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I. GOVERNANCE AND ADMINISTRATION

HARVARD UNIVERSITY

Harvard University consists of nine faculties offering degree programs in twelve schools and colleges. The faculty of Arts and Sciences, the largest, is the only faculty that awards undergraduate as well as graduate degrees. With the eight solely graduate faculties—the Faculty of Business Administration, the Faculty of Design, the Faculty of Divinity, the Faculty of Education, the Faculty of Government, the Faculty of Law, the Faculty of Medicine (composed of the faculties of both the School of Medicine and the School of Dental Medicine), and the Faculty of Public Health—it forms a university characterized by distinct schools that function independently in matters of governance and financing. Responsibility for the long-term educational, fiscal, and physical health of the University rests with two governing boards: the President and Fellows of Harvard College, informally known as the Corporation and functioning as the executive board, and the Board of Overseers, which resembles a board of trustees.

THE GOVERNING BOARDS

The President and Fellows of Harvard College (the Corporation)

Established in 1650, the President and Fellows of Harvard College is the legal corporation known as Harvard University. It is the “final executive authority within the University,” and has the fiduciary and legal powers usually assigned to a corporation’s board of trustees. As a corporation, it holds in its name all the University’s property, copyrights, and patents, gifts, and investments; as a governing board, it approves all faculty appointments, votes all degrees, and authorizes all general changes in requirements and procedures. The group’s name reflects its seventeenth-century origins and not its present university-wide responsibilities.

The Corporation consists of the president, the treasurer, and five fellows, who are elected for life terms but who generally serve, without pay, for ten to fifteen years or until the age of seventy. Until a “layman” was elected in 1688, the fellows were all members of the Harvard College teaching staff. “By the middle of the nineteenth century, there were no Harvard academic personnel save the President on board—a condition which lasted, with one or two unimportant exceptions, until 1985, when the fellows included two professors, one from Harvard and one from another institution.” The Corporation chooses its own successors, including the president of the University, with the consent of the Board of Overseers.

The Corporation meets every two weeks during the academic year to discuss and decide upon proposals brought to it by the president, vice presidents, and the deans of the faculties. Its agenda encompasses matters “in finance (investments, operating assets, budgets, liabilities), in administration (buildings and grounds, food services, police, physical planning, personnel, health services, university press) and in broad educational areas (e.g., a new school).” Responsibility for educational policy, discipline, and faculty administration has for many years been delegated to the faculties. In accordance with the prevailing University philosophy of ‘each tub on its own bottom,’ each faculty also conducts its own fundraising and manages its own operating budget. “Approval of appointments...has been delegated since the early 1980s to a joint committee of the two [governing boards], consisting of the President of the University, serving as chair, and having as members two Fellows and two Overseers.”

Perhaps the Corporation’s most important role is providing the University with stability. The Corporation “can insure that it always has the…experience and skills it requires” to accomplish its complex agenda. Furthermore, it provides the University with “a sense of history, a detailed knowledge of operations, the ability to monitor projects over long periods of time, and patience.”

The Board of Overseers of Harvard College and its Visiting Committees

The Board of Overseers, founded in 1642 and the senior of the two governing boards, represents “the ultimate responsibility of the community at large for the operation of the University—the very core of the Overseers’ role in Harvard governance being the duty to keep the University true to its Charter as a place of learning.” The Board consists of thirty members, often alumni/ae, elected, in groups of five each year, to “On the educational side, visitation is carried out through an elaborate system of visiting committees…” The Board essentially performs this function.” Especially important is the independence of the visitation process, which answers to neither the Corporation nor the administration. “Visiting committees may have any information they ask for; they may ‘pick up any rug.’ The findings of a visiting committee are brought to the attention of the Overseers, though their powers are limited formally to calling these findings to the attention of the President and the deans of the Faculties…, and it is up to these senior academic officers to determine how they are to be acted upon.”

The Board meets formally several times a year, but most of its work is done in the twelve or thirteen standing committees. Among the most important are: Executive (a steering committee that coordinates all the business of the Board and that has the right to exercise the Board’s powers in certain matters); four academic committees (Humanities and Arts; Natural and Applied Sciences; Social Sciences; and Schools, the College, and Continuing Education); and three functional committees (Financial Policy, Institutional Policy, and Alumni Affairs and Development). Members of the committees maintain regular informal contact with personnel in “those parts of the University, which are their interest.” Issues brought to their attention through those contacts, by the President and the Corporation, and by the academic committees form the agenda of their four or five meetings a year. At least once a year each standing committee delivers a formal report to the full Board of Overseers.

There are six-year terms by alumni/ae holding any degree from Harvard or Radcliffe. Its principal duties are “visitation,” meant to inform the Overseers about the state of the University, and providing “counsel” to the President and Fellows.

**The President and Provost**
The president presides at meetings of the Corporation and is an active participant in the meetings of the Board of Overseers. He is a member and presiding officer of each of the faculties, and he is charged by the University statute to “exercise a general superintendency over all the university’s concerns.” The provost is responsible for fostering academic, administrative, and financial cooperation throughout the University.

**The Academic Council**
The Academic Council—comprised of the president of Harvard University, the deans of the several faculties, and others by invitation—acts as an advisory body to the president and often considers interfaculty projects. Matters of university-wide administrative policy and those concerning Harvard’s relationships with other universities, foundations, and agencies are taken up by the council at its monthly meetings, which provide a channel of communication between the deans as a group and the president and his staff.

**Graduate School of Design**

**The Faculty of Design**

Academic policies, required courses of study, and the granting of degrees are the responsibility of the Faculty of Design as a whole. Academic departments and the various faculty committees advise the general faculty on matters relating to the academic life of the Graduate School of Design. Appointment to the Faculty of Design entails responsibilities for instruction and research as well as academic administration. Voting members of the faculty are expected to attend all scheduled faculty meetings, which are held monthly and for which an agenda is normally distributed one week in advance. The voting members of the Faculty of Design are tenured professors, tenured professors in practice, professors in residence, non-tenured professors in practice, senior lecturers, associate and assistant professors in practice, associate and assistant professors, and others who may be granted such privilege by the faculty. Lecturers, design critics, instructors, and visiting professors are welcome to attend full faculty meetings but are nonvoting members. Research professors and professors emeriti do not normally attend faculty meetings but may be invited to do so by the Dean. In addition to participating in faculty meetings, members of the faculty serve on school wide standing committees, such as the Executive Committee, Review Board, Student Affairs Committee, and the MDes, MDE and doctoral program committees. Additional committees are formed for faculty searches and the completion of special assignments. Members of the faculty may also be asked to serve on university committees.

**Dean of the Faculty of Design**
The dean of the faculty is the chief executive officer of the Graduate School of Design. Appointed by the President and Fellows of Harvard College, the dean is responsible to the president for the overall governance of the GSD and its academic programs.

**Associate Dean for Academic Affairs**
The associate dean for academic affairs assists the dean and departmental chairs in the conceptualization of pedagogy, research, and the School’s academic relation to the University, as well as in the guidance and oversight of academic integrity, curricular development, appointments and promotions, and junior faculty mentoring.

**Visiting Committee**
The Harvard University Board of Overseers appoints a Visiting Committee to each school, department, or administrative unit at the University. Their purpose is to inform the Overseers about the state of the University. The members come from outside Harvard’s regular faculty and administration. The GSD's Visiting Committee at any one time may consist of approximately fifteen design practitioners, academics, planners, developers, legal experts, critics, artists, or other professionals with an interest in the GSD and the design and planning fields. They generally visit the School every other year and meet with the dean, faculty, students, and staff. The chair of the committee submits a report to which the dean responds, then both meet with the board of overseers to discuss its contents.

**Executive Committee**
At the GSD, the Executive Committee discusses and advises the dean on all administrative policies and the operations of the School. Chaired by the dean of the Faculty of Design, the committee ordinarily includes the three department chairs and MDes and doctoral co-chairs, as well as the chief financial officer and administrative deans.

**Senior Faculty Council**
The Senior Faculty Council consists of members of the faculty who hold voting privileges as active tenured professors, professors in practice, and non-tenured professors in residence, and the chairs of the academic departments, whether or not they hold such positions. Among its duties, the Council serves as the standing committee on appointments.
ACADEMIC DEPARTMENTS AND THE ROLE OF THE DEPARTMENT CHAIRS
The academic departments of the GSD are responsible for advancing their academic fields and addressing the needs of their professions through instruction, scholarship and professional studies. The department chair has responsibility for overseeing instruction and faculty development, in both teaching and scholarship. In the case of the Master in Urban Planning Degree Program, the Program Director may have special responsibilities (see below). Each member of the faculty is assigned to one of the three academic departments: Architecture, Landscape Architecture, and Urban Planning and Design. The departments are responsible for the integrity and advancement of the disciplinary field. The department faculty, in consultation and with the approval of the dean, conducts faculty searches, recommends new faculty appointments, and handles matters of faculty relations, including leaves, promotions, and terminations. Through the faculty assigned to them, the three departments offer the courses that constitute the curriculum for the students in all of the degree programs of the School. Each department chair is responsible for counseling and guiding faculty in both their teaching and scholarly activities. In addition to participating in faculty meetings and standing committees, faculty are expected to accept specific assignments by the department to which they are assigned under the leadership of the department chair.

ACADEMIC PROGRAMS AND THE ROLE OF THE PROGRAM DIRECTORS
Each student is a degree candidate in one of the ten academic programs: MArch I, MArch II, MLA I, MLA II, MAUD, MLAUD, MUP, MDes, DDes, MDE and the PhD program which is jointly administered by the GSD and the Faculty of Arts and Sciences. Program directors are responsible for the academic administration of the degree programs. They have dual reporting responsibilities to the department chair and to the dean. This includes student recruiting, review and admission of applicants, student advising, recommendation of required courses of study, approval of individual study and independent studies, determination of petitions for leaves, course substitutions or waivers, and recommendation of degrees. Each department or program is also charged with monitoring the effectiveness of its programs and, where appropriate, recommending degree requirements to the Faculty of Design. The program directors have specific obligations to serve as ombudsmen for students in the program and to work with the Dean of Students and other staff to address student concerns and morale. In the case of the Master in Urban Planning Degree Program, when the Department Chair is not primarily an urban planning faculty member, the Program Director will be an urban planning faculty member with primary responsibility for faculty personnel, curriculum, and budget issues related to urban planning, will report directly to the Dean, and will work closely with the Chair of the Department.

ADVANCED STUDIES PROGRAMS COMMITTEE
The MDes, MDE and doctoral programs (ASP) committees consist of faculty from each of the three departments. These committees perform for their programs all of the functions described above under “Academic Programs.” Additionally, a committee consisting of both GSD and FAS faculty is responsible for administering the PhD program.

STUDENT AFFAIRS COMMITTEE
One of the standing committees of the Faculty of Design, the Student Affairs Committee (SAC), consists of the program directors of the degree programs at the GSD, the Assistant Dean for Academic Services, the Dean of Students and the Executive Dean. It meets each semester to review and discuss policies relating to all students at the School and recommends changes to the Dean and Executive Committee. Representatives from the Student Forum (see below) participate in the committee.

STAFF
Each school at Harvard has a full contingent of staff providing many of the services that in other universities are delivered more centrally. The staff at the GSD are organized into two divisions, headed by the Executive Dean and the Associate Dean for External Relations. Functions reporting to the Executive Dean include: Academic Services, Student Services, Faculty Planning, Human Resources, Communications, the Loeb Library, Computer Resources, Fiscal Services, Building Services, and the Joint Center for Housing and Executive Education. External Relations includes Development and Alumni Relations. See the administration organization chart in the Appendices.

STUDENT FORUM
The forum is the primary student organization at the GSD. Each class in each degree program usually elects one or two representatives to the forum, which serves as a liaison between the student body and the faculty and administration. It carries out this role through regular meetings with the dean and the Student Affairs Committee. It also hosts open meetings with the dean and administration each semester, which all students are welcome to attend. The forum also meets with the GSD Visiting Committee and with the Alumni/ae Council. A fee assessed to all students allows the Student Forum to support its own programs and those sponsored by other student groups.
II. POLICIES GOVERNING THE FACULTY OF DESIGN

FACULTY RIGHTS AND RESPONSIBILITIES

GSD POLICY ON OUTSIDE ACTIVITIES AND CONFLICT OF INTEREST

Preamble
This policy applies to all faculty and researchers at the Graduate School of Design. Participation in professional activities outside the School and research undertaken at the School are valuable for the intellectual life of the faculty, students, and professional staff and for the stature of the School. Such activities advance the search for knowledge, bring fresh insights into the classroom, and further the University’s broad interests in serving society.

There are, however, circumstances in which such activities may detract from a faculty member’s work at the School and/or may not be consistent with the core values of the University. Briefly, a problem arises when one’s outside professional activities conflict with one’s obligations to students, faculty colleagues, or the University. The primary objective of this policy is to clarify expectations and provide guidelines for the identification and resolution of questions that may arise with respect to outside activities and conflicts of interest.

Members of the faculty are urged to read the “Statement on Outside Activities of Holders of Academic Appointments” adopted in June 2000 by the Corporation of Harvard University, which is appended at the end of this chapter. The Corporation’s statement explains carefully the rationale for the University’s policies, which apply to all Harvard faculties. The following GSD-specific policies provide additional guidance, describe some common situations and problems that arise in the GSD context, and set forth annual reporting requirements on outside activities. In addition, the School counts on faculty members to monitor their own activities. Whenever in their own good judgment they perceive that questions about outside activities or conflicts of interest might arise, they are expected to disclose the relevant facts to the Dean of the Faculty, the Executive Dean, or their department Chair and seek guidance. If the issues are significant, the dean should be included in the consultations.

OUTSIDE ACTIVITIES
Guidelines and Definition of Outside Activities
Outside activities include all “consulting and related outside professional activities,” except the following:

• For junior faculty members, creative work in scholarship, design, or professional practice suitable for use to demonstrate progress toward academic promotion or becoming viable candidates for tenured positions in major U.S. colleges or universities.

• For senior faculty members, creative work in scholarship, design, or professional practice of the sort intended to be recognized by peers as a significant contribution to the field.”

• Overall Limit on Outside Activities. In keeping with the Harvard Corporation Statement on Outside Activities, full-time Faculty members are expected to devote no more than 20 percent of their total professional effort to outside activities during the academic year.

• Part-time Faculty. The 20 percent limit on outside activities applies only to faculty members who have appointments that are more than half-time (i.e., 51 percent or more). Faculty members who are more than half-time and less than full-time should adhere to the 20 percent rule appropriately adjusted for their part-time status. For example, a faculty member holding a 75 percent appointment may devote up to 40 percent of his or her total professional effort to outside activities.

• Teaching and Research at Other Academic Institutions. A faculty member who is full time and/or who holds the rank of Professor, Professor in Practice, Non-Tenured Professor in Practice, or Associate Professor in Practice may not accept an academic appointment or teach any substantial portion of a course at another institution unless approved in advance by the dean and, where required, by the Corporation. This policy applies whether the activity is conducted in person or as part of a distance education program. When teaching at or for another institution is expressly approved on a temporary basis, the limited nature of the association should be clearly indicated, normally by including “visiting” in the Harvard faculty member’s title (as in “visiting professor” or “visiting instructor”).

• Visiting faculty will normally hold academic appointments at the institutions from which they are visiting. Those with multi-year GSD appointments may not accept additional outside academic appointments, however, except as approved in advance by the dean. Visiting faculty with annual appointments do not require such permission. In all cases, however, the sum of the appointments held by a visiting member of the faculty may not exceed the equivalent of one full-time position.

• Research: Research projects on which a Harvard academic appointee with a multi-year or fulltime appointment serves as a principal investigator or in an analogous role should be administered through the University unless the dean has specifically granted an exception. More generally, such faculty may accept research appointments at another University or academic institution only with the dean’s advance permission.
• **Schedules for Teaching, Advising and Other Meetings.** Both full and part-time faculty members should adhere to the normal academic schedule for teaching and student advising. Classes should meet regularly during normally scheduled hours, except in the event of illness of the instructor. It is understood that on occasion instructors may have to reschedule classes because of other pressing professional commitments, but every effort should be made to avoid such changes and they should be very rare. Alterations in class schedules or cancellations for reasons other than illness must be approved in advance by the department chair and, if extending over a period of more than a week, by the dean. Similarly, each faculty member should take care to fulfill his or her committee and other administrative responsibilities and to participate in department and other faculty meetings consistent with his or her appointment.

• **Executive or Professional Position in a Firm.** Because the professional and academic accomplishments of some GSD faculty members are established primarily through excellence in design and to establish authorship and control of designs more clearly, such faculty members (both full and part-time) are allowed to hold professional or executive positions in a firm in their field. Faculty who hold such positions must exert special care, however, to ensure that their obligations and activities at the firm do not interfere with their obligations to the University. In addition to the obligations highlighted in the previous bullet, this means that full-time faculty members should not undertake management roles so demanding as to compete for priority with their responsibilities as faculty members. Time devoted to management activities, moreover, except as incidental to the faculty member’s own creative work, should be reported (to a fair approximation) under the rubric of Outside Activities.

**CONFLICT OF INTEREST**

**General Principles**

A faculty member has a conflict of interest when he or she has an existing or potential financial or other interest that might impair the faculty member’s independence of judgment in the discharge responsibilities to the University or when he or she may receive a financial or other benefit from knowledge of information confidential to the University or any administrative unit within it. Conflicts of interest can also arise if the financial interest or other gain benefits one of the faculty member’s family or associates. Family members are parents, spouses, partners or children and an associate is another person engaged in a common enterprise with the faculty member. When potential conflicts exist, the faculty member should consult with his or her department chair or the dean to ascertain whether the putative conflict requires a change in the faculty member’s course of conduct.

**Guidelines**

The following are examples of potential conflicts of interest:

• **Research-related Enterprises.** The risk of conflict of interest, or appearance of conflict, can arise when a faculty member, family member, or associate (as defined above) has a significant financial interest in an external enterprise engaged in activities closely related to the faculty member’s line of university research. The existence of such an interest does not automatically constitute a conflict. Where there are such interests, however, the faculty member is obligated to provide full and current disclosure and to seek the advice of his or her department chair and the dean.

• **Student Research.** The risk of conflict of interest arises when a faculty member directs students into a research area from which the faculty member, family member, or associate is likely to realize financial or other personal gain. The criterion for the selection and oversight of student research should be the educational benefit and interests of the student. When supervising student research, whether for academic credit or compensation, faculty should avoid the fact or appearance of exploitation or favoritism.

• **Studio or Course Topics.** The risk of conflict of interest arises if a faculty member designs a course or studio around topics from which that faculty member, family member, or associate is likely to realize financial or other personal gain. As with research, the concern in the design of a course or a studio should be the educational interests of the students. Faculty members should disclose to their department chair in advance any relationship that might raise questions of a conflict of interest about a course or studio. If the department chair perceives an actual conflict or significant potential for conflict, the dean should be consulted as well.

• **Employing Students.** Employing students in projects outside the School can be problematic. This is a particular concern when the faculty member involved may have responsibilities at the School that could pose a conflict of interest over such personnel. Work experience is valuable, but it is essential that the professional role and the academic relation be independent. For these reasons, a faculty member may not hire a student to work outside the school while the student is an advisee, or is enrolled in that faculty member’s course.

