1.040 Project Management
Spring 2009

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Capital Program Management

April 10, 2009
Framework

Short Term Financing

Long Term Financing
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 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: Approx. 6,731,092 Gross Square Feet

2007: Approx. 23,423,122 Gross Square Feet
Existing Conditions
Harvard’s Current Land Ownership in Allston
Uses
Harvard Allston Science Complex

Behnisch Architekten
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 I 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

April 2009