

## Chief Executive Officer – Harvard Allston Land Company

### Job-Specific Responsibilities

Harvard Allston Land Company (HALC) oversees the planning and development of Harvard University's Enterprise Research Campus (ERC) in Allston, Massachusetts. The University envisions the ERC as becoming a center for innovation, collaboration, and entrepreneurship, bringing together partners from across Greater Boston and beyond. Plans for the area include spaces for a range of research-oriented companies, social ventures, businesses, and startups.

The Enterprise Research Campus initially includes 36 acres of re-purposed land and 4.5M square feet of development. Tishman Speyer will begin construction on the ERC in 2022. This first phase will consist of developing the seven acres of the land into a hotel, conference center, residential buildings, retail, and public green space. HALC will begin the construction of "streets, sidewalks, and other utility infrastructure elements" in 2021.

The candidate will report directly to the Chair of the HALC Board of Directors, and work in close collaboration with Harvard's Executive Vice President, and other University leadership, including Harvard's Provost, Vice President for Campus Services, Chief of University Planning and Design, Vice President for Finance and Chief Financial Officer, Vice President for Public Affairs and Communications, as well as deans and other officers of the University. This position requires a complete end-to-end delivery of all developments.

Key duties include:

- Working in conjunction with the Board and University leadership, continue the vision for the overall development effort, bearing in mind that the development of the ERC will be accelerated and its success more complete if it builds upon the active engagement of other nearby universities, particularly that of our immediate neighbors.
- Examine and evaluate the range of development opportunities consistent with the University's larger interests and priorities regarding Allston, Boston, Cambridge, and the Commonwealth of Massachusetts and which are ideal for the parcel(s); recommend the best path forward for the University to pursue while preserving the University's flexibility to adapt to changes in future use given changes in market conditions.
- Identify, vet, and manage joint venture partners to develop specific projects for future phases; gain agreement on vision, plans, budgets, price, contracts, etc.; protect the University's control of placemaking guidelines for the ERC to ensure that its physical development remains consistent with the existing development of the academic campus in Allston and Harvard's vision for a vibrant 24/7 urban community.
- Work in coordination with internal University stakeholders on the management of regulatory authorities, community relationships, and negotiations with the community.
- Partner and closely coordinate with Harvard financial, planning, and capital projects departments on the development, design, estimating, construction, planning, and financing of the development projects; the development of the ERC future phases should be financed off-balance sheet by raising capital for the purpose of underwriting this commercial venture.

## **Job-Specific Responsibilities-Continued**

- Evaluate the need for external consulting assistance in concert with internal colleagues; oversee the appointment and management of outside partners as appropriate.
- Formulate yearly and long-term budget forecasts for delivery of all development components.
- Measure projects based on forecasts, valuations, and final metrics, including, for example, yield, IRR, and NPV; ensure a successful outcome of land planning by realizing the opportunities presented.
- Participate in and lead presentations to external and internal constituents; regularly apprise leadership of status/progress of the project(s).
- Rely on strong knowledge of mixed-use/multi-use 24/7 neighborhood market trends to inform the effort.

## **Basic Qualifications**

Candidates MUST meet the following basic qualifications in order to be considered for this role:

The ideal candidate is an accomplished executive who has directly overseen successful large-scale, transformative

projects. They will have demonstrated a career track of upward mobility with competencies gained in new business entitlements, project management, government approvals, community relations, and success with cross-functional teams.

The role requires the vision, creativity, and ambition of an entrepreneur combined with the financial acumen and tactical operating development skills of a senior leader who is comfortable working in a large and complex organization. The ideal background will include experience with a vertical multi-use development and will ideally include exposure to office, retail, and multi-family projects.

## **Additional Qualifications and Skills**

- Advanced business acumen supported by strong commercial expertise and excellent leadership skills.
- Ability to influence multiple stakeholders and persuade audiences towards desired outcomes, a relationship builder and proficient negotiator.
- Ability to navigate in complex internal and external environments; comfortable with multiple and even competing demands; goal-oriented but flexible; track record of strong and collaborative partnerships with internal and external stakeholders.
- The proven commitment of diversity, inclusion, and belonging in managing a team as well as in the execution of development projects.
- Strong oral and written communication skills with a particular focus on clarity and synthesis; exceptional presentation skills; at ease with complex information and high-stakes constituents; commands respect through content expertise and the style of a seasoned professional.
- Familiarity with the Boston development market is preferred but not required; a graduate degree is highly desirable.

## **Additional Information**

**TO APPLY:** This search is being conducted by Russell Reynolds Associates. Nominations, inquiries, and expressions of interest should go directly to: [HALCCEO@RussellReynolds.com](mailto:HALCCEO@RussellReynolds.com)

**PLEASE NOTE:** During the current period of Covid-19 related restrictions, this position may start as a remote position, with the transition to onsite in Cambridge when the office reopens.

We continue to monitor the evolving COVID-19 and the lifting of restrictions. We appreciate your understanding and flexibility with our interview process. We will be conducting interviews virtually for selected candidates until further notice.

Harvard will require COVID vaccination for all Harvard community members who will have any on-campus presence. Individuals may claim exemption from the vaccine requirement for medical or religious reasons. More information regarding the University's COVID vaccination requirement and exceptions may be found at the University's "COVID-19 Vaccine Information" webpage: <http://www.harvard.edu/coronavirus/covid-19-vaccine-information/>.

## **EEO Statement**

We are an equal opportunity employer and all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability status, protected veteran status, gender identity, sexual orientation, pregnancy and pregnancy-related conditions, or any other characteristic protected by law.