• **Student Pay:** Faculty employing students under any circumstances, within or outside the School, must pay them in accordance with applicable laws.

• **Employing Other Faculty.** There is a risk of conflict of interest when faculty employ GSD colleagues of unequal rank in their firms, or when employees of such firms are candidates for recruitment to teach at the School. When a person in such a relationship is being considered for recruitment, renewal, or promotion, both the employing and employed faculty members...
have a responsibility to ensure that the review committee is informed at the beginning of the process. The senior faculty member in such a relationship should recuse himself or herself from all deliberations regarding this personnel action.

- **Work for a Student.** Because of the risk of conflict of interest, a faculty member may not work as a consultant for a student (currently enrolled or on a leave of absence with the expectation of returning), or for an organization in which a student has significant influence or decision-making authority.

- **Use of School Resources.** The risk of conflict of interest arises when a faculty member uses the School’s facilities or equipment for outside activities beyond a one-time incidental basis. For additional guidance, faculty members should consult the section on “Use of School Resources” in this handbook.

- **Intellectual Credit.** The risk of conflict of interest arises when a faculty member publishes work that includes significant intellectual or other contributions of students or faculty colleagues. Contributions of students or other faculty should be used only with their permission. The one exception to this rule is that, in cases where the contributions were made by students or colleagues in an employee capacity, either as part of a Harvard project or externally, the supervising faculty member is entitled to use the work. In all cases, including those where the contributions were made in an employee capacity, the faculty member should be sure to give appropriate credit—either for the specific contributions or for co-authorship of the work as a whole.

- **Disclosure and Recusal.** Where there is a risk of conflict of interest in an appointment, promotion, grading, award, grant or other University decision, the faculty member involved should disclose that risk. If there is a concern or risk that the faculty member could not be objective, the faculty member should recuse him or herself from the deliberations and decision.

- **Use of University Identification.** Members of the University are expected to take individual responsibility for their participation in any outside activity, and use their best efforts to avoid false or misleading suggestions by others that the activity is an undertaking of Harvard or any of its units. In general, all members should observe the University's policy on the use of the Harvard name, and limit their identification with Harvard to listing their formal titles as appropriate. The University and School name and stationery should never be used in promotional materials or in any other way for outside activities.

- **Reporting Procedures.** Every year each faculty member shall report, in such format as the dean may request, with copies to the appropriate department chair, on his or her outside activities.

**USE OF SCHOOL RESOURCES**

Resources that are shared, such as plotters, printers, and the woodshop, are intended primarily for instructional use. Instructional uses have absolute priority in the use of shared equipment. Faculty members, or students hired by faculty, may use the shared equipment for work related to their professional practice, but only if it does not conflict with instructional use, and subject to the following rules. For incidental use, faculty members are expected to exercise their judgment in making sure that the use occurs at times that do not conflict with instructional use. For more than incidental use, faculty members should submit a request to the Executive Dean. Such work must be directly related to faculty research or creative practice, and the work must be conducted at agreed-upon times that do not conflict with instructional uses. Whether the use is incidental or more extensive, faculty members must cover all costs for materials and student labor and are responsible for complying with the School’s safety and other relevant rules on the use of the equipment.

*See Appendix: Corporation Statement on Outside Activities*

**ELECTRONIC COMMUNICATION**

Harvard neither sanctions nor censors individual expression of opinion on its systems. The same standards of behavior, however, are expected in the use of electronic mail as in the use of telephones and written and oral communication. Therefore, electronic mail, like telephone messages, must be neither obscene nor harassing. Similarly, messages must not misrepresent the identity of the sender and should not be sent as chain letters or “broadcast” indiscriminately to large numbers of individuals. This prohibition includes unauthorized mass electronic mailings. For example, email on a given topic that is sent to large numbers of recipients should in general be directed only to those who have indicated a willingness to receive such email.

**UNIVERSITY-WIDE STATEMENT ON RIGHTS AND RESPONSIBILITIES**

The central functions of an academic community are learning, teaching, research and scholarship. By accepting membership in the university, an individual joins a community ideally characterized by free expression, free inquiry, intellectual honesty, respect for the dignity of others, and openness to constructive change. The rights and responsibilities exercised within the community must be compatible with these qualities.

The rights of members of the university are not fundamentally different from those of other members of society. The university, however, has a special autonomy, and reasoned dissent plays a particularly vital part in its existence. All members of the university have the right to press for action on matters of concern by any appropriate means. The university must affirm, assure and protect the rights of

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2 On May 2, 1977, the President and Fellows of Harvard College voted that the Statement of Rights and Responsibilities, hitherto adopted on an interim basis, would continue in full force until further order of the Board of Overseers.
its members to organize and join political associations, convene and conduct public meetings, publicly demonstrate and picket in orderly fashion, and advocate and publicize opinion by print, sign, and voice, including freedom of speech and academic freedom, freedom from personal force and violence, and freedom of movement. Interference with any of these freedoms must be regarded as a serious violation of the personal rights upon which the community is based.

Furthermore, although the administrative process and activities of the university cannot be ends in themselves, such functions are vital to the orderly pursuit of the work of all members of the university. Therefore, interference with members of the university in performance of their normal duties and activities must be regarded as unacceptable obstruction of the essential processes of the university. Theft or willful destruction of property of the university or its members must also be considered an unacceptable violation of the rights of individuals or of the community as a whole.

Moreover, it is the responsibility of all members of the academic community to maintain an atmosphere in which violations of rights are unlikely to occur and to develop processes by which these rights are fully assured. In particular, it is the responsibility of officers of administration and instruction to be alert to the needs of the university community; to give full and fair hearing to reasoned expressions of grievances; and to respond promptly and in good faith to such expressions and to widely expressed needs for change. In making decisions that concern the community as a whole or any part of the community, officers are expected to consult with those affected by the decisions. Failures to meet the responsibilities may be profoundly damaging to the life of the university. Therefore, the university community has the right to establish orderly procedures consistent with imperatives of academic freedom to assess the policies and assure the responsibility of those whose decisions affect the life of the university.

No violation of the rights of members of the university, nor any failure to meet responsibilities, should be interpreted as justifying any violation of the rights of members of the university. All members of the community, students and officers alike, should uphold the rights and responsibilities expressed in this statement if the university is to be characterized by mutual respect and trust. It is implicit in the language of the Statement on Rights and Responsibilities that intense personal harassment of such a character as to amount to grave disrespect for the dignity of others be regarded as an unacceptable violation of the personal rights on which the university is based.

Nepotism

All employment decisions should be made solely on the basis of merit. To protect this intention, faculty shall neither initiate nor participate directly or indirectly in decisions involving direct benefit to members of their immediate families, such as initial employment or appointment, reappointment, promotion, salary, teaching or work assignments, research or travel funds, and leaves of absence, etc.; nor shall they be involved in circumstances that could result in violation of confidentiality of personal or employment records. For purposes of this statement, “immediate family” includes spouse, parents, son and daughter, stepchild, grandchild, son- and daughter-in-law, brother and sister, stepbrother and stepsister, and other members of the household, including “domestic partner.” It may be that other relationships could interfere with objective and equitable supervisory decisions and, in cases where relationships between faculty members or faculty members and staff members raise this question, the dean shall be consulted and make a ruling.

Research Integrity

Research misconduct is defined as fabrication, falsification, or plagiarism in proposing, performing, or reviewing research, or in reporting research results. Fabrication is making up data or results and recording or reporting them. Falsification is manipulating research materials, equipment, or processes, or changing or omitting data or results such that the research is not accurately represented in the research record. Plagiarism is the appropriation of another person's ideas, processes, results, or words without giving appropriate credit. Research misconduct does not include honest error or differences of opinion.

Nondiscrimination and Equal Employment Opportunity

Nondiscrimination Policy

In accordance with Harvard University policy, the Graduate School of Design does not discriminate against any person on the basis of race, color, sex, gender identity, sexual orientation, religion, creed, age, national origin, ancestry, veteran status, disability, genetic information, military service, or any other legally protected basis, in admission to, access to, or employment in its programs and activities. Every effort will be made to ensure fairness and consistency in the school's relations with its students, faculty and staff. The GSD’s procedures for responding to incidents of discrimination are described in the section, 'Review Process' below.

Contact Persons

A student of the GSD community who believes that any form of prohibited discrimination has occurred should bring this matter forward for review. (See section 'Review Process' below, for a description of the review process.) The following persons have been designated to handle inquiries regarding the nondiscrimination programs:
The University 504 Compliance Coordinator is responsible for coordinating Harvard's efforts on behalf of individuals with disabilities. In addition, inquiries regarding the application of nondiscrimination policies regarding race, color, gender, sexual orientation, religion, age, national or ethnic origin, political beliefs, veteran status, or handicap may be referred to:

Regional Director
Office for Civil Rights, Boston Office
U.S. Department of Education
J. W. McCormack Post Office and Courthouse
Room 222, 01-0061
Boston, MA 02109-4557

SEXUAL AND GENDER-BASED HARRASSMENT

The GSD has adopted the University-wide Sexual and Gender-Based Harassment Policy.

The University Policy is reproduced in its entirety below.

Harvard University is committed to maintaining a safe and healthy educational and work environment in which no member of the University community is, on the basis of sex, sexual orientation, or gender identity, excluded from participation in, denied the benefits of, or subjected to discrimination in any University program or activity. Gender-based and sexual harassment, including sexual violence, are forms of sex discrimination in that they deny or limit an individual’s ability to participate in or benefit from University programs or activities.

This Policy is designed to ensure a safe and non-discriminatory educational and work environment and to meet legal requirements, including: Title IX of the Education Amendments of 1972, which prohibits discrimination on the basis of sex in the University’s programs or activities; relevant sections of the Violence Against Women Reauthorization Act; Title VII of the Civil Rights Act of 1964, which prohibits discrimination on the basis of sex in employment; and Massachusetts laws that prohibit discrimination on the basis of sex, sexual orientation, and gender identity. It does not preclude application or enforcement of other University or School policies.

It is the policy of the University to provide educational, preventative and training programs regarding sexual or gender-based harassment; to encourage reporting of incidents; to prevent incidents of sexual and gender-based harassment from denying or limiting an individual’s ability to participate in or benefit from the University’s programs; to make available timely services for those who have been affected by discrimination; and to provide prompt and equitable methods of investigation and resolution to stop discrimination, remedy any harm, and prevent its recurrence. Violations of this Policy may result in the imposition of sanctions up to, and including, termination, dismissal, or expulsion, as determined by the appropriate officials at the School or unit.

Retaliation against an individual for raising an allegation of sexual or gender-based harassment, for cooperating in an investigation of such a complaint, or for opposing discriminatory practices is prohibited. Submitting a complaint that is not in good faith or providing false or misleading information in any investigation of complaints is also prohibited.

Nothing in this Policy shall be construed to abridge academic freedom and inquiry, principles of free speech, or the University’s educational mission.
Definitions

Sexual Harassment

Sexual harassment is unwelcome conduct of a sexual nature, including unwelcome sexual advances, requests for sexual favors, and other verbal, nonverbal, graphic, or physical conduct of a sexual nature, when: (1) submission to or rejection of such conduct is made either explicitly or implicitly a condition of an individual’s employment or academic standing or is used as the basis for employment decisions or for academic evaluation, grades, or advancement (quid pro quo); or (2) such conduct is sufficiently severe, persistent, or pervasive that it interferes with or limits a person’s ability to participate in or benefit from the University’s education or work programs or activities (hostile environment).

Quid pro quo sexual harassment can occur whether a person resists and suffers the threatened harm, or the person submits and avoids the threatened harm. Both situations could constitute discrimination on the basis of sex.

A hostile environment can be created by persistent or pervasive conduct or by a single severe episode. The more severe the conduct, the less need there is to show a repetitive series of incidents to prove a hostile environment. Sexual violence, including rape, sexual assault, and domestic and dating violence, is a form of sexual harassment. In addition, the following conduct may violate this Policy:

- Observing, photographing, videotaping, or making other visual or auditory records of sexual activity or nudity, where there is a reasonable expectation of privacy, without the knowledge and consent of all parties
- Sharing visual or auditory records of sexual activity or nudity without the knowledge and consent of all recorded parties and recipient(s)
- Sexual advances, whether or not they involve physical touching
- Commenting about or inappropriately touching an individual's body
- Requests for sexual favors in exchange for actual or promised job benefits, such as favorable reviews, salary increases, promotions, increased benefits, or continued employment
- Lewd or sexually suggestive comments, jokes, innuendoes, or gestures
- Stalking

Other verbal, nonverbal, graphic, or physical conduct may create a hostile environment if the conduct is sufficiently persistent, pervasive, or severe so as to deny a person equal access to the University’s programs or activities. Whether the conduct creates a hostile environment may depend on a variety of factors, including: the degree to which the conduct affected one or more person’s education or employment; the type, frequency, and duration of the conduct; the relationship between the parties; the number of people involved; and the context in which the conduct occurred.

Unwelcome Conduct

Conduct is unwelcome if a person (1) did not request or invite it and (2) regarded the unrequested or uninvited conduct as undesirable or offensive. That a person welcomes some sexual contact does not necessarily mean that person welcomes other sexual contact. Similarly, that a person willingly participates in conduct on one occasion does not necessarily mean that the same conduct is welcome on a subsequent occasion.

Whether conduct is unwelcome is determined based on the totality of the circumstances, including various objective and subjective factors. The following types of information may be helpful in making that determination: statements by any witnesses to the alleged incident; information about the relative credibility of the parties and witnesses; the detail and consistency of each person’s account; the absence of corroborating information where it should logically exist; information that the Complainant has been found to have harassed others; information about the Complainant’s reaction or behavior after the alleged incident; and information about any actions the parties took immediately following the incident, including reporting the matter to others.

In addition, when a person is so impaired or incapacitated as to be incapable of requesting or inviting the conduct, conduct of a sexual nature is deemed unwelcome, provided that the Respondent knew or reasonably should have known of the person’s impairment or incapacity. The person may be impaired or incapacitated as a result of drugs or alcohol or for some other reason, such as sleep or unconsciousness. A Respondent’s impairment at the time of the incident as a result of drugs or alcohol does not, however, diminish the Respondent’s responsibility for sexual or gender-based harassment under this Policy.

Gender-Based Harassment

Gender-based harassment is verbal, nonverbal, graphic, or physical aggression, intimidation, or hostile conduct based on sex, sex-stereotyping, sexual orientation or gender identity, but not involving conduct of a sexual nature, when such conduct is sufficiently severe, persistent, or pervasive that it interferes with or limits a person’s ability to participate in or benefit from the University’s education or work programs or activities. For example, persistent disparagement of a person based on a perceived lack of stereotypical masculinity or femininity or exclusion from an activity based on sexual orientation or gender identity also may violate this Policy.
Consensual Romantic Relationships

Unprofessional Conduct in Relationships between Individuals of Different University Status

Amorous relationships that might be appropriate in other circumstances always have inherent dangers when they occur between any teacher or officer of the university and any person for whom he or she has a professional responsibility (i.e., as teacher, advisor, evaluator, supervisor). Implicit in the idea of professionalism is the recognition by those in positions of authority that in their relationships with students or staff there is always an element of power. It is incumbent upon those with authority not to abuse, nor seem to abuse, the power with which they are entrusted.

GSD officers and other members of the teaching staff should be aware that any romantic involvement with their students may make them liable for formal action against them. Even when both parties have consented at the outset to the development of such a relationship, it is the officer or instructor who, by virtue of his or her special responsibility and educational mission, will be held accountable for unprofessional behavior. Teaching fellows, or teaching assistants may be less accustomed than faculty members to thinking of themselves as holding professional responsibilities, but they, too, are subject to this policy. They may need to exercise special care in their relationships with students whom they instruct, evaluate, or otherwise supervise, recognizing that their students might view them as more powerful than they may perceive themselves to be.

Amorous relationships between members of the faculty and/or with students that occur outside of any direct or formal relationship can also lead to difficulties. In personal relationships between individuals with whom there is no current, direct line of professional responsibility and authority, the senior person should be sensitive to the constant possibility that he or she may unexpectedly be placed in a position of responsibility for a student’s instruction or a faculty member’s evaluation. This could involve being called upon to write a letter of recommendation or to serve on an admissions or selection committee involving the other individual. In addition, one should be aware that others may speculate that a specific power relationship exists even when there is none, giving rise to assumptions of inequitable academic or professional advantage for the student or faculty member involved. Relationships between officers and students or senior and junior faculty are categorically discouraged by the GSD, and may fall under the purview of this policy.

Jurisdiction

This Policy applies to sexual or gender-based harassment that is committed by students, faculty, staff, Harvard appointees, or third parties, whenever the misconduct occurs:

1. On Harvard property; or
2. Off Harvard property, if:
   a) The conduct was in connection with a University or University-recognized program or activity; or
   b) The conduct may have the effect of creating a hostile environment for a member of the University community.

Monitoring and Confidentiality

A variety of resources are available at the University and in the area to assist those who have experienced gender-based or sexual harassment, including sexual violence.

Individuals considering making a disclosure to University resources should make sure they have informed expectations concerning privacy and confidentiality. The University is committed to providing all possible assistance in understanding these issues and helping individuals to make an informed decision.

It is important to understand that, while the University will treat information it has received with appropriate sensitivity, University personnel may nonetheless need to share certain information with those at the University responsible for stopping or preventing sexual or gender-based harassment. For example, University officers, other than those who are prohibited from reporting because of a legal confidentiality obligation or prohibition against reporting, must promptly notify the School or unit Title IX Coordinator about possible sexual or gender-based harassment, regardless of whether a complaint is filed. Such reporting is necessary for various reasons, including to ensure that persons possibly subjected to such conduct receive appropriate services and information; that the University can track incidents and identify patterns; and that, where appropriate, the University can take steps to protect the Harvard community. This reporting by University officers will not necessarily result in a complaint; rather, the School or unit Title IX Coordinator, in consultation with the Title IX Officer, will assess the information and determine what action, if any, will be taken. Information will be disclosed in this manner only to those at the University who, in the judgment of the Title IX Officer or School or unit Title IX Coordinator, have a need to know.

Should individuals desire to discuss an incident or other information only with persons who are subject to a legal confidentiality obligation or prohibition against reporting, they should ask University officers for information about such resources, which are available both at the University and elsewhere. University officers are available to discuss these other resources and to assist individuals in making an informed decision.

Resources

- Office of Sexual Assault Prevention and Response (24 hours) | 617-495-9100
Local Title IX Coordinators

**Title IX Coordinator for Students:**
Laura Snowdon  
lsnowdon@gsd.harvard.edu  
Assistant Dean of Student Services, Dean of Students  
48 Quincy Street, Gund Hall 422  
617-496-1236

**Title IX Coordinator for Faculty:**
Pamela Baldwin  
pamela_baldwin@harvard.edu  
Assistant Dean of Faculty Affairs  
48 Quincy Street, Gund Hall 409c  
617-495-5409

**Title IX Coordinator for Staff:**
Sarah Wilkinson  
swilkinson@gsd.harvard.edu  
Director of Human Resources  
7 Sumner Road, Sumner 203  
617-495-4322

University-wide Title IX Officer:  
617-495-4134  
The Office for Sexual and Gender-Based Dispute Resolution (ODR).

