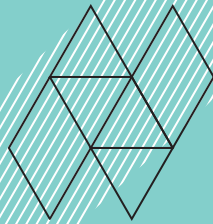


**2016**



**Annual Report**

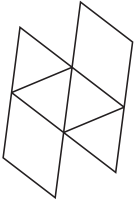


Dear Alumni and Friends,

Each year, the Harvard Graduate School of Design community makes remarkable contributions towards shaping our world. As a school, we take pride in our ability to bring together exceptional faculty and the most promising young designers to drive the boundaries of design knowledge. Now more than ever, designers are uniquely qualified to respond to the challenges that face communities around the world—issues like climate change, aging infrastructure, and social inequity.

We approached these issues with continued vigor this year and introduced new initiatives that drive our mission forward. A highlight is our new collaborative degree program with Harvard's John A. Paulson School of Engineering and Applied Sciences—the Master in Design Engineering—which will tackle complex global problems with design-informed solutions.

As the challenges facing our world's cities and communities intensify, the GSD has revitalized its commitment to serious dialogue and productive change around entrenched urban problems. Our newly developed Office for Urbanization launched with a series of conferences both here and abroad, while the American Cities Initiative established a platform through which faculty, researchers, and students convene with local stakeholders and national experts to collaborate on multi-year, on-the-ground research on American cities. The Center for Green Buildings and Cities progressed with its groundbreaking work on the creation and improvement of high-performing, sustainable buildings and urban environments, which include its headquarters here on campus—a test-bed for



Left: Dean Mohsen Mostafavi,  
Alexander and Victoria Wiley  
Professor of Design.

reaching net-zero energy building performance. These and other initiatives will generate valuable research and actionable proposals that harness our power as designers to shape and improve the built environment at a time when our leadership and optimism are needed more than ever.

Our public programming complemented our curricular vitality with an exceptional series of lectures, conferences, and exhibitions. Highly anticipated talks from figures including Toyo Ito, David Harvey, and Calvin Klein reaffirmed the GSD's role as a hub for cultural discourse. Meanwhile, conferences including the student-organized Black in Design Conference and our Voices and Visions of St. Louis symposium positioned design as a needed voice in today's urgent conversations around social equality and injustice.

We also enjoyed a banner year for global engagement. Our studios and Executive Education program reached more countries than ever before. This past summer, a group of students began a collaborative research project in Beijing with Peking University. We are also engaging the Harvard community, here and abroad, with more depth and dynamism.

This Annual Report offers a look at these and other activities from the past academic year. It presents a singular opportunity to reflect on our recent accomplishments, to weigh our responsibilities to the built environment and the global community, and to recharge our commitment to empowering the next generation of design leaders and innovators.

Best,

**Mohsen Mostafavi**

Dean and Alexander and Victoria Wiley  
Professor of Design

# Faculty



*GSD faculty members Neil Brenner AM '11, Elizabeth Whittaker MARCH '99, and Gary Hilderbrand MLA '85 discuss the connections among their practices, work, interests, and teaching. Discussion moderated by Ed Eigen, Associate Professor of Architecture and Landscape Architecture.*



Left: Anita Berrizbeitia MLA '87, Professor of Landscape Architecture and Chair of the Department of Landscape Architecture, discusses a project during review for a landscape architecture core studio.

Bottom: Dean Mohsen Mostafavi with Rahul Mehrotra MAUD '87, Professor of Urban Design and Planning, at the UD 50 Lectureship in Urban Design.



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# of Ladder Faculty

78

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# of Multi-Year Faculty

23

In recent years, the GSD has been engaged in a strategic expansion of its faculty to maintain a favorable student/faculty ratio, balance core disciplines with an eye toward enabling transdisciplinary collaboration, and fill specific curricular needs, all of which keep the School on the cutting edge of design pedagogy. This year, the GSD appointed visionary inventor and designer **Chuck Hoberman** as the Pierce Anderson Lecturer in Design Engineering; he was also named an Associate Faculty member at Harvard's Wyss Institute for Biologically Inspired Engineering. With his dual appointments, Hoberman serves as an inaugural faculty member for Harvard's new collaborative Master in Design Engineering (MDE) program, shared by the GSD and Harvard's John A. Paulson School of Engineering and Applied Sciences (SEAS). Similarly, **Martin Bechthold DDes '01**, who has taught at the GSD since 2000 and at the Wyss Institute since 2014, was named the GSD's Kumagai Professor of Architectural Technology and co-directs the MDE program.

In the Department of Urban Planning and Design, the School appointed both **Daniel D'Oca MUP '02** as Associate Professor in Practice of Urban Planning and **Toni L. Griffin LF '98** as Professor in Practice of Urban Planning. They each bring a strong commitment to examining the social and political dimensions of city-making and to fostering social justice as planners and designers. In addition to teaching, Griffin will lead a Design Lab on those topics. (Read more about the GSD's Design Labs on pp. 10 and 11 of this report.)

In the Department of Architecture, the School appointed **Carles Muro** as Associate Professor of Architecture and **Jon Lott MArch '05** as Assistant Professor of Architecture. In the Department of Landscape Architecture, **Gary Hilderbrand MLA '85**, who has taught at the GSD since 1990, was promoted to a tenured position as Professor in Practice of Landscape Architecture.

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**Faculty by Department**

# 102

Total

# 49

ARCH

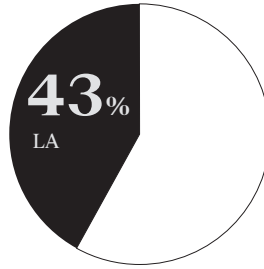
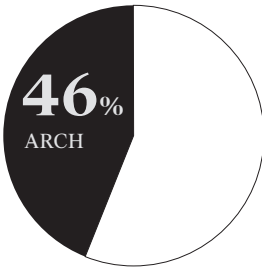
# 29

LA

# 24

UPD

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**% of Faculty Born Outside of the United States**


# 46%

Total

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**# of Visiting Faculty\***

# 125

Total

# 60

ARCH

# 38

LA

# 27

UPD

\*Departmental numbers may be slightly higher than total head count due to faculty members in dual departments.

*Harvard undergraduates in final review for Architecture Studies track course HAA 179X: Tectonics.*



# Undergraduate Education

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# of Undergraduates

# 20

The fifth year of the undergraduate track in architectural studies at the Harvard Faculty of Arts and Sciences (FAS) continued to build upon the long tradition of a humanities-based architecture program at Harvard. **K. Michael Hays**, Eliot Noyes Professor of Architectural Theory, Associate Dean for Academic Affairs, and Interim Chair of the Department of Architecture, is co-director of the program, which includes specialized studios and courses that are taught by several faculty members at the GSD.

