Visionary Work in Progress
TO OUR FRIENDS AND SUPPORTERS

This impact report for the Harvard University Graduate School of Design’s *Grounded Visionaries* campaign not only chronicles the most successful fundraising initiative in the School’s history; it also celebrates the spirit of innovation and collaboration that has fueled the GSD in recent years and will continue to enrich its future.

The stories shared here illustrate the extent to which the GSD is a work in progress. Ours is a truly visionary institution that continuously seeks new ways to embody collaboration, empathy, and excellence.
Our goals for the Campaign were both audacious and achievable. All told, we raised more than $160 million for the GSD—a record figure that far exceeded our original goal of $110 million.

Surpassing our goal enabled us to marshal even more of the essential resources needed to expand the capacity of our facilities, support our world-class faculty, raise our profile internationally, and make a GSD education more accessible and affordable to future practitioners through significant investments in financial aid. I want to thank the Campaign leaders, donors, volunteers, and staff who supported this landmark initiative to create a more optimistic, productive, and generous society through our physical surroundings.

BOUNDLESS POSSIBILITY.

Even before the Campaign launch, the GSD had adopted a strategic approach that would position us to both realize our ambitions and ensure our continued leadership. Much of this work focused on a single strategic question: How can we use our reputation as a world-class professional school to shape a forward-looking institution imbued with a boundless sense of possibility? Addressing this question over the past decade has helped position the GSD as an institution that foregrounds the intellectual project of how the built environment can be transformed for the better.

Our work has benefited from a collective commitment to strengthen our connections—not only with the extended Harvard community and the larger world, but also to the critical societal issues driving 21st-century practice. GSD community members discuss and demonstrate how design can serve as an agent of change in the 21st century—how it reverberates through government, commerce, public health, engineering, environmental stewardship, and other endeavors. Led by our superb faculty, talented, students, and dedicated staff, the GSD is a place where design disciplines come together to devise groundbreaking solutions that benefit the world.

Dean Mohsen Mostafavi (center) with Grounded Visionaries campaign co-chairs John K.F. Irving AB ’83, MBA ’89 (left) and Phil Harrison AB ’86, MArch ’93.
Our community members discussed, explored, and demonstrated how design can serve as an agent of change in the 21st century.

POWERFUL INTERACTIONS.
One of my primary goals as Dean has been to create an environment and an ethos that would enable a greater number of community members to interact in meaningful ways with colleagues at Harvard, in the Boston area, nationally, and overseas. Part of this effort has involved increasing the number of activities at the GSD that demonstrate an emphasis on what I call "worldliness." As a result, we are now engaging in longer, deeper, and more substantive projects domestically and overseas that reflect the real-world needs of stakeholders in locations ranging from Miami and Shenzhen to Bangladesh and Indonesia. Another goal has been to advance a vision that underscores how the physical environment provides the context for our pursuit of happy and productive lives. In the face of a changing climate, impassioned political discourse, and richly diversifying populations, the GSD’s courageous and insightful practitioners continue to honor our commitment to create public and private spaces that embody ethical practice, respond to our environment, and enhance our quality of life.

SUSTAINING OUR LEADERSHIP.
As you know, my time as Dean will end at the conclusion of the 2018–2019 academic year. I regard the successful completion of the Campaign—and the opportunity to work closely with our engaged and generous supporters—as one of the highlights of my tenure. Occupying this complex, challenging, and exhilarating position for the past 11 years has afforded me the opportunity to build deep connections with the GSD’s extraordinary community of students, faculty, staff, and friends, whose dedication, talent, and energy have inspired me each day. Our Campaign—and the visionary work of the GSD as a whole—reflects our ongoing commitment to the importance of innovative design education for imagining a more resilient, just, and beautiful world. I have been honored to play a role in helping the GSD sustain and build upon its tradition of excellence, creativity, and leadership. Thank you for helping me do so.

Warm regards,

MOHSEN MOSTAFAVI
Dean
Alexander and Victoria Wiley Professor of Design
The success of an ambitious campaign depends on more than generous support. It requires an audacious community of donors united in their ability and willingness to envision a bold, new future. This kind of thinking has flourished here since the school’s founding in 1936—and has powered the GSD to the culmination of the most successful campaign in the School’s history.