**Violations of Other Rules**
The University encourages the reporting of all concerns regarding sexual or gender-based harassment. Sometimes individuals are hesitant to report instances of sexual or gender-based harassment because they fear they may be charged with other policy violations, such as underage alcohol consumption. Because the University has a paramount interest in protecting the well-being of its community and remedying sexual or gender-based harassment, other policy violations will be considered, if necessary, separately from allegations under this Policy.

**OTHER FORMS OF HARRASMENT**
The following addresses the GSD’s policies governing harassment that is not covered by the University Policy.

Harassment can create an environment in which access to education and employment is diminished. The GSD seeks to maintain an atmosphere free of harassment. There are obligations of civility and respect for others that underlie rational discourse. Harassment not only shows grave disrespect for the dignity of others but also impedes the free discussion and exchange of ideas. This policy statement seeks to define the circumstances under which behavior affecting the GSD community may constitute impermissible harassment and grounds for disciplinary action. It also seeks to clarify the point at which protected free expression ends and prohibited harassment begins.

**Policy**
It is impermissible for any member of the GSD community to engage in harassment of others. This includes, but is not limited to, harassment based on characteristics such as race, color, national origin, religion, age, creed, ancestry, veteran status, or disability. Harassment is particularly objectionable when it involves the abuse of GSD authority. Such behavior, as defined in the following section, may be grounds for disciplinary action such as censure, probation, separation, dismissal, or expulsion.
Definitions

Physical Harassment
Certain physical acts may constitute harassment. These include, but are not limited to, assault, unwelcome touching, physical intimidation, defacing or damaging property, interference with freedom of movement, and other forms of behavior that violate federal or state civil rights law. Such acts are impermissible whether or not they are based on characteristics such as race, color, national or ethnic origin, religion, age, political beliefs, veteran status, or disability status. The fact that physical harassment may be accompanied by verbal or symbolic expression does not make the physical harassment less punishable.

Verbal or Symbolic Harassment
Certain purely verbal or symbolic expression may also constitute harassment. Epithets, threats and other abusive expressions, or unwelcome comments may constitute harassment and are impermissible if, from the standpoint of a reasonable person, they are sufficiently severe or pervasive to affect adversely an individual’s working or learning environment. This category includes but is not limited to, expressions based on such characteristics as race, ethnic group, religious belief, disability status, or age. Depending on the circumstances, verbal expressions may be punishable where, from the standpoint of a reasonable person, they (1) are addressed directly to an individual or several individuals; (2) insult, stigmatize, or intimidate the individual(s); and (3) evince on the part of the speaker(s) grave disrespect and intent to demean the individual(s).

Racial Harassment
The GSD seeks to maintain an instructional environment free from racial harassment. The GSD defines racial and ethnic harassment as actions on the part of an individual or group that demean or abuse another individual or group because of race, national origin, or ancestry. Such actions may include but are not restricted to using racial epithets, making racially derogatory remarks, and using racial or ethnic stereotypes.

Resolution of Harassment Concerns
GSD has incorporated the University’s Procedures for Handling Complaints Involving Faculty, Students, and Staff Pursuant to the University’s Sexual and Gender-Based Harassment Policy. In connection with concerns relating to other forms of harassment, a faculty member of the GSD community who believes that harassment has occurred or would like clarification or information on the GSD complaint and resolution procedures, is encouraged to bring this matter to the attention of their title 9 coordinator. (See 'Review Policies' for a description of the review process.)

REVIEW PROCESS

Review Process for Sexual and Gender-Based Harassment Cases
The GSD has incorporated the University’s Procedures for Handling Complaints Involving Staff pursuant to the [University’s] Sexual and Gender-Based Harassment Policy, including for purposes of faculty discipline. The procedures with respect to alleged harassment by a Harvard faculty member are contained in the University policies available here: diversity.harvard.edu/pages/title-ix-sexual-harassment. None of the provisions outlined here contradict or replace any provisions of the University Procedures. These provisions are intended to supplement the University Procedures and detail the GSD role at moments when the University Procedures refer to actions taken or decisions made by the "School or unit." To the extent any existing GSD policies and procedures interfere with compliance with the University Policy and Procedures, application of such GSD policies and procedures should be suspended. The provisions in the University Procedures are not reproduced below. For a complete understanding of the procedures concerning alleged sexual or gender-based harassment by GSD faculty, faculty should review the University Procedures in conjunction with these supplemental provisions.

The ODR has been charged with implementing the procedures for faculty pursuant to the University Policy. The ODR operates under the Office of the Assistant to the President for Institutional Diversity and Equity with oversight by the University’s Title IX Officer, working in partnership with the School or unit Title IX Coordinators, and other School or unit leadership.

Harvard students, faculty, staff, other Harvard appointees, or third parties who believe they are directly affected by the conduct of a Harvard faculty member (collectively, “initiating parties”) may: request information or advice, including whether certain conduct may violate the University Policy; seek informal resolution; or file a formal complaint. Initiating parties are encouraged to bring their concerns to the relevant School or unit Title IX Coordinator, the Title IX Officer, or other staff in ODR, but may, if they choose, contact another School or University officer, who will refer the matter as appropriate.

As set forth below, interim measures designed to support and protect the initiating party or the University community may be considered or implemented at any time, including during a request for information or advice, informal resolution, or a formal complaint proceeding. Consistent with GSD policy, interim measures might include, among others: restrictions on contact; course-schedule or work-schedule alteration; changes in housing; leaves of absence; or increased monitoring of certain areas of the campus. These interim measures are subject to review and revision throughout the processes described below, and the initiating party can discuss them with the GSD’s Title IX coordinator or the ODR at any time.
When the allegations, if true, might constitute criminal conduct, the party against whom they are brought is hereby advised to seek legal counsel before making any written or oral statements. Those facing allegations may wish to obtain legal advice about how this process could affect any criminal case in which they are or may become involved.

**Informal Review**

An informal complaint may be made either orally or in writing. It operates as a request to the Title IX coordinator or the Title IX officer to initiate efforts to aid the parties in finding a mutually acceptable resolution. The individual should identify the alleged harasser (if known) and describe the allegations with specificity. The Title IX coordinator or the Title IX officer will assess the severity of the alleged harassment and the potential risk of a hostile environment for others in the community to determine whether informal resolution may be appropriate. The Title IX coordinator or Title IX officer will also consider whether to put in place any interim measures designed to support the complainant (the person making the complaint) and/or the University community.

Upon determining that informal resolution is appropriate, the Title IX officer will assign an investigator who, in collaboration with the Title IX coordinator, will consult further with the person initiating the request, inform the person who is the subject of the allegations, and gather relevant information and communicate with the parties and others, as necessary. The Title IX coordinator will explore with the complainant various alternatives for resolving the matter. These may include, among other possibilities, an informal conference with the complainant, the subject of the possible violation, and others, as appropriate. At any time, faculty interested in confidential counseling about options and resources can also contact the Office of Sexual Assault Prevention and Response (http://osapr.harvard.edu/). A matter will be deemed satisfactorily resolved when both parties expressly agree to an outcome that is also acceptable to the School or unit Title coordinator. At any point prior to such an express agreement, the person who brought the complaint may withdraw the request for informal resolution and initiate a formal complaint under these procedures.

Ordinarily, the informal resolution process will be concluded within two to three weeks of the date of the initial report of a possible violation. Please note that the Title IX officer may not approve an informal resolution if it is a sexual assault allegation.

**Initiation of Formal Complaint**

If a satisfactory resolution cannot be found through an informal approach, and the complainant wishes to pursue the matter (or would prefer to file a formal complaint alleging a violation of the University Policy), the complainant can file a formal complaint with ODR. The complaint must be in writing and signed and dated by the complainant. The complaint should specify the following:

a. The full name and address of the complainant;

b. The name and address (if known) of the respondent or respondents (person or persons against whom the charge is made);

c. A statement of the facts that support the allegation of a violation of the University Policy;

d. The date or dates and location of the alleged acts or practices.

Attached to the complaint should be a list of any sources of information (for example, witnesses, correspondence, and the like) that the complainant believes might be relevant to the investigation, but a complaint should not be delayed if such sources of information are unknown or unavailable.

The University does not limit the timeframe for filing a complaint, although a complainant is encouraged to file as soon as reasonably possible both for effective gathering of information, and also to allow time for a disciplinary body to review the case in the likelihood that the respondent is graduating or is no longer employed by the University.

**Referral of Complaints Against Staff, Faculty, Other Harvard Appointees, or Third Parties**

If the subject of the possible violation is a faculty member, staff member, other Harvard appointee, or third party, ODR promptly will provide the appropriate Title IX coordinator with a copy of the complaint. The School or unit Title IX coordinator, in consultation with other Harvard officers, will determine whether some or all of the allegations will be handled at the School or unit level, or whether ODR will conduct all or part of any investigation.

**The Formal Complaint Process**

In the event a complaint is raised against a GSD faculty, once the complaint is received by the ODR, the Title IX officer will assign the case to an investigator for an initial review. The GSD may assign another individual, the “designee” to work jointly with the investigator. The investigative team will contact the complainant in an attempt to gather a more complete understanding of the allegations, as well as any related conduct that may implicate the University Policy. The investigative team will gather information and determine whether the information, if true, would constitute a violation of the policy such that an investigation is warranted. This decision will be communicated to the complainant, the Title IX officer, and the GSD’s Title IX coordinator. Ordinarily, the initial review will be concluded within one week of the date the complaint was received.

Following the decision to begin an investigation, the investigative team will notify the respondent in writing of the allegations and will provide a copy of the University Policy and the University Procedures. The respondent will have one week in which to submit
a written statement in response to the allegations.

If the decision is made to begin an investigation in a case where the complainant is unwilling to participate but the School has assessed the severity of the allegations and the potential risk of a hostile environment for others in the community and has determined to proceed, then for the purposes of the University Procedures, the School Title IX coordinator or a designee will be considered the complainant.

Both the complainant and the respondent may bring a personal advisor to any interviews with the Investigative Team. A personal advisor should be an officer of the University who is affiliated with the School or unit in which the advisee is enrolled or employed, but may not be related to anyone involved in the complaint or have any other involvement in the process. In the case of students enrolled in interdisciplinary programs, their official academic advisor also may serve as their personal advisor. Personal advisors may view a redacted version of the complaint or other documents provided to the parties, offer feedback on their advisee’s written statements, and provide general advice. During interviews, personal advisors may not speak for their advisees, although they may ask to suspend the interviews briefly if they feel their advisees would benefit from a short break.

At the conclusion of the investigation, the investigative team will evaluate the evidence and make findings of fact, applying a preponderance of the evidence standard, and will determine whether there has been a violation of the policy. The investigative team will draft an investigative report. Both parties have the opportunity to review the report before it is finalized and will have one week in which to give written feedback. The report will then be finalized and sent to the parties and the School of the respondent. If a violation is found, disciplinary action is determined by the School’s administrative board. If the respondent is a GSD faculty member or student, the case then goes before the GSD’s Review Board, as discussed.

The Review Board
The Review Board will be comprised of six voting members of the Faculty of Design serving staggered three-year terms, of whom one will be designated chair by the dean. Three members of the Review Board will be elected, one from each academic department. The dean will appoint three at-large members and will also appoint an officer of the administration to serve as an ex-officio (nonvoting) member of the board. All formal complaints and charges will be reviewed by a panel consisting of at least three faculty members normally selected from among the members of the Review Board in advance plus the nonvoting member of the board. Either the respondent or complainant may challenge participation by any member of the Review Board reviewing the case in question, by written petition to their respective Title IX Coordinator. For good cause, as determined by the Dean of the Faculty of Design, the challenged board member shall be replaced by another board member.

Review Board Procedures in Sexual/Gender-Based Harassment Cases

Sanctions
When a violation of the University Policy is found to have occurred, the GSD’s Review Board panel will consider the imposition of appropriate sanctions. The complainant and the respondent will be notified. Within three days of notification, the complainant and respondent may each submit a written statement to the Review Board. The statements will be provided to the other party as well as other officers of Harvard as the Review Board panel deems appropriate. The statements may not challenge the validity of the findings and conclusions contained in the final report, and also may not introduce facts that could have been presented to the Investigative team or that conflict with any of the findings in the final report.

The panel will accept as final and non-reviewable the report’s findings of fact and its conclusions as to whether a violation of the University Policy has occurred. The Review Board’s disciplinary proceedings against the respondent based on conduct addressed by the report will proceed with the understanding that the final report carries the same validity as a determination reached by the Review Board itself.

The Review Board panel will determine any recommendations of sanctions and will forward any such recommendations to the dean. The panel’s report will be supported, where appropriate, by a statement of the reasons for the specific sanction and the principles or policies on which the panel relied in recommending the sanction. The panel will provide both parties or their designees with an opportunity to view its written report. Either party may submit a response to the dean within three days of the panel’s report becoming available. However, the only opportunity to appeal the findings related to the University Policy is provided by the ODR. Appeals within the GSD, including appeals to the dean, pertain only to the decision of the Review Board in determining discipline.

Sanctions for students may include, but are not limited to, admonition, probation, separation, requirements to withdraw, dismissal, or expulsion. If minor sanctions (e.g., admonition, probation, or separation) or withdrawal are recommended by the panel, the dean will review the panel’s recommendations, with supporting materials, and take appropriate action. If major sanctions (dismissal, or expulsion) are recommended by the panel, the Student Sanctions Committee will meet to review the recommendation and take final action. At least seven (7) of the nine (9) Committee members must be present. In accordance with the Eleventh Statute of the University, no student shall be dismissed or expelled except by a two thirds (2/3) vote in favor by members of the Committee present and voting thereon. The final action of the Committee shall be communicated to the parties in writing within 15 days. A summary of the case, and the final action taken by Committee will be reported to the full voting faculty at its next meeting.
The sanction of 'dismissal' does not necessarily preclude a student’s return to the GSD. A dismissed student may petition for readmission and be readmitted only upon a two thirds (2/3) vote in favor by members of the Committee. At least of seven (7) of the nine (9) Committee members must be present.

**Appeals**

Either party may appeal the decision in writing within three days after the decision is communicated. Again, however, the appeal may pertain only to the disciplinary recommendation. In cases where the appeal pertains to a major sanction, and the result of the appeal is a recommendation by the dean for a change in sanction, a new vote is required. At that time, the Committee’s decision is final.

**Disclosure**

Disclosure of the final sanctions decision shall be made as appropriate to the respondent and the complainant.

**Panel Discretion**

The panel may, in its discretion and for good cause, alter any deadlines in these procedures.

**POLICIES ON RESIDENCY, WORKLOAD, AND LEAVES**

**Residency**

Residence in the Boston area and full participation in the activities of the School is expected for those holding full-time positions. Individuals holding part-time positions in the faculty must be in Cambridge during those periods when they are required to fulfill their designated academic and administrative responsibilities. Except for the holidays and recesses defined below, members of the faculty shall be in residence at least one week before the beginning of classes in the fall through Commencement exercises in June, including the periods of instruction, reading, reviews and examinations—a period of approximately nine months. Summer employment by the GSD is offered for teaching in Executive Education or Career Discovery, or for sponsored activities.

The following dates are recognized as University holidays when normal University services are closed:

- New Year’s Day
- Martin Luther King, Jr., Day
- Presidents’ Day
- Memorial Day
- Independence Day
- Labor Day
- Columbus Day
- Veterans’ Day
- Thanksgiving Day
- Friday after Thanksgiving
- Christmas Day (plus additional days TBA)

In addition to these holidays, the GSD calendar establishes a winter recess, a spring recess, and a summer recess. The dates for these recesses vary each year. The calendar is posted on the School’s website.

**Commencement**

Harvard commencement is an important occasion in the school year. Faculty are expected to participate in the commencement ceremonies and the student and parent festivities associated with this event.
Faculty Teaching and Administrative Workload Policies

For Full-Time Faculty

The Graduate School of Design recognizes teaching along with scholarly and creative work as important elements of a faculty member’s responsibilities for advancing the academic mission of the school. The standard annual teaching load for a full-time voting faculty member is either (1) two studios and one course, or (2) one studio, one lecture course, and one seminar, or (3) two lecture courses, and one seminar. Given the pedagogical significance of core courses and area electives required by the various degree programs, full-time voting faculty members are normally expected to teach at least two such courses or studios annually. For example, a full-time voting faculty member may teach one core course, one course satisfying a methods or area requirement, and one elective course which reflects the faculty member’s scholarly or creative interests. Another example is teaching two core studios and one workshop which reflects the faculty member’s scholarly or creative interests. In addition to the above courses, full-time faculty members are normally expected to advise Masters thesis students. The workload of part-time faculty members is determined on an annual basis.

Full-time voting faculty members are expected to actively participate in the life of the school and do their fair share of administrative work including admissions, service on faculty searches and other GSD committees, regular student advising during indicated office hours, and special assignments.

Department Chairs have the responsibility to determine, in consultation with individual faculty members, the specific teaching duties of the faculty. The Associate Dean for Academic Affairs, in consultation with Department Chairs, can make recommendations to assure fair distribution of workload.

Adjustments to the norms above can be made by the Department Chairs to encourage innovation, integrity, and fairness in teaching. The Department Chairs should take into account each faculty member’s entire workload, including administration, to make their decisions regarding teaching. Further considerations include but are not limited to the number of students in classes, the number of thesis advisees, the number of doctoral advisees, coordinating roles, multiple presentations in courses other than the faculty member’s own, co-teaching, pre-term workshops, developing new courses, and collaborations and innovations between studio and non-studio instruction. Advising independent study is at the faculty member’s discretion and is regarded as part of normal administration. Faculty who engage in a very limited amount of non-teaching activities may be asked to teach a fourth course.

Each year, each full-time faculty member shall propose in writing and in person an academic plan for the year. The proposal, addressed to the appropriate Department Chair, should include courses and studios to be taught, details about committee work and other administrative duties, details about co-teaching and teaching courses other than one’s own, and details about innovations and collaborations.

With these proposals, Department Chairs, in consultation with the Associate Dean for Academic Affairs and the Executive Dean, will review the workload of each faculty member to ensure fairness within and across departments. The Dean may reduce teaching and administrative workload in recognition of leadership positions within the school, as well as for extraordinary University service outside the GSD.

For Part-Time Faculty

For part-time faculty, the GSD employs a points system as a means of equitably accounting for faculty workloads.

The distribution of points is as follows:

- Three points for teaching a section of first-year core that meets three times per week, i.e., in the MArch I and MLA I programs.
- Two points for teaching all other studios that meet two days per week.
- Two points for a lecture course that enrolls a minimum of 20 students (enrollments cannot be limited for lecture courses).
- One point for a lecture course that enrolls fewer than 20 students*.
- One point for a seminar or workshop course (Lectures meet 1.5 hours twice per week; seminars or workshops generally meet once per week for 3 hours).
- Points for courses taught by two or more faculty are split among the instructors.
- Part-time faculty part-time faculty who advise doctoral or thesis students may be compensated with a small stipend.

*Lecture courses normally meet twice per week and are open enrollment. While it is recognized that the terms “lecture” and “seminar” are ambiguous and restricting, these traditional venues nevertheless are a good indication of the different expectations of classes in which the instructor delivers highly prepared content, and classes in which the instructor leads class discussion or coordinates content produced by the students or visiting presenters.
Two points for normal faculty service or administration, including committee assignments, admissions, coordinating core studio, advising, independent study, and special projects. Special administrative assignments, such as serving as department chairs and program directors, are not covered by these administrative points.