Within the Architecture Studies track, two broad areas of emphasis are made available; History and Theory includes the study of architecture, cities, landscapes, designed objects, ornament, architectural photography, and material culture. Meanwhile, Design Studies investigates the social and aesthetic dimensions of contemporary architecture, landscapes, cities, and territories. This track takes particular focus on issues of environmental sustainability, new forms of urbanism, and the use of digital media for visualization and analysis.

As the program continues to flourish, the first-year studio course Transformations, taught by Design Critic in Architecture **Megan Panzano MArch '10**, drew a record number of interested students for the Spring 2016 semester; more than 40 undergraduates applied through a competitive admissions process for the 10 spaces available in the course. Half of these 10 students are enrolled in the Architecture Studies track, while the remaining half are from a variety of other undergraduate concentrations—including Mechanical Engineering, Computer Science, Applied Math, Romance Studies, and Organic Evolutionary Biology—creating a dynamic, interdisciplinary experience.

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**Sample of Architecture Studies Courses Taught by GSD Faculty**

<b>Course Title</b>	<b>GSD Faculty</b>	<b># of Students</b>
Tectonics Lab ( <i>elective lecture</i> )	Mark Mulligan MArch '90 and Mike Smith MArch '13	11
Architecture Studio I: Transformations ( <i>undergraduate sophomores and juniors</i> )	Megan Panzano MArch '10	10
Architecture Studio II: Connections ( <i>undergraduate juniors and seniors</i> )	Zaneta Hong MLA '07	10

# Research



*Students at an interdisciplinary symposium on informal robotics.*

*Exhibition of A Sustainable Future for Exuma: A Traveling Toolbox in Frances Loeb Library.*



The GSD's commitment to transformative research is grounded in the belief that design and design thinking hold answers to many of the key challenges—and opportunities—of our era. Interdisciplinary cooperation—among the arts, humanities, and sciences, as well as across the academy, industry, and the public sphere—forms the cornerstone of this philosophy. Our research program benefits from a studio-based model that enables open exchange and fruitful cross-pollination.

Over the past six years, with support from both philanthropic dollars and sponsored research, financial assistance for research programs at the GSD has grown more than twenty-fold—from \$500,000 in 2009 to well over \$10 million in 2015. As the School's research agenda and ambitions broaden, our option studios and Design Labs ("D Labs") continue to provide rich opportunities for students to gain tangible research experience and explore the impact of design methodologies. The active participation of GSD students in research labs and the measurable increase in students opting to undertake a research thesis build upon and expand the School's research model.

In November 2015, the GSD launched the Office for Urbanization, a new model of research that connects the GSD with external organizations and constituents to tackle the social and environmental challenges associated with ongoing urbanization. The Office for Urbanization provides a de facto nexus for city-related research at the GSD by focusing cross-disciplinary research and exchange to enable purposeful applications of this work in cities and communities around the world. Along similar themes, the recently established collaboration with Peking University took concrete form when a group of GSD students traveled to Beijing this past summer to begin research on ecological urbanism; their first project will investigate urban challenges faced by three mid-sized cities. This exciting endeavor takes the School one step further along in its mission to engage and collaborate globally.

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#### Research Centers

Harvard Center for Green Buildings and Cities	Aims to transform the building industry through a commitment to a design-centric strategy that directly links research outcomes to the development of new processes, systems, and products.
Harvard Joint Center for Housing Studies	Leading organization in the United States for research on housing. Advances the understanding of housing issues and informs policy through research, education, and public outreach programs.

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#### Design Labs

City Form Lab (new in 2015–2016)	Develops new software tools for researching city form; applies cutting-edge spatial analysis and statistics to investigate how the physical pattern of urban development affects the quality of urban environments; and develops creative design and policy solutions for contemporary urban challenges.
Energy, Environments & Design Lab	Investigates novel agendas for energy at a range of design scales.
Geometry Lab	Engages with core questions of architectural geometry and computational design.

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**Design Labs (continued)**

The Just City Lab (new in 2015–2016)	Investigates the definition of urban justice and the just city, and examines how design and planning contribute to the conditions of justice and injustice in cities, neighborhoods, and the public realm.
Material Processes & Systems Group	Understands, develops, and deploys innovative technologies in the promotion of design as an agent of change in the quest for a better future.
Responsive Environments & Artifacts Lab	An interdisciplinary look at the design of the physical environment with regard to technologically augmented experiences.
Social Agency Lab	Studies the ways in which individuals, institutions, and organizations shape social outcomes in cities.
Urban Theory Lab	Builds upon the notion of generalized urbanization to investigate emergent sociospatial formations under 21st-century capitalism.

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**Programs & Initiatives**

Aga Khan Program for Islamic Architecture	Dedicated to the study of Islamic art and architecture, urbanism, landscape design and conservation, and the application of that knowledge to contemporary design projects.
Harvard Mellon Urban Initiative	Multi-year investigation of urban studies funded by the Mellon Foundation and directed toward establishing an interdisciplinary and coordinated study of urban environments in the humanities.
Health and Places Initiative	Investigates how to create healthier cities in the future, with a specific emphasis on China. By bringing together experts from the GSD and the Harvard T.H. Chan School of Public Health, we create a forum for understanding the multiple issues that face cities in light of rapid urbanization and an aging population worldwide.
Office for Urbanization	Researches and addresses societal conditions associated with contemporary urbanization.
A Sustainable Future for Exuma	Multi-year ecological planning project, a collaboration among the Government of The Bahamas, the Bahamas National Trust, and the GSD. The goal is to facilitate the design and management of a more sustainable future for the Exuma archipelago, and the Bahamas more generally.
Transforming Urban Transport	Advances our knowledge of how, when, and where political leadership has been critical to the successful implementation of path-breaking transportation policies.
Zofnass Program for Sustainable Infrastructure	Develops and promotes methods, processes, and tools that quantify sustainability for infrastructure with a goal of facilitating the adoption of sustainable solutions.

Right: Participants in Leadership and Design Thinking work together in “brain trusts” to map out the next steps in their leadership challenges.

Bottom: Participants in the Climate-Resilient Architecture: The Building and its Environment program work together to reframe questions about Medellín.



# Executive Education

GSD Executive Education had a banner year in FY '16, expanding the School's global footprint while growing profits by high double digits. The Executive Education team delivered successful programs in all kinds of weather (snowstorms and heat waves) and landscapes (deserts, crowded city centers, and islands), with direct impact on shaping the future of the built environment. As a result of the Smart Building Materials program in Medellín, Colombia, for example, the city is constructing signature government buildings without air conditioning for the very first time.

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# of International  
Participants

528

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# of Countries Represented

59

Programs were delivered in Cambridge, jointly with Harvard Business School and the Harvard Graduate School of Education, and areas abroad in critical need for conservation, including Saudi Arabia, Colombia, Mexico, and Nigeria. Among the dozens of program topics covered, the most in demand were smarter cities, affordable housing, real estate development and finance, organizational leadership, clean construction, social housing, energy modeling, and schools of the future.

