

STUDENT HANDBOOK

2016-2017

HKS COMMUNITY STANDARDS, POLICIES, AND REQUIREMENTS



HARVARDKennedy School
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

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HARVARD Kennedy School
JOHN F. KENNEDY SCHOOL OF GOVERNMENT

Office of the Registrar
124 Mt. Auburn Street, Suite 165

www.hks.harvard.edu/registrar

Review of academic, financial, and other considerations leads to changes in policies, rules, and regulations. Harvard Kennedy School therefore reserves the right at any time to make changes, which may affect such matters as tuition and other fees, degrees, and programs offered (including the modification or possible elimination of degrees and programs), degree and other academic requirements, academic policies, rules pertaining to student conduct and discipline, fields or areas of concentration, and other rules and regulations applicable to students.

While every effort has been made to ensure that this book is accurate and up to date, it may include typographical or other errors. Changes are periodically made to this publication and will be incorporated in new editions. Do not assume that if something is not specifically prohibited in this guide it may be done.

IMPORTANT PHONE NUMBERS

All phone numbers' prefixes are 617-49

Emergencies	5-1033
Dean	5-1122
Academic Dean	6-1074
Alumni Programs	5-1394
Associate Dean, DPSA	6-8382
Senior Associate Dean, DPSA	5-1337
Building Services	5-1306
Career Advancement	5-1161
Course Assistants	6-2328
Course Materials Distribution Office	5-1372
Financial Services	5-1155
Forum Office	5-1380
Disability Coordinator	5-0860
Health Services Member Information	5-2008
Information (HKS)	5-1100
Information Technology	5-1344
International Students	5-1149
Library	5-1300
MPA Program Director	6-1100
MPP Program Director	6-8593
MPA/ID Program Director	5-7799
PhD Program Director	5-1190
Registrar	5-1155
Room Reservations	5-1366
Student Services	6-0905
Student Accounts	5-2739

Emergency procedures and assistance

When an alarm sounds in the school, exit the building immediately through the nearest exit. Move a safe distance from the building and avoid standing near building entrances to allow access for emergency personnel and vehicles.

Kennedy School Security		5-1330
Urgent Information telephone line		5-1033
University Police	Emergency	5-1212
	Non-emergency	5-1215
University Health Services for medical or mental health emergencies		5-5711

ACADEMICS

Academics form the foundation of the Harvard Kennedy School experience. This section provides important information about degree requirements, course registration, grades, and credits.

REQUIREMENTS

What are the graduation requirements for all students?

Important: Students are responsible for meeting all academic requirements of their degree program as described below.

Additionally, students must:

- Be in residence for the required number of semesters for their program. Being “in residence” is defined as attending classes on campus and successfully completing at least 12 credits each semester.
- Achieve a minimum grade point average of B
- Complete a degree application
- Have a zero term bill balance. Any student who leaves the university with an amount due on their student bill that is unpaid for 60 days or more may be subject to collection activities and may not be permitted to participate in the Commencement ceremonies or receive a diploma. The costs associated with collecting an unpaid account will be added to the student’s outstanding debt and must be paid in full before a degree will be granted.

What are my program’s specific requirements?

A complete listing of courses for each degree program’s core curriculum is available in the program’s section on KNet.

Master in Public Policy (MPP)

- MPP candidates must successfully complete the core curriculum, at least three electives in a Policy Area of Concentration (PAC) or concentration – one of which is the Policy Analysis Exercise (PAE) seminar – and other electives for a total of 72 credits.

Note: MPP students may not drop a core course or an approved core course substitute.
- Concurrent degree candidates must complete a minimum of 48 credits, including the MPP core and PAE. They must be in residence at HKS for three semesters.

- Joint degree candidates with Harvard Business School must complete at least 52 HKS credits, including the MPP core and PAE in addition to the Joint Degree Seminar in Years 1 and 2, and the Business-Government Integrative Course in Year 3.
- Joint degree candidates with Harvard Law School must complete at least 48 credits, including the MPP core during their first year at HKS and 12 additional credits after the first year. They must also complete a third-year seminar and, in their fourth year, an intensive writing module and an integrated writing project.
- Students who are exempted from one or more MPP core courses do not earn course credit toward graduation for those exemptions; they are still required to earn the minimum number of credits needed to obtain the degree by enrolling in the appropriate number of elective courses.

Master in Public Administration (MPA)

- Two-year MPA candidates must successfully complete at least 64 credits.
- Mid-Career MPA candidates must successfully complete the Mid-Career Summer Program and a minimum of 32 credits.
- All MPA students must take no fewer than 12 credits and no more than 24 each semester and are required to successfully complete (earning a B- or higher) at least one approved course (see the MPA KNet page for a course listing) in each of the following areas:
 - Economics and Quantitative Analysis
 - Management and Leadership
 - Political Thought and Institutions

Courses to fulfill these distribution requirements may not be taken pass/fail and must be counted as part of the 64 (or 32) credits required for graduation. A reading and research (RAR) course may not fulfill a distribution requirement.

MPA2 students must also successfully complete at least two courses from one of the Policy Areas of Concentration (PAC). An MPA2 student’s PAC and distribution courses may not overlap.

Concurrent MPA2 students must complete 48 credits, including one approved course in each of the three areas listed above. They must be in residence at HKS for three semesters.

Master of Public Administration in International Development (MPA/ID)

- MPA/ID candidates must successfully complete the core curriculum, the Second Year Policy Analysis (SYPA), and six electives for a total of 76 credits.
- Joint and concurrent degree candidates must complete 52 credits, including the MPA/ID core and SYPA. They must be in residence at HKS for three semesters.
- Students who are exempted from one or more MPA/ID core courses do not earn course credit toward gradu-

ation for those exemptions; they are still required to earn the minimum number of credits needed to obtain the degree by enrolling in the appropriate number of elective courses.

Doctoral Degree Programs

The PhD in Public Policy (PPOL) and PhD in Political Economy and Government (PEG) degree requirements are online at www.hks.harvard.edu/degrees/phd/ppol and www.hks.harvard.edu/degrees/phd/peg.

PPOL candidates officially register with and use the services of Harvard's Graduate School of Arts and Sciences (GSAS) Registrar after enrolling in the program. General information and guidelines are available from the director of the Doctoral Programs.

Joint and Concurrent students

Requirements for joint and concurrent students vary by school and program. Students may only pursue a joint or concurrent degree with HKS and one other approved graduate program. They may not receive credit for a cross-registered course at a professional school in the same field as their concurrent degree.

How many courses should I take each term?

The normal course load is 16 credits per semester or 32 credits per year, except for first-year MPP and MPA/ID students. To enroll in fewer than 12 credits or more than 20 credits, students must get permission from their program director before the add/drop deadline; additional tuition will usually be charged for more than 24 credits. All January courses count as spring credits only.

Are there courses that will not allow me to earn credit?

Yes, there are limitations to courses that can be taken for credit. No credit is granted for:

- Art, literature, or other general humanities courses
- Any undergraduate course other than languages
- Any course taken prior to registration in a HKS degree program, unless special permission is given at the time of admission
- Transfer credits
- Cross-registered field studies or practica

All non-HKS courses must be pre-approved for credit. Check the Office of the Registrar's KNet site for details.

What about languages?

Language courses may fulfill credits for graduation, depending on the degree program.

PROGRAM	MAXIMUM NUMBER OF CREDITS TOWARD GRADUATION
MPP	4
MPA2	4
Mid-Career MPA	4
MPA/ID	0

All language courses for credit toward HKS graduation must be taken at the Faculty of Arts and Sciences (Harvard College) and approved by your HKS program director. Language courses cannot be taken pass/fail unless the instructor indicates that all grades awarded in the class will be either pass or fail. Language petitions are due on or before the last ADD day of the semester. Candidates for the joint degree with HLS cannot earn language credits towards their degree.

Students may also take language courses for zero credit; however, grades for these courses will be recorded on academic transcripts regardless of whether credit will be awarded toward graduation. Regular add/drop deadlines apply.

What if I take a reading and research (RAR) course?

RAR courses are opportunities for students to work independently on a topic of interest. Independent research courses are at the discretion of faculty members who may accept or decline a student's request to have them supervise an RAR. Students may not be compensated for RAR research. The usual outcome of an RAR is a major research paper that is 25–35 pages. Faculty members are expected to meet regularly with the student to discuss the work in progress and are responsible for overseeing the completion of the RAR contract.

RARs may only be supervised by HKS faculty members who are either at the assistant or associate level, or are full professors or lecturers. Students who wish to work with Harvard faculty members outside of HKS must cross-register for an independent study and submit a petition to the HKS Registrar if they wish to earn credit for the course. Students are not permitted to complete RARs with non-Harvard faculty.

RAR courses are graded "SAT/UNSAT" only, and are taken for a full term for four credits. If a student earns an incomplete for an RAR, a faculty member must oversee its completion. Students may enroll in only one RAR course per term. Students must complete an "RAR contract," which is a formal agreement between the student and faculty member that outlines work the student must accomplish to receive credit. All RAR contracts must be submitted to the Office of the Registrar by the ADD/DROP deadline. Refer to the Registrar's Web site for details.

GRADES AND CREDITS

What is the HKS grading system?

HKS courses are graded A, A-, B+, B, B-, C+, C, C-, D, and E; a B average is a requirement for graduation. Courses with grades of E, UNS, INC, ABS, or AWD will not count toward graduation. A D is the lowest elective course grade for which a student can receive credit toward graduation. Instructors teaching reading and research courses will award either SAT (satisfactory) or UNSAT (unsatisfactory) grades; letter grades will not be awarded for these courses and a SAT grade will not be included in GPA calculation.

An HKS grade below B- is a failing grade for any required course or distribution requirement.

Individual grades will not be released by the Office of the Registrar to students. Unofficial transcripts may be viewed and printed through my.harvard.edu.

Incompletes

If a student does not complete the required written assignments for a course and does not have instructor approval, in writing, by the end of the semester's reading period, he/she will be awarded an incomplete (INC) in lieu of a letter grade. Normally, an INC is regarded as a temporary grade with a deadline to complete the coursework no later than the last day of the reading period of the next semester. To extend the deadline beyond the normal due date, students must file a Petition to Extend an Incomplete (with the Office of the Registrar), which must be approved and signed by the instructor. The instructor is under no obligation to grant either an INC or any further extension. Once the work is complete and a letter grade assigned, the instructor will submit a Grade Change Report form to the Office of the Registrar; the grade will be changed on the student's transcript. Grades or grade changes that are submitted after established deadlines are subject to approval by the Registrar. If the work has not been completed by the deadline or an extension has not been granted, the INC becomes a Permanent Incomplete (PI) and the course may not be counted towards graduation. Students who receive an INC for a cross-registered course should check with the host school's Office of the Registrar for its policy on INC grades.

Absent/Failure to drop (ABS)

Absence from a final exam

To receive credit for an HKS course with a final examination, students must attend the exam unless they are excused by the Registrar for serious illness or family emergency prior to the time of the exam; in this case, students must also inform their program director or the associate dean for Degree Programs and Student Affairs

(DPSA) of their expected absence. If a student is not excused and fails to sit for the exam, he/she will receive an ABS grade. This may be converted to a letter grade only if the student provides medical documentation that he/she was suddenly seriously ill at the time of the exam. In that circumstance, or if an excused absence, the student will be required to take a make-up exam scheduled by the instructor.

Failure to drop a course

Students who fail to submit a drop petition when dropping a course will receive an ABS grade. Students who receive an ABS or an E grade in two classes will ordinarily be required to withdraw without the possibility of readmission.

Pass/Fail

Students may not take courses on a pass/fail basis unless the instructor indicates that all grades in the course will be awarded as either pass or fail. Students who cross-register with other schools and are given the option of being graded on a pass/fail or letter grade system must select the letter grade option.

Auditing

Audits for HKS courses do not appear on students' records and are at the discretion of faculty members. Audits at other schools will not appear on students' academic records.

Cross-registered courses

Students must meet the grade requirements of the school in which the course is offered. See the Office of the Registrar's KNet page for details on cross-registration.

Grade changes

Students may not ask faculty members to review a final grade once it has been submitted to the Office of the Registrar unless there has been a mathematical miscalculation of the grade.

In addition to a grade, how are credits awarded?

