

Graduate School of Design  
Harvard University

# Faculty Handbook

(updated April 22, 2011)

## 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<sup>1</sup>

#### *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.”<sup>1</sup> The Board consists of thirty members, often alumni/ae, elected, in groups of five each

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

year, to 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.

“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. He is a member and presiding officer of each of the faculties, and he is charged by the University statute to “exercise a general superintendency over all the university’s concerns.” The provost is responsible for fostering academic, administrative, and financial cooperation throughout the University.

### **THE ACADEMIC COUNCIL**

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

## **GRADUATE SCHOOL OF DESIGN**

### **THE FACULTY OF DESIGN**

Academic policies, required courses of study, and the granting of degrees are the responsibility of the Faculty of Design as a whole. Academic departments and the various faculty committees advise the general faculty on matters relating to the academic life of the Graduate School of Design. Appointment to the Faculty of Design entails responsibilities for instruction and research as well as academic administration. Voting members of the faculty are expected to attend all scheduled faculty meetings, which are held monthly and for which an agenda is normally distributed one week in advance. The voting members of the Faculty of Design are professors, professors in practice, adjunct professors, senior lecturers, adjunct associate professors, 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 faculty meetings but are nonvoting members. In addition to participating in faculty meetings, members of the faculty serve on schoolwide standing committees, such as the Dean’s Council, Review Board, Student Affairs Committee, and the Advanced Studies Programs Committee. Additional committees are formed for faculty searches and the completion of special assignments. From time to time, 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.

### **VISITING COMMITTEE**

The Board of Overseers (see section on Harvard University governance) 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 Design School's Visiting Committee at any one time may consist of approximately twenty 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 each year and meet with the dean, faculty, students, and staff.

### **EXECUTIVE COMMITTEE**

At the GSD, the Executive Committee advises the dean on all administrative policies and the operations of the School. Chaired by the dean of the Faculty of Design, the committee ordinarily includes the three department chairs as well as several additional senior faculty and the associate deans.

### **SENIOR FACULTY COUNCIL**

Members of the faculty holding positions as professor and professor in practice and the chairs of the academic departments, whether or not they hold such positions, serve as members of the Senior Faculty Council. Among its duties, the Council serves as the standing committee on appointments.

### **ACADEMIC DEPARTMENTS AND THE ROLE OF THE DEPARTMENT CHAIRS**

The academic departments of the GSD are responsible for advancing their academic fields and addressing the needs of their professions through instruction, scholarship and professional studies. The department chair has responsibility for overseeing instruction and faculty development, in both teaching and scholarship. 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. Each department takes the lead in appointing faculty in its field and conducts faculty searches, recommends new faculty appointments, and handles matters of faculty relations, including leaves, promotions, and terminations. Through the faculty assigned to them, the three departments offer the courses that constitute the curriculum for the students in all of the degree programs of the School. Each department chair is responsible for counseling and guiding faculty in both their teaching and scholarly activities. In addition to participating in faculty meetings and standing committees, faculty are expected to accept specific assignments by the department to which they are assigned under the leadership of the department chair.

### **ACADEMIC PROGRAMS AND THE ROLE OF THE PROGRAM DIRECTORS**

Each student is a degree candidate in one of the ten academic programs: MArch I, MArch II, MLA I, MLA II, MAUD, MLAUD, MUP, MDesS, DDes, 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. This includes student recruiting, review and admission of applicants, student advising, recommendation of required courses of study, coordination of instruction, approval of individual study and independent studios, determination of petitions for leaves, course substitutions or waivers, withdrawal from studio, and recommendation of degrees. Each department or ASP (see below) 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 staff in Student Services to address student concerns and morale.

### **ADVANCED STUDIES PROGRAMS COMMITTEE**

The Advanced Studies Programs (ASP) Committee consists of faculty from each of the three departments. This committee performs for the MDesS and DDes programs all of the functions described above under

“Academic Programs.” Additionally, a committee consisting of both GSD and FAS faculty is responsible for administering the PhD program.

#### **STUDENT AFFAIRS COMMITTEE**

One of the standing committees of the Faculty of Design, the Student Affairs Committee (SAC), consists of the program directors of the master’s degree programs at the GSD and the executive dean. It meets each semester to review and discuss policies relating to all students at the School and recommends changes to the Dean’s Council. Representatives from the Student Forum (see below) participate in the committee.

#### **STAFF**

Each school at Harvard has a full contingent of staff providing many of the services that in other universities are delivered more centrally. The staff at the GSD are organized into two divisions, headed by the executive dean and the associate dean for external relations. Functions reporting to the executive dean include: academic services (the staff in the academic departments), student services, faculty planning, human resources, exhibitions and publications, the library, computer resources, fiscal services, building services, and executive education. External relations includes development, the Harvard Design Magazine and communications. See Staff Organization chart in the Appendices.

#### **STUDENT FORUM**

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

## II. POLICIES GOVERNING THE FACULTY OF DESIGN

### FACULTY RIGHTS AND RESPONSIBILITIES

#### GSD POLICY ON OUTSIDE ACTIVITIES AND CONFLICT OF INTEREST

##### *Preamble*

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

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

Members of the faculty are urged to read the "Statement on Outside Activities of Holders of Academic Appointments" adopted in June 2000 by the Corporation of Harvard University, which is appended at the end of this chapter. The Corporation's statement explains carefully the rationale for the University's policies, which apply to all Harvard faculties. The following GSD-specific policies provide additional guidance, describe some common situations and problems that arise in the Design School 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*

- *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, Adjunct Professor, or Adjunct Associate Professor 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 full-time appointment serves as a principal investigator or in an analogous role should be administered through the University unless the dean has specifically granted an exception. More generally, such faculty may accept research appointments at another University or academic institution only with the dean’s advance permission.
- *Schedules for Teaching, Advising and Other Meetings.* Both full and part-time faculty members should adhere to the normal academic schedule for teaching and student advising. Classes should meet regularly during normally scheduled hours, except in the event of illness of the instructor. It is understood that on occasion instructors may have to reschedule classes because of other pressing professional commitments, but every effort should be made to avoid such changes and they should be very rare. Alterations in class schedules or cancellations for reasons other than illness must be approved in advance by the department chair and, if extending over a period of more than a week, by the dean. Similarly, each faculty member should take care to fulfill his or her committee and other administrative responsibilities and to participate in department and other faculty meetings consistent with his or her appointment.
- *Executive or Professional Position in a Firm.* Because the professional and academic accomplishments of some GSD faculty members are established primarily through excellence in design and to establish authorship and control of designs more clearly, such faculty members (both full and part-time) are allowed to hold professional or executive positions in a firm in their field. Faculty who hold such positions must exert special care, however, to ensure that their obligations and activities at the firm do not interfere with their obligations to the University. In addition to the obligations highlighted in the previous bullet, this means that full-time faculty members should not undertake management roles so demanding as to compete for priority with their responsibilities as faculty members. Time devoted to management activities, moreover, except as incidental to the faculty member’s own creative work, should be reported (to a fair approximation) under the rubric of Outside Activities.

## **CONFLICT OF INTEREST**

### *General Principles*

A faculty member has a conflict of interest when he or she has an existing or potential financial or other interest that might impair the faculty member’s independence of judgment in the discharge responsibilities

to the University or when he or she may receive a financial or other benefit from knowledge of information confidential to the University or any administrative unit within it.

Conflicts of interest can also arise if the financial interest or other gain benefits one of the faculty member's family or associates. Family members are parents, spouses, partners or children and an associate is another person engaged in a common enterprise with the faculty member. When potential conflicts exist, the faculty member should consult with his or her department chair or the dean to ascertain whether the putative conflict requires a change in the faculty member's course of conduct.

### *Guidelines*

The following are examples of potential conflicts of interest.