This year's 937 participants hailed from 59 countries and all regions of the United States. They represented a range of industries and practices, including real estate development, architecture, design, banking, corporate real estate acquisitions, nonprofit development, city planning, and housing finance.

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Total # of Participants

937



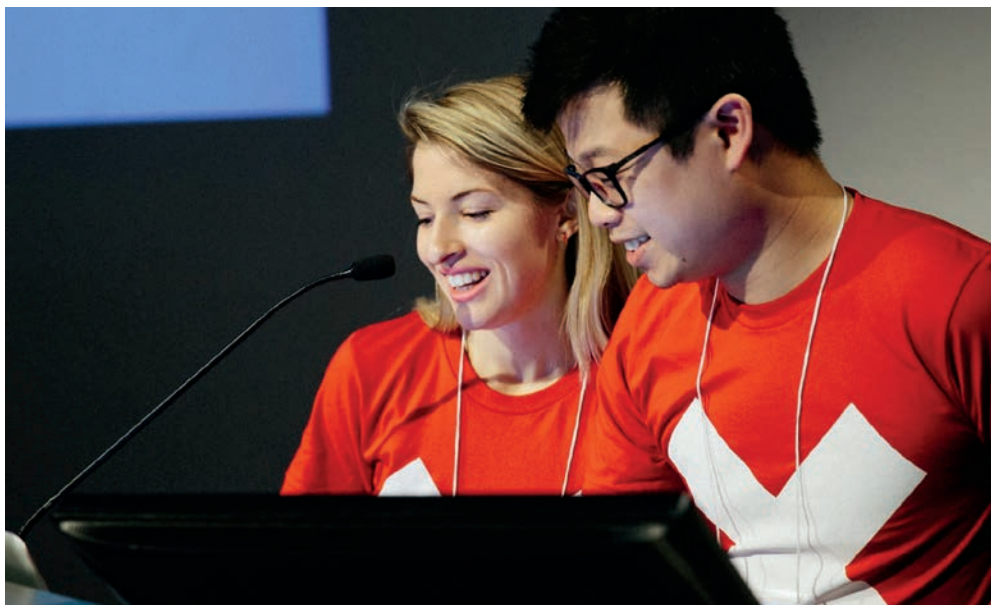
# Students and the Student Experience



*Top: Students in Mapping: Geographic Representation and Speculation, a landscape architecture and urban planning and design course.*

*Right: Student work on display during the annual Commencement exhibition.*





*Top: Carly Dickson MArch '17 and Enoch Wong MArch '17 at the Harvard×Design Conference, an annual exploration of all things design.*



*Left: Student in landscape architecture option studio Open Space – East New York – Brooklyn.*

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Average Age

# 27

In September 2015, the GSD welcomed 351 new faces to its student community, selected from a pool of over 2,300 talented applicants, and reflecting a 71 percent yield of those offered admission. Coming from a rich diversity of personal, pedagogical, and professional backgrounds, they entered Gund Hall eager to push the boundaries of their disciplines and forge connections that they will carry and strengthen over the rest of their lives.

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# of Matriculating Students

# 826

While much of their time is devoted to the classroom and studios, GSD students find ways to actively engage in the life of the School throughout the year. Events, organized by over 40 student groups, provided respite from the rigor of the GSD curriculum, including the beloved Friday night tradition, “Beer and Dogs”; the annual Beaux Arts Ball on Halloween; the HarvardxDesign Conference, a collaborative effort with Harvard Business School; and a host of other lectures and symposia. They also actively pursued ways to engage their disciplines with the world at large. Highlights included: the African American Student Union (AASU) organized the first-ever Black in Design Conference, a powerful, weekend-long event that convened designers, planners, academics, and students to tackle questions around race, inequality, and design. At the end of the school year, the GSD community came together to celebrate the accomplishments of its graduating students. **Toshiko Mori**, the Robert P. Hubbard Professor in the Practice of Architecture, addressed students and their families at GSD’s Class Day, where she encouraged the graduates to take advantage of “flexible, elastic disciplinary boundaries,” and to “be proactive, brave, and courageous” as they take their next steps.

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# of Countries Represented  
in the Student Body

# 58

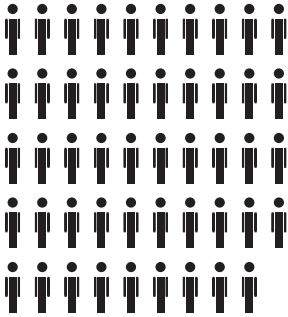
During Harvard’s 365th Commencement, the School awarded 310 degrees to its Class of 2016 in architecture, landscape architecture, urban planning and design, design studies, and doctoral programs, while also conferring certificates to the 2015–2016 Loeb Fellows. Of the 302 program graduates, eight earned dual degrees. Forty-five percent of the Class of 2016 comprised international students, with 43 nations represented.



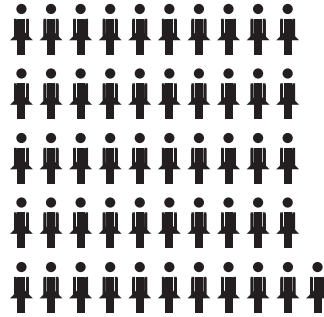
Architecture faculty Cameron Wu MArch '93 and Preston Scott Cohen MArch '85 examine student work during a review for architecture option studio *The Function of Education: The 21st Century School*.

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#### % Male and Female Students



Male 49%



Female 51%

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#### % International Students

48%

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#### % Minority Students

21%



Right: A student works at her desk in the trays.

Bottom: *Design Critic in Landscape Architecture*  
Daniel Vasini works with a student in the trays.





# Financial Aid and Philanthropic Support

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**Cost to Attend the GSD  
in FY '16**

**\$45,440**

Tuition

**\$22,258**

Other

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**\$67,698**

Total

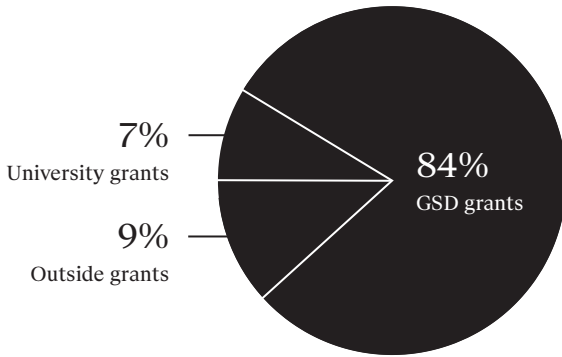
With the cost of attendance at \$67,698, a large percentage of students required support from the School in FY '16 to help pay for their design education. Financial aid was distributed to 91% of all GSD students.