Courses are awarded four credits for a term-length course and two credits for a module. There are also several courses labeled "Y;" typically, these courses are equivalent to four credits. They normally span the full academic year; meeting times vary. Students must complete both terms to earn course credit.

Other schools at Harvard use different systems to award credit. Students must understand how many HKS credits they will earn in a cross-registered course. Refer to courses.harvard.edu for the table of credit equivalencies.

SATISFACTORY ACADEMIC PROGRESS

Do I need to maintain a certain academic standard in order to graduate?

Yes, note the following:

MPP students

- Earn a B- or better in all required core courses, including Policy Area of Concentration (PAC)/Concentration requirements. Any grade below a B- in these courses is a failing grade.
- Earn a passing grade for the Policy Analysis Exercise and seminar
- Maintain a cumulative B average

NOTE: Students who fail two different core courses or the same core course a second time will normally be withdrawn from the school without the possibility of readmission.

MPA/ID candidates must:

- Earn a B- or better in all required courses, including the Second-Year Policy Analysis. Any grade below a B- in a required course is a failing grade.
- Maintain a cumulative B average

NOTE: Students who fail two different core courses or the same core course a second time will normally be withdrawn from the school without the possibility of readmission.

MPA (two-year and one-year) candidates must

- Earn a B- or better in distribution requirements; those courses must be included in the 8 or 16 courses required for the degree. Any grade below a B- in a required course is a failing grade.
- Maintain a cumulative B average

NOTE: Students who fail two different distribution requirements or the same distribution requirement a second time will normally be withdrawn from the school without the possibility of readmission.

Are there other academic requirements I will need to meet to make satisfactory academic progress?

Yes, see below.

1. Successfully complete at least 50 percent of attempted credits.
 - Example: an MPP student who completes 28 credits within 40 credits attempted at the end of the first year is considered to have maintained a successful pace of completion.

NOTE: Courses are not considered to have been completed satisfactorily if a student:

- Withdraws after the add/drop deadline
- Receives an incomplete grade
- Earns a C+ or below in a required course
- Receives a failing grade (i.e., C+ or below in a required course; E for an elective course)

2. Complete all degree requirements within a maximum of 200 percent of the required credits for the program of study.
 - Example: the MPP Program requires 72 credits. Students must complete those 72 credits satisfactorily by the time they have taken a maximum of 144 credits ($72 \times 200\% = 144$)

What if I can't maintain satisfactory academic progress?

Students who fail to maintain satisfactory academic progress will be placed on academic probation at the end of any semester during which they receive:

- Less than a B average cumulative in the requisite number of courses for their degree program
- C+ or below in any core course or distribution requirement course

Students will typically have until the end of the next semester exam period to remedy this situation. Unless there are unusual, compelling circumstances, failure to do so will result in required withdrawal from the program.

Students with financial aid should refer to the satisfactory academic progress and financial aid section on page 26.

What if I do not meet the academic requirements for graduation?

Students who do not meet the academic requirements for graduation by their anticipated graduation date may be required to withdraw from their program for a period of at least one semester. Readmission is not guaranteed, but students may petition through their program director to be permitted to return. If permitted, students will have only one additional semester to meet the academic requirements for graduation. Tuition will be charged per credit in this situation.

Policy on Commencement Participation

A student must complete all the requirements for his/her degree program to participate in Harvard and Harvard Kennedy School Commencement day activities, including the HKS diploma ceremony (see pages 3 and 4 for details). Students who fail to qualify for their degree in time for Commencement but are four credits (or fewer) away from satisfying the requirements may petition the Office of the Registrar for permission to participate in the HKS diploma

ceremony. If permission is granted, the student will not receive a diploma during the ceremony, but will instead receive an empty envelope while crossing the stage.

For students with outstanding term bill balances at the time of Commencement, the following rules will apply:

- Students who owe \$1,000 or more will not be granted a degree, given a diploma, or permitted to participate in Commencement
- Students who owe more than \$100 but less than \$1,000 will have their degree voted, but will not receive a diploma. Students in this category will be permitted to walk during Commencement and will receive an empty envelope.
- Students who owe \$100 or less will be granted a degree, awarded a diploma, and permitted to walk during Commencement.

REGISTRATION

I'm a new student. How do I figure out what to study?

Note: These guidelines do not apply to first-year MPP or MPA/ID students except for those exempted from one or more core curriculum courses.

During Orientation Week, students should take advantage of the many online resources for course information. Courses for all Harvard schools are listed on the university cross-registration Web site: courses.harvard.edu. In addition, descriptions of all HKS courses and requirements are available online.

Course evaluations are available at knet.hks.harvard.edu/DPSA/Courses/Evaluations/Forms/AllItems.aspx.

Faculty Advisors

During the first week of classes, students will meet with faculty members or senior administrators who serve as advisors. Students' advisors will be matched as closely as possible to their area of professional interest. Some advisors meet their students as a group; some meet individually. The counsel provided by a student's advisor will be one resource among many that he/she should consider in selecting courses.

What about international students?

International students must be in compliance with visa requirements and be registered with the Harvard International Office (HIO) prior to registering for classes. Failure to observe these regulations may result in withdrawal from the school.

International students should check with the HIO periodically as immigration regulations and requirements may change.

Once I've picked a course, how do I officially sign up?

Students officially register for courses at my.harvard.edu. Students are limited to 20 credits for online registration, including cross-registered classes. There is a designated period during which this online process is available; any student who fails to register during those hours may be assessed a late fee.

Students should review their course schedule online periodically to ensure that their registration is accurate.

At what time do classes begin?

Class start and end times are printed in the schedule produced by the Academic Dean's Office. Fifteen minutes are provided for students to move between classes. The times listed are the exact times classes are to begin and end. Students are expected to be seated in the classroom at the start time at HKS or a cross-registered school. Faculty members are expected to begin teaching at the start time; they are expected to cease teaching, and students are expected to vacate the room precisely at the end time.

How do I add or drop a course?

Refer to my.harvard.edu for instructions. Registration and add/drop deadlines are listed on the academic calendar on the Office of the Registrar's Web site.

Are there registration restrictions?

Students may not register in more than 20 credits of classes in any one semester without the approval of their program director.

Students may not register in two or more courses that meet at the same time, overlap in time, or have conflicting exam schedules.

It is each student's responsibility not to register in courses with conflicting exam times. The exam schedule is included in the schedule of courses. If an instructor indicates an exam is required and the time does not appear on the schedule, students should notify the Office of the Registrar. It is important to check exam schedules for cross-registered courses as well as HKS courses.

Enrollment restrictions are noted in the course descriptions in the course catalog. It is always advisable to have a back-up class choice. For details on the registration process, including bidding for over-subscribed courses, visit the Office of the Registrar KNet page.

Human subjects research requirements

If students are involved in a research project that involves human participants at any time during their degree program, including PAEs and SYPAs, they are required to obtain approval from the Committee on the Use of Human Subjects in Research (cuhs.harvard.edu), which serves as

the Institutional Review Board (IRB) for Harvard Kennedy School. This includes at least two requirements: completion of a training course; and submission of an application and any necessary accompanying documents. No research involving human subjects may proceed without prior approval from CUHS.

Is there a possibility that I'll be refused admission to a course?

Yes, if:

- You fail to meet prerequisite requirements
- You have prior preparation in the same area
- The course is oversubscribed or there are limitations on class size

What is the policy for 150-Y courses?

- 150-Y courses are one-year long and earn four credits
- They are available to MPP students only after they have completed their first year.

What is a “module” and when do I register for one?

Modules are two-credit courses that are six to seven weeks in length, and may be taken at any approved Harvard school. HKS modules are offered during four periods in the academic calendar (Fall 1, Fall 2, Spring 1, and Spring 2); dates at other schools will vary. Consult other schools' Web sites for information about their module periods.

Students should register for all modules they plan on taking during the term when they register online. After online registration, if places remain open in the second module period of each semester, students may submit an ADD petition prior to the module period ADD deadline. Modules may normally not be added after the second class meeting.

Module add/drop dates differ from full semester courses, so pay attention to deadlines.

Non-HKS courses

What steps do I follow to cross-register?

- 1 Check the Office of the Registrar's KNet page to see if the course in which you wish to register has been pre-approved. If not, submit a pre-approval petition to the Registrar.
- 2 Refer to the university cross-registration site (courses.harvard.edu) for instructions on how to submit a cross-registration petition to other schools.
- 3 Students are not permitted to take courses pass/fail unless the instructor indicates that all grades awarded in the course will be either pass or fail. If you cross-register to other schools and are given the option of being graded on a pass/fail or letter grade system, you must

select the letter grade option on your cross-registration form.

- 4 If you wish to drop a cross-registered course, you must submit a drop form through my.harvard.edu.
- 5 All cross-registered courses and grades will appear on your transcript whether or not you receive credit.

What are the general rules about cross-registering?

Only graduate-level courses related to public policy/public administration may count toward a student's degree unless otherwise specified. Students may cross-register for any graduate courses in Harvard's departments of economics, government, history, sociology, and social anthropology.

Students may cross-register for most courses at Harvard Business School, Harvard Law School, Harvard Graduate School of Design, Harvard T.H. Chan School of Public Health, The Fletcher School of Law and Diplomacy at Tufts University, and MIT Sloan School of Management.

To cross-register for all other courses, students must petition for approval. See knet.hks.harvard.edu/DPSA/Registrar/Cross-Registration/Pages/Degree-Credit-for-Cross-Registered-Courses.aspx for details and exclusions.

Note: MPA/ID students must receive approval to cross-register from their faculty chair or program director. They must also follow the same petition process as all HKS students to receive credit for courses not pre-approved.

Is there an overall limit to how many cross-registered classes I can take?

All students – except for joint HKS/HBS and joint HKS/HLS degree candidates – may cross-register for the equivalent of four credits per semester in residence for credit toward graduation, although cross-registered courses may be taken any semester. In other words, more than one cross-registered course can be taken at a time, but the total number cannot exceed the equivalent of one per semester of residency. Students may cross-register for additional courses, but they will not count for credit toward graduation.

When courses are listed jointly with other Harvard schools, they count as Harvard Kennedy School courses for all purposes as long as the HKS course number is used when registering.

If I'm taking a class at another school, whose rules do I follow?

Students are bound by the rules of that school, including registration; the only exception is the drop deadline, which is that of Harvard Kennedy School unless the other school's deadline is earlier. Cross-registration deadlines are listed on Harvard's course catalog Web site: courses.harvard.edu.

Students are responsible for knowing each school's guidelines. Different schools – even within Harvard – may have different calendars, different grading procedures, and different credit systems. While the credit will appear on a student's transcript reflecting the HKS equivalency (i.e.,

four- or two-credit course), grades will appear exactly as reported by each school's Office of the Registrar.

Attendance

All students must be on campus through the fall and spring exam periods.

Massachusetts law states: "Any student in an educational or vocational training institution, other than a religious or denominational educational or vocational training institution, who is unable, because of his religious beliefs, to attend classes or to participate in any examination, study or work requirement on a particular day shall be excused from any such examination or study or work requirement, and shall be provided with an opportunity to make up such examination, study or work requirement which he may have missed because of such absence on any particular day, provided, however, that such make-up examination or work shall not create an unreasonable burden upon such school. No fees of any kind shall be charged by the institution for making available to the said student such opportunity. No adverse or prejudicial effects shall result to any student because of his availing himself of the provisions of this section." Mass. General Laws Chapter 151C, Section 2B.

Consistent with the law, if conflicts are unavoidable and students must miss an hourly or mid-term examination for religious reasons, they will be offered an opportunity to make up the work.

It is the student's responsibility, however, to inform instructors in ample time to make other arrangements.

Absence from Classes and Exams

Students who must be absent for more than a few days or for an exam should inform their program director or the associate dean for Degree Programs and Student Affairs (DPSA) who will notify the appropriate faculty members. Absences are excused in the event of personal illness or family emergency. In those instances, absences from class will not count against a course's participation policy and students will be given an opportunity to make up any missed work. Travel for recruiting and research trips will not be excused and students may be penalized in accordance with class rules as articulated in the course syllabus. Extended absences may preclude receiving course credit at the discretion of the faculty member or program director. Students should refer to the "Grades and Credits" section of this handbook for details on being absent from a final exam.

Normally, any student absent from class for more than two weeks without approval from their program director will not receive credit for that course(s). Under these circumstances a grade of withdrawn (WD) will be given for each class from which the student has been absent.