- *Research-related Enterprises.* The risk of conflict of interest, or appearance of conflict, can arise when a faculty member, family member, or associate (as defined above) has a significant financial interest in an external enterprise engaged in activities closely related to the faculty member's line of university research. The existence of such an interest does not automatically constitute a conflict. Where there are such interests, however, the faculty member is obligated to provide full and current disclosure and to seek the advice of his or her department chair and the dean.
- *Student Research.* The risk of conflict of interest arises when a faculty member directs students into a research area from which the faculty member, family member, or associate is likely to realize financial or other personal gain. The criterion for the selection and oversight of student research should be the educational benefit and interests of the student. When supervising student research, whether for academic credit or compensation, faculty should avoid the fact or appearance of exploitation or favoritism.
- *Studio or Course Topics.* The risk of conflict of interest arises if a faculty member designs a course or studio around topics from which that faculty member, family member, or associate is likely to realize financial or other personal gain. As with research, the concern in the design of a course or a studio should be the educational interests of the students. Faculty members should disclose to their department chair in advance any relationship that might raise questions of a conflict of interest about a course or studio. If the department chair perceives an actual conflict or significant potential for conflict, the dean should be consulted as well.
- *Employing Students.* Employing students in projects outside the School can be problematic. This is a particular concern when the faculty member involved may have responsibilities at the School that could pose a conflict of interest over such personnel. Work experience is valuable, but it is essential that the professional role and the academic relation be independent. For these reasons, a faculty member may not hire a student to work outside the school while the student is an advisee, or is enrolled in that faculty member's course.
- *Student Pay:* Faculty employing students under any circumstances, within or outside the School, must pay them in accordance with applicable laws.
- *Employing Other Faculty.* There is a risk of conflict of interest when faculty employ GSD colleagues of unequal rank in their firms, or when employees of such firms are candidates for recruitment to teach at the School. When a person in such a relationship is being considered for recruitment, renewal, or promotion, both the employing and employed faculty members have a responsibility to ensure that the review committee is informed at the beginning of the process. The senior faculty member in such a relationship should recuse himself or herself from all deliberations regarding this personnel action.
- *Work for a Student.* Because of the risk of conflict of interest, a faculty member may not work as a consultant for a student (currently enrolled or on a leave of absence with the expectation of



returning), or for an organization in which a student has significant influence or decision-making authority.

- *Use of School Resources.* The risk of conflict of interest arises when a faculty member uses the School's facilities or equipment for outside activities beyond a one-time incidental basis. For additional guidance, faculty members should consult the section on "Use of School Resources" in this handbook.
- *Intellectual Credit.* The risk of conflict of interest arises when a faculty member publishes work that includes significant intellectual or other contributions of students or faculty colleagues. Contributions of students or other faculty should be used only with their permission. The one exception to this rule is that, in cases where the contributions were made by students or colleagues in an employee capacity, either as part of a Harvard project or externally, the supervising faculty member is entitled to use the work. In all cases, including those where the contributions were made in an employee capacity, the faculty member should be sure to give appropriate credit—either for the specific contributions or for co-authorship of the work as a whole.
- *Disclosure and Recusal.* Where there is a risk of conflict of interest in an appointment, promotion, grading, award, grant or other University decision, the faculty member involved should disclose that risk. If there is a concern or risk that the faculty member could not be objective, the faculty member should recuse him or herself from the deliberations and decision.

#### *Use of University Identification*

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

#### *Reporting Procedures*

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

### **USE OF SCHOOL RESOURCES**

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

*See Appendix: Corporation Statement on Outside Activities*

## **UNIVERSITY-WIDE STATEMENT ON RIGHTS AND RESPONSIBILITIES<sup>2</sup>**

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, and advocate and publicize opinion by print, sign, and voice.

The university places special emphasis, as well, upon certain values that 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 property of the university or its members must also be considered an unacceptable violation of the rights of individuals or of the community as a whole.

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

No violation of the rights of members of the university, nor any failure to meet responsibilities, should be interpreted as justifying any violation of the rights of members of the university. All members of the community, students and officers alike, should uphold the rights and responsibilities expressed in this statement if the university is to be characterized by mutual respect and trust.

It is implicit in the language of the Statement on Rights and Responsibilities that intense personal harassment of such a character as to amount to grave disrespect for the dignity of others be regarded as an unacceptable violation of the personal rights on which the university is based.

## **NONDISCRIMINATION AND EQUAL EMPLOYMENT OPPORTUNITY**

On May 20, 1985 the President and Fellows of Harvard College adopted the following statement concerning the University's policy on nondiscrimination:

Harvard University's policy is to make decisions concerning applicants, students, faculty and staff on the basis of the individual's qualifications to contribute to Harvard's educational objectives and

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<sup>2</sup> On May 2, 1977, the President and Fellows of Harvard College voted that the Statement of Rights and Responsibilities, hitherto adopted on an interim basis, would continue in full force until further order of the Board of Overseers.

institutional needs. The principle of not discriminating against individuals on the basis of race, color, sex, sexual orientation, religion, age, national or ethnic origin, political beliefs, veteran status, or disability unrelated to job or course of study requirements is consistent with the purpose of a university and with the law. Harvard expects that those with whom it deals will comply with all applicable antidiscrimination laws.

The GSD not only endorses this policy statement, but also insists that every effort be made to ensure fairness and consistency in relations among its students, faculty and staff. Students who complain of discrimination follow a procedure described in the *Student Handbook*. Complaints by faculty or about faculty by others not members of the student body will follow the procedure outlined in the “Review Procedures” section.

## **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.

## **SEXUAL HARASSMENT**

Sexual harassment in the workplace is unlawful, and any retaliation against an employee for filing or cooperating in an investigation of a sexual harassment complaint is also unlawful. The GSD seeks to maintain a learning and working environment free from sexual harassment. In addition to being against the law, sexual harassment seriously undermines the atmosphere essential to the academic enterprise. Therefore, allegations of sexual harassment will be treated with the utmost seriousness and examined carefully and responsibly. This document outlines the procedures for responding to allegations brought against individuals holding teaching, research, studio critic, or other faculty appointments, full- or part-time, at the GSD. Guidelines for determining what constitutes sexual harassment follow.

### *Guidelines for Determining what Constitutes Sexual Harassment*<sup>3</sup>

Any member of the GSD community who believes that he or she has been sexually harassed, who has experienced problems involving unprofessional conduct, or who would like clarification or information on GSD complaint and resolution procedures is encouraged to speak with an appropriate officer of the faculty, such as the contact persons listed on page 17. There are specific procedures for resolving problems of sexual harassment and unprofessional conduct. These cover situations involving individuals of different university status and individuals of the same university status. They range from informal counseling and mediation to formal procedures for disciplinary action. A written description of these procedures in cases involving students appears in the *Student Handbook*. The *Faculty Handbook* contains

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<sup>3</sup> Closely modeled on guidelines prepared by the Harvard University Faculty of Arts and Sciences.

procedures for complaints between faculty members. Complaints lodged against GSD staff members will be handled according to procedures outlined in the *Personnel Manual* or the contract with the HUCTW.

#### *Descriptions of Sexual Harassment*

The determination of what constitutes sexual harassment will vary with the particular circumstances,<sup>4</sup> but it may be described generally as unwanted sexual advances, whether or not they involve physical touching; requests for sexual favors in exchange for actual or promised job benefits; lewd or sexually suggestive comments, jokes, innuendoes, or gestures; displaying sexually suggestive objects, pictures, magazines, or cartoons; commenting about or inappropriately touching an individual's body; or inquiries or discussion about an individual's sexual experiences or activities and other written or oral references to sexual conduct.

In the academic context, the fundamental element of sexual harassment is ordinarily the inappropriate personal attention by an instructor or other officer who is in a position to exercise professional power over another individual. This could involve an instructor who determines a student's grade or who can otherwise affect the student's academic performance or professional future, or a tenured professor whose evaluation of a junior colleague can affect the latter's professional life. Sexual harassment can also occur between persons of the same university status. An example would be persistent personal attention in the face of repeated rejection of such attention. Such behavior is unacceptable in a university. It seriously undermines the atmosphere of trust essential to the academic enterprise.

