example of this collaboration is Harvard's recent participation in the City of Cambridge's Diversity Fair, where it aimed to help small, diverse, local businesses in leveraging contracting opportunities with the University. Representatives from Harvard's procurement offices took part in the event.







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

Additionally, Harvard's Construction Academy introduces underrepresented business enterprises to the intricacies of the University's capital construction procedures. Participants can expect to acquire insights via educational modules, learn best practices from established construction allies, and share and discuss experiences with peers, all while working on one of Harvard's active construction projects. To aid new contractors, Harvard has also assembled a 'New Contractor Toolkit' that guides contractors through the requirements of the University's construction process.

#### Underrepresented Business Enterprises Participation Standards:

- ▶ 5% MBE participation
- ▶ 10% WBE participation

#### Inclusive Workforce Standards:

- ▶ 10% Women
- ▶ 25% People of color



**HARVARD**  
OFFICE FOR EQUITY, DIVERSITY,  
INCLUSION & BELONGING







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

## SUPPORTING CAMBRIDGE PUBLIC SCHOOLS

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

### All of CPS

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

#### Early Childhood - Elementary

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

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

##### Arts & Culture Programming

The Harvard 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 (A.R.T.) also provides free tickets and event-based programming for CPS students.

#### Upper School

##### Foragers to Farmers

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

##### Harvard Education Day

A partnership between the Harvard Ed Portal and Harvard Athletics, Education Day was created to foster college awareness and instill a college-going mindset among local youth. All 6th graders attending Cambridge public schools are invited to participate. During the first part of the day, students engage in conversations with Harvard College undergraduates and athletes, gaining insights from their experiences, before being invited to watch a Harvard game. **In January 2023, 120 Cambridge students attended the St. Lawrence Saints vs. Harvard Crimson women's hockey game at the University's Bright-Landry Hockey Center.**



## Project Teach – Harvard’s College and Career Awareness Program

Project Teach is a program offered to all 7th grade CPS students that aims to demonstrate how college can be an affordable and attainable goal for everyone. The program is based on the research from the Harvard Graduate School of Education (HGSE) and focuses on communicating college and career goals, sharing resources, developing partnerships between students and colleges, and engaging families. All CPS 7th graders are invited for a campus experience that includes talking with undergraduates, a modified college class, and lunch. **More than 290 middle schoolers participated in Project Teach during the 2022-2023 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 and receive a stipend, laptop, instruction, and close mentoring relationships with Harvard College undergraduates. 94% of CSA graduates complete college in four years. **Ten Cambridge students participated in the program in FY22.**





## 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. **25 Cambridge students held internships in the Summer of 2023.**

## Career Exploration Day

Focusing on college and career awareness, Harvard's Public Schools Partnership's team hosted a Career Exploration Day at the Harvard Ed Portal in the spring of 2023. The event brought together local students, **including 18 from the Cambridge Rindge and Latin School**, who engaged in conversations with representatives from various post-secondary schools. Additionally, students were introduced to training opportunities, took part in personal and professional reflection activities, and began – or further honed – their postsecondary plans.

## Science Internship Program

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





*"I have immense gratitude in my heart tonight for our partnership with the Harvard-MIT Science Research Mentoring Program — their generous support of our students to reach their dreams and their goals. The opportunity for our young minds to participate in such a wonderful program, guided by brilliant minds, is nothing short of transformative."*

— Dr. Victoria L. Greer,  
Superintendent,  
Cambridge Public Schools



analyzing data to investigate glacial melting, curated marine specimens, studied the symmetries of number systems via Galois theory, and developed an algorithm to reconstruct quasiparticle interference images from sparsely-sampled STM images.

### Marine Science Day

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

### Science Research Mentoring Internship Program

The Science Research Mentoring Program (SRMP) at the Harvard & Smithsonian Center for Astrophysics and the Massachusetts Institute of Technology (MIT) provides an opportunity for high school students to work on a year long independent research project in astrophysics under the guidance of a Harvard or MIT scientist. **15 Cambridge students participated in FY23**.

In October 2023, the Center for Astrophysics, Harvard & Smithsonian hosted its first public lecture since the pandemic, titled "Astronomy Is for All of Us: Celebrating Women Astrophysicists and the History of Cosmic Discovery" aligning with Mass STEM week, a statewide effort to raise high schoolers' interest and awareness of careers in science, technology, engineering, and math. The event brought together students from CRLS, CPS Superintendent Victoria Greer, and guest speaker Lt. Gov. Kim Driscoll, who stressed the importance of connecting students and researchers to drive future innovation. Alyssa Goodman, the Robert Wheeler Willson Professor of Applied Astronomy at Harvard and a Smithsonian research associate, delivered the lecture, highlighting the accessibility of astronomy. The event also featured exhibits, telescope viewing, and hands-on activities.