It is the goal of the School to financially support its students so they may make career decisions driven by their creativity, imagination, and commitment to social impact, not by their debt burden.



*Red Club Real Estate Weekend at Harvard Business School.*

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**Breakdown of Grant Aid**



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**% of Students that Received Financial Aid**

**91%**

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**Increase in Grant Expenses, FY '09 to FY '16**

**\$5,633,917**

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**FY '16 Financial Aid Distribution**

**\$14,000,000**



*A student prepares presentation boards before a review.*

# Fundraising



*Irene Figueroa Ortiz MARCH '15, MUP '15 and Bartholomew Voorsanger MARCH '64 at the GSD's first-ever Fellowship Reception.*

The second year of *Grounded Visionaries: The Harvard Campaign for the Graduate School of Design* heightened the awareness of and generosity for three impact areas: **1) boosting access to innovative learning at the GSD while offering unrivaled experiences outside of the classroom; 2) broadening the reach of design knowledge through transformative pedagogy, research, and discourse, and 3) building the GSD's future through leading-edge faculty and facilities.**

The School continues to strive for growth in the GSD Fund, which provides resources towards student financial assistance, ensuring every dollar raised is directly and immediately used to provide improved access to a preeminent education at the GSD. While 91% of GSD students currently receive school-sponsored support, less than a third of financial aid funding at the GSD comes from endowed gifts. With the GSD's rising enrollment designed to enable true transdisciplinary learning, we must alter the economic model to align with the School's fundamental commitment to financial aid. By relieving the burden on the unrestricted current-use budget through GSD Fund support, we can ensure the next generation of design leaders will be equipped to shape our world's increasingly complex built environment.

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# of Alumni + Friends Donors  
to Annual Giving Funds

# 1,142

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# of New Members who Joined  
the Josep Lluís Sert Council  
with Donations over \$1,000

# 116

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# of Donors who Renewed their  
Gift in FY '16

# 708

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# of Graduating Students  
who Donated to the Give  
\$20.16 Campaign

# 65

Combined contributions to all annual giving funds, including the GSD Fund, the Program Funds, the Dean's Innovation Fund, and the Dean's Fund for Real Estate, raised a total of \$744,946—an increase of over \$30,000 from FY '15. Support for the GSD Fund was nearly doubled thanks to a \$500,000 match from President **Drew Gilpin Faust** and Harvard University, which elevated the total of direct financial support to students to \$1.1M. Additionally, industry-leading firms, companies, and foundations like Perkins+Will, AECOM, and LG Hausys America Inc. grew their investment in design education by supporting the School's growing design research agenda and student aid.

In April 2016, the GSD's Inaugural Fellowship Reception celebrated the generous contributions from alumni and friends in support of fellowships and financial aid. This poignant evening convened donors, friends, and faculty with students to share stories of impact, inspiration, and gratitude. Dean **Mohsen Mostafavi** remarked on the case for supporting financial aid with Campaign Co-Chairs **John K.F. Irving AB '83, MBA '89** and **Phil Harrison AB '86, MArch '93** along with **Bart Voorsanger MArch '64**. The event also premiered the GSD's Student Fellowship video, featuring students from design disciplines across the School including master-level students in architecture, landscape architecture, urban planning and design, and design studies and a doctoral-level student in design. Along with the students spotlighted in the video, Dean Mostafavi and faculty eloquently articulated the power of fellowships and financial aid in attracting the most talented, creative, and wildly ambitious students to the GSD.

To learn more about the important impacts of design through the *Grounded Visionaries* campaign in the areas of art and culture, energy and the environment, technology and engineering, cities and urbanism, and globalism and society, please visit [GroundedVisionaries.org](http://GroundedVisionaries.org).



*The winning student team of the UNBUILT pavilion at DesignMiami/: Joanne Cheung MArch '18, Steven Meyer MArch '18, Jenny Shen MArch '18, Yiliu Shen-Burke MArch '19, and Doug Harsevoort MArch '18. The team was advised by Luis Callejas, Lecturer in Architecture and Landscape Architecture; Hanif Kara, Professor in Practice of Architectural Technology; and Dan Borelli MDesS '12, Director of Exhibitions.*



# Art + Culture: Inspiring through Transformative Design

By way of pedagogy, exhibitions, lectures, research, and the act of making, the GSD is championing the vital role of the arts and culture in Gund Hall and beyond. Art's purpose lies deeper than aesthetic delight; it has the power to question, unite, and change cultures.

The broader GSD community is increasingly supportive of the School's role as convener and active promoter of the capacity of art and culture to enrich lives and enhance the built environment. Through existing funds like the Rouse Visiting Artist Fund, which provides ongoing support for the GSD's artist in residence program, and through one-off collaborations like the 2015 entry pavilion competition with DesignMiami/, the GSD is leading the conversation on art and culture in the built environment.

The GSD's Rouse Visiting Artist Program brings new perspectives to bear on a broad range of issues. By inviting a wide array of artists—filmmakers, writers, visual artists, and musicians—to campus to share their creative process and worldview, the School broadens the student experience and addresses the gap between artists and designers of public space. Featured artists this year included renowned painter and artist **Richard Tuttle** and global design icon **Calvin Klein**.

Some of the more experimental art projects developed at the GSD have been seen across campus thanks to the generous support of University partners. The Carpenter Center for the Visual Arts (CCVA) hosted *Pneuma(tic)* *Bodies*, a collaborative installation by GSD professor

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**UNBUILT received support from the following generous contributors:**

- DesignMiami/
- Duane and Dalia Stiller
- Modelo
- Roger Ferris + Partners
- Owens Corning
- Bil Ehrlich BArch '67 and Ruth Ehrlich
- Joseph B. Thomas IV
- HEM
- Coastal Construction

**Silvia Benedito MAUD '04** and Harvard's director of dance **Jill Johnson**. Also, **Daniel Rauchwerger MDesS '15** and **Noam Dvir MAUD '14** curated an exhibition, *Icons of Knowledge: Architecture and Symbolism in National Libraries*, that premiered in the Loeb Library, and made its way to Massachusetts Hall, beside President Faust's office.

The art and design project that received the most attention in 2015–2016 happened further afield. DesignMiami/ hosted a first-of-its-kind collaboration with the GSD, inviting GSD students to compete to design the fair's entry pavilion. The chosen design, titled UNBUILT, was selected in May 2015 through a GSD-wide competition that drew 32 teams comprising 100 GSD students. "It is a privilege to partner with Harvard GSD, one of the most amazing sources of creative thinking in the world of design," said GSD friend, supporter, and DesignMiami/ founder **Craig Robins**.