Leaves of absence and residency requirements

After admission to HKS and until receipt of the degree, all master's degree candidates must be enrolled continuously in one of the enrollment categories described below. If a student does not enroll in one of the categories by the ADD deadline in either semester, he/she will be withdrawn for the semester.

Enrollment categories include:

1. Student in residence: All master's degree candidates are expected to be in residence for the duration of their programs (i.e., two-year students must be enrolled, registered in courses, and paying tuition for four semesters; one-year students for two semesters). All non-degree students are expected to be in residence for one full year and must pay full tuition. Full-time residency requires enrollment, attendance at classes on campus, and completion of at least 12 credits per semester. Students may not be matriculated in another school or institution while enrolled in HKS unless engaged in an approved combined degree. Exceptions to this policy must be approved by both the program director and the Registrar.

In rare cases when a student receives permission to attend part time, residency requires registration in, and successful completion of, eight credits per semester. Normally, part-time students may not register in more than 10 credits per semester.

2. Voluntary Leaves of Absence: Students who wish to interrupt their studies at any time before graduation may request a leave of absence for either one semester or an entire academic year. Requests for a leave of absence may be granted by the program director in consultation with other officers of the university, as appropriate. With respect to a voluntary leave of absence for medical reasons, the associate dean for Degree Programs and Student Affairs ordinarily will consult with Harvard University Health Services (which may consider information from the student's current and/or former health care providers, if made available by the student). Extensions of leaves for up to one year at a time must be requested in writing to the Registrar. Failure to request an extension of leave time or to obtain approval for an extension of leave time will result in a withdrawal, and it will be necessary to request readmission in writing from the Office of the Registrar stating reasons for wishing to return as well as plans for completing the degree. Readmission is not guaranteed. Students on leave will be charged an "active file fee" for each term, payable upon their return.

Students on leave are not considered to be working toward their degree.

3. Involuntary leave of absence: Under certain circumstances, a student may be placed on an involuntary leave of absence. An involuntary leave of absence is not a disciplinary sanction. However, an incident that gives rise to a leave of absence, whether voluntary or involuntary, may subse-

quently be the basis for disciplinary action. A student who prefers to take a voluntary leave of absence for medical reasons rather than to be placed on an involuntary leave of absence for medical reasons is ordinarily allowed to do so. Transcripts do not distinguish between voluntary and involuntary leaves of absence.

An involuntary leave of absence may be required for the following reasons:

1. Medical circumstances:

- (a) The student's behavior poses a direct threat to the health or safety of any person, or has seriously disrupted others in the student's residential community or academic environment; and
- (b) either the student's threatening, self-destructive, or disruptive behavior is determined to be the result of a medical condition or the student has refused to cooperate with efforts by Harvard University Health Services to evaluate the cause of the behavior. The decision to place a student on an involuntary leave of absence for health-related reasons is made in consultation with Harvard University Health Services (which may consider information from the student's current and/or former health care providers, if made available by the student) after an individualized assessment of all pertinent factors, such as: the nature of the student's conduct; the nature, duration, and severity of the risk; the likelihood of potential injury; and whether reasonable modifications of policies, practices, or procedures will mitigate the risk. However, reasonable modifications do not include changes that would fundamentally alter the academic program or unduly burden the school's resources or staffing capabilities or, with respect to the required level of care or monitoring, that would exceed the standard of care that a university health service can be expected to provide.

- 2. Alleged criminal behavior:** The student has been arrested on allegations of serious criminal behavior or has been charged with such behavior by law enforcement authorities.
- 3. Risk to the community:** The student allegedly violated a disciplinary rule of the school, and his or her presence on campus poses a significant risk to the safety of others or to the educational environment of the community.
- 4. Indebtedness:** The student's term bill is unpaid and the student has not made arrangements acceptable to the school to address the issue.
- 5. Failure to provide medical documentation of required immunizations.**
- 6. Unfulfilled academic requirements:** The student has not met an academic requirement and has not taken steps acceptable to the school to meet the requirement.

- 7. Failure to register:** The student has not registered as required at the beginning of each term.

The decision to place a student on involuntary leave is made by either the senior associate dean for Degree Programs and Student Affairs or the associate dean for Degree Programs and Student Affairs in consultation with other officers of the university, as appropriate. As noted above, in the case of an involuntary leave of absence for medical reasons, the school will consult with an appropriate person at Harvard University Health Services.

A student is notified in writing that he or she has been placed on involuntary leave. The student may petition the senior associate dean for Degree Programs and Student Affairs for reconsideration and may appeal a final decision to the dean of the school.

While on Leave of Absence

Any student who goes on leave of absence during the academic year is charged tuition and any applicable fees, including rent, to the end of the period in which he or she leaves. Students receiving scholarship or other financial aid should consult the Financial Aid Office concerning the financial implications of going on leave. International students should consult the Harvard International Office concerning their status.

The date a student goes on leave will affect the student's health insurance through Harvard. For details, review the Leave of Absence policy on the Harvard University Student Health Program (HUSHP) Web site hushp.harvard.edu/leave-absencewithdrawal or contact member services at 617-495-2008 or mservices@huhs.harvard.edu.

Libraries and other facilities normally may be used only by students who are currently registered. Students on leave may not participate in extracurricular activities. Exceptions to this rule must be specifically approved in advance by the school. If so instructed by the senior associate dean for Degree Programs and Student Affairs or the associate dean for Degree Programs and Student Affairs, a student on leave must remain away from the university campus.

Students going on leave are reminded that all degree candidates, whether currently registered or not, are expected to maintain a satisfactory standard of conduct.

Following an individualized assessment, the school may require students who are on leave for medical reasons to comply with a treatment plan during their time away.

Returning to School

A student in good standing on a voluntary leave of absence ordinarily may return by notifying the Office of the Registrar 12 weeks in advance of the start of any term, although it remains the student's responsibility to ensure that he or she has adequate time to complete the degree within the time limits established by the school.

Students who are not in good standing at the time a voluntary leave of absence was granted and students who were placed on an involuntary leave of absence must petition either the senior associate dean for Degree Programs and Student Affairs or the associate dean for Degree Programs and Student Affairs for permission to return to the school and must demonstrate that the circumstances that led to their leave have been satisfactorily addressed and they are ready to resume their studies. The decision whether to allow a student to return is made by the senior associate dean for Degree Programs and Student Affairs or such other person as the dean designates.

If the leave, voluntary or involuntary, was for medical reasons, the student must petition either the senior associate dean for Degree Programs and Student Affairs or the associate dean for Degree Programs and Student Affairs for permission to return to the school and must demonstrate that the circumstances that led to their leave have been satisfactorily addressed and they are ready to resume their studies. In addition, so that the school may conduct an individualized assessment of their circumstances, students on medical leave ordinarily will be required to consult with Harvard University Health Services (and to grant permission to Harvard University Health Services to obtain their treatment records and communicate with their treatment providers) so that a professional assessment of the student's stability and readiness to return can be shared with the school. Please also note that if the school learns of serious concerns about the health or well-being of a student who is away from school but not on a medical leave of absence, the school similarly may require the student to consult with Harvard University Health Services (and to grant permission to Harvard University Health Services to obtain their treatment records and communicate with their treatment providers) so that a professional assessment about the student's stability and readiness to return can be shared with the school. In all such cases, the decision whether to allow a student to return is made by the senior associate dean for Degree Programs and Student Affairs or such other person as the dean designates.

Any disciplinary matter must be resolved before a student on a leave of absence will be allowed to return and, if the student was required to withdraw while on a leave of absence, any conditions for return after a required withdrawal also must be satisfied.

Students returning from a leave who wish to apply for financial aid must notify the Financial Aid Office and file the necessary application forms by mid-April for the following fall term, and by October 1 for the following spring term. Late applicants cannot be assured that their aid will be available in time for registration payment deadlines.

Students who have been granted leave and who have borrowed money through Harvard must submit an annual loan deferment form to the Student Loan Office upon their return to Harvard. Deferment forms may be obtained through either the Student Loan Office or the Financial

Aid Office and must be completed and certified by the Registrar immediately following registration. Failure to file a deferment form upon return will cause payments to be due on loans and could affect future borrowing eligibility.

A student will not be allowed to register in the university again until all previous term-bill charges have been paid and no loan is in default.

Contracts for Enrollment

The school may condition a student's enrollment on certain terms or conditions, as set forth in a written contract between the school and the student, when the student's conduct or circumstances have caused heightened concerns about the student's safety and/or well-being and:

- a) the appropriateness of the student's continued enrollment; or
- b) the student's readiness to return to the Harvard community.

The contract may include, among other things, compliance with a medical treatment plan; regular consultations with health care professionals; communication with administrators; and limited disclosure of relevant medical information, on a need-to-know basis, such as compliance with treatment and restrictions on certain activities. The decision to require such a contract is arrived at in consultation with Harvard University Health Services after an individualized assessment of the nature of the student's conduct and circumstances and any other pertinent factors.

Completion of degree requirements

Students who do not complete their degrees within the designated time after matriculation (five years for two-year students, four years for mid-career students) must apply for readmission. Readmission is not guaranteed.

COMMUNITY STANDARDS

The school takes the principles set forth in this section very seriously; together they create a foundation for the responsible, respectful society that Harvard seeks to foster among its students, faculty, and staff. To this end, all students are expected to abide by the rules and regulations described below.

John F. Kennedy School of Government Diversity Statement

Harvard Kennedy School is committed to advancing the public interest by training enlightened leaders and solving public problems through world class scholarship and active engagement with practitioners and decision makers. This commitment, we believe, includes training our students to lead effectively across lines of difference.

That requires that our faculty, students, and staff be exposed to and understand a broad array of ideas, insights, and cultures. One crucial element involves attracting superlative people from diverse backgrounds and traditions who vary by their race and ethnicity, gender, gender identity, sexual orientation, socio-economic status, nationality, religion, physical and mental abilities, political philosophy, veteran status and intellectual focus. A second essential ingredient is the creation and maintenance of an atmosphere that welcomes new ideas – even unpopular and controversial ones – and encourages an effective and active exchange of views in an environment of mutual respect. The Kennedy School will work affirmatively to recruit a highly diverse group of students, faculty, and staff. It is committed to increasing the numbers of underrepresented minorities, particularly women and people of color. It will work to ensure that our appointments and selection procedures consciously identify and evaluate people from underrepresented groups. We will also strive to remove sources of unconscious bias.

The school will also develop a curriculum that deals with issues of diversity and encourages students and faculty to talk openly and effectively about difficult and highly charged issues. The school will provide professional support to faculty on how to teach these issues effectively. It will emphasize the powerful benefit of exchange of ideas. The school will seek to enlist students in efforts to make classrooms and classmates more welcoming of the unique ideas and insights that students from different back-

grounds and perspectives bring. And it will seek to correct situations where full and open exchange of ideas has been limited.

One of Harvard Kennedy School's greatest assets is its wealth and breadth of talent in the community. The school is committed to doing everything it can to increase that diversity even further and to take full advantage of the opportunities for training enlightened leaders and solving critical public problems.

Code of Conduct

The mission of Harvard Kennedy School is to train enlightened public leaders and to generate solutions to our most challenging public problems.

Achieving this mission requires an environment of trust, mutual respect, professionalism, and a commitment to truth, learning, and freedom of expression.

The Harvard Kennedy School community has agreed upon the following principles to accomplish this mission:

1. Respect for all members of our community and for the space we share.
2. Professional excellence and intellectual and academic rigor.
3. A disciplined learning environment, respecting different opinions and cultures and contributing to the understanding of all.
4. Accountability for actions inconsistent with this Code of Conduct.
5. Members of the community have a personal responsibility to integrate this code into all aspects of their HKS experience.

Professionalism

1. Come to HKS each day ready to interact and learn in a manner respectful of classmates, administrators, faculty, presenters, and employers.
2. Show up to classes and events on time, do not leave early, and be prepared.
3. Adhere to the rules and norms of the community.
4. Utilize the computer lab as a work site, not a social center.
5. Keep Harvard Kennedy School professional by adhering to the HKS PACT: Punctual, Accountable, Community-Learning Focused, and Technology Appropriate.

