

Harvard University
Graduate School of Design
Faculty Policies Handbook

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GSD Faculty Policies Handbook

Table of Contents

i. INTRODUCTION	6
COMMUNITY VALUES STATEMENT.....	6
I. GOVERNANCE AND ADMINISTRATION.....	7
HARVARD UNIVERSITY	7
THE GOVERNING BOARDS	7
THE PRESIDENT AND FELLOWS OF HARVARD COLLEGE (THE CORPORATION).....	7
THE BOARD OF OVERSEERS OF HARVARD COLLEGE AND ITS VISITING COMMITTEES	8
THE PRESIDENT AND PROVOST	8
THE ACADEMIC COUNCIL	8
GRADUATE SCHOOL OF DESIGN	9
THE FACULTY OF DESIGN.....	9
DEAN OF THE FACULTY OF DESIGN	9
ACADEMIC DEAN	9
VISITING COMMITTEE	9
EXECUTIVE COMMITTEE.....	10
SENIOR FACULTY COUNCIL.....	10
ADMINISTRATIVE LEADERSHIP COUNCIL	10
ACADEMIC DEPARTMENTS AND THE ROLE OF THE DEPARTMENT CHAIRS.....	10
ACADEMIC PROGRAMS AND THE ROLE OF THE PROGRAM DIRECTORS	10
ADVANCED STUDIES PROGRAMS COMMITTEE.....	11
STUDENT ACADEMIC AFFAIRS COMMITTEE.....	11
STUDENT FORUM	11
II. POLICIES GOVERNING THE FACULTY OF DESIGN	12
COMMUNITY VALUES, RIGHTS, RESPONSIBILITIES, AND RESPECTFUL ENGAGEMENT	12
NON-ATTRIBUTION POLICY	12
UNIVERSITY-WIDE STATEMENT ON RIGHTS AND RESPONSIBILITIES.....	12
GSD POLICY ON OUTSIDE ACTIVITIES AND CONFLICT OF INTEREST	13
OUTSIDE ACTIVITIES	14
CONFLICT OF INTEREST	15
NOTE TAKING RECOMMENDATIONS	17

ELECTRONIC COMMUNICATION	18
VIDEO AND AUDIO RECORDING OF CLASSROOM ACTIVITIES	18
WORK RELATIONSHIPS (NEPOTISM)	18
RESEARCH INTEGRITY	18
Research Misconduct	18
SEXUAL AND GENDER-BASED HARASSMENT	19
Interim Title IX Sexual Harassment Policy	19
Interim Other Sexual Misconduct Policy	21
NON-DISCRIMINATION AND ANTI-BULLYING POLICY	27
THE REVIEW BOARD	29
Review Board Procedures	29
POLICIES ON RESIDENCY, WORKLOAD, AND LEAVES	31
RESIDENCY	31
FACULTY TEACHING AND ADMINISTRATIVE WORKLOAD POLICIES	31
VISITING FACULTY SCHEDULES	33
SUPPLEMENTAL SALARY and SUMMER EMPLOYMENT	33
SHORT-TERM ABSENCES and LEAVES	34
III. RESEARCH	44
APPEALS TO FOUNDATIONS, CORPORATIONS, OR OTHER DONORS BY INDIVIDUAL FACULTY MEMBERS	44
SPONSORED RESEARCH	45
ROLE OF PRINCIPAL INVESTIGATOR	45
BUDGETS: DIRECT AND INDIRECT COSTS	46
SALARIES	46
UNIVERSITY POLICIES RELATED TO RESEARCH	47
IV. RESOURCES AND SERVICES	49
FRANCES LOEB LIBRARY	49
UNIVERSITY LIBRARY SYSTEM	49
COMPUTER AND INFORMATION TECHNOLOGY RESOURCES	50
FACULTY COMPUTERS	50
CLASSROOM TECHNOLOGY	50
Computer Labs	51
GSD JUNIOR FACULTY DEVELOPMENT FUNDS	51

Dean’s Research Grant Program	51
Design Innovation Grant	51
Annual Faculty Research and Professional Development Fund.....	51
HARVARD DESIGN MAGAZINE	51
FACULTY AFFAIRS OFFICE.....	52
ADMINISTRATIVE SERVICES FOR FACULTY	52
Office Space.....	52
Clerical Support.....	52
Duplication Services	52
Office Supplies.....	53
Harvard Phone Services.....	53
Mail Services.....	53
Keys	53
Lost and Found.....	53
Security.....	54
OFFICE OF STUDENT AFFAIRS	54
BUILDING FACILITIES AND SERVICES.....	54
USE OF SCHOOL RESOURCES BY FACULTY	56
USE OF SCHOOL FABRICATION RESOURCES.....	57
Additional Harvard Resources	57
V. FINANCIAL INFORMATION AND BENEFITS FOR FACULTY	58
REIMBURSABLE EXPENSES.....	58
IDENTIFICATION CARDS FOR HARVARD AFFILIATES	59
PAYCHECKS.....	59
EXTRA COMPENSATION	59
MEDICAL, DENTAL, AND INSURANCE BENEFITS	59
RETIREMENT	59
EDUCATIONAL AND MORTGAGE LOANS	60
TUITION ASSISTANCE PROGRAM (TAP)	60
FLEXIBLE SPENDING ACCOUNTS	60
OTHER BENEFITS	60
VI. OTHER POLICIES	61
Admission Procedure for Special Students.....	61

Ownership of Student Work, Intellectual Property Rights and Copyright.....	62
Student Inventions and Software Creations	62
Inventions, Patents and Copyrights	63
Please review the University’s Statement of Policy in Regard to Intellectual Property (IP Policy) for full details.....	63
Right of the University to Capture and use Digital Images	63
The Use of Harvard Names and Insignias	64
Drugs and Alcohol	64
Smoking.....	65
Fire Alarms	65
Spray Paint	66
Action in the Event of a Bomb Threat.....	66
Administrative Action in the Event of a Demonstration.....	66
Invitations to Foreign Heads of State and Heads of Government, Cabinet Ministers, and High American Officials and Leaders.....	67
Dogs and Other Pets	67
VII. APPENDICES	68
NAAB Statement on Accreditation (2014)	68
Corporation Statement on Outside Activities.....	68
Guidance on GSD Policy on Work Relationships (Nepotism)	76
Guidance from the General Counsel for Responding to Unwelcome or Unsolicited Communications	78
Guidance for Protecting Against Online Abuse and Harassment	78

i. INTRODUCTION

The Graduate School of Design educates leaders in design, research, and scholarship to make a resilient, just, and beautiful world.

To succeed in its mission, the GSD must support an academic community of excellence. The *Faculty Policies Handbook* describes policies and procedures relevant to faculty engagement, employment, and conduct. The Handbook is intended to complement and extend university policies and, should conflicts arise, university policies shall govern.

The *Faculty Policies Handbook* is one of three documents that explain policies and procedures relevant to faculty members at the GSD. The others include the *Faculty Appointments Handbook*, which describes faculty searches, promotions, and reappointments policies and procedures, approved by the Office of the Provost at Harvard University, for individuals who fill faculty positions in the school, and the *Guidelines for Instruction Handbook*, which describes policies and procedures for course planning, delivery of instruction, departmental and program-related resources, and other aspects of curricular engagement.

COMMUNITY VALUES STATEMENT

In 2014 the GSD adopted the following Community Values Statement:

Harvard University and the Graduate School of Design aspire to provide education and scholarship of the highest quality—to advance the frontiers of knowledge and to prepare individuals for life, work, and leadership. Achieving these aims depends on the efforts of thousands of faculty, students, and staff across the University. Some of us make our contribution by engaging directly in teaching, learning, and research, others of us, by supporting and enabling those core activities in essential ways. Whatever our individual roles, and wherever we work within Harvard, we owe it to one another to uphold certain basic values of the community.

- Conscientious pursuit of excellence in one's work
- Respect for the rights, differences, and dignity of others
- Honesty and integrity in dealing with all members of the community
- Accountability for personal behavior

Achieving the mission of the School requires an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Students, program participants, faculty, staff, and alumni accept these principles when joining the Harvard Graduate School of Design community.

Community members have a personal responsibility to integrate these values into every aspect of their experience at HGSD. Through our personal commitment to these values, we can create an environment in which we all can achieve our full potential.

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.”¹ 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 (some sixty in all, involving almost a thousand individuals from outside the University); on the administrative side, standing committees of the Board essentially perform 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.

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. The president is a member and presiding officer of each of the faculties, and 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

¹ Ibid, quoting William G. Young, in “Functions and Procedures of the Visiting Committees,” 1975 ed., p. 30.

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.

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 Graduate School of Design educates leaders in design, research, and scholarship to make a resilient, just, and beautiful world.

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 Academic 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.

ACADEMIC DEAN

The core responsibilities of the academic dean include assisting the dean and the faculty in advancing the School's pedagogy, research, governance, and academic relation to the University. The academic dean also guides and coordinates the School's academic integrity, shared values, curricular development, appointments, promotions, and workload issues, in addition to mentoring the junior faculty.

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 academic dean, the three department chairs, the MDes, DDes, and PhD Program Directors, as well as the administrative dean, the senior associate dean of academic affairs, and associate 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, professors in practice, and senior lecturers, and the chairs of the academic departments, whether or not they hold such positions. Among its duties, the SFC serves as the standing committee on appointments.

ADMINISTRATIVE LEADERSHIP COUNCIL

The GSD's Administrative Leadership Council (ALC) brings together senior administrative leaders from across the school and serves as the administrative partner to the Executive Committee. As the central forum for coordinating and governing school-wide administration, the ALC guides policies, operations, and resource stewardship in support of the Dean's vision, sustainable operations, and staff well-being.