#### *Unprofessional Conduct in Relationships between Individuals of Different University Status*

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

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

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

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<sup>4</sup> For example, the guideline definition of the U.S. Equal Employment Opportunity Commission is as follows: unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment, when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance by creating an intimidating, hostile, humiliating or sexually offensive working environment.

### *Sexism in the Classroom*

Sexism in the classroom usually involves conduct by members of the teaching staff that is discouraging or offensive, especially, but not only, to women. Alienating messages may be subtle and even unintentional but they nevertheless tend to compromise the learning experience of members of both sexes.

Some teaching practices are overtly hostile to women. For example, to show slides of nude women humorously or whimsically during an otherwise serious lecture is not only in poor taste, but is also demeaning to women.

Other alienating practices may be simply thoughtless and may even be the result of special efforts to be helpful to women students. For example, it is condescending to make a point of calling only upon women in class on topics such as marriage and the family, imposing the assumption that only women have a “natural” interest in this area.

Consistent with principles of academic freedom, course content and teaching methods remain the province of individual faculty members. At the same time, faculty members should refrain from classroom or other behavior that focuses attention on sex characteristics in a context in which sex would otherwise be irrelevant.

A pamphlet on sexual harassment has been developed by students, in consultation with the Design School administration. It is distributed to all faculty annually.

## **REVIEW PROCEDURES FOR ALLEGATIONS OF FACULTY MISCONDUCT**

### *Preliminary Considerations*

- The importance, both in fact and in appearance, of thoroughness, fairness, objectivity and acting with reasonable speed.
- The importance of protecting the reputations of individuals and, to that end, maintaining confidentiality to the extent that it is appropriate and consistent with other obligations of the School.
- The need to protect the rights of the person alleged to have engaged in misconduct, including the right to be informed, with specificity at the appropriate time, of the allegations and the evidence in support of the allegations, and the right to be informed of the procedures to be followed.
- The need to protect the quality of the academic environment of the GSD from acts of unprofessional behavior.
- The importance of ensuring that the interests and the full obligations of the GSD faculty, both within and outside the University, are thoroughly considered.

### *Contact Persons*

*Discrimination.* A GSD faculty member who believes that any form of prohibited discrimination has occurred should bring the matter forward for review. The following persons have been designated Equal Opportunity Officers to handle faculty inquiries regarding discrimination: executive dean (Gund Hall, Room 422, 617-495-0774); department chairmen: Architecture (Gund Hall, Room 207, 617-495-2591); Landscape Architecture (Gund Hall, Room 409, 617-495-2573); and Urban Planning and Design (Gund Hall, Room 312, 617-495-9571).

In addition, inquiries concerning the application of nondiscrimination policies regarding race, color, national origin, age, sex, or handicap may be referred to the Regional Director, Office for Civil Rights, U.S. Department of Education, J.W. McCormack Post Office and Court House, Room 222, Post Office Square, Boston, Massachusetts 02108-4557.

*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: Architecture (Gund Hall, Room 207, 617-495-2591); Landscape Architecture (Gund Hall, Room 409, 617-495-2573); Urban Planning and Design (Gund Hall, Room 312, 617-495-9571); or to the Chair of the Review Board (see

below).

*Sexual Harassment.* Any GSD faculty member who believes that he or she is subject to, or is aware of, sexual harassment is encouraged to bring the situation to the attention of any of the individuals listed below. This should be done within thirty days from the date upon which a possible violation occurred, or from the time that the faculty member had knowledge of a possible violation, or from the most recent incident in a pattern or action. Contact persons: Executive Dean (Gund Hall, Room 422, 617-495-0774); Department Chairs: Architecture (Gund Hall, Room 207, 617-495-2591); Landscape Architecture (Gund Hall, Room 409, 617-495-2573); and Urban Planning and Design (Gund Hall, Room 312, 617-495-9571).

#### *Informal Review*

Possible cases of discrimination or sexual harassment are sometimes easier to resolve and correct when an informal atmosphere encourages people to identify the difficulty, talk it out and agree on how to deal with it. However, the suggestion that informal methods be employed in the first instance should not be interpreted in any way as suggesting that the School does not consider discrimination and sexual harassment to be serious offenses.

The contacted officer or faculty member will explore with the aggrieved party the various alternatives for resolving the matter. These may include, among other possibilities, an informal conference involving the aggrieved party, the subject of the possible violation, and one of the individuals listed above. Alternatively, the aggrieved party may ask the individual she or he sought out as an advisor to meet with the person accused of causing the problem. It may also be necessary to arrange for administrative changes, such as office reassignment, to alleviate the immediate effects of the behavior to which objection has been taken. The informal review will normally be completed within sixty days of the initial report of a possible violation to a contact person.

Throughout this informal procedure, any supervisory person contacted by an aggrieved individual will ordinarily hold information in confidence unless or until the initiating individual agrees that another party or parties may be informed to facilitate a solution. For example, if an individual requests administrative action that would reduce the incidence of contact or association with the individual objected to, the advising supervisor would first inform the latter, then seek assistance from the officer to whom he or she reports for the administrative relief sought.

#### *Initiation of Complaint*

If the complainant desires to submit a formal written complaint, he or she will first confer with one of the contact persons listed above and then submit a written complaint to her or him within thirty days of the conference. A formal written complaint may be avoided in cases of discrimination and sexual harassment if satisfactory resolution can be found through the informal approach described above. There may be cases when the informal approach does not satisfactorily resolve the complaint or when the aggrieved party may elect not to seek informal resolution. In such cases, and in all cases of research misconduct, it is expected that a written complaint will be prepared. The written complaint will specify the following:

- the full name and address of the person filing the complaint;
- the full name and address (if known) of the person or persons against whom the charge is made;
- a brief statement of the facts that support the allegation of a violation of GSD policy;
- the date or dates of the alleged acts or practices.

A copy of the charges will be mailed or delivered to the respondent (the person against whom the charges are made) and to the Review Board (as described below) by the contact person within seven days from the date upon which the charges are filed. The respondent may submit a written reply stating his or her response to the complaint to the Review Board within fifteen days of receipt of the complaint.

#### *Review Board*

The Review Board will be composed of six voting members of the Faculty of Design serving staggered three-year terms, of which 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.

The membership of the Review Board should also comprise the membership of the Screening Committee, as required by the University policy on "Procedures Concerning the Discipline of Officers."

All formal complaints and charges will be reviewed by a panel consisting of at least three faculty members normally selected by and from 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 on the panel reviewing the case in question, by written petition to the Review Board. For good cause as determined by the dean of the Faculty of Design, the challenged board member shall be replaced by action of the chair of the board.

(The Review Board referred to above is the same board from which panels reviewing charges of student misconduct are to be selected. In the case of faculty misconduct, the matter of rank becomes relevant; therefore, to avoid even the appearance of conflict of interest, panel members should be of no lesser rank than the faculty member charged with misconduct.)

#### ***Review Board Procedures***

*Investigation of Facts.* The panel may investigate the facts or may request that an appropriate nonpanel member investigate and report in writing. This process will normally be completed within thirty days of receiving the written statements from the complainant and respondent. Due consideration will be given to the privacy of all involved parties.

The respondent and complainant or their designees will be provided with the opportunity to review the written investigative report in the office of the non-voting member of the Review Board and to respond in writing to the dean within fifteen days from the date that the panel receives the report.

*Hearing.* The panel may hold a hearing, after notice of at least ten days to all parties, to consider further whether any violations of institutional policy have occurred. If the panel decides to combine the investigation and hearing procedures, the first hearing will be scheduled within thirty days of receiving the written statements from the complainant and respondent. Otherwise, the hearing will be scheduled within thirty days of completion of the investigative report. The hearing will not be open to the public. Participation will be determined by the panel. The complainant and the respondent may each normally bring an advisor to the hearing. A record of the hearing and file records of any proceedings brought pursuant to these policies will be kept by the Office of the Dean for a minimum of three years and will be considered confidential.