University-Wide Statement on Rights and Responsibilities

provost.harvard.edu/

university-wide-statement-rights-and-responsibilities

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

The rights of members of the University are not fundamentally different from those of other members of society. The University, however, has a special autonomy and reasoned dissent plays a particularly vital part in its existence. All members of the University have the right to press for action on matters of concern by any appropriate means. The University must affirm, assure and protect the rights of its members to organize and join political associations, convene and conduct public meetings, publicly demonstrate and picket in orderly fashion, advocate and publicize opinion by print, sign, and voice.

The University places special emphasis, as well, upon certain values which are essential to its nature as an academic community. Among these are freedom of speech and academic freedom, freedom from personal force and violence, and freedom of movement. Interference with any of these freedoms must be regarded as a serious violation of the personal rights upon which the community is based. Furthermore, although the administrative process and activities of the University cannot be ends in themselves, such functions are vital to the orderly pursuit of the work of all members of the University. Therefore, interference with members of the University in performance of their normal duties and activities must be regarded as unacceptable obstruction of the essential processes of the University. Theft or willful destruction of the property of the University or its members must also be considered as unacceptable violation of the rights of individuals or of the community as a whole.

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

the University community has the right to establish orderly procedures consistent with imperatives of academic freedom to assess the policies and assure the responsibility of those whose decisions affect the life of the University.

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

Interpretation

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

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

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

Non-Discrimination

It is the strong and consistent policy of the Harvard Kennedy School to treat all members of our community with respect, to provide an environment conducive to learning and working, and to ensure equal access to rights, privileges and opportunities without regard to race, color, sex, sexual orientation, gender identity, religion, age, national or ethnic origin, political beliefs, veteran status, disability, or any other legally protected category. Discrimination or harassment on the basis of these characteristics is inconsistent with HKS principles and policies. HKS expects that all those who interact with members of our community will comply with all applicable anti-discrimination laws.

Academic Code

In accordance with its mission to prepare individuals for public leadership, Harvard Kennedy School has a commitment and obligation to produce graduates who are ethical professionals. Integral to this training is the value of academic honesty. High standards reflect the school's academic integrity, foster a respectful environment for work and study, and provide an example of academic excellence for others. The Harvard Kennedy School

Academic Code is an integral part of the HKS Code of Conduct.

Principles of the HKS Academic Code

All students are committed to:

1. Doing their own work.
2. Citing ideas and words that are not their own in all assignments, e.g., any fact, phrase, or sentence from the Internet. Failure to do so may result in any of the full range of disciplinary actions (see pages 19 and 20).
3. Strictly following collaboration guidelines as set forth by instructors for each assignment.
4. Not doing another student's work or providing answers to another student.

All faculty members are committed to clarity for all work products with regard to:

1. Collaboration guidelines.
2. Requirements for citation in all written work.
3. Not changing assignments (numbers or due dates) previously stated in the course syllabus.

Exams

Exams are a means to assess individual knowledge and understanding. Except in the circumstances indicated below, no student should consult any person or resource other than him/herself. Questions of clarification should be addressed to the professor, course assistants, or teaching fellows.

If an instructor's guidelines differ from the explicit Harvard Kennedy School guidelines below, he or she should clarify them in writing.

In-class exams

- Closed-book exams: Students may not use any materials during their exam other than the exam itself, exam booklets, and scratch paper, unless given explicit permission by the instructor that other resources, for example calculators, may be used.
- Open-book exams: Students may use any approved materials for their exams including textbooks, notes, and other printed material. Professors may limit the materials acceptable for an open-book exam.

Take-home exams

Students may consult approved written or electronic resources for reference, but may not consult with any other person except the instructors, course assistants, and teaching fellows for that course.

Exam time limits

Students are expected to respect exam time limits. If an exam is scheduled for three hours, individual students should spend only three hours on the test. When time is called on an in-class exam, all students must put down their pens and pencils immediately or risk having credit denied for the last completed answer on the exam.

In some circumstances, exam time may be extended for individual students; however, they must seek the instructor's permission at least 24 hours prior to exam time.

Work Products

It is expected that all work products submitted at HKS, including drafts of papers, presentations and memos, must be researched and written by the student whose name appears on the document unless otherwise authorized. To be clear, it is only acceptable for a student to ask others to read written assignments and provide responses in these circumstances:

1. Tutoring or actual instruction: in this case, feedback is from faculty members, course assistant/teaching fellows (CA/TFs), and/or preceptors. While such instruction may give students direction for improving their writing and, using examples from the work itself, specifics for revisions, students should not expect that this instruction will provide extensive editing or correct errors.
2. Feedback from classmates: this should take the form of asking for general responses to the ideas expressed and/or the clarity of presentation. Classmates may make general suggestions about how to improve the assignment, but should not make specific revisions or corrections.

It is not acceptable for students to ask someone, either paid or unpaid, to:

1. Rewrite an assignment
2. Extensively edit or correct a written assignment to improve either the contents or the presentation
3. Translate any part of a written assignment

It is the expectation of every course that all work submitted will have been done solely for that course. If the same or similar work is submitted to any other course, the prior written permission of all instructors involved must be obtained. Submitting work used professionally or for another school also requires prior written permission from the HKS instructor. Failure to adhere to these rules is a violation of the Academic Code.

Using someone else's words or concepts without citation is a serious violation of the Academic Code. A student who submits work either not his/her own or without clear attribution to the original source, including the Internet, for whatever reason, will incur sanctions by the HKS Administrative Board, ranging from a warning to required withdrawal or expulsion from Harvard Kennedy School.

Collaborative Work

Harvard Kennedy School students must also recognize the ethical obligations that arise out of collaborative work assignments in some HKS courses. Work of this sort is frequently an integral part of the teaching process; the school expects students to further the learning and competence of their colleagues. Students should be careful to meet the conditions specified in a collaborative assignment.

Permission to collaborate on one assignment does not mean collaboration is permitted on any other assignment. Any student uncertain about those conditions should obtain clarification from the instructor. In general, students must fully disclose the contribution of others – including other students – to an assignment. Failure to comply carries an academic penalty and may result in disciplinary action against the students involved. A student who at any time has a question about these procedures should consult his/her instructor or program director.

Timing of Academic Misconduct

If an act of academic dishonesty is discovered after a student has received a degree, the case will be referred to the disciplinary officer.

Expectations for Conduct

Misconduct

It is the expectation of the school that all students, whether or not they are on campus or currently enrolled as degree candidates, will behave in a mature and responsible manner. This expectation for mature and responsible conduct also encompasses accountability for one's own well-being, including responsible decision-making regarding physical and mental health. Further, the school expects every student to be familiar with the regulations governing membership in the Harvard community set forth in this handbook. Because students are expected to show good judgment and use common sense at all times, not all kinds of misconduct or behavioral standards are codified here; other behaviors that violate the social norms of Harvard Kennedy School or Harvard University also may be subject to disciplinary sanctions.

The following behaviors are examples of conduct that may be subject to disciplinary sanctions: cheating, plagiarism, forgery or other forms of academic dishonesty; furnishing false information to university officials; and disruption or obstruction of teaching, research or other university activities, including occupation of a university building. Any of the following behaviors are also grounds for disciplinary sanctions: physical violence or abuse (including without limitation sexual assault); verbal abuse, harassment, coercion or other conduct that threatens the health or safety of any person; theft of or damage to property; violation of published university rules or federal, state, or local law on university premises or at university-

sponsored activities; and misuse or abuse of library or computer facilities. (Note that allegations of sexual and gender-based harassment, including sexual assault, are subject to specific procedures under Harvard's university-wide policy, as adopted by HKS).

Hazing

Hazing is prohibited by Massachusetts law and school policy. Students who are found responsible for hazing will be subject to disciplinary action by the school's administrative board ranging from admonition up to and including expulsion.

The Massachusetts hazing statute (M.G.L. Chapter 269, Sections 17, 18 and 19) states the following:

→ **Section 17.** Whoever is a principal organizer or participant in the crime of hazing, as defined herein, shall be punished by a fine of not more than three thousand dollars or by imprisonment in a house of correction for not more than one year, or both such fine and imprisonment.

The term "hazing" as used in this section and in sections eighteen and nineteen, shall mean any conduct or method of initiation into any student organization, whether on public or private property, which wilfully or recklessly endangers the physical or mental health of any student or other person. Such conduct shall include whipping, beating, branding, forced calisthenics, exposure to the weather, forced consumption of any food, liquor, beverage, drug or other substance, or any other brutal treatment or forced physical activity which is likely to adversely affect the physical health or safety of any such student or other person, or which subjects such student or other person to extreme mental stress, including extended deprivation of sleep or rest or extended isolation.

Notwithstanding any other provisions of this section to the contrary, consent shall not be available as a defense to any prosecution under this action.

→ **Section 18.** Whoever knows that another person is the victim of hazing as defined in section seventeen and is at the scene of such crime shall, to the extent that such person can do so without danger or peril to himself or others, report such crime to an appropriate law enforcement official as soon as reasonably practicable. Whoever fails to report such crime shall be punished by a fine of not more than one thousand dollars.

→ **Section 19.** Each institution of secondary education and each public and private institution of post secondary education shall issue to every student group, student team or student organization which is part of such institution or is recognized by the institution or permitted by the institution to use its name or facilities or is known by the institution to exist as an unaffiliated student group, student team or student organization, a

copy of this section and sections seventeen and eighteen; provided, however, that an institution's compliance with this section's requirements that an institution issue copies of this section and sections seventeen and eighteen to unaffiliated student groups, teams or organizations shall not constitute evidence of the institution's recognition or endorsement of said unaffiliated student groups, teams or organizations.

Each such group, team or organization shall distribute a copy of this section and sections seventeen and eighteen to each of its members, plebes, pledges or applicants for membership. It shall be the duty of each such group, team or organization, acting through its designated officer, to deliver annually, to the institution an attested acknowledgement stating that such group, team or organization has received a copy of this section and said sections seventeen and eighteen, that each of its members, plebes, pledges, or applicants has received a copy of sections seventeen and eighteen, and that such group, team or organization understands and agrees to comply with the provisions of this section and sections seventeen and eighteen.

Each institution of secondary education and each public or private institution of post secondary education shall, at least annually, before or at the start of enrollment, deliver to each person who enrolls as a full time student in such institution a copy of this section and sections seventeen and eighteen.

Each institution of secondary education and each public or private institution of post secondary education shall file, at least annually, a report with the board of higher education and in the case of secondary institutions, the board of education, certifying that such institution has complied with its responsibility to inform student groups, teams or organizations and to notify each full time student enrolled by it of the provisions of this section and sections seventeen and eighteen and also certifying that said institution has adopted a disciplinary policy with regard to the organizers and participants of hazing, and that such policy has been set forth with appropriate emphasis in the student handbook or similar means of communicating the institution's policies to its students. The board of higher education and, in the case of secondary institutions, the board of education shall promulgate regulations governing the content and frequency of such reports, and shall forthwith report to the attorney general any such institution which fails to make such report.

Sexual and gender-based harassment and sexual misconduct

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

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

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

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

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

Definitions

Sexual Harassment

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

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

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

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

Stalking

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

of people involved; and the context in which the conduct occurred.

Unwelcome Conduct

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

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

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

Gender-Based Harassment

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

Jurisdiction

This Policy applies to sexual or gender-based harassment that is committed by students, faculty, staff, Harvard

appointees, or third parties, whenever the misconduct occurs:

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

Monitoring and Confidentiality

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

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

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

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

Violations of other Rules

The University encourages the reporting of all concerns regarding sexual or gender-based harassment. Sometimes individuals are hesitant to report instances of sexual or gender-based harassment because they fear they may be charged with other policy violations, such as underage alcohol consumption.

Because the University has a paramount interest in protecting the well-being of its community and remedying sexual or gender-based harassment, other policy violations will be considered, if necessary, separately from allegations under this Policy.

Resources

University Resources:

Office of Sexual Assault Prevention & Response (*osapr.harvard.edu*)

HUHS Behavioral Health Services (*huhs.harvard.edu/services/behavioral-health*)

Bureau of Study Counsel (*bsc.harvard.edu*)

Harvard University Health Services (*huhs.harvard.edu*)

Harvard Chaplains (*chaplains.harvard.edu*)

Harvard University Police Department (*hupd.harvard.edu*)

Employee Assistance Program (*hr.harvard.edu/employee-assistance-program*)

Local Title IX Coordinators, other relevant policies, and complaint procedures:

HKS Title IX Coordinators

Deb Isaacson (students)

Suzanne Cooper (faculty)

Beth Banks (staff)

Sarah Wald (at large)

University Sexual Harassment Policies & Procedures (*hks.harvard.edu/about/title-ix*)

University Title IX Officer: Mia Karvonides

Outside Agencies:

U.S. Department of Education, Office for Civil Rights (OCR)

U.S. Equal Employment Opportunity Commission (EEOC)

Massachusetts Commission Against Discrimination (MCAD)

Alcohol and drugs

See *huhs.harvard.edu/services/alcohol-other-drug-services*.

