



# Position Specification

Harvard University

CEO, Harvard Allston Land Company

Private and Confidential

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## Our Client

Harvard Allston Land Company (HALC) oversees the planning and development of the 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 construction of "streets, sidewalks, and other utility infrastructure elements" in 2021.

## The Role

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.; protects 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.

- 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 project(s).
- Rely on strong knowledge of mixed-use/multi-use 24/7 neighborhood market trends to inform the effort.

## **Qualifications**

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 vertical multi-use development and will ideally include exposure to office, retail, and multi- family projects.

Additional requirements include:

- 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.
- 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; graduate degree highly desirable.

## Candidate Profile

In terms of the performance and personal competencies required for the position, we would highlight the following:

### Setting Strategy

- The ability to create and articulate an inspiring vision for the organization, not only for the areas they are directly responsible for, but the enterprise as a whole.
- The inclination to seek and analyze data from a variety of sources to support decisions and to align others with the organization's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organization and push the boundaries within the industry.
- The ability to effectively balance the desire/need for broad change with an understanding of how much change the organization is capable of handling, to create realistic goals and implementation plans that are achievable and successful.

### Executing for Results

- The ability to set clear and challenging goals while committing the organization to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions; someone who takes smart risks.
- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organization.

### Leading Teams

- The ability to attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team, and manage performance; widely viewed as a strong developer of others.
- The ability to persevere in the face of challenges, and exhibit a steadfast resolve and relentless commitment to higher standards, which commands respect from followers.
- A leader who is self-reflective and aware of their own limitations; leads by example and drives the organization's performance with an attitude of continuous improvement by being open to feedback and self-improvement.

### Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to communicate clearly and persuasively.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, and active drive.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Creates a sense of purpose/meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organization as a whole.

**Driving Sustainability**

- Firmly believes that both sustainability and profit are in the organization’s best long-term interest.
- Integrates economic, societal, and environmental factors into a purpose-driven strategy, turning sustainability into a competitive advantage.
- Understands and incorporates viewpoints from all key stakeholders to drive decision making and share the benefits.
- Delivers breakthrough innovations and business models that create value for all stakeholders, continually challenging traditional approaches.
- Sets audacious business and sustainability goals, driving concerted action and investments, and stays the course in the face of setbacks or push-back from short-term oriented stakeholders.

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