### Evolution Day

**Nearly 100 students** from CRLS visited Harvard's Department of Organismic and Evolutionary Biology during Mass STEM week in October 2023. The students toured labs, interacted with the Department's specimen collections and met with scientists to learn about their work and to learn about possible career STEM paths.

### Biomechanics Outreach Day

In June 2023, the Harvard John A. Paulson School of Engineering and Applied Sciences (SEAS) reached out to local high school students, including those from Cambridge, to introduce them to advanced concepts such as biomechanics, to inspire their pursuit of scientific studies and connect science to real-life applications. During the event, students engaged in a day of hands-on projects, presentations, and explorations alongside the Harvard Biodesign Lab, led by Conor J. Walsh, the Paul A. Maeder Professor of Engineering and Applied

Sciences at SEAS. Throughout the day, students had the opportunity to interact with various measurement tools and devices stationed in the lab. They also participated in a discussion focused on the ethics of research and concluded by designing their own devices as a final project.

### Cambridge-Harvard Summer Academy

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

### Design Discovery: Young Adult

This intensive four-week summer architecture and design program seeks to immerse high school students in the world of design. Developed by Harvard Graduate School of Design (HGSD) students, the program introduces students to architectural design and alternative perspectives of landscape design, urban planning, and graphic, industrial, and fine arts design. The program strives

to foster a passion for design in local communities and to develop the skills to put students on track for exploring these ideas at the collegiate level.

### Equity in Design Mentorship Program

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

### Harvard Extension School Scholarships

The Harvard Division of Continuing Education provides CPS upper and high school students with scholarships to take coursework at the Harvard Extension School. **76 students from Cambridge students were reached in FY22.**





## 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 HGSE degree programs. Fellows are required to return to or remain in their school systems for a minimum of one year after completing the HGSE program.

### Reach Every Reader

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

## Professional Education Programs

The Harvard Graduate School of Education offers a robust portfolio of practical learning experiences designed for K–12 educators, school- and district-level leaders, as well as professionals at education support organizations. **37 CPS educators participated in FY23.**

### 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 17 from CRLS, were accepted to Harvard College for the 2023-2024 academic year. Cambridge schools have historically been pipelines to Harvard, as 111 Cambridge residents, 73 of them CRLS graduates, were admitted during the last five years.



## COMMUNITY ENGAGEMENT

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

### Supporting the Cambridge Promise Pilot

The Cambridge Promise Pilot provides scholarships to eligible students currently enrolled at Bunker Hill Community College, as one way of addressing inequities in degree attainment and the rising cost of college. The scholarship covers all tuition and fees for the 2023-2024 academic year as well as any school-related costs that are not already covered by Pell Grants or external scholarships. Additionally, students receive an extra \$250 stipend each semester. Harvard is a founding member of the initiative. Harvard and MIT funded the pilot year with \$25,000 each.

### Resources for Cambridge-based Small Businesses

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

### Career Advancement and Professional Growth for Cambridge Residents

Harvard's Workforce Development program offers innovative and market-driven initiatives thoughtfully designed to set individuals up for success. From students to professionals, anyone at any stage in their career and across industries can participate in skills-based programs, workshops, and events that support their professional and career goals.

### Free Legal Services

Harvard Law School's Clinical and Pro Bono Programs - a collection of 49 clinics - provide free legal services and referrals to low-income individuals who would otherwise be unable to afford a lawyer. Law School faculty and students help residents on issues ranging from housing, family law, taxes, government benefits, immigration, and bankruptcy. The Clinical and Pro Bono Programs are constantly responding to client and community needs, often partnering with a wide range of local community organizations to deliver services. The graduating class of 2023 completed more than 384,000 pro bono hours, an average of 673 hours per student over the course of three years.

### Harvard Dental Center Teaching Practice

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

### 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.

### 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 10,600 Cambridge visitors received free admission to HMSC in FY22.**



## 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.

### 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 FIRST Festival

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

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

As the professional theater on campus the American Repertory Theater (A.R.T.) at Harvard University catalyzes discourse, interdisciplinary collaboration, and creative exchange among a wide range of academic departments, institutions, students, and faculty members, acting as a conduit between its community of artists and the University. Through affordable tickets, theater skill- building workshops and classes, project-based partnerships, public dialogue, and more, the A.R.T. deepens connections to live theater for audiences of all ages in the community. **More than 1,700 Cambridge residents attended A.R.T. programming in FY22.**

### Harvard Radcliffe Institute Events & Exhibitions

Free and open to the public, the Harvard Radcliffe Institute offers a wide range of public events

and exhibitions that bring people together and stimulate discussion.