Exceptions may be made by the Associate Academic Dean in consultation with the Department Chair and Executive Dean.

Options for undersubscribed courses (minimum enrollment of 10):

1. Course may be cancelled.
2. An exception may be made to allow the course to be offered if it meets a distributional requirement.

Part-time faculty workload points and salary will be adjusted accordingly.

VISITING FACULTY SCHEDULES

A visiting design critic who is teaching a studio option must be available to teach at the School at a minimum of every other week. This includes the studio options presentations and the first full class meeting at the beginning of the semester, then every other week thereafter, for at least two days each week on the same days of the week. Occasionally, an exception could be made for a critic to make a fewer number of visits if a co-teacher has been assigned, ideally a junior faculty member at the school. This however should result in a reduction in salary for the critic. Another option might be for a junior faculty member to serve as the instructor of record, and to co-teach with a design critic who would participate in several studio sessions throughout the semester. The design critic could have an appointment and could be listed as a co-instructor. This policy should generally be applied to visitors who are teaching a full lecture or seminar course.

SUMMER EMPLOYMENT

Full-time faculty may receive up to an additional three-ninths of their base salary as compensation for academic activities conducted over the summer, either by providing instruction in Executive Education courses or Career Discovery, or through sponsored scholarly activities. To receive compensation for scholarship, all costs, including salaries, benefits, direct expenses and overhead, must be fully covered by grants to the GSD or another Harvard unit. Extra compensation above the full-time base salary is not normally permitted during the ten months of the academic year.

LEAVES AND SHORT-TERM ABSENCES

The School’s responsibility to maintain a consistent educational environment with high-quality instruction must be balanced by its obligation to assist faculty in maintaining their personal creative work in scholarship and/or design.

When leaves and short-term absences from residence will contribute to the creative activities or professional expertise of members of the faculty, they shall work with the chairs of their departments to plan for such leaves and short-term absences sufficiently in advance to permit satisfactory coverage of the faculty member’s instructional and administrative responsibilities. The granting of leaves and short-term absences is dependent upon securing a satisfactory replacement to offer instruction and on the department’s ability to maintain the services of academic administration. Faculty requesting leaves must receive written confirmation of approval before absenting themselves from residency. (See the Conflict of Commitment Policies regarding teaching at other institutions while on leave.) Several different types of leaves and short-term absences are possible, as described below. Applicable forms are in the Appendix. For additional information, contact the Executive Dean (Pat Roberts) or the Assistant Dean for Faculty Affairs (Pamela Baldwin).

Short-term Absences from the GSD

Short-term absences from the GSD during the school term, including during weeks of instruction as well as during the reading, review and examination periods, are subject to specific rules. All faculty members whose absence results in missing a class, studio, exam, review, or required administrative assignment including departmental faculty meetings must obtain approval in advance from the department chair. Faculty holding full-time appointments who will be absent from the GSD for a period not exceeding three days, assuming the absence does not involve missing a class, studio, exam, review, or required administrative assignment including departmental faculty meetings, need only tell the assistant to the chair where the faculty member may be reached during the absence.

Absences for more than three days up to one week must be requested on the appropriate form a minimum of one week in advance and requires approval of the department chair and the dean.

Absences for more than one week must be requested on the appropriate form a minimum of one month in advance and require approval of the department chair and the dean. Note that absences for more than one week may be subject to a reduction in salary. Part-time faculty members must follow their contractual agreements for teaching and administrative responsibilities, and approval
for absences that conflict with those responsibilities must be obtained from the department chair and the dean a minimum of one week in advance.

Applicable forms are in the Appendix. For additional information, contact the Executive Dean (Pat Roberts) or the Assistant Dean for Faculty Affairs (Pamela Baldwin).

*Overall Limit on Outside Activities:* In keeping with the *Harvard Corporation Statement on Outside Activities*, full-time faculty members are expected to devote no more than 20% of their professional effort to outside activities during the academic year. Part-time faculty… whose commitment is more than halftime should adhere to the 20% rule appropriately adjusted to their part-time status.

*Mandatory Paid Sick Time for Paid Academic Teaching and Research Appointees*

Harvard observes the provisions of the Massachusetts Paid Sick Time Law (“the Law”). The Law entitles Harvard employees, including those on paid academic teaching and research appointments (e.g. academic appointees), to a guaranteed minimum amount of paid sick time each year: specifically, one hour of sick time for every 30 hours worked, up to 40 hours of paid sick time per academic year (from July 1 to June 30). Under the Law, full-time academic appointees are entitled to 40 hours of sick time each academic year, as are part-time academic appointees scheduled to work at least 1200 hours in an academic year. In the case of other part-time academic appointees, the amount of sick time is based on an academic appointee’s specified weekly hours. Special rules apply to adjunct faculty members, as set forth below. Harvard grants academic appointees their full entitlement as of July 1, 2015 (the effective date of the Law), and thereafter, as of the start of each academic year, except that individuals hired on a semester basis instead receive their full entitlement at the start of the semester. Unused sick time does not roll over from one academic year to the next.

Employees can use paid sick time to care for a physical or mental illness, injury or condition affecting the employee or the employee’s child, spouse, parent, or parent of a spouse, to attend routine medical appointments for these individuals, and to address the psychological, physical or legal effects of domestic violence on the employee or the employee’s family member. Individuals may not be treated adversely because they have exercised their rights under the Law, including in taking earned sick time.

In most cases, Harvard’s existing sick leave policies are more generous than the minimum sick time allotments mandated by the Law. Where individuals already are entitled to equivalent or more favorable sick pay benefits under existing Harvard policies, the Harvard policy will apply. Holders of academic appointments should follow their School and Department’s normal protocols for advance notice (unless the need for sick time is not foreseeable), including when the need for sick time will conflict with normally scheduled class hours. For questions concerning sick leave entitlement, please refer to the School’s faculty handbook or contact Pat Roberts, Executive Dean.

*Extended Leaves Requiring Sustained Absence from Periods of Instruction*

*Paid Sabbatical Leaves for Tenured Faculty*

Individuals holding the position of tenured professor or tenured professor in practice may be granted paid sabbatical leave for personal study or to conduct design and/or scholarly activities. Obligations to doctoral students must be fulfilled. It is expected that faculty on half-year sabbatical teach their required course(s) during the semester they are in residence. Teaching courses at another institution requires permission of the dean and the Corporation. Sabbatical leaves may be requested after twelve full academic terms of continuous or discontinuous service in regular academic status. Sabbatical leave may be granted for one academic year at half the base salary or for one term at the full base salary. Sabbatical leaves may not be linked with unpaid professional leaves as described below and must be preceded by three years active duty in residence.

Applications for sabbatical leave shall be made a minimum of six months in advance on the appropriate form and with a brief description of the intended creative activity appended. Recommendations by the department chair and the dean are required. Credit for sabbatical leave may not be accrued beyond twelve terms. Tenured professors in practice accrue sabbatical leave based on the average full-time equivalence of their appointments for the previous twelve terms of active service. Persons requesting sabbatical

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1 This is determined as follows: (1) multiply the specified weekly hours by the number of weeks of the appointment in the applicable academic year and (2) divide that figure by 30.

2 According to regulations issued by the Office of the Attorney General, adjunct faculty members are deemed to work 3 hours outside the classroom for every classroom hour for purposes of the Law. For example, an adjunct faculty member teaching a 3-credit course in a 15-week semester would be deemed to work a total of twelve hours each week (3 classroom hours and 9 non-classroom hours) for a total of 180 hours in the semester, thus earning six paid sick time hours in that semester (calculated by dividing the 180 hour total by 30 (the rate of accrual)).
leave are expected to return to Harvard for a minimum of one full year at regular status following the leave or to refund the amount of the salary paid during the leave.

**Tenure Track Associate Professor Leave**

Associate professors who have been appointed or promoted to the position may be granted, normally after at least one year in the position, a paid semester of leave to conduct scholarly or design activities that will be of significant benefit to their professional development and academic career. This option is not available to associate professors in practice. One term of teaching is the equivalent of three faculty workload points, as described on page 16. Individuals receiving such release should expect to teach their required course that year, if applicable. Obligations to thesis students must be fulfilled. Teaching at another institution requires permission of the dean and the corporation and is allowed only when on unpaid leave from the GSD and not during a paid leave. Associate Professor Leave does not extend the end date of the term of appointment.

**Unpaid Professional Leaves**

Professors, professors in practice, non-tenured professors in practice, senior lecturers, associate and assistant professor in practice, and associate and assistant professors may be granted full or partial leaves of one term up to a maximum of one year without pay to conduct design or research or to pursue their personal creative work in residence at Harvard. Permission of the dean and the Corporation is required for teaching at another institution. Requests shall be made on the appropriate form a minimum of six months in advance.

Recommendations by the department chair and the dean are required. Normally there must be three years of service at regular academic status since the previous unpaid leave or sabbatical. Unpaid leaves may not be granted for more than one year and may not be linked with sabbatical leaves, or, in the case of associate professors, with a release from instruction. Obligations to thesis and doctoral students must be fulfilled. A second successive year of unpaid professional leave may be granted to tenured faculty only under unusual circumstances such as for national service or other reasons of strong public benefit. Leave for more than two successive years will not be granted; resignation from the Harvard appointment is the only alternative to returning to regular academic status at the university after two successive years of leave. Associate professors who have been appointed for a three- to five-year term are eligible for unpaid leave at the discretion of the department chair. Assistant professors are eligible to apply for unpaid leave after their third year of appointment.

During an unpaid leave, no contributions are made by the university to the retirement fund; however, health plan benefits, life insurance, and disability insurance may continue to be in effect provided the individual makes the arrangements in advance and continues to pay the same share of the costs for the benefits that would have been assumed if the person were not on leave. An extension to a junior faculty appointment may be granted for unpaid professional leave, up to a maximum of one year in the ranks of assistant and associate professor combined.

**Unpaid Personal Leaves**

The Family and Medical Leave Act of 1993 (FMLA) requires Harvard to grant eligible faculty up to twelve weeks of unpaid leave (to be taken and completed during a twelve-month period) for any of the following reasons: (1) to care for the faculty member’s child within twelve months of birth, adoption, or the initiation of foster care; (2) to care for a parent, child, or spouse with a serious health condition; or (3) because the faculty member’s own serious health condition makes the faculty member unable to perform his or her job.

Faculty members and those holding professional research appointments are eligible for the provisions of FMLA if they have held at least a half-time appointment at Harvard for three consecutive months or more, except in the case of maternity leave eligibility, which begins immediately upon appointment. The university will continue to make the standard contribution to group health insurance during a leave covered by FMLA.

The GSD will automatically count all maternity, parental, and medical leave described below (whether paid or unpaid) toward the fulfillment of the FMLA twelve-week leave requirement, even if the eligible faculty member does not specify that he or she is taking an FMLA leave. Those holding faculty and professional research appointments who are eligible for FMLA coverage may take no more than twelve weeks of leave during each twelve-month period beginning on the first day any FMLA leave is used. However, exhaustion of the twelve weeks of leave provided for in the FMLA will not necessarily limit an individual’s eligibility for additional leaves as provided for by GSD policy. The same employment benefits under the same conditions described for unpaid leaves apply to personal leaves.

**Paid Medical Leave**

Members of the tenured or junior faculty suffering from any temporary physical or mental impairment of health, including complications of pregnancy or childbirth, which prevents the fulfillment of normal duties may be entitled to paid medical leave (prorated for part-time appointments) of absence of up to six months, not to extend beyond the termination date of the appointment. Medical certification in support of the leave is required; approval by the dean is also required. If the illness is prolonged, use of the University Disability Plan should be investigated. Please contact Pamela Baldwin, Assistant Dean for Faculty Affairs, with questions.
**Paid Maternity Leave**

Tenured and junior faculty who have full-time appointments may receive a paid eight-week leave from instruction and administrative responsibilities for pregnancy and childbirth. Alternatively, a program of relief from obligations for instruction, while maintaining advising and administrative responsibilities, can be tailored on an individual basis. This might include a release from teaching for one term or a reduction in teaching load over the academic year. The equivalent of one term of teaching is usually equal to three workload points, as described on page 16. Because personal circumstances vary in relation to the academic calendar, an individual is urged to consult, as early as possible, with her chair or with the Executive Dean.

If complications of pregnancy and childbirth should occur, such that the individual cannot fulfill her normal duties, she is ordinarily entitled to a paid medical leave of absence of up to six months, not to extend beyond the termination date of her appointment. The maximum amount of paid leave for both medical and maternity leave combined is six months. A request for a medical leave should be discussed with the Executive Dean and a written request sent to the dean with a copy to the department chair. The request should be accompanied by medical certification in support of the leave and approval by the dean is required. See below for extension of appointment for childcare responsibilities. Paid maternity leave is not available to non-ladder faculty (e.g., multi-years or annual visitors), however non-ladder faculty are eligible to receive up to one-week paid medical leave (prorated for part-time appointments).

**Primary Caregiver**

A primary caregiver is defined as the sole caregiver for a newborn or newly adopted child who provides substantial daily responsibility for child care at least twenty hours per week from Monday through Friday from 9 a.m. to 5 p.m. This policy is not intended for parents who have a newborn or newly adopted child that is cared for more than half time by either a spouse/partner and/or a childcare provider.

**Parental Leave**

Tenured and junior faculty (both female and male) who have full-time appointments and who will assume primary care responsibilities for a newborn or newly adopted child may be granted leave under the same conditions as maternity leave described above. Recommendation by department chair and approval by the dean is required.

**Part-time Option for Primary Caregivers**

Tenured or junior faculty who have full-time appointments and who are the primary caregivers for children or for sick or disabled parents have the option of reducing their time commitment to no less than .50 FTE for up to a maximum of two years. Salary and benefits will be adjusted proportionately, as will the term of appointment. For example, two years at .50 FTE would result in an extension of a junior faculty members’ appointment by one year. A senior faculty member’s eligibility for a sabbatical leave would be affected in that two years at .50 FTE would be equivalent to accruing one year at full-time toward such a leave. A request for this part-time option must be submitted in writing to the department chair and to the dean. It should be requested as much in advance as possible, preferably at least four months.

**Extension of Appointment for Junior Faculty**

The maximum total time in service for a full-time assistant or associate professor is eight years of active service plus up to two years of approved extension. Extensions are given for approved unpaid professional leave up to a maximum of one year in the ranks of assistant and associate professor combined. Extensions may also be granted for medical leave, primary child care responsibility, parental leave, and/or the birth or adoption of a child. All full-time faculty (including fathers/same-sex partners) who have a newborn or newly adopted child during their assistant or associate professor appointment will be eligible for a one-year extension, provided it doesn’t exceed the maximum of ten years in the junior faculty ranks in any combination of active service, unpaid leaves, paid leaves, etc. The extension would normally be granted at least twelve months before the expiration of the current contract and would be for one year per child for a maximum of two years. Normally, a maximum of one extension would be granted during the assistant professor term. The request for extension should be made on the appropriate form. Recommendation by the department chair is required, and the extension of term is subject to approval by the dean. A maximum of two years of extension can be granted to an individual, one for unpaid leave and one or two for childcare.

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**SUMMARY: ELIGIBILITY FOR GSD FACULTY LEAVES**
<table>
<thead>
<tr>
<th></th>
<th>Professor or Professor in Practice (tenured)</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sabbatical Leave (paid)</td>
<td>After 12 terms in residence</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Professional Leave (unpaid)</td>
<td>One term or one year</td>
<td>One term or one year</td>
<td>One term or one year, but only after 3 years residency (note: Asst Prof in Practice ineligible)</td>
</tr>
<tr>
<td>Release from Teaching (paid)</td>
<td>N/A</td>
<td>One term (note: Assoc Prof in Practice ineligible)</td>
<td>N/A</td>
</tr>
<tr>
<td>Maternity/Parental Leave (paid)</td>
<td>Equivalent of 8 weeks</td>
<td>Equivalent of 8 weeks</td>
<td>Equivalent of 8 weeks</td>
</tr>
<tr>
<td>Medical Leave (paid)</td>
<td>Up to 6 months</td>
<td>Up to 6 months</td>
<td>Up to 6 months</td>
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<tr>
<td>Personal Leave (unpaid)</td>
<td>Up to 12 weeks</td>
<td>Up to 12 weeks</td>
<td>Up to 12 weeks</td>
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</tbody>
</table>
III. RESEARCH

Harvard is a research-based university, and the GSD places strong emphasis on the scholarly production of the faculty. A broad range of activities constitutes “scholarly,” such as design explorations, professional studies, research, and scholarly discourse. In design, this may include entering competitions; conducting prototypical design or planning studies; testing policies through design, planning, or simulating models, or preparing case studies. More typical research may include empirical investigations, as well as speculative essays setting forth hypotheses and positions. Faculty are expected to present their scholarship for peer review and discussion through exhibitions and/or publications.

Full-time faculty are expected to initiate research or scholarly study under the auspices of the School. The focus of individual research is determined in consultation with the department chair and the dean of the faculty. Where appropriate, the responsibility for active scholarship includes writing proposals and seeking external funds, as well as leading and supervising investigations and preparing exhibitions or publications.

All research projects funded by outside agencies is subject to the review, budget procedures and approval of the GSD and the University. Research projects can be externally funded by a foundation, corporation, government agency or an individual donor (domestic or foreign). Funding for research is received via one of two funding categories - as sponsored grant/contract awards (sponsored research) or as gift funds (research supported by gift money). The correct classification of each research project is important in ensuring appropriate accounting and compliance. Usually the determination of whether funding received is a gift or a sponsored grant is relatively straightforward, while in other cases, the determination may be more difficult. Questions regarding the categorization of a sponsored grant vs. a gift, are resolved by consultation with the Office for Sponsored Programs (OSP) and the Recording Secretary’s Office (RSO). University policy on distinguishing sponsored awards vs. gifts may be found by clicking here.

APPEALS TO FOUNDATIONS, CORPORATIONS, OR OTHER DONORS BY INDIVIDUAL FACULTY MEMBERS

Research proposals supported by a gift (funds that individual donors or corporations give to the GSD with few or no conditions) are managed by the GSD’s Development and Alumni Relations Office. Faculty should not approach donors for funding without first connecting with the GSD’s Development Office. All research projects funded by a “gift” from an individual donor or a corporation first need review and approval by the Development Office and then the Sponsored Research Advisory Committee. OSP is not involved with gift funds. The Executive Dean must be consulted regarding outside awards for sponsored studios, which may not require the involvement of OSP.

It is important to note that faculty may not accept sponsored grants, contracts or gifts on behalf of the GSD or Harvard University. The GSD is not a legally incorporated entity and only OSP and the RSO can commit the GSD to the terms and conditions of a grant, contract or a gift.

SPONSORED RESEARCH

Sponsored research is defined as university-based research, instruction, or training, and other forms of scholarship, including design or professional studies, funded by an external source, such as a foundation, corporation, or government agency. Sponsored research proposals are usually funded by either a grant or contract and are normally subject to overhead charges by Harvard University and the GSD.