From the Ground Up

The exhibition Inscriptions: Architecture Before Speech on display at the Druker Design Gallery in Gund Hall.
Exhibiting Greatness  Ronald M. Druker LF ’76

The imposing structure of Gund Hall has served as a symbol of the GSD for nearly 50 years, a stark monument in contrast and conversation with the surrounding historic buildings. A $15 million gift from RONALD M. DRUKER—the largest gift to the Grounded Visionaries campaign and the largest single gift from an individual in the history of the GSD—has supported the ambitious expansion of the iconic building and established the Druker Design Gallery on the ground floor of Gund Hall.

The gallery houses rotating exhibitions of projects by faculty, alumni, visitors, students, and world-renowned designers, providing a dynamic exposition of the bold thinking underway at the GSD. Spearheaded by architecture firm Herzog & de Meuron, the expansion and renovation of the building will add much needed space for collaboration, learning, research, and innovation.

Ripples of Influence
John E. Irving Family

Just as any structure must be built upon a solid foundation, a successful campaign requires a bold display of support from a visionary early donor. JOHN K. F. IRVING AB ’83, MBA ’89, campaign co-chair, and his sister ANNE (IRVING) OXLEY, MLA University of Guelph, kickstarted the Grounded Visionaries campaign in 2013 with a $10 million gift in honor of their father JOHN E. (JACK) IRVING, which supports a multiplicity of initiatives across the School.

One component of the gift is the Irving Innovation Fellowship, which allows GSD graduates to continue pursuing threads of research, inquiry, and innovation, with an emphasis on integrating theory with hands-on practice. Through their work in the GSD’s state-of-the-art Fabrication Laboratory, the fellows continue to enrich the School’s pedagogy even after graduation.

This gift is about more than just a single program. It’s about the future of the School in a world facing increasingly complex challenges. We believe in the unmatched teaching and groundbreaking research of GSD faculty, and the capacity of the student body to make a real impact.

—JOHN K. F. IRVING AB ’83, MBA ’89
Movers and Shakers  Perkins+Will

The GSD’s collaborative relationships with industry leaders not only enrich the educational and research experience here in Cambridge, they also contribute to a cooperative international community of designers committed to learning and sharing with one another. Corporate philanthropic investments have played an important role in the success of the Grounded Visionaries campaign.

A generous contribution from design firm Perkins+Will has supported the Laboratory for Design Technologies Industry Advisors Group. The Lab unites the work of multiple units within the GSD, undertaking speculative and imaginative uses for cutting-edge technologies. By joining the Industry Advisors Group, leading companies are collaborating with GSD researchers to help shape the future of the built environment through the development of new materials, tools, processes, and systems.

“Programs like the Laboratory for Design Technologies Industry Advisors Group have allowed the GSD to define its role in the world as a force for creative innovation.”
—PHILIP L. HARRISON AB ’86, MARCH ’93
PERKINS+WILL CEO

A CULTURE OF GIVING
Gifts from Perkins+Will include the establishment of the Phil Freelon Fellowship Fund, also supported by the Fund’s namesake, PHIL FREELON LF ’90, and the Nagle-Johnson Family Fellowship, also supported by RALPH JOHNSON MARCH ’73 and KATHLEEN NAGLE MARCH ’87. Both funds provide financial aid with the goal of expanding prospects for underrepresented members of the GSD community.

PULSUS, an ambient, interactive, and experimental installation, is part of a collaborative project between INVIVIA and the GSD’s Laboratory for Design Technologies Responsive Environments and Artifacts Lab.
An Intellectual Oasis
Doris Cole AB ‘59, MArch ‘63
and Harold Goyette MArch ‘54

Doris Cole has led a trailblazing career: She has practiced in Paris and Boston; founded Cole and Goyette, Architects and Planners Inc., with partner Harold Goyette; and wrote the first book on women in architecture in the United States. The fund established through a planned gift in Cole and Goyette’s names supports the preservation of the pair’s papers within the Frances Loeb Library, and helps promote gender equality in architecture by funding stipends for staff and students to participate in research, conferences, and events.