Harvard promotes the health and well-being of its students and employees through its health services and other agencies. The unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees on Harvard property or as part of any Harvard activities are violations of university rules as well as the law. Possession, use, or distribution of certain nonprescription drugs, including marijuana, amphetamines, heroin, cocaine and nonprescription

synthetics; procurement or distribution of alcohol if anyone is under 21 years of age; and provision of alcohol to anyone under 21 years of age are violations of the law and Harvard policy. The university holds its students and employees responsible for the consequences of their decisions to use or distribute illicit drugs, or to serve or consume alcohol.

Further, it expects students and employees to create and maintain an environment for learning and working that is safe and healthy and encourages responsible conduct. The use of illicit drugs and the misuse of alcohol are potentially harmful to health. Because of the considerable health hazards involved in drug and alcohol use, administrative, medical, and psychiatric services for students having drug problems or difficulty controlling their use of alcohol are available on a confidential basis from the Harvard University Health Services (HUHS).

Any member of the university may make use of HUHS on an emergency basis, day or night.

Please note that Harvard University is not, and cannot be considered a sanctuary from the existing laws of the city, state, or federal government. Students are reminded that there are heavy penalties, including imprisonment, for possession or distribution of illicit drugs and for selling or delivering alcohol to, or procuring alcohol for, someone under 21. There are also serious penalties for anyone under the age of 21 who purchases, attempts to purchase, or arranges to procure alcoholic beverages or to misrepresent his or her age or falsify his or her identification with the intent of purchasing alcohol; anyone, regardless of age, caught falsifying a driver's license, selling or distributing false IDs; and anyone, regardless of age, who operates a motor vehicle under the influence of alcohol or drugs or with an open container of alcohol. There may be additional rules and guidelines concerning alcohol at HKS student events. Refer to the Student Life KNet site for information on alcohol policy for events supported by HKS.

State and local laws and regulations prohibit consumption of alcohol on public property or on property open to the public. The school may take disciplinary action when cases of this type come to its attention. While the school initially may respond to the use of illicit drugs, underage possession or consumption of alcohol, serving of alcohol to underage individuals, and over-consumption of alcohol with a warning and/or referral to health or counseling services, students should understand that violations of the school's policies set forth above, including without limitation a pattern of behavior in violation of these rules may lead to disciplinary action by the Administrative Board ranging from admonition up to and including expulsion. The Administrative Board will take serious disciplinary actions in any case involving the possession in quantity or the sale or distribution of drugs, or when cases of drug and alcohol use involve danger to individuals or to the community at large. The Administrative Board will also take serious disciplinary action in cases in which a student

falsifies his or her identification with the intent of obtaining alcohol; ordinarily the response for the production and distribution of false identification cards or driver's licenses is probation or requirement to withdraw.

Dangerous Weapons

Massachusetts criminal law prohibits persons (other than law enforcement officers), regardless of whether or not they have a license, from carrying a loaded or unloaded firearm or any dangerous weapon in a university building or on the grounds of the university without written authorization of the "board or officer in charge" of the university. Violations of the statute are punishable by a fine of no more than \$1,000 and/or imprisonment for not more than two years.

Disciplinary Actions

What happens if I've been charged with an act of misconduct?

After a case is brought to the attention of the associate dean for Degree Programs and Student Affairs (henceforth the "disciplinary officer"), he/she will consult with the faculty member(s) or other person(s) presenting the case and with the student(s) involved, and will collect written statements and supporting documentation from all parties.

If, upon review by the disciplinary officer and the chair of the Administrative Board (Ad Board) – a body appointed by the dean and composed of school faculty members and administrators – or his/her designee, there is inadequate evidence to suggest an infraction of the HKS rules to justify review by the Ad Board, the case will not advance.

If, upon review by the disciplinary officer and the Ad Board chair (or his/her designee), there is adequate evidence to suggest an infraction, he/she will schedule a meeting of the Ad Board.

When it convenes, the board will review all relevant materials and arrive at a conclusion as to whether there has been an infraction of the HKS rules and, if so, taking into account board precedent and any mitigating circumstances, what disciplinary action is warranted. The range of actions the Ad Board may take is outlined in the section labelled "sanctions" in this handbook. All decisions require a vote of at least 2/3 of the Ad Board members present at the meeting (provided there is a quorum).

Procedures for cases involving allegations of sexual and gender-based harassment

HKS has adopted the university-wide Sexual and Gender-Based Harassment Policy (University Policy) and has incorporated the university's Procedures for Handling Complaints Involving Students (University Procedures), including for purposes of student discipline. Harvard University's Office for Sexual and Gender-Based Dispute Resolution (ODR) has been charged with implementing the University Procedures, which include processes for

initial review, investigation, and determination of whether there was a violation of the University Policy.

When the school receives an allegation of sexual or gender-based harassment against a student, either directly or upon notification from ODR, the senior associate dean or associate dean for Degree Programs and Student Affairs will meet with the student respondent to explain, among other things, the disciplinary process that may take place following the issuance of ODR's final report, and the range of disciplinary sanctions.

When the alleged conduct is found to violate the University Policy, the school's Ad Board will consider the imposition of appropriate sanctions, as described below.

Regardless of whether the alleged conduct has been found to violate the University Policy, the Ad Board also will consider whether it violates other HKS rules and expectations for behavior. If so, the Ad Board will handle the case in accordance with its ordinary policies and procedures, as set forth above.

All members of the Ad Board will receive appropriate training in the handling and resolution of allegations of sexual and gender-based harassment. The respondent and complainant will be notified when a violation of the University Policy is referred to the Ad Board for consideration of discipline. Within three days of this notification, the respondent and complainant may each submit a written statement to the Ad Board solely for the purpose of addressing what, if any, sanctions each feels is appropriate. Neither is required to do so. The statements may not challenge the validity of the findings of fact and conclusions contained in the final report, and also may not introduce facts that could have been presented to the investigator or that conflict with any of the findings in the final report. The Ad Board will accept as final and non-reviewable the ODR report's findings of fact and its conclusions as to whether a violation of the policy has occurred.

Sanctions

After review of the facts and circumstances in any case of misconduct, the Ad Board may take the following actions:

- Charge dismissed
- **Admonition:** a formal rebuke to a student whose behavior violates the rules or standards of conduct of the community. An admonition does not become part of the student's official record.
- **Reprimand:** a formal rebuke to a student whose behavior violates the rules or standards of conduct of the community. A reprimand does become a permanent part of the student's official record.
- **Probation:** a strong warning to a student whose conduct gives serious cause for concern. Probation is a formal disciplinary action and becomes part of the student's official record. No student on probation may be recommended for a degree. Further, during the probation period, any further instance of misconduct will cause the Ad Board to seriously consider requiring the student to withdraw; except in very unusual cases. The duration and terms of probation are set by the Ad Board.
- **Requirement to withdraw:** action taken in serious disciplinary cases indicating that a student's behavior is unacceptable in the community. Requirement to withdraw is a formal disciplinary action and becomes part of the student's official record. Requirement to withdraw is ordinarily effective immediately upon vote of the Ad Board. The student's transcript will show a permanent notation that the student was required to withdraw. Students who have been required to withdraw may petition for readmission under terms stipulated by the Ad Board. If a student is required to withdraw for academic or disciplinary misconduct, all scholarship and grant assistance is forfeited and assistance will not be renewed for subsequent periods of enrollment even if a student is allowed to re-enroll.
- **Dismissal:** action taken in serious disciplinary cases whereby a student's connection with the university is ended by vote of the faculty members (the action taken by the Ad Board is a vote of requirement to withdraw with a recommendation to the faculty members that the student be dismissed). Dismissal is effective upon a 2/3 vote of the faculty members; a second 2/3 vote of the Ad Board and the faculty members is required in order for the student to return. If a student is dismissed for academic or disciplinary misconduct, all scholarship and grant assistance is forfeited and assistance will not be renewed for subsequent periods of enrollment even if the student is allowed to re-enroll.
- **Expulsion:** the most extreme disciplinary action possible. It signifies the student is no longer welcome in the community. Expulsion must be voted by the faculty members (the action taken by the Ad Board is a vote of requirement to withdraw with a recommendation to the faculty members that the student be expelled). Expulsion is effective upon a 2/3 vote of the faculty members. A student who has been expelled may not be readmitted. If a student is expelled for academic or disciplinary misconduct, all scholarship and grant assistance is forfeited.

ADDITIONAL POLICIES

From political activism to the proper use of the Harvard name and more, there are a number of policies that govern activity at the school and university. Students are expected to know and abide by the policies described in this section.

WHAT IS FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (“FERPA”)?

The Family Educational Rights and Privacy Act of 1974, as amended (“FERPA”) is a federal law that gives students certain rights with respect to their education records.

Education records

Harvard schools routinely maintain records for their students that describe and document their work and progress. These education records generally include records such as permanent and local addresses, admissions records, enrollment status, course grades, reports and evaluations, completion of requirements and progress toward the degree, records of disciplinary actions, letters of recommendation, and other correspondence with or concerning the student.

Access

To be useful, a student’s records must be accurate and complete. The officials who maintain them are those in charge of the functions reflected in the records and the offices where the records are kept. These ordinarily include the Registrar of the student’s Harvard school, and may include other institutional officials. All students have access to their own education records and may contribute to them if they feel there is need for clarification. Students wishing access to their education records should contact the appropriate officials at their Harvard schools. Ordinarily, students are asked to submit a written request that identifies the specific record or records he/she wishes to inspect. Access will be given within 45 days from the receipt of the request. When a record contains information about more than one student, the student requesting access may inspect and review only the portion of the record relating to him or her. Students also are not permitted to view letters and statements of recommendation to which they waived their

right of access, or that were placed in their file before January 1, 1975.

Students should direct any questions they have about the accuracy of records to the person in charge of the office where the records are kept. Should it be necessary, a hearing may be held to resolve challenges concerning the accuracy of records in those cases where informal discussions have not satisfactorily settled the questions raised.

Directory information

Ordinarily, a student must consent to the disclosure of information from his or her education record, though FERPA includes a number of exceptions. One exception relates to “directory information,” a set of elements from a student’s record that, under FERPA, may be made available to the general public.

The Registrars of Harvard College and of Harvard’s graduate and professional schools have jointly adopted a set of Common FERPA Directory Information Elements (the “Common List”). Individual Harvard schools may select any number of elements from the Common List when creating a school-specific definition of “directory information.” However, schools may not disclose as directory information data elements not included on the Common List.

At HKS, directory information means:

- Name
- Program
- Date degree received or date anticipated
- Date of attendance at HKS

Because Harvard University’s definition of “directory information,” includes all of the elements on the Common List, requests for directory information received at the university level rather than at the individual Harvard School level may result in disclosure of additional elements.

Students may opt out of public disclosure of directory information by requesting what is known as a “FERPA Block.”

Students who wish to put in place a “FERPA Block” must inform the school’s Registrar, in writing, of that decision. To ensure that their information is not published in the Harvard University Directory, students must submit a request for a FERPA Block by the fall term’s add/drop deadline. Students should be aware of the possible consequences of putting in place a FERPA Block, such as missed mailings, messages, and announcements, non-verification of enrollment or degree status, and non-inclusion in the Harvard Commencement booklet. Students who have previously chosen to put in place a FERPA Block may decide to reverse this decision, also by written request.

