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1.040 Project Management
Spring 2009

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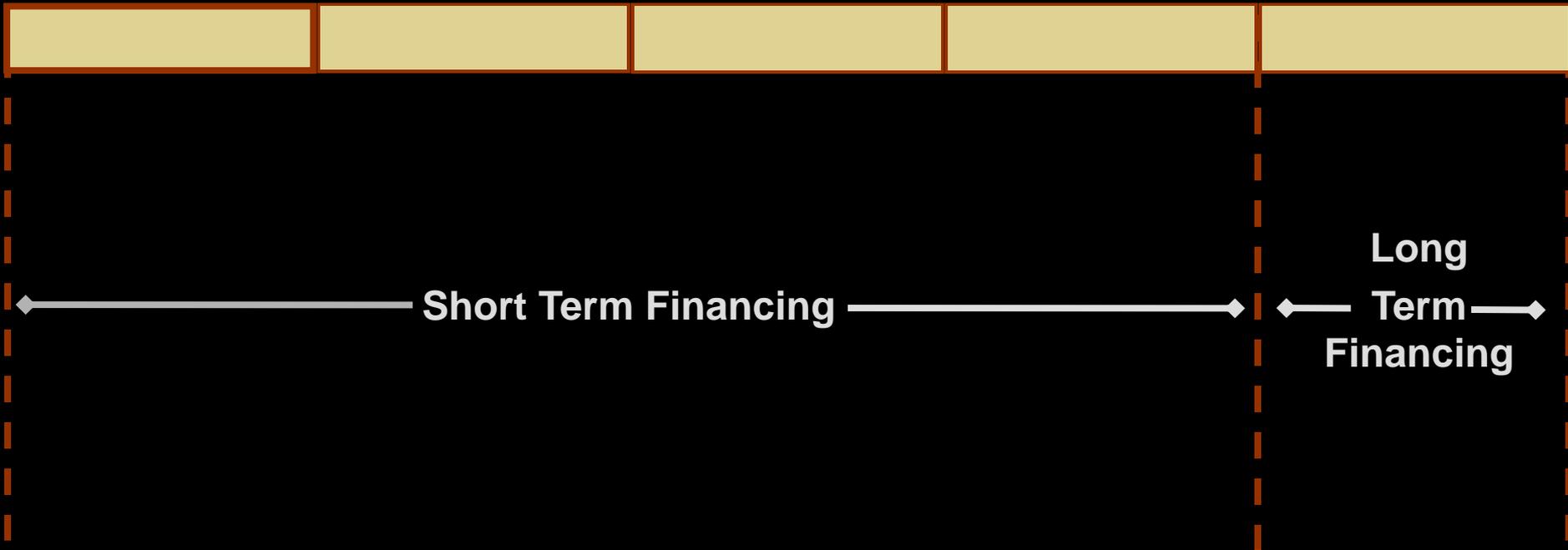
ALLSTON DEVELOPMENT GROUP
HARVARD UNIVERSITY

Capital Program Management

April 10, 2009



Framework



Key Issues

- **Leadership**
 - Leadership vs. Management
 - Vision
- **People**
 - Motivated, talented, experienced, team player, passion for work
- **Design Impact**
 - Cost impact curve
- **Program vs. Project**

Setting Up a Program

- **Create a Vision**
- **Create a Strategy (Ex. academic strategy)**
- **Build a Team- Internal/External**
- **Establish Management Systems**

Selecting Firms

- **Qualifications**
- **Experience**
- **Availability**
- **Staff vs. firm and marketing**

Typical Program Management Tasks

- **Planning and Permitting**
- **Communications Strategy**
- **Community Relations**
- **Stakeholder Management**
- **Financing Strategy and Cost Management**
- **Contracting Strategy**
- **Risk Management**
- **MBE/WBE Participation**
- **Project Delivery**

Measures of Success

- **Short Term**
 - Budget
 - Schedule
 - Quality
 - Safety
- **Long Term**
 - Vision met
 - Goals accomplished