A Modern Expression of Ancient Wisdom
Seng Kuan AB ‘98, MUP ’04, Ph.D. ’11
and Angela Y. Pang MArch ’02

For Rafael Moneo, Josep Lluis Sert Professor in Architecture, the three years he spent as a fellow of the Spanish Academy in Rome at the start of his career proved to be deeply influential. “The experience and knowledge a student can gain living in Rome is invaluable,” he says. Throughout his career, Moneo has helped introduce countless young architects to the power and majesty of the Eternal City. In recognition of his impact, SENG KUAN and ANGELA Y. PANG established the Rafael Moneo Rome Travel Fund, which provides support for second-year Master in Architecture students to spend up to three months living and studying in Rome. “We will never forget how Rafael took us on a journey at the Prado through five centuries of classical art and sculpture,” explain Kuan and Pang. “This is the kind of experience we hope will always remain a part of an architect’s education at the GSD.”

“Libraries have always been supportive, kind, and welcoming to a breadth of ideas and philosophies. The library provides an oasis of intellectual investigations where students and faculty can discover a broader view of our built and unbuilt environment.” —DORIS COLE AB ’59, MARCH ’63
The success of the *Grounded Visionaries* campaign has helped ensure the continued preeminence of the GSD. What’s more, the campaign serves as a springboard for the next phase of design innovation. Even as we closed in on our goal, the inspired practitioners of the GSD already had their eyes on the future.

The highly collaborative ethos of the School defies any attempt to establish discrete silos between disciplines. Members of the GSD community pursue bold and surprising lines of inquiry, delving into unexpected topics that challenge and expand the purview of design.
**Childhood**

“When you’re dealing with a situation like a refugee camp, where there’s such a basic need for protection, you come to understand the power of architecture.” —ANNA HERINGER

For much of history, children were viewed as little more than imperfect adults; only during the Enlightenment did the concept of a childhood defined by innocence begin to emerge. Today’s children still navigate a world built largely for adults; it is incumbent upon designers to create solutions that enable young people to grow and learn more safely and happily.

**USING EARTH TO IMPROVE THE WORLD**

For **ANNA HERINGER**, architecture represents a tool to improve lives first and foremost; she believes there is no better material to accomplish this than—wait for it—mud. Elemental, sustainable, and highly adaptable, using mud for humanitarian development projects results in buildings that are rooted in the local environment, rather than oriented toward materials and techniques associated with foreign aid. The 2018-2019 Aga Khan Design Critic in Architecture at the GSD, Heringer has completed numerous development projects in Bangladesh using mud and bamboo construction techniques that can be replicated and maintained by local community members.

During the fall of 2018, Heringer taught an option studio at the GSD with the aim of constructing a day care center for Rohingya refugee children in Bangladesh. Studio participants faced the challenge of designing for children who have been exposed to traumatic experiences using materials that were often new and unfamiliar. Fostering close engagement with the displaced Rohingya people was essential to the success of the project. The resulting structure closely integrated indoor and outdoor spaces, taking into account areas for playing and learning, water and sanitation systems, and emergency shelter from cyclone conditions.

Lina Karain MArch ’20’s final project for the option studio “Architecture as a Tool to Improve Lives: Development of a Day Care Centre for Rohingya Children” led by Anna Heringer, fall 2018.
A RESOURCE AND A REFUGE

In the summer of 2018, **ERIC MOED MDES ’19** received one of the first fellowships from the Wendy Evans Joseph MArch ’81 Community Service Fund to work with Horizons for Homeless Children, a Boston organization that helps young children and families mitigate the trauma and stress associated with homelessness. Moed helped design a resource room for parents at a local shelter, working closely with teachers, administrators, and parents to determine how the space could best serve the community. His design concepts were informed by his time spent volunteering with children alongside Horizons for Homeless Children staff.