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 twelve academic programs: MArch I, MArch II, MLA I, MLA II, MAUD, MLAUD, MUP, MRE, 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 studios, 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. In the case of the Master in Real Estate Degree Program, when the Department Chair is not primarily a real estate faculty member, the Program Director will be a real estate faculty member with primary responsibility for faculty personnel, curriculum, and budget issues related to real estate, 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 ACADEMIC AFFAIRS COMMITTEE

One of the standing committees of the Faculty of Design, the Student Academic Affairs Committee (SAAC), consists of the program directors of the degree programs at the GSD, Senior Associate Dean for Academic Affairs, Associate Dean of Student Affairs, Director of Student Life, Assistant Dean for Academic Administration, Assistant Dean for Academic and Strategic Planning. 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. Elected Class Representatives from each year of each academic program work with the Student Forum Vice President & Academic Chair to develop the agenda and bring discussion topics to GSD administration.

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 Academic 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

COMMUNITY VALUES, RIGHTS, RESPONSIBILITIES, AND RESPECTFUL ENGAGEMENT

The GSD is built upon a foundation of honest and respectful engagement. Each member of our community contributes meaningfully to this foundation, and all of us share responsibility for our individual actions and conduct, whether interacting in person or online. This responsibility applies to all of our interactions on the GSD's campus, participation in academic and/or research-related activities across the Harvard campus, and all off-campus engagements where we are participating as representatives of the GSD.

NON-ATTRIBUTION POLICY

All GSD classes, meetings, and events are, unless otherwise explicitly stated, held to the [Chatham House Rule](#). This means that you can share in a general way what was presented or discussed, but individual comments may not be attributed to an individual without that person's explicit permission. We follow this rule to maintain a culture of mutual respect and trust within our community, and to ensure that we can learn from candid discussions about a wide range of perspectives and experiences.

The non-attribution policy does not relieve individuals of their responsibility to properly cite intellectual content in their writing and presentations. Additionally, the non-attribution policy does not supersede the university's [Title IX, Non-Discrimination, or Anti-Bullying policies](#). If you have concerns regarding a potential policy violation, please contact the appropriate [GSD Local Designated Resource](#) (LDR).

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 its members to organize and join political associations, convene and conduct public meetings, publicly demonstrate and picket in orderly fashion, advocate and publicize opinion by print, sign, and voice.

The University places special emphasis, as well, upon certain values which are essential to its nature as an academic community. Among these are 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 the property of the University or its members must also be considered as 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 which 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 these 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.

Interpretation: 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.

It is implicit in the University-wide Statement on Rights and Responsibilities that any unauthorized occupation of a University building, or any part of it, that interferes with the ability of members of the University to perform their normal activities constitutes unacceptable conduct in violation of the Statement and is subject to appropriate discipline.

Note: This University-wide Statement and its first interpretation were adopted on an interim basis by the Governing Boards on September 20, 1970, and were voted to remain in effect indefinitely in May 1977. The second interpretation was adopted by the Governing Boards in January-February 2002.

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.

See Appendix: Corporation Statement on Outside Activities

NOTE TAKING RECOMMENDATIONS

Discretion of Chair: The final decision on format of the meeting notes is at the discretion of the chair. There is no policy in place that prohibits detailed note taking or attribution, however in Schools where this is practiced, meeting notes are disseminated and voted on for approval.

Comprehensive Record: Notes should encompass what was discussed, when it occurred, key points raised, and decisions made during the meeting. Notetakers should apply their informed judgment in determining the value of recording detailed information, as against the risks of documenting, say, heated or controversial discussions that could be disclosed (or required to be disclosed) outside the group at a later date.

Non-attribution: Unless specified otherwise, notes should refrain from attributing comments to individuals other than presenters to foster an open and candid discussion environment.

Accessibility: Meeting records should be made available to all participants, preferably through a shared file accessible to relevant stakeholders. This practice may have the benefit of alleviating participants' felt need to take notes of their own.

Confidentiality of Attributed Notes: Any notes with attributions should remain internal and not be distributed widely unless part of a formal meeting minutes approval process.

Open Record Assurance: Summary notes serve as an open record, promoting transparency and accountability within our department and school.

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.

VIDEO AND AUDIO RECORDING OF CLASSROOM ACTIVITIES

GSD students are not permitted to make audio or video recordings of classroom sessions or activities in any form without the express approval of the faculty member(s) conducting the session, the student participants, and the Registrar’s Office. The use of the term ‘recording’ in this policy refers to images, video, or audio captured by any analog or digital devices.

WORK RELATIONSHIPS (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.

Research Misconduct

Anyone who has reason to believe that a GSD faculty member has engaged in research misconduct should report the matter to the appropriate department chair or to the Chair of the GSD Review Board.

SEXUAL AND GENDER-BASED HARASSMENT

The GSD has adopted the two University-wide interim policies that address sexual harassment and misconduct. Conduct prohibited under the University's previous policy will continue to be prohibited under the two interim policies.

[The Interim Title IX Sexual Harassment Policy and the Interim Other Sexual Misconduct Policy](#) are reproduced in their entirety below. These policies address misconduct occurring on or after August 14, 2020.

The University's previous [Sexual and Gender-Based Harassment Policy](#) addresses sexual harassment and other sexual misconduct occurring before August 14, 2020.

Interim Title IX Sexual Harassment Policy

Policy Statement

The University's Interim Title IX Sexual Harassment Policy is designed to address conduct that falls within Title IX of the Education Amendments of 1972 and other federal and state laws and regulations. The Interim Other Sexual Misconduct Policy is designed to address sexual misconduct that falls outside the jurisdiction of the Interim Title IX Sexual Harassment Policy.

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, including sexual orientation or gender identity, excluded from participation in, denied the benefits of, or subjected to discrimination in any University program or activity. Sexual harassment, including sexual violence, is a form of sex discrimination in that it denies an individual equal access to the University's 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 (VAWA); 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 harassment; to encourage reporting of incidents; to respond promptly and equitably to sexual harassment in a manner that is not deliberately indifferent; to prevent incidents of sexual harassment from denying or limiting an individual's ability to participate in or benefit from the University's programs or activities; to offer to the parties supportive measures as appropriate, as reasonably available, and without fee or charge; and to provide prompt and equitable methods of resolution. Violations of this Policy may result in the imposition of sanctions ranging from an admonition or warning up to, and including, termination, dismissal, expulsion, or referral to a process that may result in revocation of tenure as determined by the appropriate officials at the School or unit. The remedies designed to restore or preserve equal access to the University's education or work program or activities may range from course-related adjustments and no contact orders to restrictions on access to campus, campus locations, or campus activities.

Retaliation against an individual for making a report or complaint of sexual harassment, or for participating or refusing to participate in any proceeding regarding such a complaint, or for opposing discriminatory practices is prohibited by the Interim Other Sexual Misconduct Policy.

Submitting a complaint that is not in good faith or providing false or misleading information in any investigation of complaints is also prohibited by the Interim Other Sexual Misconduct Policy.

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 on the basis of sex, including sexual orientation and gender identity. Sexual harassment includes unwelcome sexual advances; requests for sexual favors; and other verbal, nonverbal, graphic, or physical conduct of a sexual nature or based on sexual orientation or gender identity, that satisfies one or more of the following: (1) an employee of the University either explicitly or implicitly conditioning the provision of an aid, benefit, or services of the University, such as an individual's employment or academic standing (for example, academic evaluation, grades, or advancement) on an individual's participation in unwelcome sexual conduct (quid pro quo); 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; or (2) unwelcome conduct determined by a reasonable person to be so severe, pervasive, and objectively offensive that it effectively denies a person equal access to the University's education or work programs or activities; or (3) sexual assault, dating violence, domestic violence, and stalking. (See Appendix A for definitions).

Whether the conduct constitutes sexual harassment 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.

Assessing the Conduct

Conduct is unwelcome if a person did not consent to it. Consent is agreement, assent, approval, or permission given voluntarily and may be communicated verbally or by actions. 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.

In addition, when a person is incapacitated, meaning so impaired as to be incapable of giving consent, conduct of a sexual nature is deemed unwelcome, provided that the Respondent knew or reasonably should have known of the person's incapacity. The person may be 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 harassment under this Policy.

Jurisdiction

This Policy applies to sexual harassment that is committed by students, faculty, staff, Harvard appointees, or third parties against a person in the United States, whenever the misconduct occurs:

1. On Harvard property; or
2. Off Harvard property, if the conduct was in connection with a University or University recognized program or activity which includes locations, events, or circumstances over which the University exercised substantial control over both the person accused of the conduct and the context in which the sexual harassment occurred, and also includes any building owned or controlled by a student organization that is officially recognized by the University.

Monitoring and Confidentiality

A variety of resources are available at the University and in the area to assist those who have experienced 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 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 Resource Coordinator about possible sexual 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 Resource Coordinator, in consultation with the University Title IX Coordinator, 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 University Title IX Coordinator or School or unit Title IX Resource 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.

Violations of other Rules

The University encourages the reporting of all concerns regarding sexual harassment. Sometimes individuals are hesitant to report instances of sexual 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 harassment, other policy violations will be considered, if necessary, separately from allegations under this Policy.

[Interim Other Sexual Misconduct Policy](#)

Policy Statement

The University's Interim Title IX Sexual Harassment Policy is designed to address conduct that falls within Title IX of the Education Amendments of 1972 and other federal and state laws and regulations. This Interim Other Sexual Misconduct Policy is designed to address sexual misconduct that falls outside the jurisdiction of the Interim Title IX Sexual Harassment Policy, as set forth below.

It is the policy of the University to respond promptly and equitably to allegations of other sexual misconduct. Violations of this Interim Other Sexual Misconduct Policy may result in the imposition of sanctions ranging from an admonition or warning up to, and including, termination, dismissal, expulsion, or referral to a process that may result in revocation of tenure as determined by the appropriate officials at the School or unit. Pursuant to this Interim Other Sexual Misconduct Policy, a School or unit also may impose a variety of remedies, ranging from course-related adjustments and no contact orders to restrictions on access to campus, campus locations, or campus activities.

Retaliation against an individual for making a report or complaint of sexual harassment, or for participating or refusing to participate in any proceeding regarding such a complaint, or for opposing discriminatory practices is prohibited. Submitting a complaint that is not in good faith or providing materially false or misleading information in any such proceeding is also prohibited, provided that a determination regarding responsibility or lack of responsibility, alone, is not sufficient to conclude that any party made a materially false statement in bad faith.

