Harvard by the numbers

• Cambridge  393 buildings  16.2M sf
• Longwood  25 buildings  2.9M sf
• Allston  98 buildings  5.1M sf
• Total  648 buildings  25.2M sf

• 19,512 faculty and staff
• 7,557 undergraduate students
• 16,419 graduate students
• 5,726 international students
Harvard Schools

1. Faculty of Arts and Sciences
   - Includes Harvard College, the School of Engineering and Applied Sciences, Graduate School of Arts and Sciences
2. Harvard Business School
3. Harvard Graduate School of Design
4. Harvard Divinity School
5. Harvard Graduate School of Education
6. Harvard Kennedy School of Government
7. Harvard Law School
8. Harvard Medical School
9. Harvard School of Dental Medicine
10. Harvard T.H. Chan School of Public Health
11. Radcliffe Institute for Advanced Study
12. Harvard Extension School
Fall Facilities Planning

Charge
Collaborate across the university to draft guiding principles for return-to-work facility operation and surface high-level information gaps needed to inform principles

Output
A set of documents that can be used by schools and units to create individualized implementation plans for the new normal of COVID-19, including high-level guidelines by space type
Challenges

– Decentralization
– Planning happening in many forums
– Shifting and competing assumptions
– Lack of clarity or central source of truth
– Determining what should be addressed at the university level vs the local level
– Organizing a consistent plan for protecting against transmission for each school to use for decision making
– Managing expectations from diverse set of stakeholders
Process

1. Provide baseline public health principles (EH&S, HUHS, Medical Advisory Board)
2. Collaborate with key stakeholders across the schools focused on different activities
3. Consolidate stakeholder questions and needs
4. Activate internal resources to help answer those questions, and
5. Provide a framework for the schools to make decisions based on their operations and cost vs. benefit
Structure

- Learning
- Dining
- Transportation
- Athletics
- Gathering and Assembly Spaces
- Construction
- Isolation/Quarantine
- Housing
- Office/Administration
- Labs

- Co-leadership Structure
  - One from EH&S – technical resources
  - One from that activity – operational resource

- Assigned team members from across the schools and operations (ideally up to 20 people to keep it manageable)
Resources

• Planning Office
• Strategic Procurement
• Communications
• IT
• Environmental Health and Safety
• University Health Services
Collaboration Tools

• MS Teams
  – Updated guidance, list of questions, notifications of new information, asynchronous collaboration, resource sharing

• Zoom
  – Kickoff meetings, group meetings, weekly status meetings with the Vice President of Campus Services
Emerging Recommendations

- Pair structural and human interventions to increase compliance
- Set and communicate clear expectations
- Communicate for trust and confidence
- Assess cost/benefit for proposed interventions, including costs to reverse interventions at a later date
Ideas that may stay

• Cross-university collaboration mechanisms
• Remote learning, meeting, and collaboration methods
• Personal Responsibility
  – Residential Community Compact