“Seeing these kids learn through play has helped me understand how the design of a classroom directly impacts both teaching and learning.”
—ERIC MOED MDES ’19

BUILDING CHILD-RESPONSIVE CITIES

At the May 2018 conference “Growing Up Urban in East Asia” in Surabaya, Indonesia, **ANDRES SEVTSUK**, assistant professor of urban planning, discussed how to measure and improve accessibility for children in urban environments. Children are more likely to travel as pedestrians or cyclists, which presents safety challenges related to walkways, crossings, and traffic organization. Sevtsuk presented five dimensions of accessibility for measuring how child-friendly a city is: cost of travel, destination attractiveness, transport options, individual characteristics, and built environment. By considering these five elements, cities can begin to shift the focus of infrastructure design to enable children and their caregivers to move about more freely and safely.
Countryside

While urban centers are a primary focus of the global design community, it has been estimated that as much as 98 percent of Earth’s land area is rural. The development of the world beyond the city is no less complex, and no less important to humanity’s future. The sheer size of nonurban territory underscores the need to better understand how humans impact the countryside—and how the countryside shapes us.

OUTSIDE CITY LIMITS

“I have long been fascinated by the transformation of the city, but since looking at the countryside more closely in recent years, I’ve been surprised by the intensity of change taking place there,” says REM KOOLHAAS, John Portman Professor in Practice of Architecture. Since 2016, Koolhaas has led the Rotterdam Studio Abroad, part of a multi-year effort to understand and respond to the forces shaping the rural areas of our planet. The countryside provides both a counterpoint to urban living and some of the conditions necessary to sustain it. For example, fields like agriculture have led to dramatic advances in robotics, automation, and genetic engineering.

GSD students participating in these semester-long studios have investigated topics that include animal-human interaction, post-human architecture and landscapes, counterculture communes as models of utopian cohabitation, and the semiotics of rural life as represented in mass media. In February 2020, the Solomon R. Guggenheim Museum in New York City will present Countryside: Future of the World, an exhibition highlighting the work of GSD students around the transformation of non-urban landscapes.

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“The story of this transformation is largely untold. It is particularly meaningful to present it in one of the world’s great museums in one of the world’s densest cities.” —REM KOOLHAAS

Students who participated in the spring 2017 studio abroad program in Rotterdam visited the European countryside to learn under architect and Professor Rem Koolhaas, founding partner of OMA and its research-oriented counterpart AMO.
REINHABITING THE UNINHABITED

The demilitarized zone separating North and South Korea has been stripped of humanity and transformed into a symbol of violence and division. Creating a vision for the DMZ that encompasses both human inhabitation and natural restoration will be a vital aspect of any effort to unify the peninsula. Led by Department of Landscape Architecture faculty member Niall Kirkwood and visiting faculty Jungyoon Kim MLA ’00 and Yoon-Jin Park MLA ’00, and sponsored by Lotte Engineering and Construction, the “Korea Remade” studio explores and redefines ideas of security, border, and identity, providing a forum for class members to develop detailed design proposals that address the unique challenges associated with integrating the DMZ into a reunified Korea.

THE FUTURE OF FARMING

Jeremy Burke MDE ’18 and Ramon Gras MDE ’18, both graduates of the inaugural class of Master in Design Engineering student, wanted to help midsize farmers across New England join forces to challenge the dominance of large-scale corporate farms. They proposed a network of food processing facilities organized around regions that share common cultural and gastronomic identities. By centralizing the production and distribution of food, their plan aims to create a sense of community and shared purpose—and in the process, help ensure the self-sufficiency and resilience of smaller, local farms that have long formed the backbone of the agricultural landscape.
Empathy

From the spaces we develop to the practices and methods we use to construct and maintain them, every aspect of design has implications for people’s lives and well-being. A strong sense of empathy is required to ensure that the built environment remains equitable, inclusive, and just—an instrument not of restriction, but of empowerment.

A COLLECTIVE VISION FOR JUSTICE

TONI L. GRIFFIN LF ’98, professor in practice of urban planning, has dedicated her career to the idea of the just city. But a fixed definition of justice can’t adequately encompass the breadth of challenges different cities face. “A just Boston is different from a just Rotterdam, which is different from a just Gary, Indiana, or a just St. Louis,” she says. “Given those different contexts, communities should put forward values and principles that are most meaningful to them in their specific conditions.”

Griffin’s Just City Lab has developed the Just City Index, a collection of values that her team believes promotes greater justice in cities, and which local leaders can draw from to create their own visions for equity, resiliency, and sustainability. The index is organized into broad categories—such as Acceptance, Democracy, Fairness, and Mobility—that help structure specific value indicators. The index is one of many initiatives from the Just City Lab, which offers online resources for implementing the group’s ideas in cities throughout the world. In early 2019, a curated exhibition spotlighting the work of Griffin and her team debuted at the American Institute of Architects (AIA) Center for Architecture in New York.