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

Definitions

Other Sexual Misconduct

Other sexual misconduct is unwelcome conduct on the basis of sex, including sexual orientation and gender identity. Other sexual misconduct includes unwelcome sexual advances; requests for sexual favors; and other verbal, nonverbal, graphic, or physical conduct of a sexual nature or based on sexual orientation or gender identity, that satisfies one or more of the following: (1) an employee of the University either explicitly or implicitly conditioning the provision of an aid, benefit, or services of the University, such as an individual's employment or academic standing (for example, academic evaluation, grades, or advancement) on an individual's participation in unwelcome sexual conduct (quid pro quo), which may occur whether a person resists and suffers the threatened harm or the person submits and avoids the threatened harm; or (2) unwelcome conduct determined by a reasonable person to be so severe, persistent, or pervasive that it effectively denies a person access to the University's education or work programs or activities (hostile environment).

Whether the alleged behavior constitutes other sexual misconduct may depend on a variety of factors, including: the degree to which the behavior affected one or more person's education or employment; the type, frequency, and duration of the behavior; the relationship between the parties; the number of people involved; and the context in which the behavior occurred.

Assessing the Conduct

Conduct is unwelcome if a person did not consent to it. Consent is agreement, assent, approval or permission given voluntarily and may be communicated verbally or by actions. 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.

In addition, when a person is incapacitated, meaning so impaired as to be incapable of giving consent, conduct of a sexual nature is deemed unwelcome, provided that the Respondent knew or reasonably should have known of the person's incapacity. The person may be 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 other sexual misconduct under this Policy.

Jurisdiction

This Interim Other Sexual Misconduct Policy applies to other sexual misconduct that is committed by students, faculty, staff, Harvard appointees, or third parties, whenever the misconduct falls outside of the Interim Title IX Sexual Harassment Policy and 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

The monitoring and confidentiality provisions of the Interim Title IX Sexual Harassment Policy also apply to other allegations of misconduct under this Interim Other Sexual Misconduct Policy.

Violations of other Rules

The University encourages the reporting of all concerns regarding other sexual misconduct. Sometimes individuals are hesitant to report instances of other sexual misconduct 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 other sexual misconduct, other policy violations will be considered, if necessary, separately from allegations under this Policy.

Resources

- Office of Sexual Assault Prevention and Response (24 hours) | 617-495-9100
- Harvard University Police Department | 617-495-1212 (Provides transportation to the Beth Israel Hospital or a hospital of your choice.)
- Harvard University Health Services | 617-495-5711
- HUHS Behavioral Health Services | 617-495-2323
- Bureau of Study Counsel | 617-495-2581
- Harvard Chaplains | 617-495-5529
- Beth Israel Deaconess Medical Center Rape Crisis Intervention Center | 617-667-8141
- Boston Area Rape Crisis Center | 617-492-8306 or 1-800-841-8371
- Cambridge Police Department | 617-349-3300
- Employee Assistance Program | 877-327-4278

Local Title IX Resource Coordinators

Title IX Resource Coordinator for Faculty:

Pamela Baldwin
pamela_baldwin@harvard.edu
Associate Dean of Faculty Affairs
48 Quincy Street, Gund Hall 414a
617-495-5409

Caroline Newton
cnewton@gsd.harvard.edu
Director, Faculty Affairs
48 Quincy Street, Gund Hall 414
617-496-4871

Title IX Resource Coordinator for Students:

Laura DaRos
ldaros@gsd.harvard.edu
Associate Dean for Student Affairs
48 Quincy Street, Gund Hall 422

Kelly Wisnaskas
ktwisnaskas@gsd.harvard.edu
48 Quincy Street, Gund Hall 422
Director of Student Life
(617) 496-8306

Title IX Resource Coordinator for Staff:

Sara Wilkinson
swilkinson@gsd.harvard.edu
Associate Dean of Human Resources
7 Sumner Road, Sumner 203
617-495-4322

University Title IX Coordinator:

Nicole Merhill
nicole_merhill@harvard.edu
Smith Campus Center, Suite 901, 1350 Massachusetts Avenue
617-496-2470

University Associate Title IX Coordinator:

Caysie Carter
caysie_carter@harvard.edu
Smith Campus Center, Suite 901, 1350 Massachusetts Avenue
617-496-5490

Office for Dispute Resolution (ODR):

odr@harvard.edu
Smith Campus Center, Suite 901, 1350 Massachusetts Avenue
617-495-3786

REVIEW PROCESS

Review Process for Sexual and Gender-Based Harassment Cases

With regard to allegations of harassment by a faculty member, the GSD has incorporated the University's [Procedures for Handling Complaints Against Harvard Staff Members Pursuant to the Sexual and Gender-Based Harassment Policy](#), including for purposes of faculty discipline.

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 Office for Dispute Resolution ("ODR") has been charged with implementing the procedures for faculty pursuant to the University Policy. The ODR operates under the Office of the Provost, working in partnership with the University's Title IX Coordinator, School or unit Title IX Resource 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 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 Resource Coordinator, the University's Title IX Coordinator, or staff in the 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 Resource Coordinator or the Title IX Office 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 Resolution

Initiating Parties may make a request, either orally or in writing, for informal resolution to the School or unit Title IX Resource Coordinator, the University Title IX Coordinator, or the Director of ODR. The request should identify the alleged harasser (if known) and describe the allegations with specificity. The School or unit Title IX Resource Coordinator, the University Title IX Coordinator, or the Director of ODR in consultation with the University Title IX Coordinator 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. Upon determining that informal resolution is appropriate, the School or unit Title IX Resource Coordinator or (when the Initiating Party makes the request to the ODR) the University Title IX Coordinator (or designee) or an ODR Investigator will consult further with the person initiating the request, inform the person who is the subject of the allegations, and gather additional relevant information as necessary from the parties and others, as

indicated. The School or unit Title IX Resource Coordinator or the University Title IX Coordinator also may put in place any appropriate interim measures to protect the educational and work environment. The University Title IX Coordinator or designee, the School or unit Title IX Resource Coordinator, or the Investigator will attempt to aid the parties in finding a mutually acceptable resolution. 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 IX Resource Coordinator. At any point prior to such resolution, the Initiating Party 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 request. At any time, faculty interested in confidential counseling about options and resources can also contact the [Office of Sexual Assault Prevention and Response](#).

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. A formal complaint must be in writing and signed and dated by a Complainant or a third party filing on behalf of a potential Complainant (Reporter). It should state the name of the alleged harasser (if known) and describe with reasonable specificity the incident(s) of alleged harassment, including the date and place of such incident(s). The complaint must be in the Complainant or Reporter's own words, and may not be authored by others, including family members, advisors, or attorneys. Attached to the complaint should be a list of any sources of information (for example, witnesses, correspondence, records, and the like) that the Complainant or Reporter believes may be relevant to the investigation. However, 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. The University encourages complaints to be filed as soon as reasonably possible following an alleged Policy violation because the University's ability to gather adequate information may be limited where a significant length of time has elapsed between an incident and the filing of a complaint. Further, the University's ability to complete its processes may be limited with respect to Respondents who are 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 Resource Coordinator with a copy of the complaint. The School or unit Title IX Resource 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, and will inform the Complainant or Reporter.

The Formal Complaint Process

In the event a complaint is raised against a GSD faculty, once the complaint is received by the ODR, the Director of ODR 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 (collectively, the "Investigative Team"). The Investigative Team will contact the Complainant or Reporter in an attempt to gather a more complete understanding of the allegations, as well as any related conduct that may implicate the University Policy. When a complaint is brought by a Reporter, the Investigative Team will endeavor to meet with the person identified as the potential Complainant both to gather information and to discuss his or her interest in participating in an investigation. Based on the information gathered, the Investigative Team will determine whether the information, if true, would constitute a violation of the Policy such that an investigation is warranted or whether the information warrants an administrative closure. The Investigative Team will convey this determination to: the Complainant (and the Reporter, if there is one); the Director of ODR, the University Title IX Coordinator; and the

GSD's Title IX Resource Coordinator. The Investigative Team will work with the School or unit Title IX Resource Coordinator to implement any appropriate interim measures to be put in place by the School or unit pending the completion of the case (or to revise as necessary any measures already in place). 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 Resource 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 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 make findings of fact, applying a preponderance of the evidence standard, and determine based on those findings of fact whether there was a violation of the Policy.

The Investigative Team will provide the Complainant and the Respondent with a written draft of the findings of fact and analysis and will give both parties one week to submit a written response to the draft. The Investigative Team will consider any written responses before finalizing these sections of the report and the final section of the report, which will outline any recommended measures to be taken by the School or unit to eliminate any harassment, prevent its recurrence, and address its effects. The University Title IX Coordinator and the School or unit will work jointly to put in place such measures as they determine are appropriate. Consistent with School or unit policies, measures imposed at this stage might include, among others: restrictions on contact; work-schedule alteration; leaves of absence; or increased monitoring of certain areas of the campus. The investigation will be completed and the final report provided to the Complainant, the Respondent, the School or unit Title IX Resource Coordinator, and the appropriate officer in the School or unit, ordinarily within six weeks of receipt of the complaint. 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.

NON-DISCRIMINATION AND ANTI-BULLYING POLICY

To foster a campus culture where everyone can thrive, Harvard University has approved [university-wide Non-Discrimination and Anti-Bullying policies](#), effective September 1, 2023. These policies apply to all students, faculty, staff, researchers and other members of the Harvard community across all Schools and units, including Harvard Graduate School of Design.

Below is information on the GSD's formal and informal pathways for addressing concerning behaviors covered under the policies referenced above; as well as contact information for all the Appropriate

Officials (AOs) and Local Designated Resources (LDRs) supporting implementation of the formal complaint procedure and informal procedures at the Graduate School of Design.

To initiate a formal complaint protocol or an informal procedure for responding to an incident, please contact one of our Local Designated Resources (LDRs) at the Graduate School of Design.