*Referral to University Hearing Committee.* If the Review Board determines that the case should receive further consideration, a University Hearing Committee shall hold hearings. The Hearing Committee shall consist of four members of the Faculty involved and three members of other Faculties of the University. It should be noted that no Faculty member who served on the Screening Committee (in the case of the Faculty of Design, the Review Board and the Screening Committee are synonymous) for a particular case may serve on the Hearing Committee for that case. Each Faculty is asked to choose by election or designation five tenured and two untenured members to serve as part of a pool available for duty on a Hearing Committee. The Faculty members of the University Committee on Rights and Responsibilities shall designate the Hearing Committee for a particular case from this pool.

*Report of the Panel.* If the Review Board determines that a referral to the University Hearing Committee is not called for, the panel will forward its findings and any recommendations to the dean. The panel's report will be supported by specific findings of fact and conclusions, including, wherever appropriate, a statement of the reasons for the recommendations. The panel's report will normally be completed within thirty days after the conclusion of the hearing. The panel will provide both parties or their designees with an opportunity to review its written report in the office of the non-voting member of the Review Board. Either party may submit a response to the dean within ten days.

*Miscellaneous.* Upon agreement of the complainant and respondent, the panel may waive any step(s) in these procedures. The panel may determine at any point in these procedures that, based on the information available, insufficient evidence exists to warrant further review or possible sanctions. The

panel will notify all concerned parties of this finding and consider the matter closed, except as provided in the “Appeal” section below.

*Decision.* The dean may request further information or assistance from the panel or other individuals. The dean shall then take whatever action he or she considers appropriate. The decision of the dean will be made within thirty days of receipt of the panel’s report and is final, except as provided in the “Appeal” section below. The dean’s decision shall be communicated to the parties in writing within fifteen days.

*Appeal.* All sanctions or other decisions (including denial of a hearing) are subject to appeal. An appeal may be directed to the dean within thirty days of the decision in question. Appeals will generally be granted only on the basis of new evidence or significant procedural error. The dean’s ruling on the appeal will be made in writing to all parties in the case in question within thirty days of the appeal submission. The dean’s disposition will be final.

*Disclosure.* The GSD is allowed to disclose the results of a disciplinary proceeding against an alleged perpetrator of a crime of violence to the alleged victim of that crime without the prior written consent of the alleged perpetrator. In case of sexual misconduct involving violence, disclosure to the victim of the outcome of the review process against the alleged perpetrator is required.

The Review Board will be responsible for assuring that the dean’s decision is carried out.

## **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 a full-time tenured or junior faculty position. Individuals holding other positions in the faculty need be in Cambridge only during those periods when they are required to fulfill their designated academic responsibilities.

Except for the holidays and recesses defined below, members of the faculty shall be in residence at least one week before the beginning of classes in the fall through Commencement exercises in June, including the periods of instruction, reading, reviews and examinations—a period of approximately nine months. Summer employment by the GSD is offered for teaching in Executive Education or Career Discovery, or for sponsored activities.

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

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

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



## **COMMENCEMENT**

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

## **FACULTY WORKLOAD POLICY**

The following point system provides a guideline and an equitable way of accounting for faculty workload. It requires a full-time faculty member to earn eight points (six points for instruction and two points for administration) in a given year. The distribution of points is as follows:

- Three points for teaching a section of first year core in the MLA I and MArch I programs and for Elements in the MAUD/MLAUD and MUP programs. All other studios are assigned two points.
- Two points for a lecture course.
- One point for a seminar course.
- One point for serving as primary advisor to four doctoral students, or one-quarter point per student in the 2d or 3d year of study for DDes students, and the 3d, 4th, or 5th year for PhD students.
- One point for serving as thesis advisor for six to eight students in both their preparation and thesis semesters.
- Two points for normal faculty service or administration, including committee assignments, admissions, advising, independent study, and special projects. Special administrative assignments, such as department chairs and program directors, are not covered by these administrative points.

Points for courses taught by two or more faculty are split among the instructors.

## **VISITING FACULTY SCHEDULES**

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

This policy should generally be applied to visitors who are teaching a full lecture or seminar course.

## **SUMMER EMPLOYMENT**

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

## **LEAVES AND SHORT-TERM ABSENCES**

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

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

#### ***Short-term Absences from the GSD***

Short-term absences from the GSD during the school term, including during weeks of instruction as well as during the reading, review and examination periods, are subject to specific rules. All faculty members whose absence results in missing a class, studio, exam, review, or required administrative assignment including departmental faculty meetings must obtain approval in advance from the department chair. Faculty holding full-time appointments who will be absent from the GSD for a period not exceeding three days, assuming the absence does not involve missing a class, studio, exam, review, or required administrative assignment including departmental faculty meetings, need only tell the assistant to the chair where the faculty member may be reached during the absence. Absences for more than three days up to one week must be requested on the appropriate form a minimum of one week in advance and requires approval of the department chair and the dean. Absences for more than one week must be requested on the appropriate form a minimum of one month in advance and require approval of the department chair and the dean. Note that absences for more than one week may be subject to a reduction in salary. Part-time faculty members must follow their contractual agreements for teaching and administrative responsibilities, and approval for absences that conflict with those responsibilities must be obtained from the department chair and the dean a minimum of one week in advance.

#### ***Reminder:***

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

#### ***Extended Leaves Requiring Sustained Absence from Periods of Instruction***

##### ***Paid Sabbatical Leaves for Tenured Faculty***

Individuals holding the position of professor or professor in practice may be granted paid sabbatical leave for personal study or to conduct design and/or scholarly activities. 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. 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.

#### *Paid Release from Instruction for Junior Faculty*

Associate professors who have been appointed for a three- to five-year term may be granted, normally after two years in the position, a release from instruction to conduct scholarly or design activities that will be of significant benefit to academic careers. This option is *not* available to adjunct associate professors. Release from the full teaching load for one term, or from half of the load for one full year, may be granted or may be distributed over one academic year without reduction in salary. One term of teaching is the equivalent of three faculty workload points, as described on page 21. Individuals receiving such release remain in residence during the period and maintain their full responsibilities for administrative services and student advising. Obligations to thesis students must also 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 release from instruction.

Release from instruction may not be linked with a professional leave and does not extend the end date of the term of appointment.

The School will on occasion give to Assistant Professors the opportunity to take a half-term leave with full pay, or a full-term leave with half pay, for certain specific professional development activities sponsored by the School, with approval of the department chair and the Dean. This is an option after two years as Assistant Professor. Application for paid release shall be made a minimum of six months in advance, and the application shall explain how such leave may relate to the research interests of the faculty member. Recommendation by the department chair is required, and the release is subject to the approval of the dean.

#### *Unpaid Professional Leaves*

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

Recommendations by the department chair and the dean are required. Normally there must be three years of service at regular academic status since the previous unpaid leave or sabbatical. Unpaid leaves may not be granted for more than one year and may not be linked with sabbatical leaves, or, in the case of associate professors, with a release from instruction. Obligations to thesis and doctoral students must be fulfilled.

A second successive year of unpaid professional leave may be granted to tenured faculty only under unusual circumstances such as for national service or other reasons of strong public benefit.

Leave for more than two successive years will not be granted; resignation from the Harvard appointment is the only alternative to returning to regular academic status at the university after two successive years of leave.

Associate professors who have been appointed for a three- to five-year term are eligible for unpaid leave at the discretion of the department chair. Assistant professors are eligible to apply for unpaid leave after their third year of appointment.

During an unpaid leave, no contributions are made by the university to the retirement fund; however, health plan benefits, life insurance, and disability insurance may continue to be in effect provided the individual makes the arrangements in advance and continues to pay the same share of the costs for the

benefits that would have been assumed if the person were not on leave.