Harvard University's Allston Initiative

Harvard's Campus



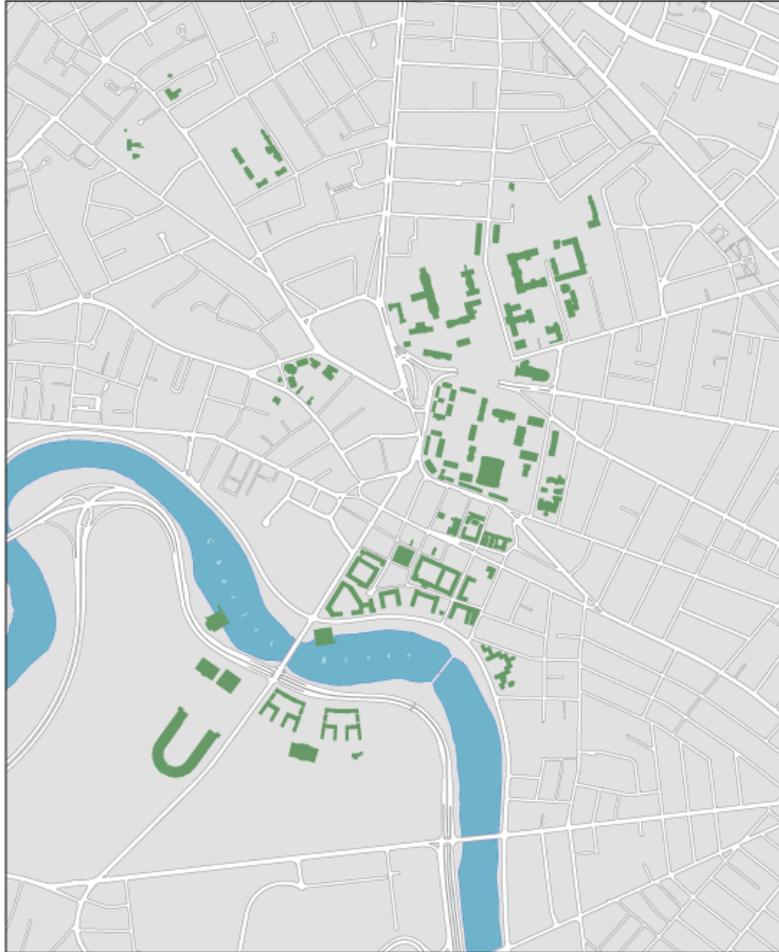
Harvard's Campus Growth and Transformation

- Approximately 225 acres in Cambridge and 350 acres in Allston
- Approximately 23.4 Million gross square feet of building space.
- Harvard's growth rate is 1 Million to 1.5 Million square feet per decade