### 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.**

### Harvard Science and Cooking Public Lecture Series

Celebrating worldwide cuisines and flavors, this popular series pairs Harvard professors with celebrated food experts and renowned chefs to showcase the science behind different culinary techniques. Open to the public, the series provides individuals and families with opportunities to learn about the scientific side of the culinary arts. The 2023 lectures include:

- Progress Reports: Some Common Cooking Issues Revisited
- Phase Transitions at Wusong Road
- The Science of Sugar
- How Koji Builds Community
- The Science of Chocolate
- The Thermodynamics of BBQ
- The science of valuable waste fluids in Galapagos
- A kitchen inspired by the cosmic influences on living things

### 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.

## Direct Contributions to Cambridge-based Nonprofit Organizations

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

## PAYMENTS TO CITY OF CAMBRIDGE

	2019	2020	2021	2022	2023 <sup>1</sup>
<b>Total Payments</b>	<b>\$23,338,790</b>	<b>\$19,964,349</b>	<b>\$17,118,461</b>	<b>\$20,127,145</b>	<b>\$23,259,687</b>
Real Estate Taxes Paid	\$6,179,991	\$6,497,715	\$6,951,425	\$6,848,649	\$6,955,707
Payment in Lieu of Taxes (PILOT)	\$4,274,476	\$4,345,647	\$4,392,207	\$4,434,578	\$4,321,179
Water & Sewer Fees Paid	\$6,595,420	\$6,774,658	\$4,294,422	\$6,727,670	\$7,243,463
Other Fees & Permits Paid <sup>2</sup>	\$6,288,904	\$2,346,329	\$1,480,407	\$2,116,248	\$4,739,338

## ECONOMIC IMPACT

### Anchoring the Local Economy

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

### Local Jobs

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

**#1 largest employer in the City of Cambridge for 23 consecutive years**

**4,580 Cambridge residents directly employed by Harvard in 2023**

<sup>1</sup> Payments made FY2023 (July 1, 2022 to June 30, 2023).

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



## Direct Contributions

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- AAA** Harvard’s stable presence in the City supports Cambridge’s AAA bond rating as cited by the nation’s three major credit rating agencies. The rating has enabled Cambridge to finance a variety of projects at favorable rates, resulting in savings to taxpayers.
- 6<sup>th</sup>** Harvard is the 6th largest taxpayer in the City of Cambridge
- \$62M** in taxes paid to the City of Cambridge in the last 10 years
- \$40M** in Payments-in-Lieu-of-Taxes (PILOT) to the City of Cambridge in the last 10 years
- \$121M** spent in construction, supplies, and services in Cambridge in FY23

## Research & Innovation

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- \$1B** in research funding attracted to Massachusetts by Harvard in FY23
- \$84M** in NIH funding attracted to Cambridge by Harvard in FY23
- \$15M** in research funding supported businesses and organizations in Cambridge in FY23
- 3,700+** ventures created through Harvard i-labs in past decade
- 194** new patent applications filed by Harvard in FY23

## Attracting Tourism

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- 650K+** visitors to Harvard Museums each year
- 30K+** people come to Harvard Square to attend the University’s Commencement each year

## Harvard Museums

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

### Harvard Art Museums

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

### Harvard Museum of Science and Culture

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

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

## ACCESSING HARVARD RESOURCES

Harvard offers a vast constellation of resources that are available to the larger community. To help navigate the myriad opportunities for accessing the University, the following websites provide great starting points for exploring all that Harvard University has to offer!

### Arts & Culture

- **Office for the Arts at Harvard**  
Upcoming arts events across the University plus links to the Harvard Box Office and other campus box offices.  
[ofa.fas.harvard.edu/events](https://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](https://community.harvard.edu/arts-culture)

### Athletics

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

### Event Calendars

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

### Harvard Libraries

- **Harvard University Library Visitor Access**  
There are many opportunities for visitors to experience our collections.  
[library.harvard.edu/visitor-access](https://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](https://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](https://www.harvardartmuseums.org)
- **Harvard Museums of Science and Culture**  
These four museums offer interdisciplinary exhibitions, events, lectures, and educational programs on the natural world, science, and human cultures.  
[www.hmsc.harvard.edu](https://www.hmsc.harvard.edu)

### Tours

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





# 2023 Town Gown Report

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*for the*  
City of Cambridge



*Submitted by:*  
Harvard University Planning and Design (HUPAD)

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







*Printed on recycled paper*