An extension to a junior faculty appointment may be granted for unpaid professional leave, up to a maximum of one year in the ranks of assistant and associate professor combined.

#### *Unpaid Personal Leaves*

The Family and Medical Leave Act of 1993 (FMLA) requires Harvard to grant eligible faculty up to twelve weeks of unpaid leave (to be taken and completed during a twelve-month period) for any of the following reasons: (1) to care for the faculty member's child within twelve months of birth, adoption, or the initiation of foster care; (2) to care for a parent, child, or spouse with a serious health condition; or (3) because the faculty member's own serious health condition makes the faculty member unable to perform his or her job. Faculty members and those holding professional research appointments are eligible for the provisions of FMLA if they have held at least a half-time appointment at Harvard for three consecutive months or more, except in the case of maternity leave eligibility, which begins immediately upon appointment. The university will continue to make the standard contribution to group health insurance during a leave covered by FMLA.

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

#### *Paid Medical Leave*

Any member of the tenured or junior faculty suffering from any temporary physical or mental impairment of health, including complications of pregnancy or childbirth, which prevents the fulfillment of normal duties may be entitled to paid medical leave of absence of up to six months, not to extend beyond the termination date of the appointment. Medical certification in support of the leave is required; approval by the dean is also required. If the illness is prolonged, use of the University Disability Plan should be investigated.

#### *Paid Maternity Leave*

Tenured and junior faculty may receive a paid eight-week leave from instruction and administrative responsibilities for pregnancy and childbirth. Alternatively, a program of relief from obligations for instruction, while maintaining advising and administrative responsibilities, can be tailored on an individual basis. This might include a release from teaching for one term or a reduction in teaching load over the academic year. The equivalent of one term of teaching is usually equal to three workload points, as described on page 21. Because personal circumstances vary in relation to the academic calendar, an individual is urged to consult, as early as possible, with her chair or with the Executive Dean.

If complications of pregnancy and childbirth should occur, such that the individual cannot fulfill her normal duties, she is ordinarily entitled to a paid medical leave of absence of up to six months, not to extend beyond the termination date of her appointment. The maximum amount of paid leave for both medical and maternity leave combined is six months. A request for a medical leave should be discussed with the executive dean and a written request sent to the dean with a copy to the department chair. The request should be accompanied by medical certification in support of the leave and approval by the dean is required. See below for extension of appointment for childcare responsibilities.

#### *Parental Leave*

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

#### *Part-time Option for Primary Caregivers*

Faculty who have full-time appointments and who are the primary caregivers for children or for sick or disabled parents have the option of reducing their time commitment to no less than .50 FTE for up to a maximum of two years. Salary and benefits will be adjusted proportionately, as will the term of appointment. For example, two years at .50 FTE would result in an extension of a junior faculty members' appointment by one year. A senior faculty member's eligibility for a sabbatical leave would be affected in that two years at .50 FTE would be equivalent to accruing one year at full-time toward such a leave.

A request for this part-time option must be submitted in writing to the department chair and to the dean. It should be requested as much in advance as possible, preferably at least four months.

#### *Extension of Appointment for Junior Faculty*

The maximum total time in service for an assistant or associate professor is eight years of active service plus two years of approved extension. Extensions are given for approved unpaid professional leave up to a maximum of one year in the ranks of assistant and associate professor combined and for medical leaves, or primary child care responsibility, as described below.

An assistant or associate professor whose appointment includes the possibility of reappointment or promotion and who assumes primary child care responsibility for a newborn or newly adopted child may be granted, upon request, an extension of his or her appointment. The extension must be granted at least twelve months before the expiration of the current contract and would be for one year per child for a maximum of two years. Normally, a maximum of one extension would be granted during the assistant professor term. The request for extension should be made on the appropriate form. Recommendation by the department chair is required, and the extension of term is subject to approval by the dean. A maximum of two years of extension can be granted to an individual, one for unpaid leave and one or two for childcare.

#### **SUMMARY: ELIGIBILITY FOR GSD FACULTY LEAVES**

	Professor/Professor in Practice	Associate Professor	Assistant Professor
Sabbatical Leave (paid)	after 12 terms in residence	n/a	n/a
Professional Leave (unpaid)	one term or one year	one term or one year	one term or one year, after 3 years residency
Release from Teaching (paid)	n/a	one term (Adjunct Assoc ineligible)	n/a
Maternity/Parental Leave (paid)	equivalent of 8 weeks	equivalent of 8 weeks	equivalent of 8 weeks
Medical Leave (paid)	up to 6 months	up to 6 months	up to 6 months
Personal Leave (unpaid)	up to 12 weeks	up to 12 weeks	up to 12 weeks

#### **OTHER POLICIES**

##### *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.

Smoking is not permitted anywhere at the GSD. Under terms of the Cambridge ordinance, the GSD is responsible for policing all nonsmoking areas within its buildings. Persons who smoke in nonsmoking 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 executive dean or the associate dean for administration.

#### *Alcoholic Beverages*

Alcoholic beverages may not be served at faculty and 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.

#### *Illicit Drugs and Other Illegal Substances*

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.

#### *Ownership of Student Work, Intellectual Property Rights and Copyright*

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

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

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

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

If the work is created as part of an activity that is subject to an agreement between the University/GSD and a third party that contains provisions on copyright and the use of the work, rights will be allocated in accordance with the agreement. With respect to studios, it is general GSD policy not to enter into or approve agreements with sponsors of studios that directly or indirectly provide for the transfer of rights

in student work to a sponsor, beyond allowing use of the work as is customary in reports to the sponsor and displays relating to the project. In no circumstances will a transfer of rights, other than in connection with such customary uses, be approved without the written consent of each student contributor.

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

#### *Rights 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 individuals do not wish to have their picture in facebook or internal directories, they should 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 receiving degrees or awards.

Should permission be given, the university may distribute prints of all students and faculty receiving degrees or awards outside the university.

Images will not be distributed from this database for purposes of negative publicity or publicity that could endanger a member of our community.

#### *The Use of Harvard Names and Insignias*

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

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

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

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

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

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

For full policy, see <http://www.provost.harvard.edu/useofname/policy.html>.

#### ***Firearms***

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

#### ***Spray Paint***

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

#### ***Administrative Action in the Event of a Demonstration***

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

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

#### ***Action in the Event of a Bomb Threat***

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

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

#### ***Dogs and Other Pets***

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

#### ***Fire Alarms***

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

#### ***Invitations to Foreign Heads of State and Heads of Government, Cabinet Ministers, and High American Officials and Leaders***

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

#### ***Inventions, Patents and Copyrights***

Harvard University has an evolving policy on invention, patents and copyrights. This policy is governed by



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

GSD faculty is bound by this policy. The current text of this policy can be obtained from one of the associate deans at the School, or from the Office of Technology Development ([www.otd.harvard.edu/resources/policies/](http://www.otd.harvard.edu/resources/policies/)).

For more specific information on the following university-wide policies, see the Office of Technology Development at: <http://www.otd.harvard.edu>.

### **III. SPONSORED RESEARCH**

Harvard is a research-based university, and the Design School 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. Research funded by outside agencies is subject to the review, approval and budget procedures of the GSD and the University.

#### **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 corporation, foundation, or government agency. Projects can be funded by either grants or contracts and are normally subject to overhead charges by Harvard University and the GSD. Proposals for sponsored research must be discussed with the appropriate department chair and the Associate Dean for Administration and External Relations before being submitted.

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

Faculty may not accept grants or contracts on behalf of the GSD or Harvard University without prior written approval of the dean and the associate dean for administration and external relations. The GSD is not a legally incorporated entity and only the Office of Sponsored Research (OSR), acting for Harvard University, can commit the GSD to the terms and conditions of a grant or contract. The Office of Sponsored Research will assist faculty members who wish to seek grants or contracts for support of their work. Faculty members should first seek assistance from the GSD development officer responsible for corporation and foundation relations.