At the GSD, proposals for sponsored research must first go through the Dean’s Approval Process which refers to the internal GSD review and approval process before they can be submitted to OSP. This includes the proposal review by the Sponsored Research Advisory Committee followed by a final review and sign-off by the Executive Dean (who is the final approver on behalf of the Dean for all research proposals).

The Dean has established the Sponsored Research Advisory Committee (SRAC) to provide reviews of sponsored research proposals by a group of designated faculty members and senior staff, working in conjunction with the Executive Dean, the Director of Research, and the Director of Sponsored Research Administration. All sponsored research proposals must be reviewed by this committee in advance of any actual or implied commitments by either the sponsor or GSD. SRAC’s objective is to provide advance review of proposals and projects to minimize risks, such as conflicts of interest, to the faculty member involved in the proposal, to the School and to the University. The Committee seeks to meet this objective by providing oversight in ways that do not conflict with the University’s fundamental principles of academic freedom. The committee assures that approval has been granted for activities, related to research that utilize the school’s resources such as lectures, conferences, workshops, exhibitions and/or publications. SRAC recommendations are advisory to the Dean and ultimately, it is the Dean who decides whether sponsored research proposals receive GSD approval before it can be submitted to the sponsor by OSP.

OSP is the University’s central administrative office responsible for sponsored research projects throughout Harvard. It serves as the liaison between the University’s research community and external sponsors. OSP is the only Authorized Institutional Signatory who can submit sponsored research proposals, negotiate and accept grants/contracts and sign legal documents with sponsors on behalf of all schools in the University on behalf of the President and Fellows of Harvard College (legal name of Harvard). OSP’s website maintains a
library of fundraising resources accessible to the Harvard community and available at: http://osp.fad.harvard.edu/content/finding-funding

When a faculty member identifies a funding opportunity that matches his/her research interest, they should contact GSD’s Sponsored Research Administration as soon as possible who can help facilitate both the internal and university-level review/approval process to expedite the proposal submission. Once all approvals are in place, the full proposal will be submitted to OSP at least 5 full business days (per OSP’s strict policy) before the sponsor’s due date, using GMAS (Grants Management Application Suite) – the online grants management system used to manage all sponsored projects at Harvard. Note that if internal GSD and Harvard deadlines are not met and OSP does not have sufficient time for a thorough review, the proposal may not be submitted.

Any issues relating to sponsored research administration during the pre- or post-award period are resolved with guidance from the Executive Dean.

ROLE OF PRINCIPAL INVESTIGATOR
A principal investigator (PI) is the project director of a research grant or contract responsible for seeing that the work is carried out according to the terms, conditions, and policies of both the sponsor and the university. The PI is solely responsible for the intellectual integrity of the work. Normally, a PI must hold an academic ladder appointment. Students and persons holding nonacademic ladder positions normally may not be principal investigators. Exceptions can be made by the Dean.

Ordinarily, there must be one PI. In the event of two equal leaders, one must be designated as the principal investigator responsible for administration of the award, so that there is one person legally responsible for satisfactory performance. PIs cannot sign or make commitments on behalf of Harvard, and must conform to the requirements of the University’s conflict of interest policy.

When preparing a proposal, the principal investigator is responsible for the following:
- Crafting a detailed scope of work and a preliminary draft budget;
- Collecting letters of support and other requested supplementary materials;
- Getting approval from the Dean through the Office of Communications for activities that utilize the school’s space and employee resources, such as lectures, conferences, exhibitions and publications that carry the GSD imprimatur;
- Submitting a proposal and preliminary budget to GSD’s Sponsored Research Administration office no less than 1 month before the proposal is due to the sponsor and ideally even earlier;
- Exploring additional funding possibilities when the sponsor specifies a matching or cost-sharing requirement;

Once an award is made, the principal investigator’s responsibilities include the proper stewardship of the award by:
- Selecting personnel to work on the project and securing their appointment;
- Performing the work subject to the terms and conditions stated in the sponsor award letter;
- Supervising all work delegated or assigned to others;
- Monitoring award-related expenditures and checking the accuracy of monthly financial statements;
- Completing and submitting any interim and/or final progress reports and deliverables as required by the funder.

Once a research proposal has been successfully awarded, all post-award expenses and financial oversight is administered by the Academic Business Office, Finance Office, and project-specific staff members.

BUDGETS: DIRECT AND INDIRECT COSTS
All project budgets for sponsored research must reflect both direct and indirect costs. Direct costs include salaries and fringe benefits (including support staff), course/studio/research seminar support & travel, equipment, publication costs, workshops, exhibition costs, research travel, supplies, services, space/rent, telephone, etc. Indirect costs are those expenses related to the performance of research that cannot be directly or easily assigned to specific projects, such as:
- Building and equipment operation and maintenance (when direct costs for space are not included);
- University and departmental administration;
- Library services; and
- Use of existing equipment, software, data, etc.

SALARIES
Current university policy permits faculty members to receive summer salaries equal to one-ninth of a faculty member’s academic salary for each month worked, up to a maximum of three months, provided that the full costs are paid by external funding and the work has been approved by the University and the GSD. Full costs include fringe benefits which are expressed as a percentage of total salaries; fringe benefit rates vary depending on the employee class. Current policy does not permit payments beyond a faculty member’s base salary for research performed during the two academic terms. For additional information, contact the Executive Dean’s Office.

UNIVERSITY POLICIES RELATED TO RESEARCH
Information on University research policies can be found http://vpr.harvard.edu/pages/research-policies-guidance.
Conflict of Interest Policy
Harvard University requires all faculty members to annually report to the University on potential financial conflicts of interest. At the research proposal stage PIs are required to certify that disclosure forms are on file for themselves, and where appropriate for other project personnel, and that the information is still accurate for the proposal under submission. No sponsored research proposal can be submitted to OSP or, in the case of research to be covered by an industry-sponsored agreement, to the Office of Technology Development, unless each faculty member participating in the research project, and - in the case of proposals for PHS (Public Health Services) funding – any investigator, has certified to having filed an accurate and up-to-date annual financial conflict of interest (FCOI) disclosure. The OSP will not submit such a proposal and the OTD will not sign such an agreement without FCOI certifications. Our school’s policy, adopted to conform to the University policy, is described at the following website: http://vpr.harvard.edu/files/ovpr-test/files/gsd_implementation_plan.pdf

Intellectual Property Policy
Harvard requires anyone doing research (sponsored or otherwise) to electronically sign a Participation Agreement (PA) form in order to ensure that research done at Harvard is compliant with federal laws and Harvard’s research policies, especially relating to intellectual property created by using Harvard labs, resources and funding. Individuals who perform research at Harvard and/or who may create intellectual property through the use of Harvard resources are subject to certain University policies and, in some cases, to the terms of agreements between Harvard and third parties (e.g., other institutions, organizations, or companies). Among these policies is the University’s “Statement of Policy in Regard to Intellectual Property” (or “IP Policy”), which governs patentable inventions, copyrightable works and tangible materials made through the use of funds, facilities or other resources provided by or through Harvard. Signing the PA form acknowledges the already existing Intellectual Policy at Harvard. Policies related to inventions, patents, trademarks, conflict of interest and materials transfer can be found at the Office of Technology Development website: http://www.otd.harvard.edu. The IP Policy can be found at: http://vpr.harvard.edu/pages/intellectual-property-policy

Consulting or Related Service Agreements Contracted Through Harvard
Schools, centers, groups of faculty, and individual faculty members are on occasion approached by external entities, governments, corporations or individual donors and asked to undertake, often, but not always for hire, defined activities that may closely resemble service or “research for hire” arrangements. In these situations, the external entity often seeks services that are branded as “Harvard services,” and not simply the personal consulting services of a Harvard-affiliated professor or staff member. Harvard, as an educational and research institution is not a purveyor of consulting or other professional services. Click here for more on Harvard’s Policy on this. Such agreements should not be entered into unless a compelling rationale can be offered for allowing an exception and unless in the arrangement the University’s mission and interests can be reasonably safeguarded. This research will need approval by the Dean and the Provost’s Office before it may proceed.


Proposal Preparation and Checklist
So that proposal submission is not delayed, it is important that a complete proposal be submitted to Sponsored Research Administration in a timely manner. This should include a detailed scope of work/research plan, a draft budget and any supporting documents. Below is a partial list of questions for the PI to consider when preparing a proposal submission:

- Is this a sponsored research proposal? Have there been any conversations or agreements between faculty and the Sponsor? What is the due date for the Sponsor to receive the proposal? Is there an RFP (Request for Proposals) or Program Announcement (PA) for this proposal? Can GSD and OSP proposal submission deadlines for this proposal realistically be met?
- Is the Department Chair informed about the proposal? Is Department Chair approval confirmed if there is, for example, a course/studio/seminar component in the proposal?
- Is the Principal Investigator (PI) clearly identified? Is there a co-PI? What percentage effort will each contribute towards the project? What, if any, is the appointment end date for the PI & co-PI?
- Have you factored in time for review by the GSD’s Sponsored Research Advisory Committee?
- Does the proposal include a book publication / exhibition / conference component? If yes, coordination with the GSD’s Communications Office is strongly recommended.
- Is this a new sponsor for the University and if so has the New Sponsor Approval form been completed by the PI?
- Has a budget (even in a draft form) been prepared? Are appropriate fringe rates included in the budget? Does the proposal budget accurately reflect Overhead/OH costs (also referred to as Indirect Costs or Facilities & Administrative Costs/F&A)?
- *Does this sponsor require cost sharing or matching funds?
- Is the PI and co-PI’s Participation Agreement form and Conflict of Interest form current and on file?
- *Does the proposal involve other schools or institutions, and if so, in what form?
*Do you anticipate any intellectual property issues?

*Does the proposed research use human subjects? If yes, the proposal may require approval by Harvard's Committee on the Use of Human Subjects in Research (CUHS), the University’s Institutional Review Board (IRB). Will the project need the Provost's Review?

Click to see criteria.

*The PI should be aware that these issues may add to the proposal review time.

IV. RESOURCES AND SERVICES

FRANCES LOEB LIBRARY

The Frances Loeb Library opened in the newly completed Gund Hall in 1972. It was supported by a gift from John L. Loeb, SB '24, LLD '71 (hon), and is named in honor of his wife, Frances Lehman Loeb. The library was renovated in 1991, again in 2000, and 2012 to adapt to changing technology and programs. The library is open to faculty, students, and staff of the GSD and other members of the Harvard community, as well as alumni, visiting scholars and design professionals. The Frances Loeb Library of the GSD includes a book and journal collection of some 300,000 volumes and hundreds of thousands of individual images and original materials related to the fields of architecture, landscape architecture, urban design and planning (www.gsd.harvard.edu/loeblibrary). In addition, hundreds of E-Resources are also available through the online catalogue HOLLIS (http://hollis.harvard.edu), which also includes the holdings of the entire Harvard University library system. The online catalogue of printed resources is complemented by VIA (the University's image collections database) and OASIS (which includes manuscript, archival, and special collections inventories).

A large part of the library's collections circulate to faculty for term-length periods. Materials can be renewed online at any time or can be returned to the library at the end of each term. Books may be recalled while you are borrowing them if requested by another reader and faculty are required to return requested books. Library staff members offer tours during registration week, and special tours as requested. We have a strong program in teaching research methods for individuals, for specific classes, and for all thesis prep students. Classes can be arranged by contacting the library. The library will place on reserve materials that are required readings for courses taught at the GSD. Reserves can be in either electronic or hard copy form. In general, articles and chapters from books are digitized and can be used within your course iSite. Entire books for reserve are kept behind the service desk and circulate for three hours at a time. Faculty members should submit reserve reading lists as early as possible before the beginning of each term and can do so at the circulation desk or via the web using forms on the library's home page.

The staff at the Service Desk will help to make the most of the wealth of Harvard library resources. Circulation services include support for course reserves, circulation of library materials, interlibrary loan and Harvard-wide 'Scan and Deliver' document delivery, help with library copiers and scanners, and much, much more. The Reference staff will assist with research endeavors by offering an array of tours and training sessions as well as individual and small group consultations. Stop by the Service Desk, visit the Reference and Research page, or email at libref@gsd.harvard.edu. The library also offer a set of virtual services called “Get It” that allow library users the ability to request materials from other institutions via InterLibrary Loan; to obtain articles and book chapters from other Harvard libraries via PDFs; and we recently joined a sharing initiative called Borrow Direct that allows Harvard community members to borrow books from other Ivy Institutions. These services are available through the “Get It” web portal: http://portals.cs.harvard.edu/libraries/borrowdirect.html.

Library Information Systems (LIS) Department

The LIS Department works collaboratively with faculty, staff and students to provide support and consultation for Course iSites—the GSD's online Learning Management System—to create and improve web course materials, as well as other instructional technology and pedagogical tools. The Department also provides information technology solutions and equipment for patron and staff use within the library, including support for the library's digitization and archival goals.

Materials and Visual Resources Department

The Department holds digital images, videos, DVDs, maps and plans, photographs, and specialized equipment, including a slide scanner and copy stand. Many of the digital images and slides can be accessed through VIA (via.harvard.edu), Harvard's catalogue of visual resources. www.gsd.harvard.edu/loeblibrary/collections/visual-resources. The visual resources collection contains an extensive digital image collection, a 35mm. slides collection, lantern slides, photographs, maps, plans, drawings, audiotapes, videos and CD-ROMs. Digital images can be found through VIA (Visual Information Access at Harvard, a web-based database which is part of HOLLIS), and in ARTstor. Photographs, maps, plans, drawings, and audiotapes can be found using databases in the department, while CD-ROMs and videos can be found in the HOLLIS catalog. The department has viewing facilities for all materials, a slide scanner, a camera, and a copy stand.

Special Collections Department

The Department includes the Rare Book Collection and the Le Corbusier Research Collection (both accessible through (HOLLIS) and the Special Collections—the archival collections of original materials. A number of the Special Collections inventories can be
accessed through the OASIS database (oasis.lib.harvard.edu). The Department is also a site for exhibitions and other library-related meetings, presentations, and activities. Please visit the website to see a complete listing of collections, to submit reference questions and to review general policies on access and the use of department holdings. The special collections department includes three components: the rare book collection of over 12,000 volumes of monographs, periodicals, and student theses; the Le Corbusier research collection of ca.1,000 volumes related to the life and professional work of the influential 20th century architect; and the 57 archival collections of original materials related to the professional practice of architects, landscape architects, and urban designers/planners. The department is open to faculty for their research and for support of their teaching, and the special collections librarian works with faculty to present materials from the collections to classes.

**University Library System**

In addition to the Frances Loeb Library, faculty may use any of the other libraries of the Harvard University library system. These include Widener Library, the Fine Arts Library, the Houghton Library for rare books and manuscripts, several botany, natural science, and engineering libraries, and the Map Collection in Pusey Library. For additional information about the various libraries in the University, refer to the "Libraries" link in HOLLIS.

**Computer Resources**

The Computer Resources Group, under the direction of the assistant dean for information technology, maintains a high-speed computer network connecting every office, classroom and student desk, wired or wirelessly throughout the GSD campus (Gund Hall, Sumner Road and Kirkland houses). Design-related software is made available on the network to all users, as well as access to the Internet, email and web, course-related data, printers, plotters, and etc. All students are required to bring a suitable laptop computer to school, and in addition a small number of public workstations including scanners and other equipment are available in locations throughout the GSD campus.

Helpdesk, located in Room 520, is available 9-5 weekdays, for all computer- or network-related technical support issues. Email: helpdesk@gsd.harvard.edu.

The Instructional Technology Group, located in the Loeb Library, can provide assistance and advice with respect to incorporating computing in course work, development of web sites on the Harvard ‘iCommons’ web-based course management system, etc. Email: itg@gsd.harvard.edu.

**Video Capture**

Video capture of classes can be accommodated in two ways. One is to borrow cameras and tripods from the library, which are available to faculty and TAs as part of course support. Please consult with Helpdesk or Media Services with questions about technical issues. Room 111 is equipped for automated lecture capture, and scheduling is done with the Manager of Instructional Technology, Kevin Lau – klau@gsd.harvard.edu.

For dissemination of videos to your class or other audiences, there are several options in addition to your course site in Canvas. Please contact the Manager of Instructional Technology, Kevin Lau (klau@gsd.harvard.edu) to discuss the best options for your particular need.

**Faculty Computers**

Voting faculty are provided with a computer (one computer, desktop, or laptop) and a range of software. Ordinarily, the School does not provide computers for part-time faculty or other visitors, although there are shared resources made available by the individual departments. All requests for faculty computers, special arrangements, etc., should be made to the director of computer resources (director@gsd.harvard.edu).

A large library of design-related software is available for shared use on the school-wide computer network, and a number of printers, plotters, scanners and other digital media equipment, including video cameras, are available throughout the School for shared use. Special requests for additional software or other special computer-related needs should be made to the director of computer resources well in advance of need.

Faculty are reminded that the School's computer hardware, software and other resources are dedicated to instructional and research purposes; use for any private, commercial or other non-school-related purpose is inappropriate unless specific permission has been granted by the executive dean.
OFFICE OF STUDENT SERVICES

This office includes the functions of student affairs, admissions, financial aid, registration, disabilities services, career services, support services for international students, and the summer Career Discovery program. Students who want to appeal a grade, who are considering filing a discrimination or sexual harassment complaint, or who need referral to mental health services should contact the dean of students. The dean of students also serves as the disabilities services coordinator.

The registrar maintains students’ records and provides faculty with class lists and grade sheets via GROPIUS, the online student information system. Statistical information is also available upon request. The office provides students with transcripts, and information about the policies concerning adding and dropping courses, as well as the cross-registration process. The staff advise students on leaves and withdrawal and processes the appropriate paperwork. They also monitor students’ progress and inform program directors and advisors of any students who have reached the warning or dismissal threshold.

GSD JUNIOR FACULTY DEVELOPMENT FUNDS

The School has established a program that provides research funds for a number of junior faculty. Approximately five awards of up to $10,000 each are available on a competitive basis per year. Faculty who wish to apply for these funds must file and discuss with their department chair a memorandum defining their research interests. They then submit a proposal to a committee that acts in an advisory capacity to the dean.

PLATFORM

Each academic year, an editorial group composed of GSD students, faculty, and staff produces Platform, a publication of student work from the previous year. The intent of Platform is to reflect and document the spirit and character of the studio through outstanding student work, student and faculty texts, dialogues, interviews, and candid photographs of “life in the trenches.” Platform is published annually in the fall.

HARVARD DESIGN MAGAZINE

Published bi-annually by the Harvard University Graduate School of Design, Harvard Design Magazine (HDM) explores a broad range of issues in the fields of architecture, landscape architecture, urban design and planning. The magazine is committed to fostering critical understanding of the designing and making of the built environment through the examination of its underlying values and its place within larger social and cultural forces. Deliberately pluralistic, HDM is intended for a diverse readership of scholars, practitioners, and generalists. The magazine is currently published in-house and distributed worldwide in bookstores and on newsstands and to faculty, students, staff, and alumni. The editor welcomes and appreciates the advice and viewpoints of GSD faculty, and invite suggestions for future topics and articles.

FACULTY PLANNING OFFICE

The GSD Office of Faculty Planning administers academic payroll and benefits matters, manages searches to fill open and targeted faculty positions, coordinates the review and promotion of current faculty, processes the appointments and oversees hires and onboarding of all regular and visiting faculty, as well as non-faculty academic appointments, and oversees GSD’s immigration for all academic appointments.