The following Local Designated Resources at Harvard Graduate School of Design will coordinate with the Central Office regarding complaint, training, and education initiatives relative to the Policy. They also serve as a resource for receiving reports and complaints, directing community members to resources, and providing information on supportive measures:

- If you need guidance about a situation involving a student, contact **Kelly Wisnaskas** (kwisnaskas@gsd.harvard.edu) or **Laura DaRos** (ldaros@gsd.harvard.edu)
- If you need guidance about a situation involving a faculty member, contact **Caroline Newton** (cnewton@gsd.harvard.edu) or **Pamela Baldwin** (pamela_baldwin@gsd.harvard.edu)
- If you need guidance about a situation involving a staff member, contact **Sara Wilkinson** (swilkinson@gsd.harvard.edu).

As it relates to our formal complaints procedures, the Appropriate Officials (AOs) are individuals or entities who will be the final authority to issue any sanctions following completion of an investigation and determinations related to policy violation. There are different AOs for students, staff, and faculty & academic appointees, which is detailed below.

At Harvard GSD, the following individuals have been designated as Appropriate Officials, who serve as the final authority to issue any sanctions under the University's non-discrimination and anti-bullying policies:

For situations involving faculty, the Appropriate Official is the GSD Dean, Sarah Whiting or their designee.

For situations involving students, the Appropriate Official is the faculty members serving on the GSD Review Board; Janice Gilkes, Senior Associate Dean for Academic Affairs or their designee.

For situations involving staff members, the Appropriate Official is the Senior Associate Dean for Academic Affairs, Janice Gilkes or their designee.

Formal Complaint Procedure

All members of the GSD community can file a formal complaint if they have experienced concerning behavior covered in our non-discrimination and anti-bullying policies. To learn more about our formal complaint procedure and the steps involved, please review the [policy language](#).

Informal Procedures & Pathways for Responding to Concerns

If you would like to explore an informal resolution, you can bring your concern to Harvard's Office of Community Conduct or the Local Designated Resource to receive support, information, or advice. You may also submit your concern via Harvard's [Online Reporting System](#).

You can also access additional support, including confidential help, through the following resources:

GSD Office of Community, Impact, and Opportunity	Harvard University Ombuds Office*
Harvard University Community and Campus Life	Harvard University Chaplains*
Harvard University Office for Community Support, Non-Discrimination, Rights and Responsibilities	Harvard University Counseling and Mental Health Services*
Harvard University Disability Resources (UDR)	Harvard University Health Services Behavioral Health*
Harvard University Office for Dispute Resolution	SHARE*
Harvard University Employee Assistance Program (faculty and staff resource)	

*Confidential Resource

Please note that [the University's Non-Discrimination Policy](#) expressly provides that “Claims of discrimination on the basis of disability or failure to accommodate a disability are addressed through the [University Disability Resources Grievance Policy](#).”

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

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 may be offered for teaching in Executive Education or Design 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
Juneteenth
Independence Day
Labor Day
Columbus Day (Federal)/Indigenous Peoples' Day (City of Cambridge)
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.² 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.

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.

The Department Chairs, in consultation with the Academic Dean and the Associate Dean for Faculty Affairs, may 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. Unlimited enrollment unless faculty member determines a need for capping in advance, with a minimum cap of 25, and obtains Chair approval. Lectures generally meet for 75-minute periods twice per week.

² *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.

- One point for a seminar or workshop course. Seminars and workshops generally meet for two consecutive 75-minute periods once per week.
- Points for courses taught by two or more faculty are split among the instructors.
- Part-time faculty who advise doctoral or thesis students may be compensated separately from their regular salary, with a small stipend.
- 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 Academic Dean in consultation with the Department Chair and Associate Dean for Faculty Affairs.

Options for undersubscribed courses (minimum enrollment to be determined by the Executive Committee each semester):

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.

Lecturers and Design Critics with Annual appointments are compensated on a per-course basis and normally do not take on academic service or administrative responsibilities.

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.

SUPPLEMENTAL SALARY and 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 Design Discovery, or through sponsored scholarly or design research activities. Part-time faculty may receive up to an additional three-ninths of their base salary, pro-rated according to their Full-Time Equivalency (FTE), as supplemental (summer) salary. To receive compensation for scholarship or research, 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 nine months of the academic year. Supplemental (summer) salary requests must be submitted by May 15 to the Faculty Affairs Office.

SHORT-TERM ABSENCES and LEAVES

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 [online](#). For additional information, contact the Associate Dean for Faculty Affairs (Pamela Baldwin).

Short-term Absences from the GSD

A short-term absence involves missing teaching and other obligations for up to one week during the school term, including during weeks of instruction as well as during the reading, review and examination periods.

When leaves and short-term absences from residence will contribute to the creative activities or professional expertise of a faculty member, or if they are absent for other reason(s) that result in missing a class, studio, exam, review, or required administrative assignment **including departmental faculty meetings**, they must notify the department chair and administrator in advance. The proposed plan for covering or making up a missed class meeting should be provided along with the advance notification. The department chair has discretion with regard to the proposed mitigation measures.

All voting faculty should notify the department chair or administrator if they will need to miss a department faculty meeting. Attending via zoom is a backup option that is not guaranteed, for use only when absolutely necessary.

Please note that if the absence is two weeks or more, faculty members should request an extended leave using the **long-term absence** request form, and include all relevant information regarding reason for the absence and proposed mitigations and coverage. Unless there are extenuating circumstances requiring such a leave, faculty members are expected to limit time away from academic responsibilities to one week or less.

Long term leave policies and procedures are described below in a separate section.

Extended Leaves Requiring Sustained Absence from Periods of Instruction

APPROVAL OF LEAVE REQUESTS

Faculty should provide as much advance notice of a proposed leave as practicable, except in the case of adoption or foster placement, where advance notice is not always possible. Faculty must provide no less than 30 days' notice for foreseeable leaves, however, the School deadline for submitting a leave request is generally in January of the academic year preceding the year in which the leave will be taken.

To request a leave, it is recommended to discuss the request first with Faculty Affairs and/or with your Department Chair prior to submitting the online [Long-Term Leave Request Form](#). Faculty members are asked to submit requests as early as possible so that departments can make appropriate adjustments to cover their teaching and service responsibilities. Leaves, as appropriate, are subject to the approval of the Dean.

Once the department chair has been notified, it is their responsibility to inquire in which term the faculty member desires leave (and/or, for example, co-teaching). To maximize available benefits, faculty considering time away are encouraged to discuss their leave and other options with the Associate Dean for Faculty Affairs.

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 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. Individuals receiving such release should expect to teach their required courses 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 by January of the year prior to the requested leave.

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 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 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.

Subject to review and approval by the Dean and Department Chair, an extension to a junior faculty appointment may rarely be granted for unpaid professional leave, up to a maximum of one year in the ranks of assistant and associate professor combined.

OTHER LEAVES

The GSD has a number of policies to support faculty members as they balance professional obligations with personal and family responsibilities or with medical issues. The application of these policies to voting and non-voting faculty may differ. Please review each section below for eligibility guidelines. Faculty members are encouraged to contact the Faculty Affairs Office to discuss these policies.

Note: Parental leaves, non-parental medical leaves, and personal leaves do not count as accrued time when calculating someone's eligibility for a paid sabbatical or paid research leave in the future.

UNPAID LEAVE

i. Family and Medical Leave Act of 1993 (FMLA)

The Family and Medical Leave Act of 1993 requires the GSD to grant eligible employees up to 12 weeks of unpaid leave (to be taken and completed during a 12-month period) for any of the following reasons:

- a) For the birth of a child and to care for an employee's child within 12 months of birth, adoption, or the initiation of foster care;
- b) To care for a parent, child, or spouse with a serious health condition; or
- c) Because the employee's own serious health condition makes the employee unable to perform the employee's job.

Faculty members (voting and non-voting) and those holding professional research appointments are deemed eligible for the provisions of FMLA if they have held a full-time appointment for at least one year; three semesters at 75% FTE; or two years at 50% FTE. Consult the Faculty Affairs Office to confirm your eligibility. Harvard will continue to make the standard contribution to group health insurance during a leave covered by the FMLA. However, if the leave is unpaid, the individual on

leave will be billed for the individual's share of the contribution. In certain cases, other Harvard policies and benefit programs may provide salary continuation and additional benefits.

Those holding faculty and professional research appointments who are eligible for FMLA coverage may take no more than 12 weeks FMLA leave during each 12-month period beginning on the first day that any FMLA leave is used. However, exhaustion of the 12 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.

Under FMLA (and in keeping with the MPLA), as described below, eligible faculty can take up to 12 weeks of unpaid FMLA leave for the birth of a child and to care for a child within 12 months of birth, adoption, or the initiation of foster care. The provisions of FMLA apply to all parents, i.e., birth parents and non-birth parents alike.

ii. Military Family Leave Entitlements

Eligible employees with a spouse, son, daughter, or parent on active duty or call to active duty status in the Armed Forces, National Guard, or Reserves in a foreign country or in support of a contingency operation may use their 12-week leave entitlement to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

FMLA also includes a special leave entitlement that permits eligible employees to take up to 26 weeks of leave to care for a covered service member during a single 12-month period. A covered service member is (1) a current member of the Armed Forces, National Guard, or Reserves who has a serious injury or illness incurred in or aggravated by service in the line of duty on active duty that may render the service member medically unfit to perform the service member's duties and for which the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list; or (2) a veteran undergoing such medical treatment, recuperation, or therapy for a serious injury or illness and who was a member of the Armed Forces, National Guard, or Reserves at any time during the five years preceding the date of such treatment, recuperation, or therapy.

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.

STATE LEAVE STATUTES

Massachusetts Parental Leave Act (MPLA)

Under the Massachusetts Parental Leave Act, a faculty member who has been employed for at least three months is entitled to eight weeks of unpaid leave to care for a newborn or newly-adopted child. In most cases, this leave entitlement is superseded by another, more generous, leave available under the FMLA or University and/or GSD policies in keeping with MAPFML.

Massachusetts Paid Family and Medical Leave (MAPFML)

For more information on the Massachusetts Paid Family and Medical Leave (MAPFML) policies that went into effect on January 1, 2021, please see [Harvard's "Massachusetts Paid Family and Medical Leave" website](#).