UNBUILT was ultimately constructed with support from a team of GSD students and staff, including GSD Director of Exhibitions **Dan Borelli MDesS '12**. "Beyond the unparalleled real-world experience for our students, and the unprecedented recognition for our team of generous supporters, the buzz around the project has generated and created opportunities to have members of the GSD community curate and design similar exhibitions specific to their mission," Borelli said. "This is a great opportunity to extend our influence through design."

The GSD is in a unique position to build on our rich creative history. Our partners recognize the value of philanthropic investments in collaborative innovation that educates and inspires our greater community about the ability of the arts and culture to enrich our world.

# Alumni



Top: Frano Violich March '84 and Stephen Schreiber March '84 at MGA Partners Architects for a GSD alumni reception during AIA in Philadelphia.

Bottom: *Material Provocations*, a lecture by Ken Smith MLA '86, Andrea Cochran MLA '79, and James Lord MLA '96, moderated by Anita Berrizbeitia MLA '87, Professor of Landscape Architecture and Chair of the Department of Landscape Architecture.

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**GSD Alumni Population**

# 12,634

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**# of Recent Grads that Joined  
the Alumni Population in 2016**

# 346

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**# of Countries in Which  
GSD Alumni Live**

# 94

As the representative body of GSD alumni, the Alumni Council encourages engagement with the alumni community and advances the School's mission. Council membership spans a wide array of fields, demographics, and regions. A record seven regional ambassador events were hosted by Council members in the last year. In Toronto, alumni conversed on design and the unknown at Bruce Mau Design. A tour of the cooperatively governed community Cully Grove in Portland, Oregon, demonstrated new models of community-oriented, affordable, green housing. In Dallas, alumni and friends gathered at the Conduit Gallery in the city's Design District. In Los Angeles, a rich and rewarding "Evening of GSD Good Cheer" offered drawing, eating, and talking at Lehrer Architects LA. On the opposite coast, the Harvard Alumni Architecture and Urban Society HAA Shared Interest Group, the Harvard Club of New York Architecture and Design Special Interest Group, and the Harvard Graduate School of Design Alumni Council convened a panel discussion on the Hudson Yards hosted by Related Companies in New York. In Brooklyn, Interboro Partners gathered recent graduates for a night of meaningful discussions and networking. Lastly, in conjunction with the AIA 2016 convention, alumni toured Golkin Hall, the new building at the University of Pennsylvania Law School, which was shaped by three GSD alumni. In addition to these events, alumni were active participants in student professional development activities through mentoring relationships, J-Term externships, portfolio reviews, internships, networking, and recruitment programs. In doing so, the Council upheld its mission to GSD alumni and students (aka "Alumni-in-Training"), further sustaining the impact of this important community on campus and broadening reach.

As part of expanding their engagement, GSD alumni are building community through enhanced digital resources and tools. HarvardKey, Harvard University's unified online user credential, offers access to applications and resources including 7,500 online journals and e-books through the Harvard Library, the alumni directory, and discussion forums. Alumni can post a profile, be visible to students for networking, and find ways to participate in the GSD alumni community, as well as in the broader University alumni community. Other ways to stay in touch with the GSD away from Gund Hall include submitting professional news, spreading news from the GSD Alumni newsletter, and engaging with Career Services to take an active role in career-related events and services such as career panels, seminars, networking events, and recruitment of GSD students.



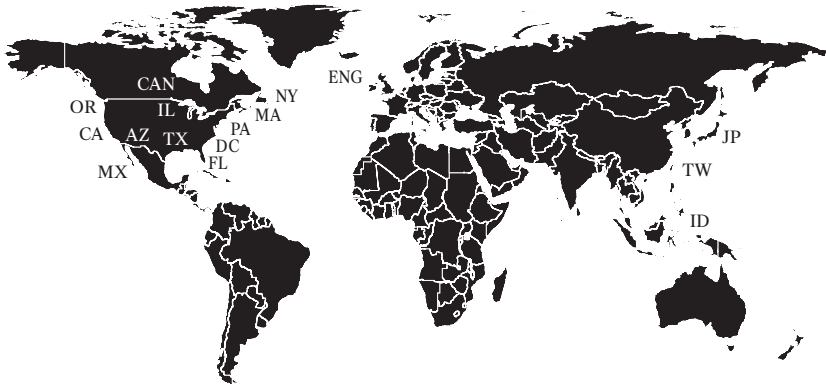
*John Ronan March '91 leading a tour of the Poetry Foundation at the Harvard Design: Chicago GSD Alumni + Friends Weekend.*

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**# of Alums who Attended Alumni Events in 2016**

over **1,000** alums at **28** alumni events

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**Locations of Alumni Events in FY '16**


Berkeley, CA	London, England	Phoenix, AZ
Brooklyn, NY	Los Angeles, CA	Portland, OR
Cambridge, MA	Mexico City, Mexico	San Francisco, CA
Chicago, IL	Miami, FL	Taipei, Taiwan
Dallas, TX	New York, NY	Toronto, Canada
Jakarta, Indonesia	Philadelphia, PA	Washington, DC

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**# of Alumni / Student Participants in Alumni Council Student Alumni XChange Committee Events**

**260** Students

**59** Alumni Council Members and Alumni

# Public Programs



*Calvin Klein speaking at the GSD as part of the Rouse Visiting Artist Program.*

The GSD hosted an active event program of lectures and conferences throughout the 2015–16 academic year. Highly anticipated talks from renowned design experts included those of architects **Jacques Herzog** and **Toyo Ito**; landscape architect **Michel Desvigne**; and geographer **David Harvey**. In addition, the School hosted visionaries and leaders from other cultural practices, such as fashion and design icon **Calvin Klein**, artist **Richard Tuttle**, and designer **Ross Lovegrove**, all of whom encouraged designers to understand creativity from new perspectives.

The GSD also staged a number of exhibitions throughout Gund Hall for the nearly 1,000 people who pass through daily. Developed by **Dan Borelli MDesS '12**, Director of Exhibitions, and curated by faculty, students, and alumni, these installations illustrate the GSD's passion and creativity, and broadcast the knowledge and research being created here each day. The main Fall 2015 exhibition, *Living Anatomy*, examined housing for its many uses, styles, and potentials around the world. The spring semester featured an installation on Madrid Río, winner of the 2015 Veronica Rudge Green Prize in Urban Design, the foremost award recognizing achievement in this field.