Other disclosures permitted under FERPA

In addition to permitting the disclosure of directory information, as set forth above, FERPA permits disclosure of educational records without a student’s knowledge or

consent under certain circumstances. For example, disclosure is permitted to Harvard officials with a legitimate educational interest in the records, meaning that the person needs the information in order to fulfill his or her professional responsibilities, including instructional, supervisory, advisory, administrative, academic or research, staff support, or other duties. “Harvard officials” include: faculty; administrators; clerical employees; professional employees; Harvard University Health Services professionals; Harvard University police officers; agents of the university, such as independent contractors or vendors performing functions on behalf of a Harvard school or the university; members of Harvard’s governing boards; and students serving on an official school or university committee, or assisting another Harvard official in performing his or her tasks. A student’s education record also may be shared with parties outside the University under certain conditions, including, for example, in situations involving a health and safety emergency. In addition, a Harvard School will forward a student’s education records to other agencies or institutions that have requested the records and in which the student seeks or intends to enroll or is already enrolled so long as the disclosure is for purposes related to the student’s enrollment or transfer.

If a Harvard school finds that a student has committed a disciplinary violation involving a crime of violence or a non-forcible sex offense, then it also may, if legally permitted and in the judgment of the Harvard school appropriate, disclose certain information about the disciplinary case. The disclosure may include the student’s name, the violation committed, and the sanction imposed.

Student Rights under FERPA

As set forth above, under both Harvard policy and FERPA, students and former students may inspect and review certain of their education records that are maintained by Harvard. They also have the right to: exercise limited control over other people’s access to their education records; seek to correct their education records if they believe them to be inaccurate, misleading or otherwise in violation of their FERPA rights; file a complaint with the U.S. Department of Education if they believe Harvard has not complied with the requirements of FERPA; and be fully informed of their rights under FERPA. Complaints regarding alleged violation of rights of students under FERPA may be submitted in writing within 180 days to the Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue, S.W., Washington, DC 20202-5920.

Details about the FERPA directory and block information can be found at security.harvard.edu/pages/resources under “Student Information” or policy.security.harvard.edu/files/it-security-2/files/ferpa_directory_information_advisory.pdf.

UNIVERSITY ACCESS TO ELECTRONIC INFORMATION

Harvard has established a policy that sets out guidelines and processes for university access to user electronic information stored in or transmitted through any university system. This policy is available on the Office of the Provost Web site: provost.harvard.edu/files/provost/files/policy_on_access_to_electronic_information.pdf. It applies to all schools and units of the university, including HKS students.

POLITICAL ACTIVISM

HKS understands students’ desire to make the world a better place through many avenues, including political action. There are some activities that are not permitted due to the nature or extent of their use of university resources or because they suggest that HKS itself has taken a political position. For example, it is not permissible to use the Harvard name or logos, or to use Harvard electronic platforms like listservs or Web sites to campaign or fundraise for a political candidate. Putting up a candidate’s campaign poster on campus is also not allowed.

USE OF HARVARD NAME

The University’s Policy on the Use of the Harvard Name and Insignias (trademark.harvard.edu/policy-on-use-of-harvard-names-and-insignias) provides that students may use the Harvard name (alone or in conjunction with the name of a specific school or unit) to identify any activity, individual, entity, or publication only with the approval of their dean or the Provost, except as follows: students generally are permitted to identify themselves in publications or other public activities with an accurate, specific affiliation (e.g. “John Doe MPP candidate, Harvard Kennedy School”) so long as this is done in a manner that makes clear they are students and does not imply university endorsement or responsibility for any particular activity, product, or publication involved.

Students also need permission to use the Harvard or HKS logo or insignia in any manner (see page 24 for information about the use of Harvard resources). Any student-group stationery that uses the Harvard Kennedy School name must identify itself on the letterhead as a student organization. The school expects that all students using social media platforms (for example, blogs, Twitter, Facebook, LinkedIn, YouTube, and Storify, among many others) with an account that reflects their affiliation as a Harvard or Harvard Kennedy School student, will use a professional, personal voice if posting primarily about Harvard or Harvard Kennedy School, and will clearly disclose their relationship to the institution. For instance,

a blog’s “about the author” page or a Twitter account’s description may contain language like “Student at Harvard Kennedy School.” Before posting students should think carefully about the impact their public posts could have on fellow members of the Harvard and/or Harvard Kennedy School community.

To review guidelines concerning the restrictions on the use of the Harvard or Harvard Kennedy School name or insignias (including logos, shields, and other official graphics), see apps.knet.hks.harvard.edu/sites/admin/resources/style-guide.

Details about messaging best practices are available in the Harvard Kennedy School style guide: apps.knet.hks.harvard.edu/sites/admin/resources/style-guide.

PETS

No pets are allowed on school grounds; however, service dogs – dogs that have been trained to do work or perform tasks for an individual with a disability, where those tasks are directly related to the person’s disability – are permitted on campus. Emotional support, therapy, comfort, or companion animals are not considered service dogs. Service dog handlers are responsible for their care and supervision, including without limitation toileting, feeding, grooming, and veterinary care. If a service dog behaves in a way that poses a direct threat to the health or safety of others, has a history of such behavior, or is not under the control of the handler, the animal may be excluded from campus. Service animals also may be excluded from campus if they are not housebroken.

MISSING PERSONS POLICY

As required under federal law, HKS immediately will refer to the Harvard University Police Department (HUPD) any report of missing persons involving a student who lives in on-campus housing. If any member of the Harvard community has reason to believe a student residing in on-campus housing is missing, he or she should notify HUPD immediately at 617-495-1212. If HUPD determines the student has been missing for more than 24 hours, within the 24 hours following this determination, the school or HUPD will:

1. notify an appropriate external law enforcement agency;
2. contact anyone the student has identified as a missing person contact under the procedures described below; and
3. notify others at the university, as appropriate, about the student’s disappearance.

In addition to identifying a general emergency contact person, students residing in on-campus housing have the option to identify confidentially a separate person to be contacted by Harvard in the event that the student is determined to be missing for more than 24 hours. Students are not required to designate a separate individual for this purpose; if they choose not to do so, Harvard will assume they have chosen to treat their general emergency contact as their missing person contact. Students who wish to identify a confidential missing person contact should notify the Office of the Registrar. A student’s confidential missing person contact information will be accessible only by authorized campus officials and law enforcement in the course of an investigation. If it has been determined that a student who is under 18 years of age and not emancipated has been missing for more than 24 hours, HKS or HUPD will contact that student’s custodial parent or guardian. Students are reminded that they must provide the Office of the Registrar with emergency contact information and/or confidential missing person contact information if they have not already done so.

STUDENT GIFTS

Gifts from a student to a faculty member are not permitted if the student is currently enrolled in a class taught by the faculty member. No gift presented by a student to a faculty or staff member may exceed USD \$50.

SAFE TRAVEL

Students traveling to another country with financial support from Harvard Kennedy School – and/or to engage in activities for which they expect to receive academic credit from Harvard Kennedy School – must sign an Assumption of Risk and General Release form prior to their travel.

The school reserves the right to withhold funding for travel to countries where a student might be placed in serious danger. Students should consider their travel plans carefully and assess risks, including by consulting the U.S. Department of State and Centers for Disease Control and Prevention advisories: travel.state.gov/content/passports/english/alertswarnings.html and www.cdc.gov/travel.

Students also should refer to Harvard’s Global Support Services (GSS) for risk ratings and other information and may wish to consult with GSS about their specific travel plans (www.globalsupport.harvard.edu). All students traveling internationally can obtain a Harvard Travel Assist membership card for medical emergencies and emergency evacuations, which can be used by individuals conducting student business overseas (i.e., PAE research, student internship work). This is not travel or medical insurance. Students must register their travel with GSS before travel-

ing: www.globalsupport.harvard.edu/travel-tools/harvard-travel-registry. Additional requirements about travel are available on the Student Life KNet site.

Admission Materials

Occasionally candidates for admission will make inaccurate or incomplete statements or submit false materials in their HKS applications. In most cases, these misrepresentations or omissions are discovered during the admission process and the application is rejected.

If a misrepresentation or omission is discovered after a candidate is admitted but before the candidate has registered, the offer of admission ordinarily will be withdrawn. If a misrepresentation or omission is discovered after a student has registered, or registered and completed courses, the offer of admission ordinarily will be rescinded, the course credit and grades will be revoked, and the student will be required to leave the school. If the discovery occurs after a degree has been awarded, the offer of admission ordinarily will be rescinded, and the course credit, grades, and degree will be revoked. The determination that an application is inaccurate or contains misrepresentations rests with the HKS Office of Admissions and the senior associate dean for DPSA, and will be resolved outside of the student disciplinary process.

Copyright Laws

Federal law prohibits the duplication of copyrighted manuals and software. Individuals who violate copyright laws and restrictions may be subject to disciplinary action and/or prosecution under federal law.

FORGERY

Students may not in any circumstance sign any other person's name or initials on coursework, any official form or petition, or any other document, official or unofficial. Students may not change any document after it has been approved or signed by the faculty adviser, instructor, Registrar, or other official whose approval is required or whose signature appears.

Selling Items at Harvard Kennedy School

There are several rules associated with selling items on the Harvard Kennedy School campus.

- Anything sold on the school premises must benefit the school or an organization recognized and/or supported by the school. Solicitations and subsequent donations for charitable organizations or relief drives will be considered on a case-by-case basis, provided they are sponsored by a recognized HKS organization or member of the HKS community.

- No one may sell an item that profits only that individual, even if that individual is associated with the school.
- Clearance must be obtained through the Office of the Registrar before organizing a sale.
- Graduation tickets may not be sold.

Use of Harvard Resources

Membership in the university affords students access to a wide array of resources, including, for example, one of the world's greatest libraries, extensive computing and network facilities, laboratories, and works of art and architecture of immeasurable value. Access to these resources makes time at Harvard a special privilege, and students have rights and responsibilities regarding their use.

To safeguard the integrity of such resources, the university relies on its students to use them with care, appropriately, and as authorized; to respect the rights of others who also have access; and to observe the rules granting access to, and use of, those resources. Harvard and its resources are not to be used by individuals for personal financial gain. Students may not use university or school resources (facilities, personnel, or equipment) to support individual businesses or other outside activities without authorization, or for any other purposes that are unrelated to the education, research, scholarship, and public service missions of the university. Students may not sell lecture or reading notes, papers, or translations from HKS classes. Failure to abide by the rules governing the use of Harvard resources ordinarily will result in disciplinary action.

STUDENT LIFE

In addition to academic decisions – which classes to take and how to cross-register, for example – there are many questions students have about the rest of the HKS experience. Continue reading for information on the resources and student services available.

USEFUL SERVICES

Academics

Where do I go if I need extra academic help outside Harvard Kennedy School?

One place to turn is the Bureau of Study Counsel (*bsc.harvard.edu*). Services are available on a limited basis for consultation on matters relating to studies. The bureau is located at 5 Linden Street Cambridge, MA and also offers tutoring in particular courses for a fee.

Communications Program

I need help with my public speaking and presentation skills!

The HKS Communications Program was designed with you in mind. Free to students, the program works closely with faculty members to identify oral and written communications competencies and offers workshops and one-on-one consultations with trained preceptors. hks.harvard.edu/degrees/teaching-courses/communications-program.

Library

The Harvard Kennedy School library is part of the Harvard university system of nearly 100 libraries and should be students' first resource; however, students may need to visit other Harvard libraries to use the broader historical collections for in-depth research. The HKS library supports the current teaching and research of faculty members and students and provides most of the readings required for courses as well as collections of the most useful current materials relating to public policy, management, and current affairs. Access to a range of electronic information resources is available from the library's Web site: hks.harvard.edu/library.

The library offers periodic orientations. Reference staff are also available to provide research assistance to individuals Monday through Friday, 10 a.m. to 5 p.m. For library hours, see www.hks.harvard.edu/services/library/about-us/hours.

Office of Career Advancement and Professional Development

How do I get career development advice?

Everything you do at Harvard Kennedy School is intended to support your professional development, from time spent in the classroom and at events to your lunchtime conversations. Given the diversity of interests and experience among HKS students, the process of taking your next career step will be a unique journey. Your HKS network of faculty members, research center and program staff, alumni, and classmates will be an important resource. The Office of Career Advancement (OCA) team – comprised of 9 professionals – provides career development resources in the form of individual career coaching; connections to potential employers; job search skill development; access to JACK: Jobs and Careers for the Kennedy School, our online job bank and career management system; and guidance on building a strong network to support your career interests at HKS and beyond. Begin by discovering OCA resources under the Degree Programs and Student Affairs tab on KNet, or visit the OCA office in the Rubenstein building, Suite 106.

Office for Student Diversity and Inclusion

Where can I find resources about diversity?

