

# CAPITAL PLANNING PROCESS

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**Integrated, Transparent, and Inclusive** Capital Planning  
Process to align the capital planning and financial  
resources with the overall strategic plan and mission of  
Harvard Medical School.

# Capital Planning Process

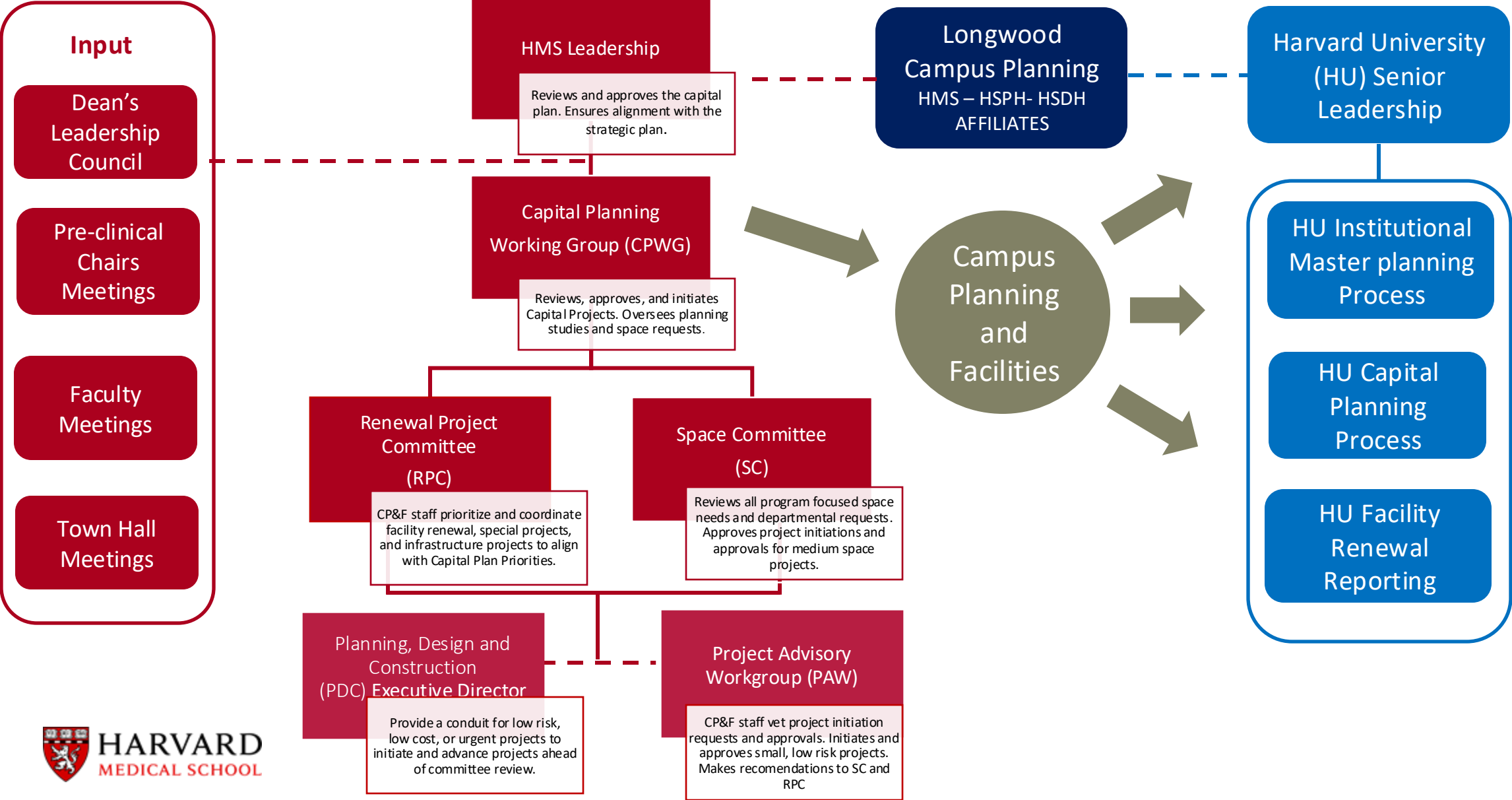
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- Establish and maintain the medical school's short, medium, and long term capital plans and priorities
- Evaluate a project's pertinence to the medical school's strategic plan and mission
- Assess major project's programmatic needs and potential solutions
- Review major project's business plan, pro-forma, and operating assumptions
- Initiate major planning studies and projects
- Oversee financial and programmatic changes in the capital projects

# Organizational Structure



HARVARD  
UNIVERSITY



HARVARD  
MEDICAL SCHOOL

# CPWG MEMBERSHIP

MEMBER	ROLE	DEPARTMENT
Soha Ashrafi	Administration	Neurobiology
Tom Bernhardt	Faculty	Microbiology (North Campus)
David Corey	Faculty	Neurobiology (East Quad)
David Golan	Faculty	Research Initiatives & Global Programs
Johanna Gutlerner	Senior Associate Dean	Graduate Education
Suzanne Higgins	Senior Director of Finance and Administration	Finance & Administration
Julie Huang	Research Administration	Cell Biology (West Quad)
Julie Joncas	Chief Financial Officer	Finance
David LaPlante	Administration	Planning, Design and Construction
Rich LeBlanc	Administration	Planning, Design and Construction
Steve Maiorisi	Administration (Committee Chair)	Campus Planning and Facilities
Lisa Muto	Dean	Executive Dean for Administration
Meaghan Paquette	Administration	Planning, Design and Construction
Jen Ryan	Administration	Chief of Staff - Dean's Office
Jon Seidman	Faculty	Genetics (North Campus)

# Roles and Responsibilities

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- **HMS Leadership:**
  - Reviews and provides input on capital planning needs and overall progress
  - Annually reviews the 5-year MYCP submission
  - Reviews and provides input on campus master planning
  - Reviews progress made on facility renewal, sustainability, and accessibility goals
- **Capital Planning Working Group (CPWG):**
  - Meets bi-monthly to prioritize, initiate, and approve capital projects and planning studies based on overall capital funding constraints
  - Reviews and approves major changes to budgets and project scope
  - Provides input on campus master planning
  - Periodically reviews facility renewal planning, sustainability, and accessibility planning

# Roles and Responsibilities

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- **Space Committee:**
  - Meets monthly to review space requests and initiate planning studies
  - Filters larger projects to the Capital Planning Working Group
  - Makes decisions on space projects that fall within their annual and per-project budget limits
- **Renewal Project Committee (RPC):**
  - Meets monthly to prioritize and coordinate renewal, infrastructure, and special projects
  - Makes recommendations to the Capital Planning Working Group for larger facility renewal projects that require capital funding
  - Tracks facility renewal spending across various portfolios to maintain a balanced approach to HMS campus facilities renewal planning

# Roles and Responsibilities

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- **Project Advisory Workgroup (PAW):**
  - Meets monthly as a pre-committee working group to assess all project requests for operational impact and challenges
  - Makes decisions on space projects that fall within their purview for low-risk projects
  - Makes recommendations to the RPC and SC for project initiations and approvals outside of limited oversight limits
- **Planning, Design and Construction (PDC) Executive Director:**
  - Provides a conduit for low risk, low cost, or urgent projects to initiate and advance ahead of working group or committee review