Additional [MAPFML Details](#): The MAPFML Law provides that the weekly wage replacement benefit shall be calculated as follows: (a) that portion of the employee's average weekly wage at Harvard that is equal to or less than 50% of the state average weekly wage shall be replaced at a rate of 80%; and (b) that portion of the employee's average weekly wage that is more than 50% of the state average weekly wage shall be replaced at a rate of 50%. The maximum benefit shall be 64% of the state average weekly wage. An estimate of your weekly wage replacement may be found at <https://calculator.digital.mass.gov/pfml/yourbenefits/>. More information about the MAPFML wage replacement benefits can be found here: <https://www.mass.gov/info-details/how-pfml-weekly-benefit-amounts-are-calculated-andor-changed>

Please contact the GSD Associate Dean for Faculty Affairs if you have questions.

HARVARD POLICIES

Taking into account FMLA, MPLA, MAPFML, and Harvard policies, faculty members who become parents have a number of options available to them. See [mapfml_summary_faculty_2021.pdf](#) for more information on leave benefits for new parents in keeping with MAPFML.

Effective January 1, 2021, the GSD's and University's new policies in keeping with MAPFML policy supersede the GSD's previous benefits for new or expecting parents.

As mentioned in "Approval of Leave Requests" section, prior to the birth, adoption, or foster placement of a child, a faculty member notifies their department chair of the expected birth, adoption, or foster placement. Faculty should provide as much advance notice of a proposed leave as practicable, except in the case of adoption or foster placement, where advance notice is not always possible. Faculty are expected to provide no less than 30 days' notice for foreseeable leaves, however, the School deadline for submitting a leave request is generally in January of the academic year preceding the year in which the leave will be taken.

To request a leave, please contact GSD Faculty Affairs and your Department Chair using the [Long-Term Leave Request Form](#). Faculty members are asked to submit requests as early as possible so that departments can make appropriate adjustments to cover their teaching and service responsibilities; as noted above, the deadline is generally in January. Leaves, as appropriate, are subject to the approval of the Dean.

To maximize available benefits, faculty considering time away are encouraged to discuss their leave and other options with GSD Faculty Affairs as soon as practicable. Departments are expected to accommodate faculty members who wish to avail themselves of these forms of support. The chair consults with the Associate Dean regarding the arrangements for teaching responsibilities. Once the department chair has been notified, it is their responsibility to inquire in which term the faculty member desires leave (and/or, for example, co-teaching). To maximize available benefits, faculty considering time away are encouraged to discuss their leave and other options with the Associate Dean for Faculty Affairs.

Forms of support for GSD voting faculty

This category includes assistant professors, associate professors, tenured professors, professors of the practice, professors in residence, assistant professors in practice, and associate professors in practice.

GSD voting faculty of all ranks are eligible for the University's MAPFML benefits.

Leave benefits for professors of all ranks are summarized below, followed by a description of each benefit. Please contact your GSD Associate Dean for Faculty Affairs for information on how to request these leaves.

University MAPFML Medical Leave

This benefit allows voting faculty to take up to 26 weeks of medical leave at full pay due to their own medical condition, including recovery from childbirth. Typically, 8 weeks of medical leave are granted for recovery from non-complicated childbirth.

University MAPFML Bonding Leave

The University's MAPFML Bonding Leave benefit provides new parents (by birth, foster placement, or adoption) with up to 12 weeks of paid time off (i.e., up to 4 weeks fully paid and up to 8 weeks partially paid, at MAPFML calculation*) within the first 12 months after the birth, adoption, or foster placement of a child.

GSD Parental Semester of Leave (GSD PSL)

If a faculty member chooses to take their University MAPFML Bonding Leave within a single semester, the GSD will supplement the MAPFML Bonding Leave so that the faculty member can take the full semester of leave (approximately 14 weeks) at full pay. This benefit is called the GSD Parental Semester of Leave, or GSD PSL. GSD PSL must be taken within the first 12 months after the child's birth, adoption, or foster placement. GSD PSL must be fully contained within a single semester. If elected, GSD PSL runs concurrently with University MAPFML Bonding Leave, MPLA, and FMLA to the extent allowable by law.

Other types of MAPFML Family Leave

In addition to the leaves described above, MAPFML Family Leave also includes Family Care Leave, Military Exigency Leave, and Military Care Leave. Eligible employees may take up to 12 weeks of Family Leave in total, across all types of Family Leave, per benefit period; however, eligible employees may take up to 26 weeks of Military Care Leave per benefit period.

- **Family Care Leave:** eligible employees may take up to 12 weeks of Family Leave (i.e., up to 4 weeks fully paid and up to 8 weeks partially paid, at MAPFML calculation*) to care for a covered family member with a serious health condition.
- **Military Exigency Leave:** eligible employees may take up to 12 weeks of Family Leave (i.e., up to 4 weeks fully paid and up to 8 weeks partially paid, at MAPFML calculation*) for a qualifying exigency arising out of the fact that a family member is on active duty or has been notified of an impending call or order to active duty in the Armed Forces.
- **Military Care Leave:** eligible employees may take up to 26 weeks of Family Leave (i.e., up to 4 weeks fully paid and up to 22 weeks partially paid, at MAPFML calculation*) to provide care to a covered family member who is a covered service member.

Forms of support for GSD Tenure-Track Faculty

Childcare Appointment Extension and Postponement of Review Policies

- Extensions of tenure-track appointments are intended to provide flexibility in the timing of reappointment or promotion reviews for tenure-track faculty members in order to

accommodate time spent on childcare commitments. Such extensions and review postponements are available to either parent (or to both, if both are GSD faculty members).

- Upon the birth, adoption, or foster-placement of a child, a faculty member notifies the Department Chair and GSD Faculty Affairs Office. That faculty member's current appointment may be extended by one year and the new dates of appointment confirmed in writing to the faculty member, with a copy to the department chair(s). If the faculty member does not wish the appointment to be extended, the faculty member informs Faculty Affairs in writing.
- Ordinarily, if an appointment is extended by a year due to the birth, adoption, or foster-placement of a child, any promotion review (whether from assistant to associate professor or from associate to tenured professor) will be automatically postponed by a year as well.
- Tenure-track faculty members anticipating an associate review or tenure review whose expected birth-, adoption-, or foster-placement- date falls no later than one month after the deadline for them to submit all of their dossier materials to their department must notify their Department Chair and Faculty Affairs Associate Dean the semester prior to the deadline that they wish to have the automatic appointment extension and review postponement that the GSD provides to expecting parents. Upon being notified by the faculty member, the Associate Dean will confirm the new dates of appointment and schedule for promotion reviews in writing to the faculty member, with a copy to the department chair(s).
- If a birth, adoption, or foster-placement takes place after a review is already underway, the review is not ordinarily postponed. However, if the reappointment or promotion is ultimately approved, the faculty member's subsequent tenure-track appointment may be extended by one year. If the faculty member does not wish the reappointment to be extended, the faculty member informs the appropriate Associate Dean in writing.

Note: For new tenure-track faculty whose child is born, adopted, or foster-placed in the six months before the faculty member's appointment start-date at the GSD, the following rules apply.

For faculty with a July 1 appointment start-date:

- If the baby is born, adopted, or foster-placed anytime between April 1 and June 30, immediately prior to the July 1 start-date, the faculty member's current appointment will be automatically extended by one year. If the baby is born, adopted, or foster-placed anytime between January 1 and March 30, prior to the July 1 start-date, the faculty member's current appointment will be automatically extended by six months.
- In any of the above cases, the faculty member notifies the faculty affairs Associate Dean of the birth, adoption, or foster-placement, and the new dates of appointment will be confirmed in writing to the faculty member, with a copy to the department chair(s). If the faculty member does not wish the appointment to be extended, the faculty member informs the faculty affairs Associate Dean in writing.
- In addition to any appointment extension, any promotion review (whether from assistant to associate professor or from associate to tenured professor) will be automatically postponed by either a year or six months, corresponding to the length of appointment extension, as governed by the timetable above. The new schedule for promotion reviews will be confirmed in writing to the faculty member, with a copy to the department chair(s). If the faculty member does not wish the review to be postponed, the faculty

member informs the faculty affairs Associate Dean in writing.

For faculty with a January 1 appointment start date:

- If the baby is born, adopted, or foster-placed anytime between October 1 to December 31, immediately prior to the January 1 start-date, the faculty member's current appointment will be automatically extended by one year. If the baby is born, adopted, or foster-placed anytime between July 1 and September 30, prior to the January 1 start-date, the faculty member's current appointment will be automatically extended by six months.
- In any of the above cases, the faculty member notifies the faculty affairs Associate Dean of the birth, adoption, or foster-placement and the new dates of appointment will be confirmed in writing to the faculty member, with a copy to the department chair(s). If the faculty member does not wish the appointment to be extended, the faculty member informs the faculty affairs Associate Dean in writing.
- In addition to any appointment extension, any promotion review (whether from assistant to associate professor or from associate to tenured professor) will be automatically postponed by either a year or six months, corresponding to the length of appointment extension, as governed by the timetable above. The new schedule for promotion reviews will be confirmed in writing to the faculty member, with a copy to the department chair(s). If the faculty member does not wish the review to be postponed, the faculty member informs the faculty affairs Associate Dean in writing.

FAMILY (INCLUDING PARENTAL) LEAVE, CO-TEACHING, AND APPOINTMENT EXTENSIONS

The GSD is committed to supporting faculty members who seek to balance the joys and demands of caring for newly born, adopted, or foster-placed children with professional growth and responsibilities as well as any medical issues. We also recognize the research that establishes the benefits of providing leave to mothers and fathers: parent-child bonding, improved outcomes for children, and increased gender equity at home and work.