#### **ROLE OF PRINCIPAL INVESTIGATOR**

A principal investigator 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 principal investigator is solely responsible for the intellectual integrity of the work. Normally, a principal investigator must hold a full-time academic ladder appointment. Students and persons holding non-academic ladder positions normally may not be principal investigators.

Ordinarily, there must be one principal investigator. 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.

When preparing a proposal, the principal investigator is responsible for the following:

- drafting proposal narrative and budget;
- collecting letters of support and other requested supplementary materials;
- exploring additional funding possibilities when the sponsor specifies a matching or cost-sharing requirement; and
- arranging for final typing and copying of the proposal and its delivery to OSR.

Once an award is made, the principal investigator's responsibilities include:

- selecting personnel to work on the project and securing their appointment;
- performing the work subject to the terms and conditions stated in the award letter;
- supervising all work delegated or assigned to others;
- monitoring award-related expenditures and checking the accuracy of monthly financial statements; and
- completing any interim or final reports required by the funder.

## **HARVARD UNIVERSITY'S OFFICE OF SPONSORED RESEARCH**

The Office of Sponsored Research is the University's central administrative office responsible for sponsored projects in all faculties. It serves as the communication link between the University's research community and external sponsors. As such, it is the only official signatory for sponsored research proposals and awards on behalf of all faculties and departments in the University.

The Office of Sponsored Research distributes two publications: the bimonthly publication entitled *OSR Bulletin*, which contains brief descriptions of current funding sources and deadlines to all interested faculty; and the *Principal Investigator's Handbook*, which covers Harvard's policies relating to sponsored research, indirect costs, and proposal and budget preparation.

The Office of Sponsored Research is located in Holyoke Center, Room 440. This office also maintains a library of fundraising resources open to the Harvard community.

## **STEPS IN THE GSD'S PROPOSAL PROCESS**

- Discuss proposed research with department chair.
- Notify the associate dean for administration and finance at the GSD.
- Identify funding source(s).
- Draft narrative and proposed budget.
- Secure department chair's approval.
- Complete proposal and submit with required transmittal form (see Appendix).

## **BUDGETS: DIRECT AND INDIRECT COSTS**

All project budgets for sponsored research must reflect both direct and indirect costs. Direct costs are all salaries and benefits (including support staff), equipment, publication costs, supplies, services, space, telephone, travel, etc. Indirect costs are those expenses related to the performance of research that cannot be directly or easily assigned to specific projects, such as:

- building and equipment operation and maintenance (when direct costs for space are not included);
- university and departmental administration;
- library services; and
- use of existing equipment, software, data, etc.

The office of the associate dean for administration and finance will assist in the computation of indirect costs and the preparation of project budgets.

## **BUDGETS: SALARIES**

Current university policy permits faculty members to receive summer salaries equal to one-ninth of a faculty member's academic salary for each month worked, up to a maximum of three months, provided that the full costs are paid by external funding and the work has been approved by the University and the GSD. Full costs also include the percentage of the salaries appropriate for paying the University's fringe

benefit rate. Current policy does not permit payments beyond a faculty member's base salary for research performed during the two academic terms.

For additional information, contact the GSD's associate dean for administration and finance or the GSD development officer responsible for corporation and foundation relations.

**CONSULTING OR RELATED SERVICE AGREEMENTS CONTRACTED THROUGH HARVARD THAT INVOLVE UNIVERSITY FACULTY AND/OR PROFESSIONAL STAFF**

Access Adobe PDF file online at: [www.gsd.harvard.edu/adademic/pdf/consulting\\_agreement.pdf](http://www.gsd.harvard.edu/adademic/pdf/consulting_agreement.pdf)

**PUBLICATION POLICY**

Access Adobe PDF file online at: [www.gsd.harvard.edu/adademic/pdf/publication\\_policy.pdf](http://www.gsd.harvard.edu/adademic/pdf/publication_policy.pdf)

**GSD JUNIOR FACULTY DEVELOPMENT FUNDS**, see page 34.

**JUNIOR FACULTY COMBINED TEACHING AND RESEARCH APPOINTMENTS**

An appointment to an assistant or associate professor position may include a provision in which the faculty member dedicates a certain percentage of time to conducting research, normally under the auspices of one of the school's research centers. Annually, the percentage of time spent on teaching and on research activities will be clearly delineated. A memorandum of understanding will either be included in the initial appointment letter or added as an addendum any time after the appointment begins.

**UNIVERSITY POLICIES**

Information on university policies (see also section on "Other Policies", page 25), including inventions, patents, trademarks, conflict of interest and materials transfer can be found at the Office of Technology Development website: [www.otd.harvard.edu](http://www.otd.harvard.edu).

## **IV. RESOURCES AND SERVICES**

### **FRANCES LOEB LIBRARY**

The Frances Loeb Library opened in the newly completed Gund Hall in 1972. It was supported by a gift from John L. Loeb, SB '24, LLD '71 (hon), and is named in honor of his wife, Frances Lehman Loeb. The library was renovated in 1991 and most recently in 2000 to adapt to changing technology and programs. The library is open to faculty and students of the GSD and other members of the Harvard community, as well as alumni/ae, visiting scholars and design professionals.

Library staff members offer tours during registration week, and special tours and bibliographic instruction either for individuals or for specific classes can be arranged by contacting the head of public services. The collections currently number over 270,000 volumes of monographs, periodicals, and vertical file materials. A large part of the library's collections may circulate to faculty for term-length periods. Materials should be returned or renewed at the circulation desk at the end of each term; materials may also be renewed remotely through the library's home page, or by using a form available at the circulation desk. Books may be recalled earlier if requested by another reader, and faculty are required to return requested books.

Books and periodicals that are required reading for courses are placed on reserve for GSD courses each semester. Faculty members should submit reserve reading lists as early as possible before the beginning of each term and can do so at the circulation desk or via the web using forms on the library's home page.

The visual resources collection contains ca. 160,000 35mm. slides and 45,000 lantern slides, photographs, maps, plans, drawings, audiotapes, videotapes, and CD-ROMs. Slides can be found through VIA (Visual Information Access at Harvard, a web-based database which is part of HOLLIS), an in-house database and a card catalog in the department. The photographs, maps, plans, drawings, and audiotapes can be found using databases in the department, while CD-ROMs and videos can be found in the HOLLIS catalog. The department has viewing facilities for all materials, a slide scanner, a camera, and a copy stand.

The special collections department includes three components: the rare book collection of over 12,000 volumes of monographs, periodicals, and student theses; the Le Corbusier research collection of ca. 1,000 volumes related to the life and professional work of the influential 20th century architect; and the 52 archival collections of original materials related to the professional practice of architects, landscape architects, and urban designers/planners. The department is open to faculty for their research and for support of their teaching, and the special collections librarian works with faculty to present materials from the collections to classes.

The library's home page is the starting point for a wealth of information (<http://www.gsd.harvard.edu/library/>). In addition to information about the library and its services, this is where you will connect to HOLLIS (Harvard On-Line Library Information System). The primary resource for finding books, periodicals, and electronic resources at Harvard is the HOLLIS catalog. In addition, HOLLIS points to numerous bibliographic tools, dictionaries, encyclopedia, news resources, including the Avery Index to Architectural Periodicals. Instruction in using these resources is available at the reference desk. Please consult with the librarian or the head of public services for more information.

### **UNIVERSITY LIBRARY SYSTEM**

In addition to the Frances Loeb Library, faculty may use any of the other 99 libraries of the Harvard University library system. These include Widener Library, the Fine Arts Library at the Fogg Museum, the Houghton Library for rare books and manuscripts, several botany, natural science, and engineering libraries, and the Map Collection in Pusey Library. For additional information about the various libraries in the University, refer to the "Libraries" link in HOLLIS.