The Office for Student Diversity and Inclusion (OSDI) partners with the HKS and Harvard communities to provide students with the resources, opportunities, and activities that promote and celebrate diversity in all forms at HKS. The OSDI mission is to support and encourage an environment of mutual respect, acceptance, and appreciation of the similarities and differences that define the HKS community. For details, visit hks.harvard.edu/degrees/diversity.

Disabilities

Where do I go for information on disabilities?

Students with physical or learning disabilities should consult upon arrival with the school's disability coordinator and their program director, both of whom work closely with students requiring accommodation. All incoming students requesting accommodation must submit a Disability Notification form and medical documentation from a physician or health care provider that specifies the student's functional limitations and the requested accommodations. For details, visit www.hks.harvard.edu/degrees/life/disability-accommodation-and-access-services.

Office of the Registrar

Besides registration, what else does the Office of the Registrar do?

In addition to registering students, the Office of the Registrar answers questions about academic rules, regulations, and procedures, including tuition payments, course registration, grades, course adds and drops, changes of address, degree requirements, and student records. The

office also coordinates commencement. The Office of the Registrar is located at 124 Mt. Auburn Street, Suite 165, Cambridge, MA.

Student Financial Services

Where can I get information on financing my education? The Student Financial Services Office serves as a resource for exploring ways to finance one's education. Student eligibility for federal and institutional aid is based on financial need, which is determined by federal and/or institutional guidelines.

Institutional support and aid resources are very limited. Students are encouraged to make a conscientious effort to obtain financial support from outside fellowships, private sources, or from their employing agencies before seeking funds from the school. The Student Financial Services Office is located at 124 Mt. Auburn Street, Suite 165, Cambridge, MA.

FINANCIAL MATTERS

Students can find more information on financial assistance and financial assistance policies on KNet: knet.hks.harvard.edu/DPSA/SFS.

Satisfactory Academic Progress and Financial Assistance

The requirements for maintaining satisfactory academic progress (SAP) are detailed on page 6. SAP is evaluated at the end of each enrollment period. Students receiving financial assistance who are determined to have failed to maintain SAP will receive a financial assistance warning letter formally notifying them of their status. In order to remain eligible for financial assistance beyond the next enrollment period, students must make the necessary academic improvements to regain satisfactory progress status.

Students who fail to regain satisfactory academic progress will become ineligible to receive assistance; a student has the right to appeal. An appeal must detail the extenuating circumstances that resulted in the failure to maintain SAP and explain in concrete terms why those circumstances will not prevent the student from maintaining satisfactory progress going forward. Appeals will be evaluated by a committee comprised of faculty members and Degree Programs and Student Affairs administrators.

If an appeal is granted, a student is placed on financial assistance probation and is eligible to receive financial assistance for one additional semester. Students who have made satisfactory academic progress at the end of that additional semester will be removed from probation. As a condition of the appeal, the SAP Committee may create an academic progress plan which must be agreed to and followed by the student in order to continue to receive assistance.

If an appeal is not granted, a student will not be eli-

gible to receive financial assistance. To regain eligibility, a student must gain satisfactory progress. If a student is required to withdraw, is dismissed, or is expelled from the school for either academic or disciplinary misconduct, all scholarship and grant assistance is immediately forfeited and financial assistance will not be renewed or provided for subsequent periods of enrollment even if the student is allowed to re-enroll.

CONSUMER INFORMATION

In accordance with federal consumer information regulations, consumer information is available to current and prospective students on the Student Financial Services Office Web site: www.hks.harvard.edu/degrees/sfs/learn-more/consumer-information. Students may contact the Student Financial Services Office to request a hard copy of this information.

Are there fees I should know about?

Be sure to refer to www.hks.harvard.edu/degrees/sfs/prospective-students/tuition for current tuition and fees. Students who take a leave of absence or withdraw from HKS will not have their student activities fee refunded. See the Harvard University Health Services Web site for details about the student health insurance fee when a student takes a leave of absence or withdraws: hushp.harvard.edu/leave-absencewithdrawal.

Student Billing

Who sends my bill to me each semester?

Harvard's Student Accounts Office (SAO). The first bill is e-mailed in July. Students who do not pay all charges from the previous year as well as their fall bill charges by September registration will not be permitted to register for classes. Similarly, students may not register for the spring semester if they have a prior balance on their student account.

Students receive notification of their bill each month by e-mail; they are routed to a secure site where they can view their account using their Harvard ID and PIN. Payments may be made electronically.

Harvard University has instructed banks to redeposit any returned checks submitted as payment for students' bills; there is a charge assessed for dishonored checks. If a student's account indicates a history of dishonored checks, the university may also require that future payments be made in cash or by certified bank check.

If students' scholarships/fellowships and loans are greater than the amount due of the bill (including any rent due for the rest of the semester), they will receive a refund for the credit amount after the beginning of the semester.

Is there a monthly payment plan?

Yes, a monthly payment plan is available for a fee. Students receiving financial assistance who choose the monthly payment plan can deduct the amount of their anticipated loans and scholarships/fellowships for the term and pay one-quarter of the balance plus the \$35 payment plan fee.

What about third-party billing?

Harvard will send a bill to a third party only if:

- Tuition bills are paid by a sponsoring agency. The student must complete the external resource verification process outlined on the Student Financial Services Office KNet page: <https://knet.hks.harvard.edu/DPSA/SFS/Sponsored-External-Resource/Pages/default.aspx>.
- Students will continue to receive monthly billing announcements regardless of payment arrangements as they are responsible for managing their bills.
- The first bill lists all charges. When paying their bill, students should pay only those charges that their sponsor is not covering. Sponsors will be billed in August and students' bills are credited as soon as payment is received. If a student's sponsor fails to pay the agreed upon amounts, the student will be responsible for paying these charges.
- Students living in Harvard housing will be billed through their Student Account. Even if a sponsoring organization is covering rent costs, Harvard cannot bill sponsors directly for housing. It is the student's responsibility to arrange housing payments directly with the sponsor.

Estimated expenses***Does the financial aid award take into account more than just tuition?***

Yes, financial assistance awards are made on the basis of projected educational expenses during a 9-, 10-, or 11-month academic program. Estimated annually, budgets include tuition, fees, health insurance, books, transportation, and personal and living expenses. Budgets may be adjusted for other education expenses (e.g., computers and daycare expenses). Student budgets are listed at: www.hks.harvard.edu/degrees/sfs/prospective-students/tuition.

How is financial aid disbursed?***Harvard Kennedy School scholarships and fellowships***

Scholarships and fellowships for the term will be credited to the student bill as stated on MYFAID (portal.hks.harvard.edu/NetPartner/NetPartnerStudent/Logon). Funds are available on or after registration day of each term. Federal funds will generally be distributed evenly between semesters of enrollment.

Institutional funds will also typically be distributed evenly, but may vary depending on the degree program. Before any funds can be disbursed, students must accept their offer of financial assistance on the MYFAID Web site and submit all requested documentation.

Friends of the school – donors, alumni, Visiting Committee members, Dean's Council, and various advisory boards – are potential sources of financial support for HKS students. The Student Financial Services Office distributes financial support among students equitably and in keeping with the school's objectives. Students are prohibited from directly soliciting the school's supporters.

Loans

Students are required to submit a signed promissory note for each loan. The Student Financial Services Office will notify students when promissory notes are available for signature. Additionally, students should plan on attending an entrance counseling session during orientation week before financial aid can be disbursed. If the proceeds of the loan exceed the balance due on the student bill, a refund will be prepared the first week of classes. See the Student Financial Services KNet page for more information.

International students

While some financial assistance is available through HKS, most international students fund their studies through employer, government, or grant agency sponsorship, in combination with personal and/or family resources.

International students who are not permanent residents of the United States are not eligible for federal educational loans. International students may apply for private educational loans. For details about loan options, see the Student Financial Services KNet page.

International students should anticipate their annual expenses may be higher than standard estimated budgets due to long-distance travel and summer expenses. Employment in the United States for international students and their spouses is difficult to find, although part-time work at the university is usually available and permissible under the terms of their visa.

Leave of absence or withdrawal (required or voluntary)

If I am placed on a leave of absence or must withdraw, how much tuition will I owe for that semester?

IF YOU LEAVE:	% OF TUITION OWED
FALL TERM	
After the first day of class up to and including add/drop deadline	0%
After the add/drop deadline but before October 15	25%
On or after October 15 but before November 5	50%
On or after November 5 but before the final drop deadline	75%
On or after the final drop deadline	100%

SPRING TERM

After the first day of class up to and including the add/drop deadline	0%
After the add/drop deadline but before March 15	25%
On or after March 15 but before April 5	50%
On or after April 5 but before the final drop deadline	75%
On or after the final drop deadline	100%

Course withdrawals after the drop without notation deadline will be noted on your transcript.

Students receiving financial aid who are entitled to a refund and withdraw from HKS may have a portion of that refund returned to a financial aid fund. Specific refund rules apply to federal loans. For more information, contact the Student Financial Services Office.

Family policy and child care

How does the school support student parents? Where can I get information on child care?

As a matter of policy and philosophy, Harvard Kennedy School strongly supports students with children and who have other family obligations. Pregnancy or family obligations should not, in themselves, constrain students from enrolling in Harvard Kennedy School courses or participating in the academic and extracurricular life of the school. Contact your program director or the senior director of Student Services for details about HKS policies and support systems for student-parents.

For information on child care and other resources for student-parents, visit the student-parent page on KNet (knet.hks.harvard.edu/DPSA/Student-Life/Pages/Students-with-Families-or-Partners.aspx) or e-mail or join the HKS student-parent listserv (studentparents@lists.hks.harvard.edu) to connect and share ideas with fellow student-parents.

Counseling

What can I do if I need to talk to someone?

There are several places to turn if you need help, depending on whether it is academic or personal.

Academic help

Generally, problems that relate to course work – the nature of work, grades, etc. – should be relayed to the course instructor. Other concerns should be brought to the Registrar or to program directors who are students' central resource for advice and counsel related to all matters regarding their academic progress and success. There are both formal and informal procedures in place to ensure that grievances may be resolved promptly and equitably. Any of the following individuals may be contacted if a problem arises: senior associate dean for DPSA, associate dean for DPSA, Registrar, MPP Program director, MPA Programs director, MPA/ID Program director, and PhD Programs director. Harvard has

many services for academic help. Your program director can help you to seek assistance.

Help with Other Issues

Ombuds Program The Ombuds Program provides impartial and confidential assistance to any HKS community member who asks for help in resolving a problem. The goal of the program is to improve communication, promote fairness, and help identify and resolve institutional problems (knet.hks.harvard.edu/Administration/Ombuds-Program/Pages/default.aspx).

Professional and peer counseling

University Health Services huhs.harvard.edu/services/counseling-and-mental-health provides a wide range of personal counseling as does the Bureau of Study Council, bsc.harvard.edu.

International students

International students are always welcome to consult with any of the program directors and/or the staff in the Office of the Registrar. The Harvard International Office (www.hio.harvard.edu) is another resource for information and counsel.

Health services

Am I required to carry health insurance?

Yes. All full-time Harvard students must obtain insurance from Harvard University Health Services (HUHS). This is mandatory and cannot be waived. Blue Cross/Blue Shield insurance is charged to all students, but may be waived under certain circumstances. Refer to the Harvard University Health Services Web site for details (www.huhs.harvard.edu). Waivers are good only for one year. Ordinarily, health coverage begins August 1 and ends July 31.

What health services are available?

If you are ill or distressed, you should go to Harvard University Health Services (HUHS) at the Smith Campus Center, where you will receive medical advice and counsel. The following medical and psychiatric services are also currently available at the HUHS Counseling and Mental Health Services office (CAMHS) for students who are referred for drug- or alcohol-related issues:

- Individual psychotherapy
- Individual and group educational programs
- Referral to rehabilitation and re-entry programs

The members of the CAMHS are available at all times on an emergency basis to respond to acute situations.

HUHS and CAMHS staff members are available at:

Smith Campus Center

75 Mount Auburn Street
Monday-Friday, 8 a.m. to 5:30 p.m.

Urgent care is available at:

Smith Campus Center, 3rd floor
75 Mount Auburn Street
Monday-Friday, 7:30 a.m. to 5:30 p.m.

Law School Clinic, Pound Hall

1563 Massachusetts Avenue
Monday-Friday, 5:30 p.m. to 7:30 a.m.
24 hours on weekends and holidays

Publications

Besides this handbook, are there other sources of information I may find helpful?