SPONSORED RESEARCH ADMINISTRATION

Supports the dean and faculty by providing a wide range of sponsored research services for externally funded grant and contract proposals. Working with OSP, we help faculty navigate Harvard’s sponsored research proposal submission process and facilitate the required proposal review and approval process both at the GSD and University levels.

ADMINISTRATIVE SERVICES FOR FACULTY

Office Space

The GSD provides faculty with office space to conduct academic affairs. Space is allocated according to rank, as usage requires and availability permits.

Space for graduate students or research assistants engaged in research funded by individual grants may be provided in accordance with normal GSD standards, to the limit of its capabilities.

Emeritus Faculty: Subject to availability and consistent with the School’s needs, the GSD provides shared office space to full professors who retire for five years from their date of retirement, then on a one year renewable basis at the dean’s discretion. Professors of Practice who plan to retire may apply to the dean for consideration for office space. The standard furniture package for shared offices, with a limited amount of shelving, will be included. The school cannot provide storage for books or other belongings. A standard computer, email, and access to helpdesk will also be provided.
Clerical Support
The GSD does not provide clerical support for faculty. Preparation and reproduction of teaching materials should be performed by Teaching Assistants who are generally hired out of the course budget for lectures and studio courses. Other clerical support i.e., assistance with research activities or manuscripts, or recommendation letters is not provided unless there is funding from a grant. Department Chairs and Program Directors are supported by department staff for their department related work.

Duplication Services
Photocopying: One copy of all course materials must be made and delivered to the department for the School’s permanent records.

If course handouts other than syllabi and examination material function in lieu of books for a course, the expense for reproduction should be borne by the students. The department staff will allocate the charges to the students through their term bills.

The choice of photocopy machine for faculty copying needs will depend on the amount of material to be copied and the number of copies to be made, as well as the lead time. The department administrator will provide faculty members with access codes necessary for operating the departmental copiers.

For copying that can be done overnight, or with even longer lead time, faculty are urged to use the university’s Central Copy Service because it is less expensive. The departmental staff can show faculty members how to prepare materials for pick-up by Central Copy.

The United States Copyright Law of 1978 allows the duplication of copyrighted work for educational purposes under the stated principles of the fair use doctrine. Generally, guidelines allow the one-time use of a single copy, or multiple copies up to the number of students in the class, of a chapter of a book; an article from a periodical or newspaper; a short story, essay or poem; or a chart, graph, diagram, drawing or picture from a book, periodical or newspaper. Copies may be made only once for a course, and may not be made in future semesters of a course. Extensive copying of printed materials for course distribution, or copying outside the fair use guidelines, is illegal unless written permission is obtained from the copyright holder of the work. The GSD uses the Copyright Clearance Center to obtain copyright clearance. Department administrators can advise faculty of procedures to follow to obtain permission. If the faculty have questions, they should contact the associate dean for information services.

Slide Production
The visual services department of the library has a copy stand and camera available for faculty members or their student assistants to use when making slides from photographs or other printed materials.

Office Supplies
The academic departments of the GSD keep small quantities of office supplies for the personal use of faculty. The department administrators dispense these supplies as needed.

Telephone
The telephone numbers assigned to individual faculty ring directly in the faculty member’s office. Most full-time faculty members have electronic voice mail so that callers can leave messages that can be retrieved later by the faculty member, either in his or her office or from a distant site. Most part-time faculty do not have the voice mail option. Their phones will automatically ring in the department office after three rings. Messages will be placed in mailboxes.

Local and Long-Distance Calls: The GSD supports the rental charge and the expenses of local calls for the telephones of faculty and visiting faculty. Personal long-distance calls should be charged to one’s home number or personal credit card. If a faculty member’s GSD activities require long-distance calls (i.e., for admissions, recruiting, grants, and courses), these calls must be recorded on a telephone log and submitted to the department staff at the end of each month. This is especially important if any of these calls should be charged to a grant or course budget. Third-party or collect calls may not be billed directly to the department. If calls on behalf of the GSD are made from outside the university, the original telephone bill must be presented for reimbursement.

International Calls: Telephones for visiting faculty are not equipped with international calling capabilities. If it is necessary to make such calls, talk to the department administrator.

Facsimile
There are facsimile machines in each departmental office. Faculty may send and receive messages there. Received transmissions will be placed in faculty members’ mailboxes. Department staff can demonstrate the use of the machines. Students may not use the facsimile machines for personal correspondence or to send papers and other materials to faculty for academic review.

Mail Services
Mailbox space for faculty is provided in the department offices. Student mailboxes are located in the hallways. All outgoing university, US and international mail is processed in the GSD mailroom, and each department or individual will be billed for postage. One’s billing code should be included above the return address on the envelope(s) to prevent mailroom personnel from having to open returned mail and to assist with postage billing. Mail going to a University address can be sent without postage if clearly labeled UNIVERSITY MAIL or placed in interdepartmental envelopes.
Mail is normally picked up and delivered to Gund Hall and 7 Sumner Road between 12pm and 2pm. Outgoing mail normally leaves
the mailroom at 4pm, Monday–Friday. Harvard University mail leaves the mailroom by 9am, Monday – Friday. Stamped personal
mail may be left in the outgoing mailbox in the department offices. The mailroom can advise on the most cost-effective way to send
packages or overnight mail.

**Keys**
Keys for faculty use may be obtained from Building Services. Duplicate keys will not be issued for use by student assistants, and
faculty members must not loan their keys to students or others.

**Lost and Found**
Losses should be reported to, and found items should be returned to, the Building Services office or to the security guard at the
lobby desk. Items may be claimed from Building Services, Monday–Friday, 9am to 5pm.

**Security**

*Building Security:* Gund Hall is used extensively throughout the year. This creates a need for extra security consciousness by all
members of the GSD community. Thefts of pocketbooks, wallets, calculators, cameras, and bicycles happen occasionally. At all
times it should be kept in mind that Cambridge is a high crime area. Report any suspicious incidents or people to the Harvard
Police, or notify the GSD reception desk in the Gund Hall lobby. The front doors to the department and program office suites will
be locked whenever all staff and faculty are out of the office. It is also recommended that faculty lock their office doors when the
rooms are left unattended. Students should not be encouraged to use the office facilities and should never have keys to the
department or program offices. On weekdays after 5pm and on weekends, access to Gund Hall is through the Quincy Street entrance
only. Access after-hours is by key card (i.e., Harvard ID). All such entrances are recorded electronically.

*Harvard University Police Department:* If you are reporting a crime in progress, a past crime, a disturbance or suspicious activity,
please call HUPD 617-495-1212. For non-emergency their phone line is 495-1215. HUPD is located on the 6th floor of 1033
Massachusetts Avenue.

*Bicycle Security:* Bicycles are not permitted inside Gund Hall. Bicycle racks are provided on the Quincy and Cambridge Street sides
of the building. The Cambridge Street racks have had the highest incidence of theft; Quincy Street racks are more visible and have
substantially fewer thefts. Krypton or other secure locks are highly recommended. To help deter bicycle theft and to aid in
identifying lost or stolen vehicles, bicycles should be registered with the Harvard Police at 1033 Massachusetts Avenue.

*University Police Escort Service:* The Harvard Police Escort Service operates from 7pm to 3am and transports people from one
Harvard building to another. Plan ahead when using this service, as there is often a one-hour wait. This service is not meant to be a
substitute for taxi service.

*Shuttle Service:* The Harvard Shuttle operates from 8am to 3am weekdays and 12pm to 2:30am weekends from Memorial Hall to
campus housing by the river and in the Radcliffe Quad, and to the Business and Law schools. A reduced schedule is in effect during
the summer. Detailed schedules may be obtained on the shuttle or at:
http://www.uos.harvard.edu/transportation/passenger_transport_services

**BUILDING FACILITIES AND SERVICES**

*George Gund Hall*
Designed by Australian architect and GSD graduate John Andrews, Gund Hall houses the Faculty of Design and includes studio
areas, lecture and seminar rooms, workshops, computer facilities, administrative offices, and a cafeteria, as well as Piper
Auditorium and the Frances Loeb Library. The Gund Hall Gallery on the first floor is frequently the site of exhibitions of the work
of current and historically significant leaders in design, as well as the work of GSD students and faculty. The mailing address is 48
Quincy Street, Cambridge, MA 02138.

*7 Sumner Road*
The GSD uses the building at 7 Sumner Road for administrative and research offices for the GSD community. It is located across
the garden from Gund Hall.

*20 Sumner Road*
The GSD uses the building at 20 Sumner Road for classroom space, administrative and research offices for the GSD community. It
is located one city block from Gund Hall.

*40 Kirkland Street*
The GSD uses the building at 40 Kirkland St. for classroom space, administrative and research offices for GSD community. It is
located one city block from Gund Hall at the corner of Sumner Rd and Kirkland St.

*42 Kirkland Street*
The GSD uses the building at 42 Kirkland St. for classroom space, administrative and research offices for GSD community. It is located one city block from Gund Hall adjacent to 40 Kirkland St.

1033 Massachusetts Avenue
Staff from Joint Center for Housing Studies is located at 1033 Massachusetts Avenue.

Audiovisual Services and Equipment loans
Classrooms and most presentation spaces are equipped with a dedicated digital projector or a flat-panel display. A number of large flat-panel displays on rolling panels are available for use only within Gund Hall. Faculty may designate a course TA to sign out, set up and return a laptop computer for classroom use, from the circulation desk at Loeb Library. Check with the Loeb circulation desk for specific inventory, procedures, and hours of operation.

Other audiovisual equipment, such as a DVD player and large-screen monitor, are available through Building Services, in GL30. Each semester, one room/space may be designated as a ‘model photography room’, to be used for photographing models and drawings, set up with backdrops, lights and tripods. Digital cameras are available for loan at the Loeb circulation desk. There is a sign-up schedule outside the model room door that lists available times for use.

Computer Labs
Gund 516 is equipped with 16 networked PC’s and set up for classroom use. Room 111 is uniquely set up with data at each student seat, and extra wireless connectivity, to support in-class wireless computer use and instruction. Reservations for either are made by contacting Building Resources. Technical and configuration questions should be directed to Computer Resources helpdesk (helpdesk@gsd.harvard.edu).

Fabrication Lab
The GSD Fabrication Lab, located in the basement of Gund Hall, provides a comprehensive set of shop facilities for fabrication in a range of materials, including wood-shop, metal fabrication, digital lasercutters, ZCorp and OBJet 3DPrinters, ABB robotic arms and CNC routers, with advanced CAD/CAM software workstations, as well as a supply of power and hand tools, dedicated project room with spray booth, etc. Lab staff provide fabrication expertise and professional management 9-5 daily; specially trained student TAs are available until 10pm, 7 days, (typically) to supervise shop use. All students are required to have specific safety and operations training for the several different sets of tools available; training sessions are offered at the beginning of each semester and occasionally throughout the year. Shop hours, safety rules and requirements (appropriate dress; protective gear; never work alone; etc.), and other conditions, are posted and non-negotiable. A student-run store sells a small inventory of commonly used approved materials and tools. See http://www.gsd.harvard.edu/fablab.

Faculty are encouraged to contact the lab staff in advance of major class projects requiring shop use, and for expert consultation on materials, tools, techniques and time/training expectations. Lab facilities may be available for faculty projects with advance approval, time and conditions permitting.

Use of School Resources by Faculty
GSD resources fall into two categories in determining appropriate use. Equipment such as computers or phones assigned to individual faculty are to be used primarily for business related to the school, but are also appropriate for incidental personal use. Resources that are shared, such as licensed software limited to a maximum number of users, or CAD-CAM and other shop facilities are not available for personal use. Their purpose is to support instruction. These resources should not be utilized by faculty, or by students hired by faculty, for work related to the faculty member's practice or for any other business use. However, on occasion, exceptions may be granted on a case-by-case basis for work directly related to faculty research or to a non-compensated competition, which must be related to the faculty member's intellectual interests. If approved, work would need to be conducted by the faculty member or a student working for him/her at an agreed upon time that would not interfere with instructional uses. All costs for materials and student labor would have to be covered. Faculty who wish to apply for an exception to this policy should submit a written request for approval to the Executive Dean.
V. FINANCIAL INFORMATION AND BENEFITS FOR FACULTY

REIMBURSABLE EXPENSES

Food and Entertainment
In general, the University considers local expenditures for food and entertainment an inappropriate use of funds, requiring special authorization. Therefore, all such charges by faculty members must be authorized beforehand by the department administrator. Otherwise, these expenses will be charged back to the faculty member.

Travel
The faculty development funds can be used for travel. The use of course budgets for travel is generally not possible, except for sponsored studios. All exceptions must be approved by the department chair. Visiting faculty are sometimes allocated a budget for travel to and from Cambridge. Any expenses beyond the amount allocated and not approved in advance must be borne by the visitor. For approved travel airline ticketing can be arranged through the Harvard Travel Office. Consult with the department administrator for specific details. For travel expenses, the faculty may either obtain an advance or request reimbursement for out-of-pocket expenses. In both cases, a Travel Expense Report must be completed upon return, either to account for the advance or to request reimbursement. Both the Travel Advance forms and the Travel Expense Report forms can be obtained from the department offices. The University requires that original receipts be submitted for all reimbursable travel expenses such as taxis, hotels, air or train fares, tolls, etc. For airfare, the actual ticket coupon is required. For meals a credit card receipt and the original receipt are preferred.

When renting a car for GSD business, refer to the travel manual in the department office for policies on student drivers, insurance, and corporate rates. Mileage reimbursement from the GSD to destination and return to the GSD is allowed when a personal car is used for authorized travel. No reimbursement will be made for car repairs or gasoline. Several hotel and motel chains and car rental agencies offer discounts to Harvard employees for university business. Any personal use of such services may be subject to federal and state taxation. Complete information on these discounts is available from the Office of Fiscal Services or the department administrator.

Non-reimbursable expenses include hotel cancellation fees, lost or stolen tickets, insurance premiums, and first- or business-class travel. Social Security numbers and home addresses of travelers must be supplied before travel reimbursements will be paid.

IDENTIFICATION CARDS FOR OFFICERS OF INSTRUCTION
Within one month following the start of a faculty appointment at Harvard, the faculty member will receive an ID card that identifies him or her as an officer of instruction. The cards are issued for library privileges, for application for membership at the Harvard Coop, for the Harvard Real Estate Office, and for other services that require proof of Harvard employment. The ID Office in Holyoke Center should be notified if a card is not received or if it is lost. These statements are available from the GSD’s Office of Faculty Planning.

PAYCHECKS
Faculty salaries are paid once a month on the last business day of the month. If a regular payday falls on a weekend or holiday, faculty will be paid on the preceding workday. Checks will be sent to the home address unless arrangements have been made with the School's Office of Faculty Planning to have the checks sent elsewhere. Direct deposit in one’s bank, anywhere in the country, is possible. If a check is not received, the academic department office should be notified.

EXTRA COMPENSATION
Extra compensation above the full-time base salary is not normally permitted during the nine months of the academic year. See “Summer Employment,” p. 21, for the policy on compensation during the summer.

MEDICAL, DENTAL, AND INSURANCE BENEFITS
Full information about medical and other benefits for faculty can be found on the Harvard University website at http://www.employment.harvard.edu/benefits or http://www.faculty.harvard.edu/sites/default/files/downloads/Faculty_Brochure_MAR2013_draft1.pdf.

The following provides a brief summary of some benefits:

Medical Plans
Harvard University offers a choice of comprehensive health plans to faculty members who work at least 17.5 hours per week or earn at least $15,000 per year. Certain part-time faculty will not qualify for these benefits.

When an appointment to the faculty is approved, a packet of information about health plans and other benefits will be sent to an eligible new faculty member. If a faculty member wishes to enroll in a plan, he or she must do so within thirty days after receipt of this information. Careful selection is important because it is possible to change plans or coverage only during specified annual open periods. Fees are deducted from the faculty member’s paycheck. Questions should be directed to the Harvard University Benefits Office or the GSD’s Office of Faculty Planning.
**Dental Insurance**
The University offers insurance coverage for dental expenses to faculty members who work at least 17.5 hours per week or earn at least $15,000 per year. Certain part-time faculty will not qualify for this benefit.

**Health Services**
The University Health Service is available to all faculty. Faculty members who are not members of one of Harvard’s medical plans may use the University Health Service on a fee-for-service basis. Located in Holyoke Center, the University Health Service provides scheduled, emergency and walk-in care. The walk-in clinic is open weekdays 8:30am-5:30pm, and Saturdays 8-11:45am, for medical needs not requiring the attention of one’s regular physician. The emergency room is open 24 hours a day, 365 days a year.

**Life Insurance**
Qualifying faculty members are eligible to purchase group life insurance for up to approximately five times their annual earnings. In addition, each qualifying faculty member will be provided free life insurance equal to one-half of his or her annual earnings, effective on the date of appointment.

**Disability Insurance**
Qualifying faculty members are eligible for Harvard’s long-term disability (LTD) benefit replaces a portion of your income if you are unable to work for more than 180 days due to a disability, to help you meet your financial commitments in a time of need. The program pays 60 percent of your pre-disability salary, for up to two years if you are unable to adequately perform your occupation. After two years, the program only pays a benefit if you are unable to perform any job. If you receive LTD payments, your participation in medical, dental and life insurance through Harvard continues. You also continue to accrue participation service and receive pension contributions based on your salary immediately prior to disability.

**Retirement**
Depending on your employment classification, you may be eligible for the 2001 Staff Plan, 1995 Staff Plan or Faculty Plan. These plans are fully funded by Harvard to help you save for your future. Once you have met your plan’s waiting period, you will receive retirement contributions. You are automatically enrolled, and you choose how to invest the contributions Harvard makes to your retirement accounts, via the Harvard University Retirement Center.

Information about retirement benefits is available on the Harvard University employee website at http://harvie.harvard.edu/Compensation_Benefits.

**Educational and Mortgage Loans**
Tenured faculty members may be eligible for educational loans through Harvard University for their spouse or children, or for second mortgage assistance in the purchase of a primary residence. For information, contact the GSD’s Office of Faculty Planning.

**Tuition Assistance Program (TAP)**
Tuition assistance for Harvard courses, degree or non-degree, and occasionally for non-Harvard courses, is available to faculty employed at least half-time. For additional information, click here http://harvie.harvard.edu/Compensation_Benefits/Tuition_Assistance.

**Flexible Spending Accounts**
Eligible Harvard faculty can enjoy substantial tax savings by taking advantage of the Dependent Care Spending Account for dependent care costs and the Medical/Dental Spending Account for the payment or reimbursement of medical and dental expenses. For additional information, visit the Harvard employee website at http://harvie.harvard.edu.

**Other Benefits**

**Housing**
Information about university housing is available at the Harvard Real Estate Office, located at 7 Holyoke Street (617-495-3377). The office can be of help in locating long-term rentals as well as short-term housing for visiting faculty. Personal visits to the Harvard Real Estate Office require the presentation of a Harvard ID and a picture ID.

**Parking**
Applications for parking privileges at the Broadway Garage on Felton Street, or other available parking facilities, can be found on the University Campus Services website at http://www.uos.harvard.edu/transportation/parking.