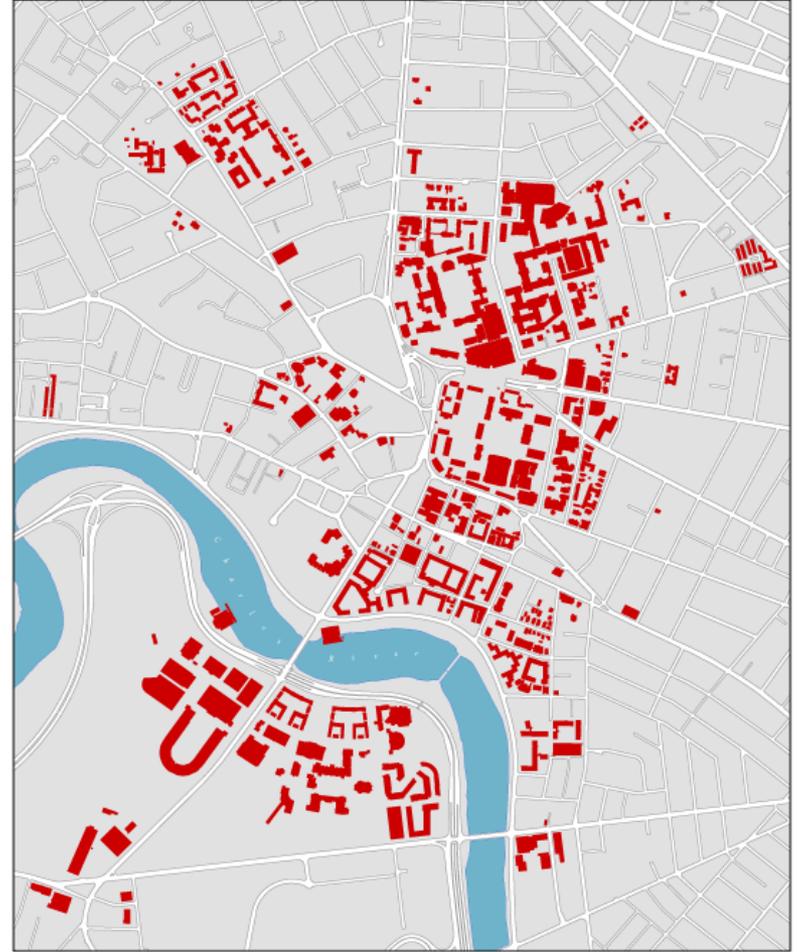


Harvard University Growth and Transformation

1937



2007



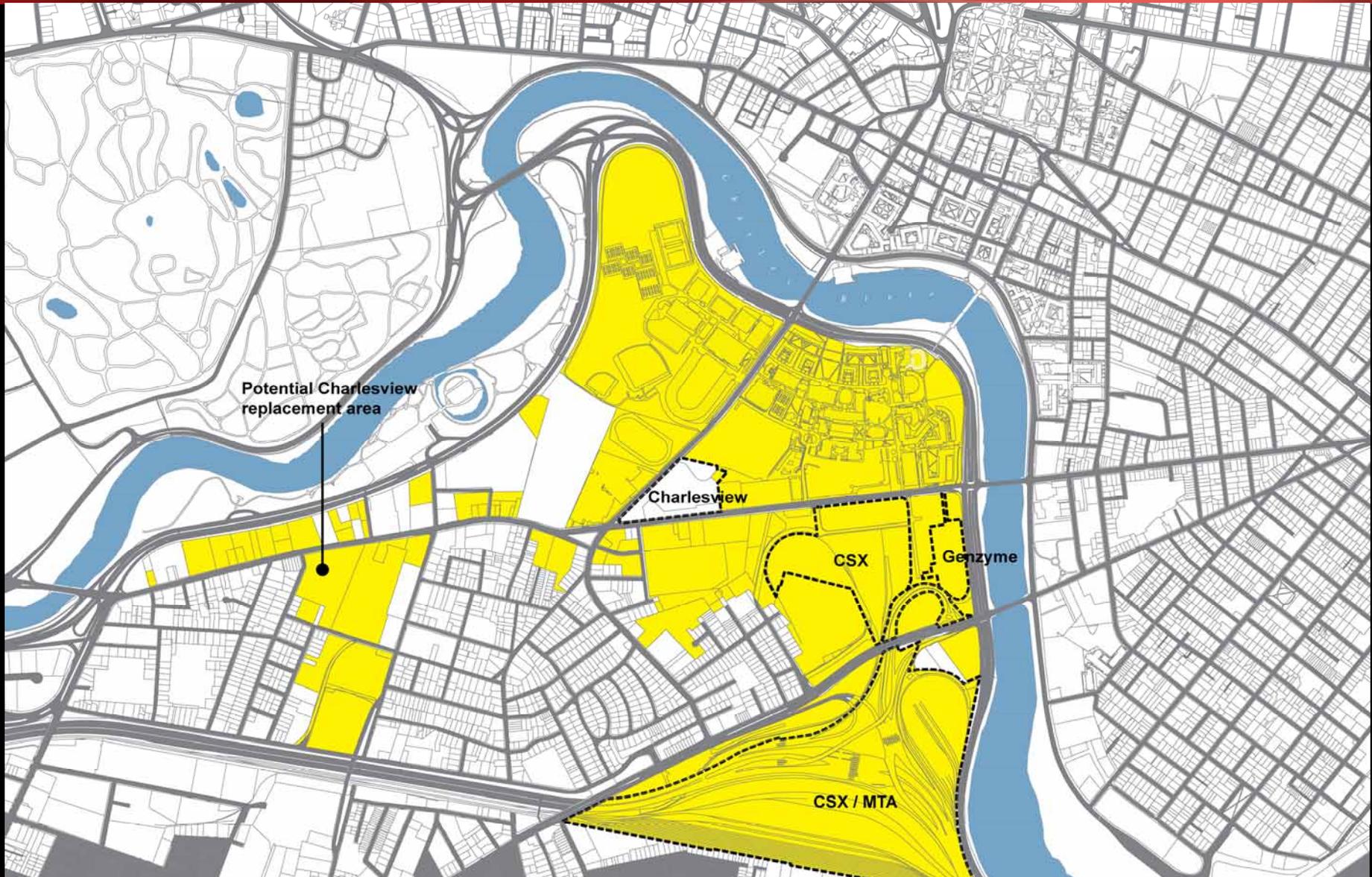
Approx. 6,731,092 Gross Square Feet

Approx. 23,423,122 Gross Square Feet

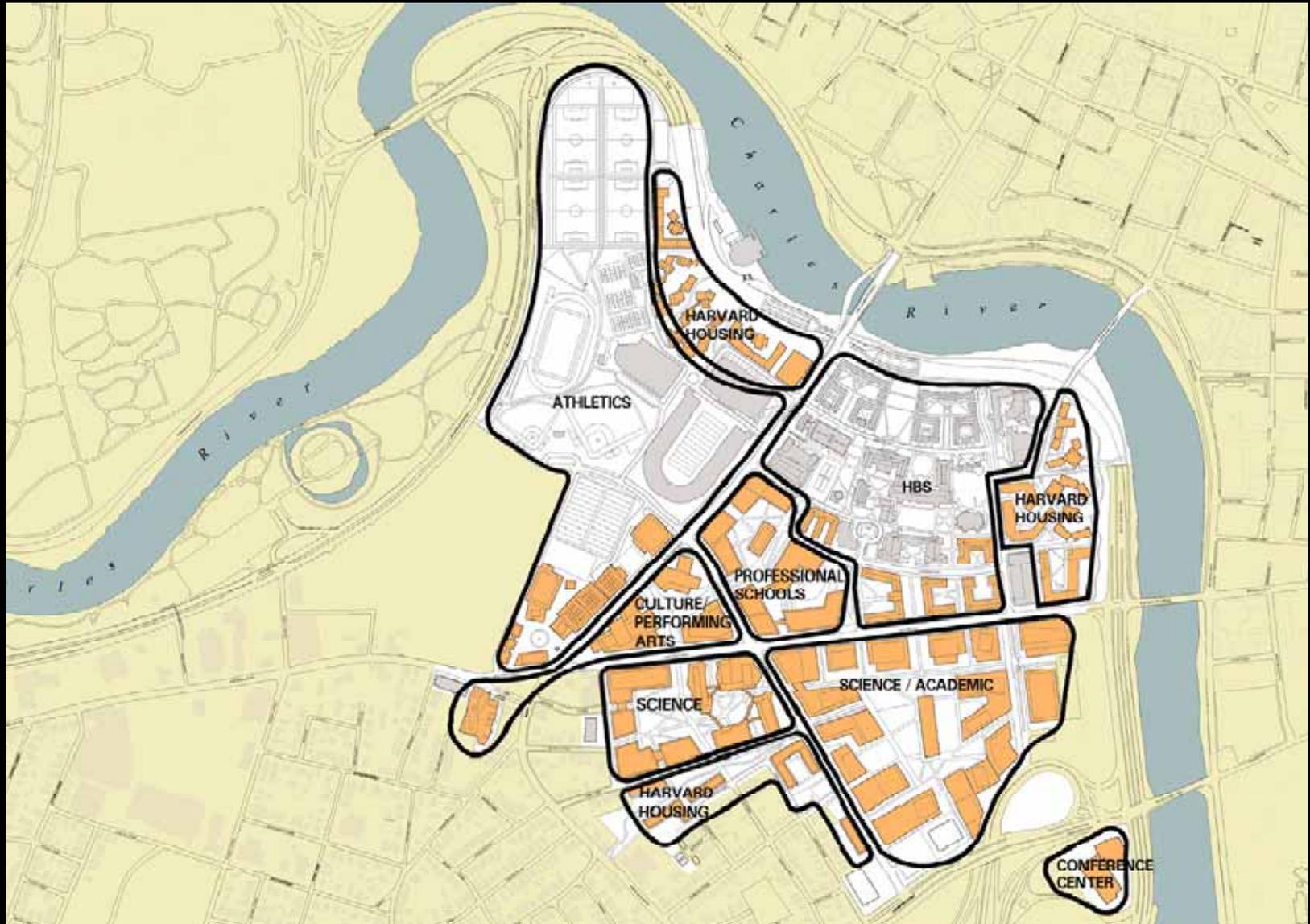
Existing Conditions



Harvard's Current Land Ownership in Allston



Uses



Master Plan Rendering



Harvard Allston Science Complex

Behnisch Architekten

Allston Science Complex



Allston Science Complex

- **Multi-use science research and teaching facility**
- **Approximately 1 million SF**
- **1,000-1,200 faculty, students and staff**
- **Stem Cell and Regenerative Biology Department**
- **Research initiatives – Bioengineering and Systems Biology**
- **Dining facility, catering and rooftop bar**
- **Child daycare center (68 slots)**
- **3 retail storefronts on Western Ave.**

Allston Science Complex



Allston Science Complex



View of Building 1 looking southwest from Western Avenue

Allston Science Complex



Perspective view into the yard from Western Avenue looking south

Allston Science Complex

August 2008



Allston Science Complex

October 2008



Allston Science Complex

February 2009



Allston Science Complex

April 2009