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**Fall 2015 Lectures + Presentations**


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Sept. 3	Farshid Moussavi MArch '91
Sept. 8	Olmsted Lecture: Charles Waldheim
Sept. 10	Housing—What's Next?, with Eric Bunge MArch '96, Hilde Heynen, Niklas Maak, Irénée Scalbert, and others
Sept. 15	Rouse Visiting Artist Program: Jonathan Olivares
Sept. 17	Rouse Visiting Artist Program: Scott Pask
Sept. 21	Countryside I—Ruralisms, with Frédéric Bonnet, Neil Brenner, Christopher Lee, George Steinmetz, and others
Sept. 24	The Challenge of Change: The Future of Havana
Sept. 29	John T. Dunlop Lecture: Angela Glover Blackwell
Oct. 1-3	Harvard Design: Chicago—Adaptive Architectures and Smart Materials Conference
Oct. 6	George Baird: Writings on Architecture and the City
Oct. 9-10	Conference: Black in Design
Oct. 13	Rouse Visiting Artist Program: Richard Tuttle
Oct. 14	Daniel Urban Kiley Lecture: João Nunes
Oct. 15	Symposium on Architecture: Organization or Design?, with Lluís Ortega, Ciro Najle, Andrew Witt MDesS '02, MArch '07, Pierre Bélanger MLA '00, and others
Oct. 16	Innovate: Organization, with Hanif Kara and others
Oct. 20	Work in Progress: Vijay Iyer and Wadada Leo Smith
Oct. 21	Technologies of Design: Eric Höweler
Oct. 22	Loeb Fellowship 45th Anniversary Lecture: Swoon
Oct. 26	Technologies of Design: Jun Sato
Oct. 27	Informal Robotics, with Robert Wood, Conor Walsh, and others
Oct. 29	Emanuel Christ and Christoph Gantenbein
Nov. 2	Rouse Visiting Artist Program: Calvin Klein
Nov. 3	Innovate: Andrew Holder
Nov. 3	Salon: Hybrid: The Space in Between
Nov. 5	Kersten Geers
Nov. 6	Conference: Sustainability in Scandinavia
Nov. 10	Innovate: Jonathan Lott MArch '05
Nov. 10	Wong Mun Summ
Nov. 12	Frédéric Malle of Editions de Parfums, with Rosetta Elkin
Nov. 13	Open House Lecture: Bernard Khoury
Nov. 17	2014-2015 Kiley Fellow Sergio Lopez-Pineiro in conversation with Anita Berrizbeitia MLA '87
Nov. 17	UD 50 Lectureship in Urban Design: Rahul Mehrotra MAUD '87

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**Main Gallery Exhibitions**

**Living Anatomy: An  
Exhibition About Housing**  
Aug. 24–Dec. 20, 2015

**Green Prize in Urban Design:  
Madrid RIO**  
Jan. 19–Mar. 6, 2016

**Platform 8**  
Mar. 21–May 13, 2016

*Lord Norman Foster presenting at the Harvard Center for Green Buildings and Cities inaugural lecture on November 5, 2015.*



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**Spring 2016 Lectures + Presentations**


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Jan. 27	Jacques Herzog
Jan. 29	Organization or Design? George Legendre MArch '94 and Hanif Kara
Feb. 2	Organization or Design? Giovanna Borasi
Feb. 2	Award Ceremony: Veronica Rudge Green Prize in Urban Design 2015
Feb. 4–5	Conference: On Atmospheres, organized by Silvia Benedito MAUD '04
Feb. 16	Tod Williams and Billie Tsien
Feb. 23	Innovate: Jennifer Bonner MArch '09
Feb. 25	Jean-Louis Cohen
Mar. 8	Radical Practice: Julia King, Susan Surface, and others
Mar. 9	Kenzo Tange Lecture: Toyo Ito
Mar. 11	Doctoral Program Conference: Decoding Practice: Operating Between Fixed Protocols and Dynamic Ecologies
Mar. 22	Knoll Studio: Benjamin Pardo and Florian Idenburg on Workplace Design
Mar. 22	Material Provocations: Ken Smith MLA '86, Andrea Cochran MLA '79, and James Lord MLA '96
Mar. 24	Margaret McCurry Lecture/Rouse Visiting Artist Program: Ross Lovegrove
Mar. 28	Senior Loeb Scholar Lecture: David Harvey
Mar. 30	Conference: Voices and Visions of St. Louis: Past, Present, Future, organized by
–Apr. 1	Diane Davis
Apr. 5	Pier Vittorio Aureli
Apr. 6	Aga Khan Program Lecture: AbdouMaliq Simone
Apr. 7	Open House Lecture/Rouse Visiting Artist Program: Lewis Jones and Giles Smith of Assemble
Apr. 11	Rouse Visiting Artist Program: Didier Faustino
Apr. 12	Innovate: Megan Panzano MArch '10
Apr. 12	Rachel Dorothy Tanur Lecture: Jan Gehl
Apr. 14–15	Doctoral Program Conference: Cambridge Talks X   Bound and Unbound: The Sites of Utopia
Apr. 14	Anita Berrizbeitia MLA '87 in conversation with Michel Desvigne
Apr. 19	Liu Yichun
Apr. 21	Innovate: Xiangning Li
Apr. 21	Albert Pope
Apr. 22	Symposium on Architecture: Interior Matters, organized by Kiel Moe MDesS '03

# Library



Top: Christopher A. Bourassa AMDP '09 and Ann Whiteside, Assistant Dean for Information Services, at the 2016 Unsung Hero Student Book Prize reception.

Bottom: Students studying in the Frances Loeb Library.

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# of Questions Answered at  
Service Desk

600

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# of Electronically Received  
and Answered Questions

152

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# of Support Consultations  
for Course Websites

582

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# of Research Class Sessions

80

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# of Research Class Attendees

2,400

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# of Research Consultation  
Sessions

1,101

The Frances Loeb Library supports and enhances the educational programs, curriculum development, and research programs of the GSD. Its general collection holds nearly 300,000 volumes, including one-of-a-kind printed and visual materials, with special strengths in 20th- and 21st-century architecture, city and regional planning, urban design, and landscape design. This year, the library completed the first phase of a convergence with the GSD's Computer Resources Group, creating a new collaboration space, InfoCommons, intended to reflect the library of the future. **For the first time, GSD alumni have unique access to the Library's electronic resources via the online user credential HarvardKey, in addition to many other applications.**

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Gate Count

105,971

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# of Volumes

298,491

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# of Volumes Added FY '16

2,697

*Students in review for Landscape Architecture IV: Fourth Semester Core Studio.*



# Studios

The studio method of teaching is at the center of design and planning education at the GSD. Through studio work, aspiring architects, landscape architects, and urban planners and designers address a wide range of issues, topics, and contexts under the tutelage of design critics, while developing their creative potential and sharpening their analytical and critical skills. The option studio program also enables students to undertake valuable site visits alongside faculty. Of the 14 option studios offered in the Spring

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## Studio Travel in the Fall 2015 Semester

12

Studios

12

Students/Studio (approx.)

7

Total Countries

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## Studio Travel in the Spring 2016 Semester

14

Studios

12

Students/Studio (approx.)