“There’s always unfinished work to be done in cities and in communities as we continue to strive for more just, equitable, sustainable, and resilient outcomes.” —TONI L. GRIFFIN LF ’98
WELCOMING

The over 65 million current refugees worldwide represent a global humanitarian crisis that demands a collective response. Although there is a pressing need to address immediate concerns related to the design of temporary camps and shelters, enabling refugees to integrate permanently into new communities is an equally important consideration. Taught by DANIEL D’OCA MUP ’02, associate professor in practice of urban planning, “Refugees in the Rust Belt” considers the response to refugees at the local level, inviting architects, landscape architects, urban planners, and designers to play a larger role in the refugee resettlement process in the United States. Made possible through funding from the Tent Foundation, this studio challenged students to create designs for projects ranging from individual buildings and neighborhoods to transportation networks and public spaces—all with an eye toward helping refugees adapt to everyday life in a new environment.

BRICK BY BRICK

Working within budgetary constraints is a key element of any design project, but for the students in MARINA TABASSUM’s “$2,000 Home” studio, the challenge is especially great. Students work directly with actual clients living in a small village in Bangladesh to develop proposals that meet the families’ needs while staying within a budget of $2,000. ALEX YUEN MAUD ’18 created a design that makes efficient use of brick—a relatively expensive material, but one that was preferred by the client. His design is based on a series of frames that organize the living space using two major volumes—one for the client’s work as a potter, and a separate domestic space.

Image from the final studio review for “Refugees in the Rust Belt.”
Monuments

Pulitzer Prize-winning author Viet Thanh Nguyen observed, “All wars are fought twice, the first time on the battlefield, the second time in memory.” Monuments represent a collective attempt to bring history into the present—but in building them, we create and perpetuate narratives that are subjected to different lenses, contexts, and values over time.

OUR NATIONAL MEMORY

Opened in 1864 to accommodate the massive casualties from the Civil War, Arlington National Cemetery is the largest shrine to the honored dead of the Armed Forces of the United States. As cars have replaced horse-drawn carriages and the cemetery has expanded far beyond its original footprint, the original, elegant arrival experience has become fragmented and non-intuitive, presenting wayfinding challenges to visitors who come to Arlington for solemn reflection.

Taught by Marty Poirier MLA ’86, design critic in landscape architecture, the studio “Arlington National Cemetery: Engaging Hallowed Ground” explores a fundamental challenge of landscape architecture: creating a sense of arrival while balancing practical concerns, such as mixed modes of transportation and intuitive wayfinding, with appropriately reverent aesthetic sensibilities. In creating concepts for America’s foremost national memorial, students investigate how places stir our deepest emotions through their design and orientation.

Students tour Arlington National Cemetery in Washington, DC as part of their studio trip.
MEMORIALIZING THE PRESENT

What is the role of the contemporary monument in an era when many legacy monuments have become lightning rods for controversy? EMANUEL CHRIST and CHRISTOPH GANTENBEIN’s course “The Monument” investigates monuments in modern society. What events and ideologies should be considered worthy of memorialization? The studio included a trip to Washington, D.C., to examine the role the city’s monuments play in creating and perpetuating our national mythology.

At the conclusion of the course, students were tasked with creating a monument to recent history. “The Subprime Monument” by EDUARDO MARTÍNEZ-MEDIERO RUBIO MARCH ’19 consists of a tower built from various types of 20th-century American housing. The structure’s balloon frame emphasizes the fragility of the house as an artifact and of the housing market as an economic system, as evidenced by the disastrous financial crisis of 2008.

Eduardo Martinez-Mediero Rubio’s MArch ’19 “The Subprime Monument.”

ART AS ARCHIVE

In February 2018, the GSD co-organized “On Monuments: Place, Time, and Memory” with the Harvard University Committee on the Arts and the Faculty of Arts and Sciences. The symposium discussed the responsibility of art—in the form of monuments—in preserving and facilitating memory. The presenters’ emphasis on interpreting monuments through the lens of justice and inclusion achieved particular resonance against the backdrop of a national debate over monuments to the Confederacy. In her opening remarks, PRESIDENT DREW GILPIN FAUST noted, “Toni Morrison has said that nothing ever dies, and in a sense we see that in the dotting of our landscape with the monuments to a past that it has long since been time to reject.”