**Harvard University Employee Credit Union**
Savings and loan facilities are available to members of the credit union. Membership may be acquired by filing an application and purchasing at least one share ($25) in person or by mail. The office is located at 16 Dunster Street, Cambridge, MA. Additional information can be found on the credit union website at https://www.huecu.org.
**Harvard Faculty Club**  
Located at 20 Quincy Street, the Faculty Club provides breakfast, luncheon, and dining facilities, a cocktail lounge after 5pm, reception rooms, and catering services. The Faculty Club does not accept cash as payment. Presentation of one’s Harvard ID is required to open a charge account. For additional information, call or visit the Faculty Club.

**Child Care**  
Harvard University believes that access to affordable, high-quality child care is essential to successful faculty performance. As a major regional employer and as a world-class institution, the University is committed to investing meaningful resources towards, and demonstrating executive leadership, in solving the child care challenges of its faculty and staff. For additional information about Harvard affiliated child care centers, childcare scholarships and other resources please visit the Faculty Development and Diversity website at [http://www.faculty.harvard.edu/work-life-benefits-and-perks/child-care](http://www.faculty.harvard.edu/work-life-benefits-and-perks/child-care).

**Harvard’s EAP (Employee Assistance Program)**  
Harvard’s EAP provides free and confidential consultations on work and personal issues to staff, faculty, and their household members. The EAP also provides supervisory consultation, child, and elder care referrals, seminars, legal assistance, and more.  
*Contact:* 1-877-EAP-HARV (327-4278) 24 hours a day/7 days a week.

**Office of Work Life and Family Resources**  
Provides resources for managing the demands of work and family life via referrals, one-on-one consultations, educational programs, support programs, and informational materials on work/life issues. *Location:* 3rd Floor, 124 Mt. Auburn St., Cambridge, MA 02138. *Contact:* phone: 617-495-4100; email: work_family@harvard.edu.

**Athletic Facilities**  
Harvard athletic facilities for swimming, basketball, ice skating, indoor and outdoor tennis, rowing, and sailing are open to faculty members at regularly scheduled times. Information about athletic participation fees and stickers for use of all facilities is available at the Athletic Ticket Office in the Murr Center at 65 North Harvard Street.

**Harvard International Office**  
The Harvard International Office assists visitors from other countries with questions relating to immigration, visas, and problems arising during their stay at Harvard. At the earliest opportunity upon arrival at the School, faculty members from other countries should register at the Harvard International Office. The office is located on the eighth floor of Holyoke Center.

**MBTA Transit Pass Program**  
Harvard offers a 50 percent subsidy on monthly bus, subway, commuter rail and commuter boat passes for benefits eligible employees. Harvard also offers pre-tax savings on the purchase of private transit passes and commuter checks up to the IRS pre-tax limit of $125. All faculty members are eligible to participate in the MBTA Transit Pass Program. To register for online purchasing, and for more information, go to [www.commuterchoice.harvard.edu](http://www.commuterchoice.harvard.edu).

**Harvard Outings and Innings**  
This office provides discounts to theatres, museums, and other cultural events in the Boston area. Among the more popular discounts are two-for-one tickets at the American Repertory Theatre and discount tickets for movie theatres. Purchases may be made at the office at 9 Holyoke Street or online at [http://harvie.harvard.edu/index.php](http://harvie.harvard.edu/index.php).

**Discount Purchasing**  
Many vendors in the Cambridge area offer Harvard faculty and staff a percentage discount. The Purchasing Department at Holyoke Center will provide a list of vendors offering this service. Purchases must be made personally rather than through Harvard.
VI. OTHER POLICIES

Admission Procedure for Special Students

The GSD occasionally admits special students in two categories, master and doctoral, who generally meet the qualifications for admission to the school but do not intend to be degree candidates. The special student program is normally for those who have sufficient professional and/or academic background such that following a regular degree program would not be to their best advantage. Special students must follow the regular admission procedures, and their applications must include a proposed program of study. *Applications must also include a strong recommendation and pledge of support from a GSD faculty member and may be admitted only after final approval from the chair of the affiliated department. They are not allowed to participate in design studios. Special students generally will not be considered for admission to degree programs at a later date.

Special students, master’s level, must pay full tuition and fees for a one-year residency and are ineligible for financial aid. They may enroll in or audit courses, but need not pursue a full academic program (with the exception of international students, who must maintain full-time status, the equivalent of 16 units). This non-degree status is available to those who hold the bachelor’s degree or its equivalent; normally successful applicants also have a professional degree and/or related experience.

Special students, doctoral level, must pay one-fourth tuition and fees and are ineligible for financial aid. They may audit courses but may not enroll in courses for credit. The status of special doctoral student is open to advanced doctoral candidates who have completed all required course work at their home institution and wish to pursue dissertation research at the GSD.

Application Deadlines: For fall term admission, May 1; For spring term admission, October 1.

Additional Policies

Drugs and Alcohol
The following policy statement on drugs and alcohol is designed to address the University's concerns about substance abuse and to ensure that the Harvard community complies with the Federal Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act Amendments of 1989. This policy applies to every Harvard employee, including temporary and less than half time (LHT) employees.

Violations of laws relating to controlled substances or alcohol are prohibited on Harvard premises, in vehicles provided by Harvard, at any work site or location at which University duties are being performed by employees, or as part of any of Harvard's activities. This means, among other things, that employees may not unlawfully manufacture, distribute, dispense, possess, or use controlled substances in the workplace or on campus. Common examples of controlled substances, as defined by law, are cocaine, marijuana, and heroin.

To acquaint members of the Harvard community with the applicable laws, the University's Office of the General Counsel has prepared a description of local, state, and federal laws concerning drugs and alcohol. A copy of the memorandum is available upon request. The University will take disciplinary action against violators, consistent with local, state, and federal laws. Such action may include requiring satisfactory participation in a substance abuse treatment, counseling, or education program as a condition of reinstatement, or continued employment; suspension; termination of employment; or referral for prosecution.

Finally, to ensure Harvard's compliance with the Drug-Free Workplace Act, any employee who is convicted of a violation of any criminal drug law occurring in the workplace must report that conviction to his or her immediate supervisor within five days. The Drug – Free Workplace Act makes strict compliance with this policy statement a condition of employment on all federal grants or contracts. Within ten days of learning of a drug conviction resulting from the workplace activities of any individual engaged in work under grants or contracts funded by a federal agency, Harvard must notify the relevant funding agency of this conviction.

Alcoholic beverages may not be served at faculty or departmental meetings where academic policies are discussed or enacted and may not be served during reviews or examinations. Instructors of record are responsible for prohibiting the use of alcohol during instructional activities of any kind. Possession, distribution, or use of illicit drugs or other illegal substances is prohibited on campus and use, possession, or distribution is a basis for disciplinary action. The University should not, and cannot, be considered a sanctuary from the drug laws. Being a student, faculty member, or staff member provides no special protection against arrest or prosecution.

Smoking
The no-smoking ordinance of Cambridge, Massachusetts, defines smoking as a hazard to public health and a public nuisance. It prohibits smoking in any public spaces in Cambridge, including classrooms, lecture halls, libraries, auditoriums, restrooms, work areas, lounges, and hallways.

These regulations are in effect throughout the city, and, of course, throughout Harvard University and the GSD. All faculty, students and staff members are expected to comply fully with this no-smoking ordinance. Smoking is not permitted anywhere at the GSD.
Under terms of the Cambridge ordinance, the GSD is responsible for policing all no-smoking areas within its buildings. Persons who smoke in no-smoking areas are in violation of this ordinance, which provides substantial individual and institutional penalties.

Please advise all persons who are smoking inside GSD buildings of the regulations and request that they comply. If the smoker does not comply with the request, the affected person should give the smoker's name to the Dean of Students.

Ownership of Student Work, Intellectual Property Rights and Copyright

Except as provided below, students retain the copyright and other intellectual property rights in work they create in their capacity as students at the GSD. If the work is created as part of the student's duties as a paid employee (whether by stipend or by salary) it will be considered a 'work made for hire' for the University and the University will own the copyright.

A work is understood as the original expression of an author; a copy of the work is a physical manifestation of the expression. Copies of work submitted by a student in satisfaction of admission, course, or degree requirements, such as papers, drawings, models, digital images and other materials, become the property of the school. The GSD may use such copies for GSD non-commercial, academic or research purposes such as in exhibitions of GSD student work, GSD publications, reports to sponsors of studios and other forms of GSD outreach, provided that each student must be appropriately credited as the creator of the student's work. Any other use of student work, for example, by faculty in their own publications, requires the written consent of each student contributor, in addition to appropriate credit. The school, faculty, and staff assume no responsibility for the physical safeguarding of such copies of student work and may, at their discretion, retain such copies, return them to their creators, or discard them. Ordinarily, material of a current student will not be discarded without giving the student a chance to reclaim it.

Due to the nature of design instruction, faculty will often be in the position of sharing their creative work with students and involving students in the work. Additionally, students working in groups may create works collaboratively. In such cases, joint ownership of works may result by agreement or as a matter of law.

If the GSD has provided more than incidental support for the creation and development of a work, individual students who contributed to the work will retain the rights to their ideas, but the University will own the copyright and other rights in the work itself. GSD support may include use of GSD resources such as funds, facilities and equipment beyond the resources typically provided for student use in connection with studios and other courses.

If the work is created as part of an activity that is subject to an agreement between the University/GSD and a third party that contains provisions on copyright and the use of the work, rights will be allocated in accordance with the agreement. With respect to studios, it is general GSD policy not to enter into or approve agreements with sponsors of studios that directly or indirectly provide for the transfer of rights in student work to a sponsor, beyond allowing use of the work as is customary in reports to the sponsor and displays relating to the project. In no circumstances will a transfer of rights, other than in connection with such customary uses, be approved without the written consent of each student contributor.

The University's 'Intellectual Property Policy' can be found at: www.techtransfer.harvard.edu/resources/policies/IP/

Student Inventions and Software Creations

The University Statement of Policy in Regard to Inventions, Patents and Copyrights specifies that it applies to 'all members of the university including students in connection with their university work. This will be interpreted to mean the following:

In regard to inventions, ownership of inventions made by a student shall remain with the student unless:
1. The invention results from a student's employment by Harvard (either by stipend or salary).
2. The invention is made in work which is subjected to a sponsored research agreement.
3. The invention is made through the use of significant university resources or facilities (the use of resource or facilities generally available to students as part of their educational activities would not be considered 'significant' in this context).

In regard to software, ownership of software created by a student shall remain with the student unless:

1. The software is created as part of the student's duties as a paid employee (whether paid by stipend or by salary).
2. The software is created in work which is subject to a sponsored research agreement.
3. The software is created as part of work within a program, laboratory, or department which has a specified policy (which has been communicated to the student) that software will be owned by the university.
4. The software is created with the use of significant university resources or facilities (the use of resources or facilities generally available to students as part of their educational activities would not be considered 'significant' in this context).

Right of the University to Capture and use Digital Images

The use of digitized images for ID cards for academic and security purposes at the university is a condition of employment for all employees, and a condition of enrollment for all students. The university is within its rights to require images for the purposes of security and academic integrity. Specifically, Harvard University may use digitally recorded images of its populations for identification...
purposes, including identification cards, security systems, and classroom and exam proctor lists. Requests for exemptions from having a photo ID will be reviewed by the Office of the General Counsel and will be granted only in extreme circumstances. If you do not wish to have your picture in facebooks or internal directories, contact ID Card Services at 617 495 3322.

Should no previous objection be recorded, the university may print images of students, staff, faculty, or administration in its many traditional house/dorm books, class books, or organizational charts for purposes within the university. Should no previous objection be recorded, the university may print images in internal publications of students or faculty who are receiving degrees or awards. Should permission be given, the university may distribute prints of all students and faculty receiving degrees or awards outside of the university. Images will not be distributed from this database for purposes of negative publicity that could endanger a member of our community.

The Use of Harvard Names and Insignias
[Adopted by the President and Fellows of Harvard College on February 9, 1998—excerpts]

The University takes a legitimate interest in the use of its name and insignia for at least three reasons:

- The University and its members have a responsibility to ensure that any implied association with the University is accurate.
- The University and its members have a responsibility to ensure that the activities with which it is accurately associated maintain standards consistent with its educational purposes.
- The University and its members have a responsibility to protect its assets by seeking a fair share of the economic value that the use of the Harvard name produces.

The use regulated by this policy refers to the identification, statement, or display of Harvard's name in any way that may reasonably be interpreted as implying endorsement, approval or sponsorship by the University or one of its units. Nothing in this policy is intended to discourage fair use of Harvard's name to comment on activities of the University or any of its units.

Schools and units may themselves use, or authorize outside individuals or entities to use, the name of the University as a whole—e.g., "Harvard," "Harvard University," "President and Fellows of Harvard College," the Veritas shield, or their equivalent—only with the prior written approval of the Provost.

A name that refers to individual Schools or units may be used to identify an activity only with the approval of (the Dean) of the individual School, or unit and, in certain cases, the Provost. Questions concerning the interpretation of this policy should be referred to the Provost. For full policy, see http://trademark.harvard.edu/.

Firearms and Dangerous Weapons
Possession of firearms is prohibited on campus by anyone other than sworn law enforcement officers. Private citizen permits are not valid on campus.

There is a Massachusetts criminal statute prohibiting persons (other than law enforcement officers), regardless of whether or not they have a license, from carrying a loaded or unloaded firearm in any university building or on the grounds of the university without written authorization of the board or officer in charge of the university. The definition of 'firearm' includes BB and pellet guns. A maximum penalty of $1,000 fine or one year in jail, or both, can be imposed.

That statute (M.G.L. c. 269, 10(j)) has been amended recently by Chapter 648 of the Acts of 1989, extending the coverage of the statute to the carrying of 'any other dangerous weapon.' The amendment also makes it a misdemeanor punishable by a fine of up to $500 if any faculty member or administrative officer of a university fails to report violations of the statute.

The amendment does not define a dangerous weapon, but it should be assumed that a dangerous weapon includes items designed to do bodily injury such as a stiletto, ballistic knife, blackjack, brass knuckles, billy stick, switchblade knife, and martial arts items such as throwing stars, kung fu sticks, and nunchaku (sticks connected by a rope, chain, wire or leather). Anything that can be perceived as a threat can and will be confiscated. If you have any questions, call the Harvard Police.

Spray Paint
The use of spray mount or paint is not permitted within Gund Hall nor on the pavements surrounding it, but only in facilities provided expressly for this purpose. The use of spray paint is extremely hazardous. Its inappropriate use may be considered a major offense warranting the initiation of formal disciplinary procedures by the GSD.

Administrative Action in the Event of a Demonstration
Any administrative action taken in the event of a demonstration should help realize the following four objectives:

- Protect persons from physical harm and the threat of physical harm.
- Protect both the freedom of movement and the freedom of expression of all concerned, including the right of orderly demonstration.
• Protect University property and the property of members of the University community.
• Preserve the normal processes of the School (e.g., classes, research, libraries, and administration should not be interrupted).

Action in the Event of a Bomb Threat
Should any member of the GSD community receive a call or other information indicating that a bomb has been or may be placed in any of the GSD buildings, he or she should immediately notify the dean. The dean, or in his absence the ranking administrative officer, will make the decision as to whether or not the university police should be called and whether or not the building should be vacated.

If the circumstances under which a person receives a bomb threat indicate to him or her that it is obviously a case of extreme emergency, that a clear and present danger to life and property exists, and that there is no time to call the dean, he or she should then call the university police directly.

Dogs and Other Pets
Dogs, except for guide dogs, and other animals are not allowed within GSD buildings or on the porches, regardless of how well-behaved the animal or how short the visit.

Fire Alarms
The School occasionally has fire alarms or fire drills. Please familiarize yourself with the location of fire exits and extinguishers. Fire lanes and aisles in the studio must be kept clear. In case of an alarm, a loud ringing noise will be heard. You must vacate the building. Do not try to take anything with you except your coat and purse. Do not take the elevator. Exit the building through the nearest exit. Wait for the fire inspector to approve reentry.

Invitations to Foreign Heads of State and Heads of Government, Cabinet Ministers, and High American Officials and Leaders
The following University guidelines should be followed in inviting heads of state and other high-ranking dignitaries to visit campus. The Dean should first be consulted. An invitation to heads of state and heads of government should be extended by letter from the President of the University and coordinated by the University Marshall’s office. Visits by other dignitaries might also appropriately be coordinated by the Marshall’s office. The costs of travel, lodging and security for the visitor and their parties must usually be born by the inviting organization.

Inventions, Patents and Copyrights
Harvard University has an evolving policy on invention, patents and copyrights. This policy is governed by principles stating that the policy should encourage the notion that ideas or creative works produced at the University should be used for the greatest possible public benefit; that it should protect the traditional rights of scholars with respect to the products of their intellectual endeavors; that when university support makes the enterprise possible or when it provides extra or special support, either with money, facilities, equipment or staff, for the development of ideas or the production of works, it is reasonable for the University to participate in the fruits of the enterprise and/or be reimbursed for the University’s extra or special costs, if such ideas or works are introduced commercially; that the policy should insure the privacy rights of staff, students, and faculty are protected; and that the policy should protect the interest of the University and its members in the use of Harvard names and insignias.

GSD faculty is bound by this policy. The current text of this policy can be obtained from one of the associate deans at the School, or from the Office of Technology Development (http://provost.harvard.edu/links/policy-and-guideline-category/inventions-patents-copyright-policy). For more specific information on the following university-wide policies, see the Office of Technology Development at: http://www.otd.harvard.edu.
VII. APPENDICES

- GSD Faculty/Staff Administrative Organization Chart
- Long-Term and Short-Term Leave of Absence Forms
- NAAB Statement of Accreditation
- Corporation Statement on Outside Activities
LEAVE OF ABSENCE REQUEST FORM

Long-Term Leave (Sabbatical, Extended Leave of Absence, etc.)
See descriptions in on-line Faculty Handbook

I. To be filled out by faculty member requesting a leave:

I would like to request permission to be absent from the university for the period of time from _______________to _______________,

Faculty Member’s Name

For a (check one):

- Sabbatical Leave*
- Professional Leave
- Medical Leave
- Maternity/Parental Leave
- Personal Leave
- Release from Instruction*

*Attach a separate memorandum describing scholarly/design activities for sabbatical, release from instruction, and professional leaves.

Will this faculty member be using his/her office while on leave? Yes (   ) No (   )
(When a faculty member is out of residence for a semester or longer, GSD reserves the right to enable visitors to use the office.)

How will faculty member be paid during his/her absence?

- Full salary for six months
- Half salary for twelve months
- Unpaid Leave

Faculty Member’s Signature Date

II. To be filled out by department chair:

Are replacement faculty needed? Yes (   ) No (   )
If yes, list specific courses and probable candidates for the replacement:

Approved by: ____________________________ ____________________________
Chair Date

III. To be filled out by GSD administration:

If replacements are needed, will all costs, including travel etc., be paid from released salary? Yes (   ) No (   )
If no, what will be the cost to the GSD?

Approved by: ____________________________ ____________________________
Executive Dean Date Dean Date

NOTE: Requests for long-term leaves, other than for medical reasons, should be made at least six months before notice of approval is needed. Faculty shall not assume leave is granted until receipt of a copy of this form with signatures of approval.

cc: Faculty Member
    Department Chair
    Office of Faculty Planning

(form update 9/21/15)
SHORT TERM ABSENCE REQUEST FORM
Absences of One Week or Less

Absences of more than three days up to one week must be requested a minimum of one week in advance and require approval of the department chair and the dean.