10

Total Countries

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# of Students Enrolled in  
Core and Option Studios

543

Fall 2015

498

Spring 2016

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# of Option Studios Offered  
in FY '16

42

Total

2016 semester, nearly all involved studio trips, and 10 of these were international, with destinations including Mumbai, India; Merida, Mexico; Jerusalem, Israel; and Santiago, Chile.

Among the School's studio programs is the Studio Abroad, which offers semesterly opportunities for students to tackle design problems in various global settings for real-world clients. In this unique approach to learning, students work intensively alongside GSD design critics at their firms and often have the opportunity to travel to sites such as Paris, Tokyo, and Rotterdam, and to enhance their studies.

For the Fall 2015 Studio Abroad, students traveled to Tokyo, Japan, where they learned under **Toyo Ito**, Kenzō Tange Design Critic in Architecture. Over the course of the studio, students focused on Omishima Island. For the Spring 2016 semester, a group of students settled in Rotterdam, the Netherlands to study under **Rem Koolhaas**, Professor in Practice of Architecture and Urban Design and founding partner of OMA and its research-oriented counterpart AMO.



*Students in review for Landscape Architecture IV: Fourth Semester Core Studio.*

*Loeb Fellows 2015-2016.*

# Loeb Fellows

In 2015, the Loeb Fellowship welcomed **John Peterson LF '06** as its new curator. An architect, educator, and activist, Peterson is the founder of the nonprofit organization, Public Architecture, which brings design services to underserved communities. He has played a significant role in defining the concept of “public-interest design” and integrating social innovation with architecture. He introduced his vision of equity, sustainability, and social justice at the Loeb Fellowship 45th Anniversary Celebration and Alumni Reunion in Boston, which drew over 190 Loeb alumni. Keynotes by **Swoon** and **Michael Kimmelman** drew overflow audiences.

Other highlights of the year included:

In February 2016, the Fellows traveled to Mexico with Diane Davis and Jose Castillo’s **Merida, Yucatan: The Urban and the Territorial** studio, for which they mentored students throughout the Spring 2016 term and participated as critics in midterm and final reviews.

Members of the Loeb class were panelists and presenters for the October 2015 **Black in Design Conference**, along with numerous other Loeb alumni.

Loebs planned and participated in the **ACT! People Design Politics, Politics Design People Symposium**, a three-day event that included a student charrette, as well as case studies and presentations by activists, architects, and civic leaders from Medellin, Tijuana, and Rio de Janeiro.

Loebs were valuable resources for students in the Master in Design Studies **Risk and Resilience** concentration, offering guidance on a fieldwork program with funding from the GSD and Harvard's Asia Center to enable six students to examine post-disaster recovery and reconstruction work in Nepal and Kenya.

In all, this year's Loeb Fellows mentored over 150 students, launched 10 new initiatives, and gave 50 presentations at the GSD.

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#### 2015–2016 Class of Loeb Fellows

Neha Bhatt <i>Washington, DC</i>	Founding Director, Local Leaders Council of Smart Growth America
Liliana Cazacu <i>Sibiu, Romania</i>	Architect and heritage preservationist
Janelle Chan <i>Boston, MA</i>	Planner, real estate developer, and Director of the Asian Community Development Corporation
Kimberly Driggins <i>Washington, DC</i>	Planner and Associate Director for Citywide Planning, District of Columbia Office of Planning
Alejandro Echeverri <i>Medellin, Colombia</i>	Architect, urban designer, and educator
Shane Endicott <i>Portland, OR</i>	Founder of Our United Villages and Rebuilding Center
Arif Khan <i>New York, NY</i>	Planner, activist, and Partnership Coordinator for the United Nations Secretary-General's World Humanitarian Summit
Brett Moore <i>Victoria, Australia</i>	Architect and Shelter, Infrastructure, and Reconstruction Advisor, World Vision International
Euneika Rogers-Sipp <i>Atlanta, GA</i>	Activist, artist, Chief Regenerative Officer of Sustainable Rural Regenerative Enterprises for Families, and Director of Black Belt Community Based Tourism Network

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# Financial





Above: Student presenting in *Landscape Architecture II: Second Semester Core Studio*.

Left: Student presenting in option studio *Third Natures: London's Typological Imagination*.

## Financial Overview

For the fourth straight year, the GSD maintained a small operating surplus, demonstrating financial stability while continuing to advance its stated priorities. Resource deployment balanced infrastructure needs with exciting new academic endeavors. Among several key investments, the School replaced Gund Hall's main roof, a major building renewal effort addressing persistent water infiltration issues. In the spring, the School admitted the first class to a new collaborative degree with the John A. Paulson School of Engineering and Applied Sciences (SEAS). Fifteen talented students enrolled in September 2016 to launch the Master in Design Engineering (MDE), extending the GSD's collaborations with other Harvard schools and across disciplines.

## Revenue

More stable sources of income like tuition, course fees for Executive Education, and the distribution from the endowment all delivered modest increases; however, less predictable sources like current use gifts and sponsored support fluctuate by year and FY '16 levels trailed FY '15. Gifts came in at \$7.0M compared to \$10.6M in FY '15, while non-federal sponsored funding decreased \$0.5M, from \$2.9M to \$2.4M. The School aspires to grow and stabilize its annual giving and research support in future years by increasing engagement with sponsors, and maintaining a firm commitment to design research.

## Expenses

Many spending categories were stable or even declined from FY '15 to FY '16, with the notable exception of salary costs which grew by \$1.6M. Growth in personnel was deliberate, with donor funding from the Grounded Visionaries campaign helping to support expansion. Hiring continued at the Center for Green Buildings and Cities, as operations ramp up toward full capacity. Ongoing research projects, new gifts and sponsored support funded salaries for temporary researchers.

The Development team backfilled open positions and added personnel to better support research growth and other campaign priorities. The School successfully completed faculty searches in the Architecture and Urban Planning & Design departments, where added expenses were partially offset by decreases in the costs associated with visiting practitioners.

Financial aid spending grew to \$13.6M, an inflationary increase in line with tuition growth. The School actually saw modest declines in costs associated with space and occupancy, travel, and outsourced services; this was partly a return to normal levels in FY '16 following elevated spending related to the campaign launch in FY '15.

## Outlook

Harvard University, along with most of the higher education sector, saw poor endowment performance this past year. As a result, the GSD expects measured endowment distributions that are likely to trail inflation in the coming years. This will pose a challenge, but one that the School is well positioned to address as it pursues other revenue sources including sponsored research, Executive Education, and gift funding. Moving forward, the support of the GSD donor community continues to play a significant role in allowing the School to maintain its core activities, while further advancing its mission through new endeavors.



