



## HARVARD GLOBAL ADVISORY COUNCIL

FRIDAY, OCTOBER 15, 2021

➤ **Welcome remarks from David Rubenstein**

- Harvard is living through a transformation right now: that transformation is Allston. This transformation of the campus is going to make Harvard even more significant due to what can be done with the new facilities and environment.
- Speakers in place to highlight the exciting opportunities taking place in Allston:
  - **Katie Lapp**, Executive Vice President
  - **Alan Garber**, Provost of Harvard University
  - **Srikant Datar**, Dean of Harvard Business School
  - **Frank Doyle**, Dean of the Harvard John A. Paulson School of Engineering and Applied Sciences (SEAS)

➤ **Welcome remarks from President Larry Bacow**

- Harvard did not build itself. It has come to be with the help of generations upon generations of people who believed in the idea of Harvard and helped to create the institution we see today. Although Allston has been a part of Harvard for over 100 years (Harvard Business School, Harvard Athletics), the opportunity to dramatically expand what we can do as an institution is upon us.
- “If you want to create a great city, first, create a great university, and then wait 100 years” – Daniel Patrick Moynihan
- Harvard owns 50 percent more land in Allston than it does in Cambridge, which allows the opportunity to expand academically:
  - SEAS has moved to Allston
  - A new theater is being built in Allston to house the American Repertory Theatre
  - Harvard Innovation Labs (i-lab), Pagliuca Harvard Life Lab, Launch Lab X GEO, and ArtLab already live in Allston
  - Enterprise Research Campus (ERC)—2 million square feet currently under design
- Fifty years ago, Kendall Square was a “wasteland” containing very few reasons to visit. Today, it’s home to the most thriving and densest biotech communities in the country. Harvard has the opportunity to create the next great Kendall Square in Allston.

### Harvard in Allston: Driving Innovation Through Collaboration

➤ **Remarks from Executive Vice President Katie Lapp**

- Regional context of where Allston is:
  - Harvard Business School and Harvard Stadium run along the Charles River’s south bank
  - Roughly half a mile away is the historic Harvard campus
  - One mile out is MIT
  - Two miles out is Kendall Square, Longwood medical area, developments in Watertown, BU medical area, Harvard Medical School, Harvard T.H. Chan School of Public Health, Harvard School of Dental Medicine
- Harvard owns 360 acres in Allston compared to 240 acres in Cambridge.

- ~50–60 acres used by Harvard Business School
  - ~90 acres used by Harvard Athletics
  - The rest is available for development
- Allston planning dates back to the late '80s/early '90s when Harvard acquired the land in Allston. Post-2008 financial crisis, the opportunity to rethink the development planning presented itself. Having significant cross-disciplinary innovation was an idea that rose to the top of the planning list, both inside and outside the University as well as industry.
- Sustainability: Committing to everything being built is built with sustainability top of mind.
  - Sustainable features in the The Science and Engineering Complex (SEC) include:
    - 80,000-square-foot water tank under the SEC that collects rainwater to supply the SEC with nondrinkable water (also avoids flooding in the building)
    - It's predicted to use about a third of the energy draw of a similarly situated New England lab building
    - Built using healthy materials a part of the Living Building Challenge
- Western Avenue in Allston is quickly being referred to as “the spine” and is home to the following:
  - Innovation labs, wet labs, Pagliuca Harvard Life Lab, ArtLab
  - SEC—a 540,000-square-foot structure with ~40 research labs, ~50 teaching spaces, 200 offices, an atrium
  - With generous gifts to the A.R.T., the A.R.T. Center for Research and Performance is in design stages. Although it will house the A.R.T., this space is intended to be a community space.
  - The Enterprise Research Campus (ERC)
    - ERC will hopefully break ground as early as summer 2022 and open in some capacity in 2024.
    - Public-private partnership with Tishman Speyer to start the development of the ERC—Harvard is leasing them the ground and they will be building the first phase, which is roughly a 1 million-square-foot space to have office space, labs, residences, a hotel, and conference center. (This will be open to the University but also outside sources as well.)

➤ **Remarks from Provost Alan Garber**

- Allston is a place that has long been viewed as ripe with opportunity and we are at the cusp of really capitalizing on all that it has to offer.
- Harvard aspires to be a global university and we have made a lot of progress in being able to deliver education virtually. However, Harvard remains firmly grounded in this region and our success in the future depends on having a vibrant Boston area for a number of reasons, as well as collaborating with the many other institutions in Greater Boston.
- Partnership is how Harvard extends influence and what leads to incredible progress. Partnerships including the Broad Institute and Landmark Bio with MIT, the Reagan Institute with Mass General.