Yes! in particular:

- **Course information**, which is available online on Harvard Kennedy School's course pages: my.harvard.edu
- **The award-winning Harvard Kennedy School Magazine**, which keeps alumni and friends up to date on the events and activities of HKS students, faculty members, and alumni. The magazine is published two times a year and is available online: hks.harvard.edu/news-events/publications/hks-magazine.

Books

Where do I buy my textbooks?

The Harvard Cooperative Society (the "Coop") in Harvard Square is the official carrier of Harvard's textbooks. It is probably best to wait until classes first meet before buying your books. Harvard students are eligible for Coop membership. You may want to investigate online textbook sources to compare costs.

Computers

Where are computers for students to use at HKS?

A number of computers are available exclusively for student use. Most are located in the computer lab (Taubman Building, ground floor), with others located throughout campus. Additionally, five computer carrels are available for group work and can be reserved in advance. Students on campus with laptop computers may access Internet resources by using the HKS wireless network.

Photocopy services

What's available?

You can use the coin or Crimson Cash-operated photocopy machines in the HKS library. There are also a number of commercial photocopying services throughout the Harvard Square area. Photocopiers in other areas of the HKS campus are not accessible to students.

E-mail and KNet

E-mail accounts are given to each student and can be accessed by Web browser through KNet, the school's intranet. Students can also use programs such as Outlook to check their e-mail. Student e-mail addresses are permanent and are for students to use after graduation.

Each Harvard Kennedy School student has access to a customized version of KNet. From KNet students can check e-mail, stay up to date on school events and announcements, personalize their "About Me" student profile, read HKS community stories, access and share housing opportunities, or buy/sell/trade items within the HKS community. KNet is accessible from any Internet-connected computer, anywhere in the world.

Employment

Many students – usually second-year students only – work as course assistants. Students are assigned positions by the Academic Dean's Office. It is recommended that students work no more than 10-12 hours per week. Students are not permitted to work as course assistants in a course that they are simultaneously taking for credit.

International students may be employed by Harvard only and may work no more than 20 hours per week. Visit the Harvard International Office Web site for details: www.hio.harvard.edu.

ID cards

How do I get my Harvard ID card?

Your Harvard student ID card will be issued at registration. You should carry your card with you at all times; you will need it to access a number of Harvard buildings and libraries as well as to access HKS buildings during the evenings and weekends. You will be required to swipe your ID through card readers at those times. Lost ID cards should be reported immediately to the University ID Card Office (www.campus-servicecenter.harvard.edu/services/id-cards). Graduating students' ID cards expire on June 30.

Lockers

Will I be assigned a locker?

Small lockers are available at no charge on a first-come, first-served basis. Normally, locker requests exceed the number available, so students are expected to share lockers. Lockers are assigned by the Office of the Registrar. Students can request a locker through my.harvard.edu. Anything – notices, posters, etc. – affixed to the outside of the locker will be removed.

Occasionally, the school is required by federal security regulations to have all lockers emptied. This usually happens only when a head of state visits the school for a public event. In such instances, students are given ample notice to empty their lockers. When these security sweeps are conducted, the

school is required to open and empty all lockers that remain closed. There is a \$10 fee for replacement of lost locker keys.

Security/Student Escort Service

If I study late at night, is there an escort service?

Yes. If you would like an escort to another Harvard building or a Harvard parking lot, call the Harvard University Campus Escort Program (www.hupd.harvard.edu/campus-escort-program) at 617-495-1216. Depending on how many people they need to escort, you may have to wait up to 45 minutes.

Transcripts

How do I get a copy of my transcript?

You will receive, free of charge, one official transcript, mailed after you have completed your degree program. Current students and graduates can submit additional transcript requests through the National Student Clearinghouse, HKS's authorized transcript provider. There is a small fee per order. No transcripts will be released to you or a third party if you have a student bill balance.

Transcripts issued directly to you will be stamped "Issued to Student." Transcripts will not be released either to you or to third parties without your written authorization. Neither faxed nor telephone requests will be honored; all requests must go through the National Student Clearinghouse. The purpose of this rule is to protect you from any unauthorized use of your student record.

For details on how to order a transcript through the Clearinghouse, visit www.hks.harvard.edu/degrees/registrar/forms/transcripts.

Weather

In the event of a snow storm or other serious weather advisories, the Harvard Kennedy School executive dean will determine whether or not classes will be cancelled by approximately 6 a.m. If you are concerned about your own personal safety due to bad weather, please do not travel to school even if classes are not cancelled.

Information regarding school closures can be accessed in the following ways:

1. 617-495-1033
2. Emergency information footer on the HKS homepage (hks.harvard.edu/emergency)
3. TV station closing announcements

BEYOND BOOKS

I know HKS offers many ways to enrich my education outside the classroom. What are they?

Institute of Politics study groups

Noncredit, extracurricular study groups on politics and public policy issues are held at the school each semester and hosted by the Institute of Politics (IOP). Led by men and women active in public life, including resident IOP fellows, the study groups cover topics on local, state, national, and international politics and vary in scope. Well-known guest speakers frequently participate. Study groups are informal. Participation in discussion is encouraged as is weekly attendance, but neither are mandatory.

JFK Jr. Forum

As the focal point of activity at Harvard Kennedy School for more than 20 years, the John F. Kennedy Jr. Forum represents two things: the physical space that serves as a cafeteria and meeting place by day and the location for often-heated speeches by night, including discussions by heads of state, political leaders, labor organizers, academics, and community activists.

Brown Bags

More intimate than forums, brown bag discussions take place as often as every day at the school. Hosted by experts in various fields, brown bags are often sponsored by the HKS research centers. Participants are encouraged to bring lunch. Notices about brown bags are listed in the daily Events@HKS email and on bulletin boards throughout the HKS campus.

How can I get more involved with other students at the school?

Student government

The Kennedy School Student Government (KSSG) is one of the main focal points of the student community. Every year, you and your fellow students will elect officers and class representatives who along with club and caucus leaders form the main body of the KSSG. This body is charged with a number of responsibilities, including representing student concerns to the administration, allocating funds to student groups, and planning social and academic events throughout the year. For more information about the KSSG, visit knet.hks.harvard.edu/DPSA/Student-Life/KSSG/Pages/Kennedy-School-Student-Government.aspx.

Student clubs and caucuses

Clubs, Professional Interest Councils (PICs), and caucuses are groups comprised of students who share similar interests or backgrounds. Supported by the KSSG, student group members convene to discuss important societal issues, support career development, sponsor events, help bring influential speakers to the school, and work with the HKS administration to ensure that their interests are integrated within

the school community. These groups are not necessarily political in nature. For details, visit hks.harvard.edu/degrees/life/student-orgs.

Student events and conferences

How do I plan an event or conference?

For detailed guidelines and policies regarding planning student events and conferences, including inviting speakers to HKS, refer to the student events and conferences KNet page: knet.hks.harvard.edu/DPSA/Student-Life/Student-Events-Conferences/Pages/default.aspx. Contact the senior director of Student Services for additional information.

The Citizen

The Citizen, Harvard Kennedy School's student newspaper, is written, edited, and staffed by current students. The paper is published biweekly and is free of charge. For more information on getting involved, e-mail the_citizen@hks.harvard.edu.

Student journals

There are 9 student-run publications produced at HKS: the Africa Policy Journal, Asian American Policy Review, Journal of African American Public Policy, Journal of Hispanic Policy, Journal of Middle Eastern Politics and Policy, Kennedy School Review, Latin America Policy Journal, LGBTQ Policy Journal, and the Singapore Policy Journal. Learn more at www.hks.harvard.edu/degrees/life/studentpubs.

Community service

Community and public service are central to the HKS mission of preparing students for future leadership roles. The Student Public Service Collaborative (SPSC) organizes volunteer opportunities for students, staff, and faculty members in and around Cambridge and Boston. The office offers one-time service opportunities and has also established several ongoing partnerships with schools and nonprofits. Stop by the office in the Taubman Building, second floor off the Study, visit www.hkspublicservice.org, or contact spsc@hks.harvard.edu for more information.

What about life beyond the Kennedy School?

Athletics

There are a number of athletic facilities and programs available at Harvard if you're interested in working out. Popular athletic facilities include: Blodgett Pool (617-495-1789) adjacent to Harvard Stadium, an Olympic-sized pool with showers and saunas; Weld Boat House (617-495-2226) diagonally across from Harvard Kennedy School (requires passing a 100-yard swimming test before taking out boats); Harvard Sailing Pavilion (617-495-3434) at Memorial Drive and Wadsworth Street (swim test also required); the Indoor Track and Tennis Center, which features an indoor running track, Nautilus, weights and tennis

courts. One-hour reservations can be made for tennis courts in person no more than one day prior to the desired date.

Details about athletics, including undergraduate varsity schedules, are available at www.gocrimson.com. Tickets to Harvard varsity games can be purchased at tickets.gocrimson.com/Online.

Harvard University

Being a Harvard Kennedy School student means you are a Harvard student as well. With eight museums, four theaters, and numerous libraries at Harvard, there is an abundance of resources to turn to. In addition, each school opens its doors to the university community, sharing courses, lectures, and other social and professional development events. Good ways to stay informed include the Harvard Gazette (news.harvard.edu/gazette) and scanning the Harvard Web site (www.harvard.edu).

The university-wide Graduate Student Council promotes the interests of all Harvard graduate school students. Three HKS representatives serve on the council.

Cambridge and Boston

Cambridge and Boston are both vibrant cities, offering plenty to do for students and their families – often at discounted rates. A variety of local resources offer lots of good and helpful information, including the following:

- The Harvard Coop bookstore has an inventory of Boston and New England tour books.
- The Harvard Information Center is a good starting point for those who are interested in becoming more familiar with the Harvard campus (www.harvard.edu/on-campus/visit-harvard).
- Local newspapers. Every Thursday, *The Boston Globe* includes a supplemental calendar of local activities and performances for the upcoming week.
- Free publications such as *The Improper Bostonian*, *Stuff@Nite*, and *Metro* are available around Harvard Square. The Boston Phoenix includes event calendars, focusing heavily on the arts and music scene.
- The Harvard Gazette lists all Harvard University events (news.harvard.edu/gazette/harvard-events).
- Boston.com is a comprehensive Web site on Boston – arts, transportation, the media, maps, neighborhood profiles, real estate, and more.
- The Cambridge Chamber of Commerce offers some helpful local information (www.cambridgechamber.org).

GETTING AROUND

I don't have a car. How can I get around?

Count yourself lucky. Parking in and around Harvard Square is very limited and often expensive. In addition, the Commonwealth of Massachusetts requires all graduate students to register their cars in Massachusetts, which often means high insurance rates and excise taxes. University parking facilities are also limited. No fear – there are alternatives.

The subway

Referred to as the “T” and officially called the MBTA, the nation’s oldest subway system is extensive and very accessible to Harvard from most destinations. Details about costs and routes are available at Harvard Station’s ticket counters in Harvard Square, on the MBTA Web site, or call 617-222-5000 and request the Information Line. Daily commuters should consider a “Charlie Card,” the MBTA monthly pass.

Harvard shuttle bus

Operated by the university free of charge, the shuttle service runs to and from different parts of the Cambridge campus and provides service to the Longwood area, where Harvard Medical School, Harvard School of Dental Medicine and Harvard T.H. Chan School of Public Health are located. You will be required to present your Harvard ID when boarding the shuttle. Shuttle stops are marked with crimson and gray signs. Track the Harvard shuttle or see schedules at *harvard.transloc.com*.

Bikes

Many students commute to HKS by bicycle. Bike racks are located around the school grounds. A strong lock is a necessity. Please wear a helmet.

What are my parking options?

Parking can be purchased in Harvard garages that are about eight blocks from the HKS campus. Parking spots are unreserved and not guaranteed *www.transportation.harvard.edu/parking*.

There is very little by way of street parking near Harvard Kennedy School and in the Harvard Square area. Commercial parking lots are very expensive and Cambridge police ticket, tow, and “boot” illegally parked cars regularly.

Remember, as mentioned above, you are required to register your car with the Commonwealth of Massachusetts. Failure to do so may subject you to steep fines if you are stopped by the Massachusetts police. Be sure to check with the Harvard Parking Office upon your arrival for further information.