Below, we describe the one-year limit that ordinarily applies to research leaves (at the GSD, these are sabbatical or associate professor leave) and family (including parental) leave. We then discuss the following:

- Federal leave statutes relevant to family leave (i.e., Family and Medical Leave Act [FMLA] and Military Family Leave Entitlements)
- Massachusetts Parental Leave Act (MPLA)
- Harvard's leave benefits for new parents, in keeping with the [Massachusetts Paid Family and Medical Leave policy \(MAPFML\)](#)

ONE-YEAR LIMIT

Under the ordinary application of the policies governing research leaves and family (including parental) leave, faculty members should not, ordinarily, be out of the Harvard classroom for more than one year (i.e., two terms) at a time. This one-year limit for new or expecting parents is inclusive of any combination of unpaid FMLA leave, unpaid MPLA leave, MAPFML leave, and the University's and the GSD's leave policies in keeping with MAPFML policy (e.g., including the University's MAPFML paid medical leave, the University's MAPFML Bonding Leave, GSD Paid Parental Leave (GSD PPL), and Harvard Parental Semester of Leave (PSL)). Exceptions to this one-year limit policy

may be made for tenure-track faculty whose child is born, adopted, or foster-placed during a yearlong research leave; tenure-track faculty whose child is expected to be born, adopted, or foster-placed in a term following a year long research leave; or when medically indicated.

MEDICAL APPOINTMENT EXTENSION AND POSTPONEMENT OF REVIEW FOR PROMOTION

A voting faculty member may request an extension of his/her/their existing appointment on the basis of a serious health condition such as serious physical or mental impairment that prevents the fulfillment of normal duties. The written request is submitted using the usual form but it is recommended to speak with the department chair prior to submitting the form. Such requests are subject, as appropriate, to the approval of the GSD Dean.

If the requested extension is approved, the new dates of appointment are confirmed in writing to the faculty member, with a copy to the department chair(s).

Ordinarily, if an appointment is extended by a year for medical reasons, any promotion review (whether from assistant to associate professor or from associate to tenured professor) is postponed by a year as well. However, if the appointment extension for medical reasons takes place after a review is already underway, the review is not ordinarily postponed, and the extension is added to the term of reappointment or promotion.

PERSONAL LEAVE AND APPOINTMENT EXTENSIONS

Unpaid personal leave may be granted to voting faculty members for compelling personal reasons (for example, the care of a seriously ill spouse, partner, parent, or child). The GSD may count personal leaves toward the fulfillment of the FMLA 12-week leave entitlement if the reason for the leave meets the FMLA criteria.

Unpaid personal leaves do not count as accrued time when calculating someone's eligibility for a paid sabbatical in the future; however, there is also no penalty levied for taking a personal leave, in this regard: the counting of terms in residence, towards future sabbatical eligibility, does not necessarily restart at "1" after someone returns from personal leave. The count resumes where it left off before the personal leave. Written requests are submitted using the usual form, and are subject, as appropriate, to approval by the GSD Dean.

PERSONAL APPOINTMENT EXTENSION AND POSTPONEMENT OF REVIEW FOR TENURE-TRACK FACULTY

A voting faculty member may request an extension of his/her/their existing appointment on the basis of compelling personal reasons (for example, the care of a seriously ill spouse, partner, parent, or child). The written request is submitted via the online form for necessary approvals. There should be a conversation with the department chair prior to submitting a leave request form. Such requests are subject, as appropriate, to the approval of the GSD Dean.

If the requested extension is approved, the new dates of appointment are confirmed in writing to the faculty member, with a copy to the department chair(s).

Ordinarily, if an appointment is extended by a year for personal reasons, any promotion review (whether from assistant to associate professor or from associate to tenured professor) is postponed by a year as well. If an appointment is extended for personal reasons for a period less than a year, any promotion review will be postponed by an equivalent period of time. However, if the extension of the appointment for personal reasons takes place after a review is already underway, the review is not ordinarily postponed, and the extension is added to the term of reappointment or promotion.

EXTENSION OF APPOINTMENT FOR JUNIOR FACULTY

The maximum total time in service for a full-time assistant or associate professor is ten years of active service plus up to two years of approved extension. Normally, a maximum of one extension would be granted during the assistant professor term. 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.

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 Alumni and Development Services (ADS). University policy on distinguishing sponsored awards vs. gifts may be found on [the Office for Sponsored Programs webpage](#). For all research-related questions, please contact [Christina Burkot](#) in the Office of Finance and Research Administration.

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 \(DevAR\)](#). 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 DevAR. Additionally, DevAR must be consulted regarding gifts to support option studios.

The University requires gift terms for all gifts of \$100,000 or more. Faculty are required to work with the DevAR team on gift terms that are signed by the University before sharing with a donor. Additionally, any international donors at this level must be vetted with DevAR before moving forward. Attached is an overview of University gift policy and terms.

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 Recording Secretary’s Office (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 proposal review by the Sponsored Research Advisory Committee followed by sign-off by the Chief Financial Officer (who is the final approver on behalf of the Dean for all research proposals).

The Sponsored Research Advisory Committee (SRAC) reviews all sponsored research proposals **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 across 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.

When a faculty member identifies a funding opportunity that matches his/her research interest, they should contact GSD's Office of Finance and Research Administration to assist with budget development, internal and university-level review/approval, and 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 Office of Finance and Research Administration.

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;
- 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;
- Working with the GSD's Office of Finance and Research Administration to draft a budget and budget justification as early as possible.
- Ensuring the deadlines for internal GSD review and University review are met.
- 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.

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. (Computer hardware, software, and other resources purchased on behalf of faculty via research funds remains the property of the School/Harvard.) 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 supplemental (summer) salary equal to one-ninth of a faculty member's academic salary (pro-rated for part-time faculty) 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. Supplemental salary requests are submitted annually at the beginning of the spring

semester for the subsequent summer. Current policy does not permit payments beyond a faculty member's base salary for research performed during the two academic terms. Fulltime faculty may request approval to "buy out" a course with funding from a grant on an occasional basis. If approved by Chair and Dean, the grant budget must cover 25% plus applicable fringe of the faculty member's salary for that year to buy out one of the three courses in the fulltime faculty workload. Course buyouts should be included in the grant budget at the proposal stage and reviewed/approved by Chair and Dean before a proposal is submitted. Once the grant is awarded, the faculty member should request the release from instruction for a specific academic year/semester through the usual leave request process. For additional information, contact the Faculty Affairs Office.

UNIVERSITY POLICIES RELATED TO RESEARCH

Information on University research policies can be found [online](#).

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 [online](#).

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 on the [Office of Technology Development](#)'s website. The IP Policy can be found [online](#).

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.

Policy on the Use of Harvard Names and Insignias

For details refer to [the Provost Office's Harvard Trademark Program online](#).

PROPOSAL PREPARATION AND CHECKLIST

So that proposal submission is not delayed, it is important that a complete proposal be submitted to 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 is a preeminent global design resource that provides the Graduate School of Design and the larger Harvard University with a robust platform for design research, teaching, and learning. It is the GSD's primary portal for information access, knowledge building, archival storage, retrieval, and acquisition. The Library supports and enhances the educational programs, curriculum development, and research programs of the GSD. The library is open to faculty, students, and staff of the GSD and other members of the Harvard community, as well as alumni/ae, visiting scholars and design professionals. The Library 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 . In addition, thousands of E-Resources are also available through the online catalogue [HOLLIS](#), which also includes the holdings of the entire Harvard University library system.

The staff in the library will help to make the most of the wealth of Harvard library resources. Research staff assist with research by offering an array of services, including individual and small group consultations. 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. Stop by the library or send an email to [Ask a Design Librarian](#). Most of the library's collections circulate 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. We also offer Harvard Direct, which allows books to be delivered from across campus to our library; Borrow Direct, which provides access to the Ivy Plus library collections, with delivery to our 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. 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.

Instructional Technology works collaboratively with faculty, staff and students to provide support and consultation for course sites - Canvas—Harvard's online Learning Management System—to create and improve web course materials, as well as other instructional technology and pedagogical tools. We also provide information technology solutions and equipment for patron and staff use within the library.

Special Collections includes rare books, the Le Corbusier Research Collection (both accessible through [HOLLIS](#)), archival collections of notable designers, our Materials Collection, and visual collections (which include digital images, photographs, lantern slides, GSD lectures). These are accessible through [HOLLIS](#).

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. You can find additional information about the various [libraries](#) in [HOLLIS](#).

COMPUTER AND INFORMATION TECHNOLOGY RESOURCES

[Information Technologies](#), under the direction of the Chief Information Officer, maintains a high-speed computer network connecting every office, classroom and student desk, wired or wirelessly throughout the GSD campus. 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 other platforms and services. 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.

The documentation on the GSD website is the authoritative source for most systems and issues.

See the Technology Guide at <https://www.gsd.harvard.edu/resources/technology-guide/>

Helpdesk, located in Room L19, lower level, is available to assist with 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, and using 'CANVAS', the Harvard web-based course management system. Email: <mailto:api@gsd.harvard.edu>.

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 visiting faculty, although there are shared resources made available by the individual departments. Faculty Affairs makes initial requests for newly hired faculty to be issued faculty computers, system access, software, etc. All requests for special arrangements, etc., should be made to Information Technologies (helpdesk@gsd.harvard.edu), and may require approval by a department chair or Faculty Affairs. Special requests for additional software or other special computer-related needs should be made to [Help Desk](#).

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. Additionally, computer hardware, software, and other resources purchased on behalf of faculty via research funds remains the property of the School/Harvard.

CLASSROOM TECHNOLOGY

Information Technologies can help with a wide range of digital media, projection, presentations, and equipment for classes. Email helpdesk@gsd.harvard.edu for more info. Please refer to the [Classroom Technology Guide](#) for information about equipment in our spaces as well as portable equipment options.

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 arts 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.

Computer Labs

The GSD does not maintain a dedicated computer Lab space, since each student is expected to bring a suitable laptop to school, and all classrooms are equipped with high-speed WiFi and digital Projector, or LCD display. GSD students have rights to use the well-equipped Computer Classroom in the neighboring CGIS building, accessible via underground tunnel from the GSD lower level.

Questions about software availability, special hardware, configurations, etc. should be directed to Information Technologies' helpdesk (email: helpdesk@gsd.harvard.edu).

GSD JUNIOR FACULTY DEVELOPMENT FUNDS

The School has established the following programs which provide research and professional development funds for a number of junior faculty.