### **COMPUTER RESOURCES**

The Computer Resources Group, under the direction of the assistant dean for information technology, maintains a high-speed computer network connecting every office, classroom and student desk throughout Gund Hall and 7 Sumner Road. Design-related software is made available on the network to all users, as well as access to e-mail, the Internet and the World Wide Web. All students are encouraged to bring their own personal computers to school, and in addition a small number of public workstations and printers, scanners and other equipment are available in locations throughout Gund Hall.

The Instructional Technology Group, located in the Loeb Library, can provide assistance and advice with respect to incorporating computing in course work, development of web sites, etc.

### **FACULTY COMPUTERS**

Voting faculty are provided with a basic computer and office software. Ordinarily, the School does not provide computers for part-time faculty or other visitors, although sometimes there are shared resources made available by the individual departments. All requests for faculty computers, special arrangements, etc., should be made to the director of computer resources.

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

Faculty are reminded that the School's computer hardware, software or other resources are dedicated to instructional purposes; use for any private, commercial or other non-school-related purpose is inappropriate.

### **OFFICE OF STUDENT SERVICES**

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

The registrar maintains students' records and provides faculty with class lists, grade sheets, and statistical information. The office provides students with transcripts, add/drop forms, and cross-registration forms for enrolling in courses at MIT or in other Harvard schools. The staff advises students on leaves and withdrawal and processes the appropriate paperwork. They also monitor students' progress and inform program directors and advisors of any students who have reached the warning or withdrawal threshold.

### **GSD JUNIOR FACULTY DEVELOPMENT FUNDS**

The School has established a program that provides research funds for a number of junior faculty. Approximately five awards of \$4,000 to \$6,000 each are available on a competitive basis. Faculty who wish to apply for these funds must file and discuss with their department chair a memorandum defining their research interests. They then submit a proposal to a committee that acts in an advisory capacity to the dean.

Each year, every junior faculty member has access to a fund that can be used for expenses related to their research and scholarly activity. (In academic year 2003–2004, the amount available is \$1,500 per faculty member.) For more information about either of these funds, contact the executive dean.

### **EXHIBITIONS AND LECTURES**

The schoolwide lecture program presents internationally prominent speakers in the design fields. They

are invited to share their work and ideas with the GSD community, thus providing insight into contemporary professional practice and scholarship. In addition, lectures sponsored by the academic departments feature both visiting critics and departmental faculty speaking about recent work or issues relevant to their field.

The GSD presents exhibitions that illustrate not only historic perspectives and contemporary projects, but also design approaches and issues. Faculty members are often involved on a curatorial level with the development of exhibition projects. As part of its commitment to design scholarship, the GSD publishes exhibition pamphlets and, occasionally, full-length catalogues in conjunction with exhibitions of the work of internationally prominent architects, landscape architects, and urban designers. The Currents Wall, adjacent to Piper Auditorium, is devoted to frequent exhibitions highlighting recent faculty work or faculty/student collaborations.

### **STUDIO WORKS**

Each academic year, an editorial group composed of GSD students, faculty, and staff produces *Studio Works*, a publication of student work from the previous year. The intent of *Studio Works* is to reflect and document the spirit and character of the studio through outstanding student work, student and faculty texts, dialogues, interviews, and candid photographs of “life in the trenches.” *Studio Works* is now available online (<http://www.gsd.harvard.edu/studioworks/>) and the book is published every spring.

### **HARVARD DESIGN MAGAZINE**

Published three times yearly by the GSD, *Harvard Design Magazine* explores a broad range of critical issues in architecture, landscape architecture, and urban design. Deliberately pluralistic, the periodical is intended for a diverse readership of scholars, practitioners, and generalists. The heart of each issue is a feature section focused on a theme (for instance, “Popular Places,” “Representations/Misrepresentations,” “Conflicting Values,” “Constructions of Memory,” “Design and Class”); the themes are defined broadly so as to encompass a range of disciplines and methodologies. The magazine also publishes substantive book reviews, portfolios of photographs and drawings, recent design projects chosen by guest critics/curators, and columns on buildings and landscapes. The magazine is distributed by MIT Press and sold in bookstores and on newsstands around the world; faculty, students, and alumni/ae of the GSD receive it gratis. In addition to scholars and architects from the United States and abroad, the editorial board of *Harvard Design Magazine* includes three members of the GSD faculty, representing the departments of the school.

The editors welcome and appreciate the advice and viewpoints of GSD faculty, and invite suggestions for articles.

### **FACULTY PLANNING OFFICE**

The GSD Office of Faculty Planning administers faculty payroll and benefits matters, manages searches to fill open faculty positions, coordinates the review and promotion of current faculty, and processes the appointments of all regular and visiting faculty.

### **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.

#### *Clerical Support*

The GSD provides faculty with typing and clerical support for preparation and reproduction of teaching materials and research proposals. Turn-around time will depend on staff workload. Generally, however, it

will be one to three days. Manuscripts or extensive course material should be scheduled in advance. The department administrator is responsible for overseeing the clerical and typing workloads. He or she will assist members of the faculty in determining how and when their work can be done. Normally, the clerical staff cannot provide extensive assistance with manuscripts unless there is funding from a grant.

#### ***Duplication Services***

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

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

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

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

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

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

#### ***Office Supplies***

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

#### ***Telephone***

The telephone numbers assigned to individual faculty ring directly in the faculty member's office. Most full-time faculty members have electronic voice mail so that callers can leave messages that can be retrieved later by the faculty member, either in his or her office or from a distant site.

Most part-time faculty do not have the voice mail option. Their phones will automatically ring in the department office after three rings. Messages will be placed in mailboxes.

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



telephone bill must be presented for reimbursement.

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

#### *Facsimile*

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

#### *Mail Services*

Mailbox space for faculty is provided in the department offices. Student mailboxes are located in the hallways. All outgoing university, US, and international mail is processed in the GSD mailroom, and each department or individual will be billed for postage. One's billing code should be included above the return address on the envelope(s) to prevent mailroom personnel from having to open returned mail and to assist with postage billing. Mail going to a University address can be sent without postage if clearly labeled UNIVERSITY MAIL or placed in interdepartmental envelopes.

Mail is normally picked up and delivered to Gund Hall and 7 Sumner Road between 11am and 12pm. Outgoing mail normally leaves the mailroom at 4:30pm, Monday–Friday. Harvard University mail leaves the mailroom by 9am, Monday – Friday. Stamped personal mail may be left in the outgoing mailbox in the department offices. The mailroom can advise on the most cost-effective way to send packages or overnight mail.

#### *Keys*

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

#### *Lost and Found*

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

#### *Security*

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

*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 29 Garden Street.

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

*Shuttle Service:* The Harvard Shuttle operates from 7:45am to 12:55am weekdays and 7:45am to 2:05am weekends from Memorial Hall to campus housing by the river and in the Radcliffe Quad, and to the Business and Law schools. A reduced schedule is in effect during the summer. Detailed schedules may be obtained on the shuttle or at <http://netope.harvard.edu/hos/ts>.

## **BUILDING FACILITIES AND SERVICES**

### *George Gund Hall*

Designed by Australian architect and GSD graduate John Andrews, Gund Hall houses the Faculty of Design and includes studio areas, lecture and seminar rooms, workshops and darkrooms, 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.

### *7 Sumner Road*

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

### *1033 Massachusetts Avenue*

Staff from the Center for Urban Development Studies, the Center for Design Informatics and the Office of Executive Education, are located at 1033 Massachusetts Avenue along with the Joint Center for Housing Studies.

### *Audiovisual and Photography Services*

Classrooms are equipped with carousel projectors. In addition, the Gropius Room on the lower level of the library and Piper Auditorium are equipped with fixed overhead digital projectors capable of projecting either computer images or video. A number of portable computer projectors, on carts, are available for sign-out and use anywhere within Gund Hall or Sumner Road. Faculty may designate a course TA to sign out, set up and return computer projectors. Check with Computer Resources in Gund 520 for specific inventory and procedures.