➤ **Remarks from Dean Srikant Datar**

- Where are we coming from?
  - MS/MBA is connecting the Pagliuca Harvard Life Lab, the i-lab, and soon the Blavatnik Life Lab
  - Collaboration has already been in place with Dean Frank Doyle with the MS/MBA program (engineering sciences), The Harvard Business Analytics program (a program between HBS, SEAS, and FAS completely online), and Roberts Fellows (undergraduates working with SEAS and HBS)
- Top aspirations for the Business School
  1. Deep research and collaboration
  2. Business and society
  3. Increasing impact of our work on the world

- “D Cubed” Initiative in collaboration with Dean Frank Doyle (SEAS) and Dean Sarah Whiting (GSD)
  1. Digital and technological transformation
  2. Data science, machine learning, and AI
  3. Design and innovation

#### ➤ Remarks from **Dean Frank Doyle**

- Partnerships
  - The amazing bond forged between SEAS and HBS and what they have been able to accomplish has exceeded the initial expectations set by Frank and Nitin Nohria (former dean of HBS).
  - Example 1: New joint programs were launched before SEAS and HBS were physically near one another in Allston.
  - Example 2: SEAS and HBS have completely obliterated any boundary that might separate them by way of faculty with joint appointments, shared lab space, etc.
  - With the Enterprise Research Campus and other new structures in Allston, creating partnerships with the private sector is very important.
- Top five priorities when it comes to partnering with the private sector:
  1. Professional placement for students and finding jobs, internships in the network
  2. Networking and mentoring opportunities for students and alums
  3. Bring in real-world experts with their real work data and case studies to co-instruct with SEAS faculty
  4. Seeds of inspiration for new research projects
  5. Provide adequate funding for all the above priorities

#### ➤ Discussion

**Question prompted by Provost Alan Garber:** What can we learn from other efforts at other universities and other regions? What do you think are Harvard’s unique advantages?

**Member question:** How has Harvard planned for more student enrollment and housing? With so much in the works in Allston, how has this made Harvard rethink what will happen in the existing facilities in both Cambridge and Allston?

**President Larry Bacow response:** Enrollment in graduate and professional Schools has already been growing, and Harvard currently has the highest number of undergraduates on campus in many years. Harvard is actively looking at learnings from the pandemic about how they might use technology to reach far more students than ever before. One of the challenges Harvard is facing is that neither Cambridge nor the city of Boston wants to increase the residential population of the student body. The worry stems from crowding people out of the housing market, gentrification in the area, etc. Looking ahead to possibly creating an academic village in Allston to provide more housing for faculty and graduate students.

**Dean Frank Doyle response:** When SEAS was first formed in 2007, there were 10 or less master’s students enrolled. In just the last six years, there are now three new master’s programs, all of which are joint with a School (GSD, FAS, and HBS). Today, SEAS admits more master’s students than PhD students at around 300 students.

**President Larry Bacow response:** The Enterprise Research Campus Conference Center will act as a state-of-the-art convening center, right in the heart of Allston. We are looking for multiple ways to expand our outreach, not just in the students that we educate on campus but also the people we bring to campus and the students we reach digitally.

**Member question:** How does the Allston initiative with Harvard’s Enterprise Research Campus differ from Stanford? How are we going to differentiate ourselves in terms of partnerships with the private sector and throughout the world?

**Provost Alan Garber response:** Engagement with the private sector throughout the world is a very important goal for Harvard. If we are going to be at the frontier in all kinds of areas, we absolutely must be globally engaged.

**Dean Srikant Datar response:** The whole design of everything happening at Harvard is global. The Business School is writing a large number of global cases and making connections with global research centers to really make Allston an important hub.

**Dean Frank Doyle response:** Allston is positioned in such a great physical location. Try to think about another place on the globe that has a density of this sort of innovation, whether it be universities, hospitals, startups, etc. One of the major points to creating an innovation center, according to an HBS paper, is the density of innovators because you need those serendipitous interactions that you can't predict. You need scientists, engineers, and innovators colliding in ways that aren't expected. That's what we can achieve with this footprint.

**Member question:** How does the decentralized nature of Harvard affect this technology?

**Dean Srikant Datar response:** There was participation in the i-lab from all Harvard Schools in the many innovation activities that were occurring there. Additionally, there are many joint programs across Schools. So, whether it is technology, innovation, etc., there is no threat of not having full participation.

**President Larry Bacow response (after an attempt to call on Dean Rakesh Khurana, who was experiencing technical difficulties):** The i-lab has opened up so many opportunities for undergraduate students at Harvard. One in three Harvard College students will do work at the i-lab over the course of their four years at Harvard. SEAS is quickly becoming the connective tissue that's drawing together many of the other Schools at Harvard. Harvard is also working on an artificial intelligence initiative that will certainly tie together what's going on at SEAS to what's going on in neuroscience in the FAS and the Medical School, etc.

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