Dean's Research Grant Program

Applicants may request up to \$10,000. Awards will be made annually on a competitive basis, totaling up to a maximum of \$60,000. The purpose of this grant is to offer support that benefits a faculty member's primary research (a faculty member's project). The GSD is well aware that research in a design school can take on very different manifestations, ranging from the contexts of the social sciences, the humanities, or engineering and the sciences. Design research can also take the form of formal, technical, material, typological, or representational speculations, just to name a few. Finally, research at the GSD can also include that which engages pedagogical innovation, if it is in the context of your primary research. The applicant's task is to convey with clarity and purpose your research project and how this funding will feed into that project. Particular consideration will be given to work that is leading to publication, whether as articles, catalogues, books, or the like. Consideration will also be given to research for uncompensated design production.

Design Innovation Grant

Many junior faculty have been involved in community or nonprofit based design projects that occasionally require some extra funding to supplement what are usually modest budgets provided by the organizers of these projects. Through the John Irving Innovation Fund, the GSD is able to provide approximately six awards per year of \$5,000 each to supplement these funds.

Annual Faculty Research and Professional Development Fund

Annual support will again be available from the Graduate School of Design to all full-time junior faculty. This funding is structured as an allowance that is administered by the Academic Affairs Business Office. Funds may be used for a variety of purposes that are tied to professional development, research needs, and individual advancement as faculty here at the GSD, involving clerical, student worker, and other support of scholarly and research activities, attendance at professional conferences, equipment purchases to support academic activities, site visits to improve teaching materials, etc.

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 AFFAIRS OFFICE

The GSD Faculty Affairs Office works with the School's academic leadership to build an outstanding faculty and to support the creation of an environment where GSD's gifted designers, scholars, and teachers can do their best work. They provide information and facilitation for appointments, promotions, professional development opportunities, leaves, retirement, visas, and other aspects of academic life. They manage faculty searches and the junior faculty mentorship program, and also provide support for non-faculty academic appointments including post docs and research associates.

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

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. Please refer to the [Guidelines of Instruction](#) for information on photocopying.

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. If the faculty have questions, they should contact the associate dean for information services.

Office Supplies

The academic departments of the GSD keep small quantities of office supplies for the use of faculty. These supplies are available in department resource rooms, or the department managers may dispense these supplies as needed.

Harvard Phone Services

Voting faculty will be set-up with Harvard Phone service (Cisco Webex), which allows for the integration of phone and voicemail via the including the [Webex App](#). Users can access the Harvard Phone account portal to set up phone features and voicemail options. A Webex “Getting Started” guide can be found [here](#). Please contact helpdesk@gsd.harvard.edu with any related questions.

Mail Services

Mailbox space for faculty is provided in the department offices. 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. If you have a question regarding keys, please contact [Barry Harper](#) in Building Services.

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. 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](#) provides safe, convenient, and reliable transportation throughout the Cambridge and Allston campuses. Detailed schedules and more information on the service are posted online at: <https://transportation.harvard.edu/harvard-shuttle>

OFFICE OF STUDENT AFFAIRS

Student Affairs oversees the student experience at the GSD, providing students with support and services conducive to a welcoming and accessible learning environment. Student Affairs includes admissions, financial aid, the registrar, student life, and career services. Professional staff in these functions work with prospective students and new admits, develop orientation, and oversee commencement, manage student and course registration, offer financial assistance and guidance, and are committed to providing career and professional development resources. Staff liaise with Student Forum leadership and student groups, provide wellness resources and activities, and serve as a resource for student accommodations, academic coaching, and GSD dormitory housing, all in support of the goal of a safe and healthy educational environment.

BUILDING FACILITIES AND SERVICES

Campus Buildings

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.

1 Bow Street

The Joint Center for Housing Studies is located at 1 Bow Street 3rd floor.

485 Broadway Street (Sackler Building)

The GSD uses the 2nd floor of Sackler for studio space, classroom space, and Faculty offices.

For general facilities inquiries contact: buildingservices@gsd.harvard.edu.

For facilities emergencies contact 24/7 Harvard Operations center, 617-495-5560.

Classroom Scheduling

All Faculty and their designated Core TA/TF have access to schedule classrooms for academic needs via online resource scheduler, SERT. To select space for your studio or course requests visit the **SERT** link (<http://sert.gsd.harvard.edu>) go to the menu and select, "CREATE A RESERVATION". When making the reservation please use your course number in the "Event Name". For assistance with SERT contact: rooms@gsd.harvard.edu.

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 arts 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.

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. For more information contact: helpdesk@gsd.harvard.edu or mediaservices@gsd.harvard.edu

Computer Labs

The GSD does not maintain a dedicated computer Lab space, since each student is expected to bring a suitable laptop to school, and all classrooms are equipped with high-speed WiFi and digital Projector, or LCD display. In Gund Hall, Room 111 and 516 are uniquely set up with extra wireless connectivity, to support in-class wireless computer use and instruction for larger classes (more than 20 students). GSD students have rights to use the well-equipped Computer Classroom in the neighboring CGIS building, accessible via underground tunnel from the GSD lower level.

Questions about software availability, special hardware, configurations, etc. should be directed to Information Technologies' helpdesk (email: 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 laser cutters, ZCorp, OBJet and Dremel 3DPrinters, 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. Dedicated 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. Full-time voting faculty and part-time voting faculty on an as-needed basis may request a Harvard phone line. Resources that are shared, such as licensed software, Multimedia equipment, Fabrication Lab, or other facilities, are not ordinarily available for personal use. Their purpose is to support instruction and research primarily within the GSD community. These resources should not be utilized by faculty, or by students working for faculty, for work related to the faculty member's practice or for any other business use.

On occasion, exceptions may be granted on a case-by-case basis for work directly related to faculty research, such as an exhibition or publication, or to a non-compensated competition. Faculty who wish to apply for an exception must first discuss the proposed work with the appropriate GSD responsible staff (e.g. Information Technologies / Library / Fabrication Lab / Building Services, etc.),

and then submit a written request for approval to the Associate Dean for Administration. If approved, the work performed must be completed by the faculty member or by an affiliate of the GSD employed by and under the supervision of the faculty member. This work must take place at agreed upon times and must not interfere with instructional uses. Faculty members are responsible for covering all costs of supplies and labor for any such use. (See USE OF SCHOOL FABRICATION RESOURCES for more specific information regarding Fabrication Lab facilities.)

USE OF SCHOOL FABRICATION RESOURCES

Fabrication resources at the GSD such as 3D printers, laser cutters, CNC routers and other equipment managed by the school's Digital Fabrication Lab are intended primarily for instructional and research use by the GSD community; these uses ordinarily have exclusive priority during the school year. For logistical, safety and compliance reasons, Fabrication Lab management have final say in all matters pertaining to the use of the facilities.

Faculty members directing students to make use of fabrication resources to satisfy course or degree requirements are expected to consult with Fabrication Lab staff in advance, to assess the resources available, safety and logistical considerations, training requirements, etc. (Some basic [Guidance for Faculty](#) is available on the Fabrication Lab website.) Some resources or proposed uses may require additional staffing or other expenses; such expenses must be covered by the faculty from course budgets or other external funds.

Fabrication resources may occasionally be used for work related to a faculty member's professional practice, but only if such use does not conflict with instructional use, and subject to the following:

- For incidental use, faculty members, or their representative, are expected to consult with Fabrication Lab management in advance, making sure that the proposed use is appropriate given the available resources, and that use will occur at times agreed to with, and conforming to any additional conditions required by the Lab management.
- For more than incidental use, faculty members should first consult with Fabrication Lab management to confirm that the proposed use is appropriate given the available resources, that training of individuals using the facility is sufficient, to identify any safety considerations or logistical issues such as material sourcing, storage, and disposal, and that use will occur following a schedule agreed to with the Lab manager. Faculty must then submit a written request to the associated Administrative Dean including the Lab management's approval, schedule, and any conditions agreed to. With approval, work must then be undertaken as agreed to, and completed within the agreed upon schedule.
- For any non-instructional use, faculty members must cover all costs for materials and labor, and are responsible for complying with the School's safety and other relevant policies related to use of spaces, materials, or equipment, along with any other conditions set by Fabrication Lab management.

All individuals directing use of, or making use of the Fabrication Lab and its resources are expected to be aware of and comply with [the Policies](#) that govern use of its spaces, equipment, and other resources, as well as fabrication activities that may take place outside of Lab spaces.

Additional Harvard Resources

[The Office of the Senior Vice Provost for Faculty](#) Harvard University
Richard A. and Susan F. Smith Campus Center, Suite 880
1350 Massachusetts Avenue
Cambridge, MA 02138

Phone: 617-495-9904

Email: svp_faculty@harvard.edu

Harvard International Office

1350 Massachusetts Avenue
Richard A. and Susan F. Smith Campus Center, Room 864
Cambridge, MA 02138

Phone: 617-495-2789

GSD Faculty Advisor: Anne Gardsbane (anne_gardsbane@harvard.edu, P: 617-495-7837)

Office for Sponsored Programs

Harvard University
1033 Massachusetts Avenue
5th Floor
Cambridge, MA 02138 USA
Phone: 617-495-5501

Office of Work/Life

3rd Floor, 124 Mt. Auburn St.
Cambridge, MA 02138
Phone: 617-495-4100
Email: worklife@harvard.edu

Harvard Campus Services

1350 Massachusetts Avenue
Richard A. and Susan F. Smith Campus Center, Suite 761
Cambridge, MA 02138

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 or gift 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. Faculty are strongly encouraged to use Harvard's preferred travel agencies due to negotiated discounts. Consult with the department administrator for specific details. Use of a Corporate credit card is the preferred method of payment for travel purchases. Faculty without a Corporate credit card will be reimbursed for out-of-pocket expenses. In both cases, a Travel Expense Report must be submitted within 30 days of the trip. The University requires that receipts be submitted for all

reimbursable travel expenses such as taxis, hotels, air or train fares, tolls, etc. 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.

For more information, see the Harvard University [travel policy](#) and [international travel guidance, information, and travel advisories for the Harvard community](#).