Other audiovisual equipment, such as a VCR and large-screen monitor, are available through Building Services, in GL30. Faculty are requested not to remove audiovisual equipment from other classrooms, as it is most likely there to be used by the next class meeting in that room. "Borrowing" equipment from other classrooms disrupts schedules and delays class starting times. The model room is used for photographing models and drawings. Model room users must supply their own film. The GSD has a 35mm camera and other photographic equipment (lights, tripods, etc.) for use within the room. There is a sign-up schedule outside the model room door that lists available times for use.

The darkroom may be used by faculty and students. To use the facilities, please see the presentation services coordinator in Gund 520. The GSD supplies chemicals and other darkroom equipment (enlarger, timers, filter, etc.). The user must supply paper and other special equipment.

On weekdays, the Presentation Services coordinator or a student assistant will unlock the door of the photography or model room and will generally be available for assistance. Monitors' hours are posted on the door. Call or visit the photography for information or to reserve equipment.

### *Computer Lab*

Gund 516 is equipped with 16 networked PC's and set up for classroom use. Reservations, configuration and policies are available directly from the Computer Resources Group.

### *Woodshop*

The GSD woodshop provides space, tools, and equipment for woodworking and model-making both for class and for individual projects. The shop is available to GSD students, faculty and staff during the academic year. Work being performed for classroom assignments takes priority over other work. No one will be permitted to use the shop alone. To ensure safety and to protect equipment, all those wishing to

use the shop must be certified by the manager of the shop. Certification to use the woodshop can be obtained by attending one orientation session held at the start of each semester. Woodshop hours will be posted on the woodshop door at the beginning of the fall semester. Faculty are advised to contact the woodshop manager when class projects will necessitate heavy student use of this facility. Tools may be signed out with a valid Harvard ID on a day-to-day basis for use within Gund Hall only. CAD/CAM facilities in GL40 are also available. Training in their safe use is required. Check the posted announcements in the room for times and contacts.

### **Use of School Resources by Faculty**

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

## **V. FINANCIAL INFORMATION AND BENEFITS FOR FACULTY**

### **REIMBURSABLE EXPENSES**

#### ***Food and Entertainment***

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

#### ***Travel***

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

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

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

### **IDENTIFICATION CARDS FOR OFFICERS OF INSTRUCTION**

Within one month following the start of a faculty appointment at Harvard, the faculty member will receive an ID card that identifies him or her as an officer of instruction. The cards are issued for library privileges, for application for membership at the Harvard Coop, for the Harvard Real Estate Office, and for other services that require proof of Harvard employment. The ID Office in Holyoke Center should be notified if a card is not received or if it is lost. Should a faculty member need an ID card immediately, one may be obtained from the ID Office by bringing a signed statement showing proof of employment. These statements are available from the GSD's Office of Faculty Planning.

### **PAYCHECKS**

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

### **EXTRA COMPENSATION**

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

## **MEDICAL, DENTAL, AND INSURANCE BENEFITS**

Full information about medical and other benefits for faculty can be found in pamphlets available from the Benefits Office in Holyoke Center. The following provides a brief summary of some benefits:

### ***Medical Plans***

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

When an appointment to the faculty is approved, a packet of information about health plans and other benefits will be sent to an eligible new faculty member. If a faculty member wishes to enroll in a plan, he or she must do so within thirty days after receipt of this information. Careful selection is important because it is possible to change plans or coverage only during specified annual open periods. Fees are deducted from the faculty member's paycheck. Questions should be directed to the Harvard University Benefits Office or the GSD's Office of Faculty Planning.

### ***Dental Insurance***

The University offers insurance coverage for dental expenses to faculty members who work at least 17.5 hours per week or earn at least \$15,000 per year. Certain part-time faculty will not qualify for this benefit.

### ***Health Services***

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

### ***Life Insurance***

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

### ***Disability Insurance***

Qualifying faculty members are eligible for coverage under the University's Total Disability Plan, which will guarantee a monthly benefit of 60 percent of his or her salary including social security, should he or she become disabled.

## **RETIREMENT**

The University contributes to pension funds for qualifying faculty members after one year of service. Qualifying faculty members may also participate in one or several tax-deferred annuity plans available through the University. Information about retirement benefits is available from the GSD's Office of Faculty Planning or the Retirement Programs Office at Holyoke Center, Room 672.

## **EDUCATIONAL AND MORTGAGE LOANS**

Tenured faculty members may be eligible for educational loans through Harvard University for their spouse or children, or for second mortgage assistance in the purchase of a primary residence. For information, contact the GSD's Office of Faculty Planning or the Faculty-Staff Loan Office at Holyoke Center, Room 548.

## **TUITION ASSISTANCE PROGRAM (TAP)**

Tuition assistance for Harvard courses, degree or non-degree, and occasionally for non-Harvard courses, is available to faculty employed at least half-time. For additional information, contact the TAP office, 617-495-9679.

## **FLEXIBLE SPENDING ACCOUNTS**

Eligible Harvard faculty can enjoy substantial tax savings by taking advantage of the Dependent Care Spending Account for dependent care costs and the Medical/Dental Spending Account for the payment or reimbursement of medical and dental expenses. For additional information, contact the GSD's Office of Faculty Planning.

## **OTHER BENEFITS**

### ***Housing***

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

### ***Parking***

Applications for parking privileges at the Broadway Garage on Felton Street, or other available parking facilities, may be obtained from Building Services in the basement of Gund Hall. Payments may be made either by check in advance or on a payroll withholding plan.

### ***Harvard Credit Union***

Savings and loan facilities are available to members of the credit union. Membership may be acquired by filing an application and purchasing at least one share (\$25) in person or by mail. The office is located on the ninth floor of Holyoke Center. Office hours are generally 9am to 3pm.

### ***Harvard Faculty Club***

Located at 20 Quincy Street, the Faculty Club provides breakfast, luncheon, and dining facilities, a cocktail lounge after 5pm, reception rooms, and catering services. The Faculty Club does not accept cash as payment. Presentation of one's Harvard ID is required to open a charge account. For additional information, call or visit the Faculty Club.

### ***Child Care***

There are a number of Harvard-affiliated childcare centers. Information and referrals are available from the Office of Work and Family, 2 Brattle Square (617-495-4100).

### ***Harvard's EAP (Employee Assistance Program)***

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

### ***Office of Work Life and Family Resources***

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

### ***Athletic Facilities***

Harvard athletic facilities for swimming, basketball, ice skating, indoor and outdoor tennis, rowing, and sailing are open to faculty members at regularly scheduled times. Information about athletic participation

fees and stickers for use of all facilities is available at the Athletic Ticket Office in the Murr Center at 65 North Harvard Street.

### ***Harvard International Office***

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

### ***MBTA Transit Pass Program***

Harvard offers a 40% subsidy on monthly bus, subway and combo (bus and subway) passes, as well as a 50% subsidy on monthly commuter rail passes. All faculty members are eligible to participate in the MBTA Transit Pass Program. The pass purchasing program is online: you can buy a pass without leaving your desk, and need only sign up once to have the pass automatically mailed to your home address every month. And, since payment is through pre-tax payroll deduction, you save even more money on top of Harvard's subsidy. Sign up online one month in advance in order to receive the next month's pass. For instance, October 1 is the last day to sign up for a November pass. To register for online purchasing, and for more information, go to [www.commuterchoice.harvard.edu](http://www.commuterchoice.harvard.edu).

### ***Harvard Outings And Innings***

This office provides discounts to theatres, museums, and other cultural events in the Boston area. Among the more popular discounts are two-for-one tickets at the American Repertory Theatre and discount tickets for movie theatres. Purchases may be made at the office at 9 Holyoke Street.

### ***Discount Purchasing***

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