*Students presenting in option studio Urban Blackholes: Development and Heritage in the Lima Metropolis.*

**Mark Goble**  
Chief Financial Officer

**Harvard Graduate School of Design**  
**Statement of Activity**  
**Fiscal Year Ending June 30, 2016**

	<b>FY '16</b>		
	<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>
<b>Revenue</b> (in millions)			
Graduation Tuition and Fees	34.0	0.0	34.0
<i>Less: Financial Aid</i>	(9.1)	(4.5)	(13.6)
Net Tuition	24.9	(4.5)	20.4
Continuing and Executive Ed. Tuition and Fees	2.9	0.0	2.9
Federal Sponsored Programs	0.0	0.3	0.3
Non-Federal Sponsored Programs	0.0	2.4	2.4
Total Sponsored Support	0.0	2.7	2.7
Current-Use Gifts	0.0	7.0	7.0
Endowment Distribution	8.3	11.3	19.6
Other Income	3.2	3.1	6.3
<b>Total Revenue</b>	<b>39.3</b>	<b>19.6</b>	<b>58.9</b>
<b>Expense</b>			
Salaries and Wages	15.8	9.5	25.3
Employee Benefits	5.1	2.2	7.3
Scholarships, Prizes, Awards	0.2	1.4	1.6
Supplies and Equipment	1.0	0.7	1.7
Space and Occupancy	3.4	0.5	3.9
Services Purchased	5.6	1.4	7.0
Travel	1.7	1.4	3.1
University Assessment	1.7	0.0	1.7
Other	0.9	1.6	2.5
<b>Total Expense</b>	<b>35.5</b>	<b>18.7</b>	<b>54.2</b>
<b>Operating Result:</b>	<b>3.7</b>	<b>0.9</b>	<b>4.6</b>
<i>Less: Depreciation</i>	1.4	0.0	1.4
<b>Adjusted "GAAP" Operating Result</b>	<b>2.4</b>	<b>0.9</b>	<b>3.3</b>

Unrestricted	FY '15 Restricted	Total
32.3	0.0	32.3
(8.8)	(4.4)	(13.2)
23.5	(4.4)	19.1
2.3	0.0	2.3
0.0	0.3	0.3
0.0	2.9	2.9
0.0	3.2	3.2
0.0	10.6	10.6
7.8	10.5	18.3
3.4	2.6	6.0
37.0	22.3	59.4
14.8	8.8	23.7
4.9	2.1	7.0
0.3	1.4	1.6
1.5	0.5	2.0
3.6	0.6	4.1
5.8	1.4	7.2
1.8	1.6	3.4
1.6	0.0	1.6
0.7	1.8	2.5
34.9	18.1	53.1
2.1	4.2	6.3
1.5	0.0	1.5
0.6	4.2	4.8



Students in Architecture Core II: Situate.

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**Harvard Graduate School of Design**  
**Consolidated Balance Sheet**

Fiscal Year Ending June 30, 2016

<b>Assets</b> (in millions)	<b>FY '16</b>	<b>FY '15</b>
Deposits with the University	37.3	35.2
Receivables		
Student Receivables	0.6	0.5
Other Receivables	(0.1)	(0.4)
Prepayments and Deferred Charges	0.1	0.1
Notes Receivable	5.2	4.9
Pledges Receivable	53.3	59.1
Fixed Assets (net of accumulated depreciation)	32.5	24.2
Long-term Investments (primarily endowment)	427.6	443.6
<b>Total Assets</b>	<b>556.5</b>	<b>573.4</b>

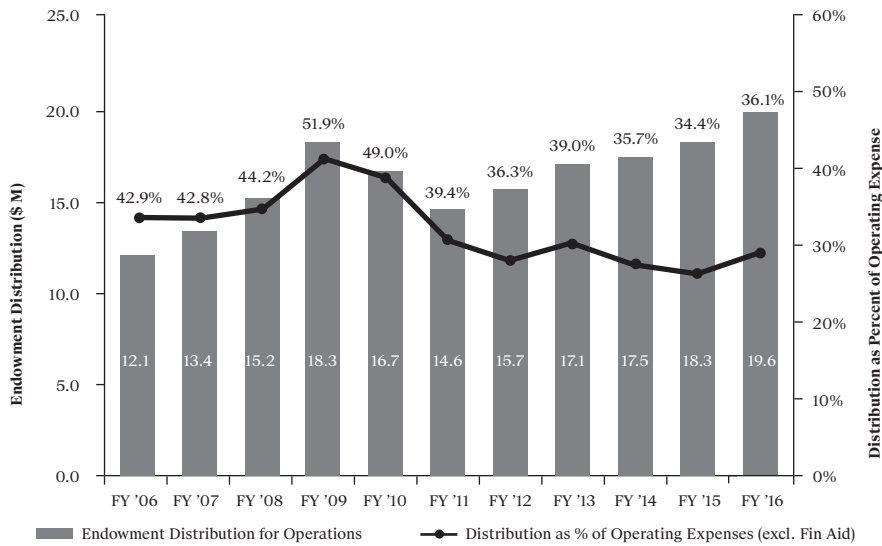
**Liabilities**

Accrued Expenses	0.7	0.8
Deferred Revenue and Other Liabilities	2.4	2.7
Internal Debt Obligations	19.9	14.0
<b>Total Liabilities</b>	<b>22.9</b>	<b>17.5</b>

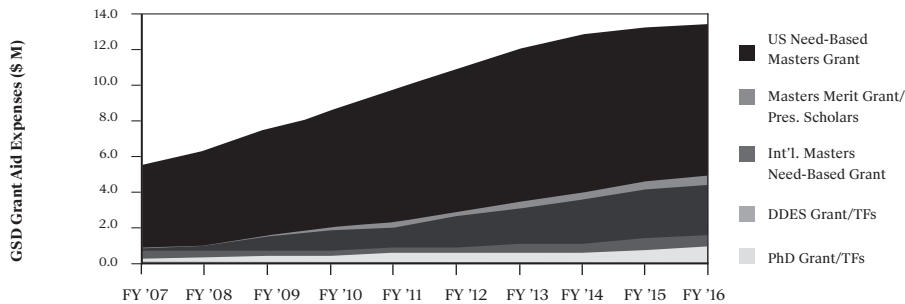
**Composition of Net Assets**

Unrestricted Reserves	8.1	5.0
Restricted Reserves	23.8	23.2
Undistributed Income & Other	1.8	2.5
Pledge Balances	30.5	32.9
Student Loan Funds	1.1	1.0
Investment in Fixed Assets	17.9	18.2
Endowment & Other Invested Funds	427.6	452.9
Endowment Pledges	22.8	26.2
<b>Total Assets Net of Liabilities</b>	<b>533.6</b>	<b>562.0</b>

Endowment Distribution and Distribution as % of Operating Expenses (excl. Fin. Aid)



GSD Grant Aid Expenses, FY '07 – FY '16



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Printed in 2016 by Puritan Press, Inc.

Design by Sarah Rainwater Design

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