The forum featured presentations by Robin Kelsey, dean of arts and humanities and Shirley Carter Burden Professor of Photography; Sarah Lewis, assistant professor of history of art and architecture and african and african american studies; Jennifer Roberts, Elizabeth Cary Agassiz Professor of the Humanities; and Krzysztof Wodiczko, professor in residence, Art, Design & the Public Domain at the GSD.
Opening a window on a warm day may not seem like a revolutionary act—unless your house opens the window for you automatically based on temperature data. This is just one of the features of HouseZero, the ambitious retrofit of the Cambridge headquarters of the Harvard Center for Green Buildings and Cities. Equipped with sensors for temperature, humidity, air circulation, and air quality, HouseZero uses minimal electricity and has no carbon footprint. Large, triple-glazed windows ensure that no electric lighting is necessary during the day; a solar vent draws air from the basement to keep the building ventilated.

HouseZero doesn’t just move air; it serves as a living lab for innovative, sustainable housing. Data generated by the project, which will be shared widely, has significant implications for other projects related to sustainability across the globe.

“We want to demonstrate what’s possible, show how this can be replicated almost anywhere, and solve one of the world’s biggest energy problems—inefficient existing buildings.”

—ALI MALKAWI, PROFESSOR OF ARCHITECTURAL TECHNOLOGY, FOUNDING DIRECTOR OF THE HARVARD CENTER FOR GREEN BUILDINGS AND CITIES
THE CITY REIMAGINED

Supported by a $1 million grant from the John S. and James L. Knight Foundation, The Future of the American City is a multi-year, interdisciplinary initiative aimed at helping cities tackle urgent challenges. Beginning with a deep dive into Miami led by DEAN MOHSEN MOSTAFAVI as well as CHARLES WALDHEIM, John E. Irving Professor of Landscape Architecture, and JESSE M. KEENAN, lecturer in architecture, the project integrates architecture, landscape architecture, and urban planning and design to develop viable, efficient solutions rooted in the needs of the community. The inaugural course of the initiative, “Multiple Miamis,” investigates the traditionally African-American Miami neighborhood of Overtown, which was decimated by the construction of interstate highways in the 1960s and is gradually undergoing a revitalization, thanks to its connection to Miami MetroRail and proximity to cultural and medical institutions.

WAYS OF SEEING THE BOSTON HARBOR ISLANDS

For a city facing not only a substantial crisis of space, but also increasing risks from coastal storms, the Boston Harbor Islands represent a critical challenge for the region. In September 2018, the GSD convened a multidisciplinary conference on the future of the islands supported by the James M. and Cathleen D. Stone Foundation. The conference included presentations from landscape architects, planners, ecologists, climate resiliency experts, engineers, geologists, finance experts, and others working toward a cooperative vision for Boston Harbor.

Conference presentations drew on the results of a study, conducted by the Sustainable Solutions Lab at UMass Boston and Woods Hole Group, that focuses on assessing the role the islands play in protecting Greater Boston communities from storm events and high energy wave conditions. The resiliency scenarios discussed will serve as the basis for future work that imagines a long-term vision for the islands as an ecological, historical, recreational, infrastructural, and cultural landscape.

Zishen Wen MLA ’19 presents during the final review for “Multiple Miamis.”
Alpine Shelter Skuta was developed by Frederick Kim MArch ’16, Katie MacDonald MArch ’16, and Erin Pellegrino MArch ’16 for the option studio “Housing in Extreme Environments” led by Rok Oman and Spela Videcnik from OFIS. Students faced the challenge of designing an innovative yet practical shelter to meet the needs of the extreme alpine climate in Slovenia.
A successful campaign should not simply conclude. Its influence and impact expand outward like fractal patterns, gaining momentum as new initiatives build off past accomplishments.

Our community celebrates the *Grounded Visionaries* campaign and honors the commitments of those who contributed by continuing to advance the spirit of innovation, creativity, and invention that defines the GSD.
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