Faculty holding full-time appointments who will be absent from the GSD for a period of up to three days, assuming the absence does not involve missing any class, studio, exam, review, or administrative assignment including faculty meetings, need only tell the assistant to the chair where the faculty member may be reaching during the absence. Absences longer than one week must be requested a minimum of six months in advance and require approval of the department chair and dean. Note that absences longer than one week may be subject to a reduction in salary. Part-time voting faculty members must follow their contractual agreements for teaching and administrative responsibilities, and approval for absences that conflict with their agreement must be from the department chair and the dean a minimum of one week in advance.

Faculty shall not assume leave is granted until receipt of a copy of this form with signatures of approval.

I ________________________________ would like to request permission to be absent from the university for

Faculty Member’s Name

the period of time from _____________ to ____________ for the following reason:

Subject to approval, the following arrangements have been made for the conduct of the classes for which I am instructor of record during the period of leave. (Note: List each class meeting of each course. Substitute teachers must normally be Harvard faculty. Also list each specific change of class schedule, time, and place).

Faculty Member’s Signature

Date

Approved by:

Chair

Date

Dean

Date

cc: Faculty Member
Department Chair
Office of Faculty Planning

(form update 12/20/12)
In the United States, most state registration boards require a degree from an accredited professional degree program as a prerequisite for licensure. The National Architectural Accrediting Board (NAAB), which is the sole agency authorized to accredit U.S. professional degree programs in architecture, recognizes three types of degrees: the Bachelor of Architecture, the Master of Architecture, and the Doctor of Architecture. A program may be granted a 6-year, 3-year, or 2-year term of accreditation, depending on the extent of its conformance with established educational standards.

Master's degree programs may consist of a pre-professional undergraduate degree and a professional graduate degree that, when earned sequentially, constitute an accredited professional education. However, the pre-professional degree is not, by itself, recognized as an accredited degree.

The NAAB grants candidacy status to new programs that have developed viable plans for achieving initial accreditation. Candidacy status indicates that a program should be accredited within 6 years of achieving candidacy, if its plan is properly implemented.
The Corporation of Harvard University approved the following “Statement on Outside Activities of Holders of Academic Appointments” in June 2000 which applies to the faculty of the Graduate School of Design:

Faculty members and other academic appointees at Harvard participate in a wide range of outside activities related to their scholarly interests. Such activities can advance the search for knowledge, bring fresh insights into Harvard classrooms, and further the University’s broad interest in serving society. At the same time, the University and its members have long recognized that persons holding academic appointments at Harvard should conduct outside professional pursuits in ways that respect their responsibilities to their home institution. Along with status as a full-time Harvard academic appointee comes the expectation that one’s primary professional duties are to Harvard, and that outside professional activities will not conflict with obligations to one’s students, to colleagues, and to the University as a whole.

Over the decades this understanding has been reflected in a variety of policy statements, some of them University-wide in application, others specific to individual Faculties. The most relevant University-wide policy, the "Stipulations" adopted by the Corporation in 1948, directly addresses the obligations of academic appointees in regard to outside activities. The most important provision of the Stipulations states that anyone holding a full-time academic appointment at Harvard should not, without permission of the Corporation upon recommendation of the appropriate Dean, engage in teaching, research, or salaried consulting at any other educational institution during the academic year.

The circumstances assumed by the Stipulations have evolved over recent decades as faculty and other members of the University have been presented with more opportunities to pursue a wider range of outside activities, as new information technologies have come to the fore, and as the number and kind of relationships with external organizations have expanded. Consequently, questions have been raised about the interpretation of the Stipulations in these changing circumstances, and the need for clarification of the policy on outside activities has become evident.

This Statement on Outside Activities is intended to serve that purpose. A draft of the Statement was reviewed by the Deans of the Faculties, then discussed and revised by an Advisory Committee to the Provost composed of faculty members from each of the Faculties of the University. Further revisions were made in response to comments received from all the Faculties. The version of the Statement presented here now replaces the Stipulations.

The Statement provides a contemporary interpretation of longstanding principles that offer guidance on the conduct of outside professional activities, emphasizing those undertaken with educational or research enterprises other than Harvard. It is framed in broad terms, both to allow discretion in the application of its provisions to individual cases, and to permit the individual Faculties—consistent with the general guidelines presented here—to maintain and develop more specific policies applicable to their own settings. Although some of the provisions in the Statement refer only to full-time appointees, part-time appointees are expected to stay alert to the underlying concerns it addresses, and seek guidance from their Dean when their outside activities may reasonably appear relevant to any of those concerns.

This Statement does not seek to define who owns the products of teaching and research at Harvard, but rather aims to clarify what obligations academic appointees have to their students, colleagues, and the institution when they engage in teaching, research, and related activities outside the University. The Statement thus focuses on use, not ownership. Standards relating to intellectual property and revenue sharing are described in the University’s policy on inventions, patents, and copyrights.

In the sections that follow, the Statement elaborates on these basic principles: persons holding full-time academic appointments should concentrate their teaching efforts on Harvard students; they should conduct all their research in a manner consistent with University norms; and they should ensure that the nature of their outside professional activities, the time devoted to them, and their actual and perceived association with Harvard do not conflict with obligations to students, colleagues, and the University.

1. Teaching

Persons holding full-time academic appointments at Harvard should devote their teaching efforts primarily to the education of Harvard students. Faculty members may not hold a regular faculty appointment at another institution, except in connection with a Harvard-sponsored joint program with that institution, or similar arrangement as approved by their Dean. They should not teach a course, or a substantial portion of a course, at or for another institution or organization without the
advance permission of their Dean and the Corporation. This policy should be followed regardless of whether the activity is conducted in person or through some form of electronic communication.

These standards reflect the traditional understanding that full-time Harvard faculty members and other academic appointees are expected to concentrate their teaching efforts on students enrolled in Harvard's educational programs. This understanding expresses the reasonable expectation that Harvard students will have special access to an education distinctive to the University they attend, and that teaching efforts of Harvard faculty members will be directed primarily toward the benefit of the University and its members. It also affirms the University's interest in ensuring that Harvard teachers not be deflected from their primary commitment to educate Harvard students by assuming competing obligations to teach for other institutions, and the University's interest in discouraging other institutions from drawing inappropriately on the University's reputation and the collective contributions of its members.

A Harvard appointee holding the rank of professor, associate professor, or assistant professor (or other title as may be designated by a particular Faculty) thus may not also hold a regular academic appointment at another institution. (Exceptions may be made in connection with a Harvard-sponsored joint program with another institution, such as the Health Sciences and Technology program conducted by the Harvard Medical School and the Massachusetts Institute of Technology, or similar arrangements approved by the responsible Dean.) When teaching at or for another institution is expressly approved on a temporary basis, the limited nature of the association should be clearly indicated, normally by including "visiting" in the Harvard faculty member's title (as in "visiting professor" or "visiting instructor").

While faculty members are expected to concentrate their teaching efforts on Harvard students, many faculty also make use of opportunities to share their educational and scholarly products with the wider world of higher education and beyond. Such activities are not intended to be discouraged by this Statement. Giving occasional lectures, serving on dissertation committees, and similar activities at other institutions are considered an important aspect of citizenship in the academic community, and require no official permission. Making course materials available on web sites and through other electronic formats can also be a valuable service to many outside the University, and under appropriate conditions does not require official approval. For example, a faculty member does not need permission to distribute curricular materials on a non-exclusive basis if they were produced without a substantial University contribution and do not constitute a substantial portion of a course.

One reason for the distinction between such activities and those that are like a regular course concerns the amount of time and effort required. Teaching a course at another institution usually entails greater absence from Harvard and greater deflection of energy from Harvard teaching responsibilities than do the activities mentioned above. But broader considerations than the time and energy required are also at stake. It is important not only to avoid conflicting time commitments, but also to abstain from extramural activities inconsistent with one's primary teaching obligation to the University, its Faculties, and its students.

That the considerations extend beyond the element of time is worth emphasizing when new technologies make it possible to teach vast numbers of students dispersed across the country and around the world without leaving one's own campus and with a comparatively modest investment of time. Modern technology enables a faculty member to videotape an entire course in a short period of time, and to make the resulting materials available to an educational organization for its own exclusive purposes or for licensing to other organizations for presentation in classrooms, on-line, or through other media. The fact that the course materials could be produced during a vacation or "after hours" does not allay the concern that such arrangements may conflict with professional obligations to Harvard and its students. A Harvard academic appointee should therefore not participate in teaching courses for another institution or organization in these direct or indirect ways without express permission of the Dean of the Faculty and of the Corporation.

Genuinely difficult questions are likely to arise in the application of this policy, especially as new information technologies expand the range of possibilities. Basic distinctions (for example, between extramural teaching and more limited sharing of course materials) will have to be refined as new cases present themselves. This Statement does not purport to prescribe a set of rigid rules, but rather seeks to maintain an environment in which faculty members and other academic appointees will exercise caution in undertaking activities that could reasonably be perceived as teaching at or for other institutions or organizations. In such cases, academic Appointees are expected to consult in advance with their Dean and, if in the Dean's judgment the activity falls within the scope of this Statement, with the Corporation.

In determining the extent to which an activity is appropriate, members of the University should follow this general guideline: the more it reasonably appears that a faculty member is teaching or producing a course or a substantial portion of a course for another institution or organization, the more likely it is that the activity falls outside the range of what is appropriate. (What is to count as a course is to be understood in terms of the curricular offerings in the relevant Faculty at Harvard.) Among
the most important factors to consider in applying this guideline are: the terms under which the material is distributed, marketed, or otherwise made available to students and other potential users; the role of the material in the outside organization’s curriculum or educational program; the nature of the Harvard teacher’s affiliation with the outside organization and how it is characterized; and the other factors relevant to all outside activities (listed in the last paragraph of Section 5).

Some Faculties of the University have policies that govern traditional in-class teaching at other educational institutions during the summer and sabbatical leaves, and teaching in short-term seminars or instructional sessions during the academic year. This Statement is not intended to disturb these traditional practices, or require Corporation approval for them. However, when any such teaching generates materials in electronic format, Corporation approval is required before they may be used as a course or substantial portion of a course at a later time at an institution other than Harvard. When such teaching is expected to generate course materials to be used in this way, permission should be sought in advance.

2. Research

Persons holding full-time academic appointments should at all times conduct their research in a manner befitting a member of the University. They should observe the applicable policies of their Faculties regarding conflicts of interest and related matters. Research appointments at another university or academic institution may be accepted only with advance permission of the responsible Dean. Projects on which a Harvard academic appointee serves as a principal investigator or in an analogous role should be administered through the University or its affiliated medical institutions, unless the responsible Dean has specifically granted an exception.

The University affirms the broad discretion of scholars to choose the topics of their research, to formulate hypotheses and present conclusions, to express views about the implications of their research, and in general to enjoy the protections of academic freedom. Freedom of inquiry and expression for individual scholars stands at the core of the values of the University.

At the same time, faculty members and other academic appointees are expected to conduct their research in a manner befitting a member of the Harvard community. Various policies have evolved over the years to address such aspects of research conduct as conflicts of interest and commitment, disclosure of data and findings, classified and proprietary work, and the participation of human subjects in research. This Statement presupposes these policies, and is intended only to underscore two specific points about the conduct of research.

First, full-time academic appointees should not accept a regular research position with another university or academic enterprise unless permission is obtained from their responsible Dean in advance. The appropriateness of such a position should be determined by considerations similar to those governing teaching appointments (Section 1) and those relevant to all outside activities (Section 5). As in the case of summer school teaching, faculty paid on an academic year basis do not need permission to accept research appointments during the summer if the rules of their Faculty authorize such activity. When an outside research appointment is accepted or permitted, care should be taken to make clear that the relationship with the other organization is limited in scope, time, and title.

Second, when a full-time Harvard faculty member or other academic appointee serves on a research project as principal investigator or in an analogous position, the project should generally be administered through the University (or the affiliated medical institution where the appointee is based.) This policy is applicable regardless of the type of sponsorship (e.g., grant, contract, or cooperative agreement) or funding source (governmental or private support). Proceeding in this way helps to ensure that the research is carried out in a manner consistent with applicable University and Faculty policies; that colleagues and students have appropriate opportunities directly to participate in, and to learn from, the research activities of Harvard scholars; that comprehensive and up-to-date information can be maintained about sponsored research conducted by all members of the University; and that appropriate financial reimbursements (such as for overhead costs) accrue to the University.

There are circumstances in which it may not be feasible or desirable for the research of faculty members to be administered through Harvard. Major collaborative projects, such as research at CERN (the European Laboratory for Particle Physics), call for somewhat different arrangements. Also, when a Harvard researcher is collaborating with a colleague at another institution, joint institutional administration of the project may be impractical or unwise, and the other institution may be better situated to manage the project. Furthermore, some longstanding agreements with other research institutions may require special arrangements. In these and other exceptional cases, advance approval for administration of the project outside Harvard should be sought from the appropriate Dean. (Individual Faculties may wish to define categories of exceptional cases to avoid unnecessary case-by-case review.)
3. Consulting and Related Activities

In undertaking consulting and related outside professional activities, faculty members and other academic appointees should take care to observe the limits on the amount of time properly devoted to such activities and to avoid situations in which the activities may create a conflict with their responsibilities as an officer of the University. Academic appointees should not engage in paid consulting at or for another educational institution or educational organization without prior approval from their Dean and the Corporation.

By offering counsel to individuals and organizations outside Harvard, members of the University community can broaden their experience in ways that benefit teaching and research, and can bring academic knowledge to a wider public in ways that contribute to the well-being of society. The University therefore has traditionally authorized faculty members and other academic appointees to devote a portion of their professional effort to outside activities related to their areas of expertise, subject to limits on the amount of time devoted to such activities.

The most prevalent standard for the amount of time that may be spent on professional activities outside Harvard states that no more than 20 percent of one’s total professional effort may be directed to outside work. This standard should be regarded as the maximum that should be permitted by any Faculty within the University. Individual faculties may set more stringent limits, and may specify their own interpretations of this standard (such as "one day in seven," or "40 days a year"), subject to review as the Corporation may deem appropriate. However, the rules of each Faculty should clearly state the standard, explain how it is to be interpreted, and describe a procedure for disclosure or consultation to deal with cases in which faculty members may be approaching or exceeding the limit. A summary of the rules and their accompanying commentary should be submitted to the Provost, who will make it available to all the Faculties of the University.

As in the case of teaching, time is not the only consideration determining the appropriateness of consulting and related outside activities. The more general concern is that such activities should not conflict with one’s paramount obligations to students, colleagues, and the University. Faculty members and other academic appointees are therefore expected to ensure that any outside professional activities in which they engage are consistent with the general policies of the University and those of their own Faculty. This can require attention not only to the overall time expended but also to the nature of specific activities and the individual’s role in them.

Full-time appointees should not engage in paid consulting for another educational institution or educational organization without the permission of their Dean and the Corporation. Customary professional service—such as participation on visiting committees, on boards of trustees of other colleges and universities, or in professional associations—generally poses no serious conflicts and may be undertaken without prior approval. (The acceptance of customary honoraria does not transform such service into paid consulting.) Consulting for primary and secondary schools or other educational institutions as a specific part of one’s Harvard research and teaching, as occurs in the School of Education, or consulting as a specific part of research with colleagues elsewhere, as occurs in the Schools of Public Health and Medicine, requires only the permission of the responsible Dean.

Some outside activities, whether paid or not, tend to raise such serious concerns that they are presumptively inappropriate and should rarely be undertaken, and then only after careful review and explicit approval. For example, an academic appointee should not "assume executive responsibilities for an outside organization that might seriously divert his or her attention from University duties, or create other conflicts of loyalty." Other activities, such as having a financial interest in a company that could reasonably appear to be affected by an individual’s research, may be permitted under certain conditions, but require disclosure under sponsored research regulations and University policy. These examples are illustrative, not exhaustive, and academic appointees are expected to stay alert to all the possible conflicts of interest and commitment as described in the relevant rules of their Faculties.

4. Use of University Identification

Members of the University are expected to take individual responsibility for their participation in any outside activity, and use their best efforts to avoid false or misleading suggestions by others that the activity is an undertaking of Harvard or any of its units. In general, all members should observe the University’s policy on the use of the Harvard name, and limit their identification with Harvard to listing their formal titles as appropriate.

The University and its members have a shared interest in the use of the Harvard name and related insignias and images. Over generations, the name has been invested with value through the efforts of innumerable individuals. It is an
intellectual as well as a financial asset in which the members of the University have a common stake. To protect that value, individual members are expected in their outside activities to observe the University's policy on the use of its names, insignias, and images.

In general, when pursuing outside activities, members should limit their identification with Harvard to listing their formal titles, and should otherwise aim to make clear that they are acting as individuals and not on behalf of the University. They should also take reasonable precautions to prevent the organizations and individuals with whom they work from using the Harvard name, or making representations about Harvard, in ways that suggest that the University sponsors or endorses their activities. Attaching a Harvard name or symbol to an activity implies a form of institutional accountability that is ordinarily absent from outside activities undertaken by individual members of the University.

5. Procedures

Persons holding academic appointments should inform themselves about University-wide and Faculty-specific policies governing outside activities, and should observe the specific requirements of those policies. They should consult their Dean in cases where the appropriateness of an activity may reasonably be in question.

All members of the University share an interest in protecting the values expressed by the principles that govern outside activities, and may be expected to take personal responsibility for respecting those principles. Elaborate procedures for enforcement at the level of the University are therefore neither necessary nor desirable. In any case, the nature and range of outside activities are too varied to be covered in detail by any succinct and general statement of policy. Faculty members and other academic appointees are responsible for requesting permission to engage in outside activities when required by this Statement or by other University or Faculty policies. Appointees should consult with their Deans and other appropriate officials of the University before pursuing activities that might be cause for concern. Appointees affiliated with more than one Faculty must comply with the applicable rules of all Faculties in which they hold appointments. As faculty members, Deans themselves have a similar responsibility with regard to their own outside activities, except that they consult with the President or Provost.

The Faculties have adopted various approaches to the reporting of outside activities by academic appointees. The University does not prescribe a uniform process for reporting such activities, but each Faculty is expected to maintain procedures that provide assurance that its members are acting in accord with the principles set forth in this Statement.

In considering specific cases, University officials should strive to make decisions that are consistent with the general principles this Statement expresses and with other University policies. Because changing circumstances pose new problems, especially in the domain of information technology, no general policy can anticipate all the issues that may arise in specific cases. Accordingly, the Provost should appoint a committee (which may include Deans of the Faculties) to meet periodically to review complex cases as they may arise in the various Faculties. This committee would formulate and document the "case law" as it develops, and when necessary recommend changes in the relevant University policies described in this Statement.

In deciding whether to grant permission for a specified outside activity, the Deans, this committee, and the Corporation will take into account, among other considerations, the extent to which the activity: detracts from the appointee’s own work at Harvard; competes with programs offered by the University or inhibits the development of programs the University plans to offer; draws upon special support from the University or makes use of its staff and students; is protected against possible misuse of the Harvard name and misleading representations about Harvard's association with the activity; and is consistent with the academic mission of the University.