IDENTIFICATION CARDS FOR HARVARD AFFILIATES

Harvard Faculty are eligible to receive a Harvard ID Card which provides visual identification while on campus and access to various University services. You are responsible for having your ID card with you at all times while on campus and for keeping the card safe and in good condition. Instructions for obtaining an ID Card are available [here](#).

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 Affairs 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 "Supplemental Salary and Summer Employment," p. 33, 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 Human Resources website](#) and the [Faculty Benefits Summary \(PDF\)](#). For information on how to enroll in benefits visit the [Harvard University Benefits Enrollment](#) page.

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 webpage.

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 Affairs.

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.

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 with [Flexible Spending Accounts](#) (PDF).

OTHER BENEFITS

Commuter Choice Program

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. [Register online](#).

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's website](#).

Harvard Federal 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 HFCU](#) office nearest to the GSD is located at 104 Mount Auburn Street, Cambridge, MA.

Harvard Faculty Club

Located at 20 Quincy Street, the [Harvard Faculty Club](#) is dedicated to offering quality meeting, conference, function, dining, and lodging services to a broad constituency including Harvard Faculty, alumni/ae, professional staff, long service employees, members of the Cambridge business community, and their guests.

Childcare

Harvard University believes that access to affordable, high-quality childcare 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 childcare challenges of its faculty and staff. For additional information about Harvard affiliated childcare centers, childcare scholarships and other recourses visit the [Harvard Human Resource's website](#).

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.*

Fitness Programs

Access to Harvard's programs and facilities supports your overall [wellness](#) and provides essential opportunities to exercise, manage stress, and stay healthy. Facilities are convenient to campus and memberships are inexpensive.

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 <https://outingsandinings.harvard.edu/>

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. As of 2019, Harvard no longer sponsors visas for special students.

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.

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.

Student Inventions and Software Creations

The University Intellectual Property Policy 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).

Inventions, Patents and Copyrights

Harvard University's Intellectual Property Policy 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.

Please review [the University's Statement of Policy in Regard to Intellectual Property \(IP Policy\)](#) for full details.

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 on social media 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.

The full policy can be found at trademark.harvard.edu

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.

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.

Spray Paint

The use of spray mount or paint is permitted only in GSD spaces 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.

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, billystick, 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.

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.

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).

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.

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.

VII. APPENDICES

NAAB Statement on Accreditation (2014)

In the United States, most 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 professional degree programs in architecture offered by institutions with U.S. regional accreditation, recognizes three types of degrees: the Bachelor of Architecture, the Master of Architecture, and the Doctor of Architecture.

A program may be granted an eight-year, three-year, or two-year term of accreditation, depending on the extent of its conformance with established educational standards. Doctor of Architecture and Master of Architecture degree programs may require a preprofessional undergraduate degree in architecture for admission. However, the preprofessional degree is not, by itself, recognized as an accredited degree.

Corporation Statement on Outside Activities

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:

Statement on Outside Activities of Holders of Academic Appointments

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. [\[i\]](#) 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. [\[ii\]](#)

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. [\[iii\]](#)

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.

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.

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. [iv] 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). [v] 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.)

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 per cent 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. [\[vi\]](#)

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."^[vii] 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.^[viii] 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.

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. ^[ix]

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.

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.

[1]. *Stipulations Regarding Extra Salaries and Teaching, Research or Administrative Obligations of Holders of Academic Appointments ("Stipulations"), as voted by the President and Fellows of Harvard College, April 20, 1948, and as subsequently amended, 1962, 1973, 1976, 1989, and 1997.*

[2]. *Two provisions of the Stipulations that have continuing relevance but do not directly relate to outside activities have been reaffirmed in a separate Corporation vote (dated June 7, 2000) concerning extra compensation and summer salary.*

[3]. *Statement of Policy in Regard to Inventions, Patents, and Copyrights, as adopted by the President and Fellows of Harvard College on November 3, 1975, and amended on March 17, 1986, February 9, 1998, and August 10, 1998.*

[4]. *The following listing shows illustrative examples of such Faculty-based policies, adopted and amended from time to time: Arts and Sciences--Policies Relating to Research and Other Professional Activities Within and Outside the University, Guidelines for Research Projects Undertaken in Cooperation with Industry, and Statement of Policies and Procedures Governing the Use of Human Subjects in Research; Business--Report of the Outside Activities Committee (1986), and Advisory Statement on Guidelines for Outside Activities (1993); Design--Policy on Conflict of Interest and Commitment; Divinity--Policies Relating to Research and Other Professional Activities Within and Outside the University; Education--Policies Relating to Research and Other Professional Activities Within and Outside the University; Government (Kennedy School)--Statement of Policy on Conflicts of Interest; Law--Policy on Outside Activities and Guidelines for Reporting Outside Activities of Full-Time Faculty Members; Medicine--Statement on Research Sponsored by Industry and Policy on Conflicts of Interest and Commitment; Public Health--Policies on Conflict of Interest and Commitment and Guidelines for Research Projects Undertaken in Cooperation with Industry.*

[5]. *See, e.g., Section C3 of the Faculty of Arts and Sciences (FAS) Policies Relating to Research and Other Professional Activities Within and Outside the University, Category Ic of the Faculty of Medicine Policy on Conflicts of Interest and Commitment, and analogous provisions of other Faculty policies.*

[6]. *Harvard recommends that faculty use the Addendum to Consulting Agreement when entering into consulting agreements as a means of assuring that the consulting activity will not conflict with the faculty member's obligations under the University's Statement of Policy in Regard to Intellectual Property.*

[7]. See, e.g., *Section C1 of the FAS Policies Relating to Research and Other Professional Activities Within and Outside the University.*

[8]. See, e.g., *"Instructions for Meeting Federal Conflict of Interest Regulations" in FAS Principles and Policies That Govern Your Research and Other Professional Activities (September 1998).*

[9]. *Policy on the Use of Harvard Names and Insignias, as voted by the President and Fellows of Harvard College, February 9, 1998.*

Guidance on GSD Policy on Work Relationships (Nepotism)

The GSD nepotism policy is based on the University's policy on Work Relationships, as set forth in the Staff Personnel Manual.

The nepotism policy from the GSD Faculty Policies Handbook is as follows:

WORK RELATIONSHIPS (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.

Guidance: While the University and GSD policies allow married couples and other family members to work in the same department or school, strict protocols need to be observed. Members of the faculty cannot supervise or oversee the work of family members. Additionally, members of the faculty may not suggest that family members be hired as employees or consultants or appointed as ladder or visiting faculty, with or without pay, to the school. They cannot attempt to influence evaluations, salary, or promotions, and cannot have access to any information that pertains to evaluation and salary. Faculty should recuse themselves from any personnel decisions related to family members.

Some illustrative examples (by no means exclusive)

- Candidates for appointment to the faculty as part of a search process and who have relationships as defined by the nepotism policy must be individually evaluated and reviewed; no family member should be involved in any aspect of this process.
- If a candidate for a faculty position is hired through a search with the understanding that a family member who is a principal or partner in their firm be appointed to co-teach with them on occasion in the future, that is acceptable, as long as the chair of the department request the appointment and the dean approves it on each occasion.
- Married couples may be hired as annual or multi-year faculty on an independent equal basis assuming there is no opportunity for influence by a faculty member over decisions made about a family member.

Harvard University Staff Personnel Manual, Section 2, General Employment Policies: Work Relationships

1. Employing Family or Household Members

For the purpose of this policy statement:

- A. **Immediate family** includes husband and wife; son and daughter (including stepchildren); grandchildren; son- and daughter-in-law; parents (including stepparents); grandparents; father- and mother-in-law; brother and sister (including stepbrother and stepsister); and brother- and sister-in-law.
- B. **Household** includes individuals regularly sharing the staff member's residence.

Harvard University recognizes that members of a family or the same household may work in the same department or unit. However, in the interests of fairness and to avoid issues of favoritism or any potential conflict of interest, no employee may initiate or participate in, directly or indirectly, decisions involving a direct benefit to a member of the employee's immediate family, domestic partner or member of the same household. Direct benefits include, but are not limited to, hiring, salary and salary adjustments, promotion and work assignments.

Persons should not be employed in positions where they will be subject to the close supervisory authority of a member of their immediate family or household or where a member of their immediate family or household, in the ordinary course of business, makes decisions or plays a significant role in making decisions concerning their direct benefits. In situations where this policy would be applicable, but the department is large enough that decisions concerning direct benefits and supervision can be made without the participation of the immediate family or household member of the person employed, hiring and other employment decisions should be made on the appropriateness of the situation, without reference to this policy.

In some instances, the University's policy of preserving the confidentiality of records or other materials may make it inappropriate for a member of an employee's immediate family or household have access or perform duties pertaining to confidential records at the University. For example, it is usually inappropriate for someone to have access to records concerning the performance of a member of his or her immediate family or household.

While general responsibility for ensuring adherence to this policy must rest with those responsible for appointments and assignments, a particular responsibility for sensitivity to the potential conflicts falls on those employees who work or expect they may work with family or members of the same household.

Employees who are interested in recommending family or household members for positions at the University should refer them to the local human resources contact. Exceptions to this policy, which applies to all categories of employment at the University, require the written approval of the appropriate dean or vice president.

If employees have questions regarding the application of this policy they should contact their local human resource office or the Office of Employee Relations and Policy.

2. **Consensual Relationships**

In cases where a consensual relationship exists between individuals in inherently unequal positions of authority, it is important that the person in the position of greater authority does not exercise any supervisory or evaluative function over the other person in the relationship. Accordingly, the person in the position of greater authority must notify his or her local human resource officer to evaluate the situation and ensure that alternate supervisory or evaluative arrangements are put in place.

Some schools and units may have stricter policies on consensual relationships, and this policy is not intended to displace such policies.

(Last updated: 04/19/2009)

Guidance from the General Counsel for Responding to Unwelcome or Unsolicited Communications

The Office of the General Counsel has produced guidance for responding to unwelcome or unsolicited communications [here](#) (protected by HarvardKey).

Guidance for Protecting Against Online Abuse and Harassment

The Office of the General Counsel has produced guidance for protecting against online abuse and harassment. Resources and information for the Harvard Community is available via the following [link](#).