

**INTERIM SEXUAL AND GENDER-BASED HARASSMENT POLICY  
AND PROCEDURES  
FOR  
THE FACULTY OF ARTS AND SCIENCES  
HARVARD UNIVERSITY**

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**I. INTRODUCTION**

The Faculty of Arts and Sciences (FAS) is committed to maintaining a safe and healthy educational and work environment in which no member of the FAS 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.

Harvard University has adopted a new Sexual and Gender-Based Harassment Policy ("University Policy") as well as new Procedures for Handling Complaints Involving Students Pursuant to the [University's] Sexual and Gender-Based Harassment Policy ("University Procedures"): <http://diversity.harvard.edu/pages/title-ix-sexual-harassment>. The University Policy applies to all Harvard students, faculty, staff, Harvard appointees, and third parties. The University Procedures govern allegations of sexual and gender-based harassment involving Harvard students, including undergraduate students in the College, graduate students in the Graduate School of Arts and Sciences ("GSAS"), and both Extension School and Summer School students in the Division of Continuing Education ("DCE"). Members of the Harvard Union of Clerical and Technical Workers ("HUCTW") are also covered by the sexual harassment policies agreed to in the collective bargaining agreement and described in the HUCTW Personnel Manual: [http://www.huctw.org/HUCTW\\_Personnel\\_Manual\\_2012-2015.pdf](http://www.huctw.org/HUCTW_Personnel_Manual_2012-2015.pdf). For HUCTW members those policies take precedence over the policies governing other members of the University community.

A comprehensive review of FAS policy and procedures will be undertaken by a committee representing members from all major units within the FAS over the course of the academic year 2014-2015. The policy and procedures set forth below (“Interim Policy” and “Interim Procedures”) will be followed until the final version of FAS policy and procedures (“Final Policy” and “Final Procedures”) has been adopted by the Faculty. To the extent any existing FAS policies and procedures interfere with compliance with the Interim Policy and Procedures, application of such FAS policies and procedures shall be suspended until adoption of the Final Policy. In the event a person accused of sexual or gender-based harassment is a joint-degree candidate or has appointments at FAS and another Harvard School, FAS will be in communication with and will seek the cooperation of responsible officials at the other School and may, where appropriate, conduct joint proceedings, address the matter under these Interim Procedures, or refer the matter to the other School. The Dean of FAS may make modifications to the Interim Policy and Procedures and in the event he or she does so, interested parties will be notified.

## **II. INTERIM FAS SEXUAL AND GENDER-BASED HARASSMENT POLICY**

The Interim Policy adopts the University Policy and incorporates the University Procedures, including for purposes of student discipline. The University Policy is reproduced in its entirety here:

### **Policy Statement**

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.

### **III. UNPROFESSIONAL CONDUCT IN RELATIONSHIPS BETWEEN INDIVIDUALS OF DIFFERENT UNIVERSITY STATUS**

In the academic context, sexual harassment often involves the inappropriate personal attention by an instructor or other officer who is in a position to exercise professional power over another individual. This could include an instructor who determines a student's grade or who can otherwise affect the student's academic performance or professional future; or a tenured professor whose evaluation of a junior colleague can affect the latter's professional life. Sexual harassment can also occur between persons of the same University status. An example would be persistent personal attention from one colleague to another in the face of repeated rejection of such attention. Both types of harassment are unacceptable. They seriously undermine the atmosphere of trust essential to the academic enterprise.

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

#### **A. Prohibited Sexual Relations With Students**

No FAS Faculty member shall request or accept sexual favors from, or engage in a romantic or sexual relationship with, any undergraduate student at Harvard College. Although FAS does not expressly forbid all romantic or sexual relationships between Faculty and students other than Harvard College undergraduates, no FAS Faculty member shall request or accept sexual favors from, or engage in a romantic or sexual relationship with, any student, including a graduate student or DCE student, who is enrolled in a course taught by that Faculty member or otherwise subject to that Faculty member's academic supervision before a final grade on the graduate student's supervised academic performance has been submitted to the Registrar. In addition, no graduate student, teaching fellow, tutor, or undergraduate course assistant shall request or accept sexual favors from, or engage in a romantic or sexual relationship with, any student who is enrolled in a course or section taught by that individual or otherwise subject to that individual's academic supervision before a final grade on the student's supervised academic performance has been submitted to the Registrar. Academic supervision includes teaching, advising a thesis or dissertation, supervising research, grading, or serving as Director of Undergraduate or Graduate Studies of the student's academic program. "Faculty members" include all ladder and non-ladder faculty.

#### **B. Consensual Relationships Between Individuals of Different University Status**

Amorous relationships between individuals of different University status that occur outside the instructional context can also lead to difficulties. In a personal relationship between an instructor or officer and an individual for whom the instructor or officer has no current professional responsibility, the instructor or officer should be sensitive to the possibility that he or she may unexpectedly be placed in a position of responsibility for that individual's instruction or evaluation. This could involve being called upon to write a letter of recommendation or to serve on an admissions or selection committee involving the individual. In addition, one should be aware that

others may speculate that a specific power relationship exists even when there is none, giving rise to assumptions of inequitable academic or professional advantage for the student involved. Although graduate students, teaching fellows, tutors, and undergraduate course assistants may be less accustomed than Faculty members to thinking of themselves as being in a position of greater authority by virtue of their professional responsibilities, they should recognize that they might be viewed as more powerful than they perceive themselves to be.

Even when both parties have consented at the outset to the development of such a relationship, it is the person in the position of greater authority who, by virtue of his or her special responsibility and educational mission, will be held accountable for unprofessional behavior.

### **C. Consensual Relationships Between Staff**

In cases where a consensual relationship exists between members of the staff who occupy inherently unequal positions of authority, it is important that the person in the position of greater authority does not exercise any supervisory or evaluative function over the other person in the relationship. Accordingly, the person in the position of greater authority must notify his or her local human resource officer to evaluate the situation and ensure that alternate supervisory or evaluative arrangements are put in place. More information can be found in the Staff Personnel Manual: [http://harvie.harvard.edu/Policies\\_Contracts/Staff\\_Personnel\\_Manual](http://harvie.harvard.edu/Policies_Contracts/Staff_Personnel_Manual).

## **IV. INTERIM PROCEDURES FOR IMPLEMENTING INTERIM SEXUAL AND GENDER-BASED HARASSMENT POLICY, INCLUDING FOR DISCIPLINE**

### **A. Introduction**

Harvard students, faculty, staff, other Harvard appointees, or third parties (collectively, “Initiating Parties”) wishing to report a violation of the University Policy should begin by contacting the Harvard University Office for Sexual and Gender-Based Dispute Resolution (“ODR”) or the relevant School or unit Title IX Coordinator. In the event that the first FAS officer contacted by an Initiating Party is not the appropriate Title IX Coordinator, it is that FAS officer’s responsibility to forward the matter either to ODR or to the appropriate Title IX Coordinator.

Section C, below, sets out procedures pertaining to allegations of sexual or gender-based harassment committed by a student, including a student at Harvard College, GSAS, and both the Extension School and the Summer School within DCE.

Sections D and E, below, set out procedures pertaining to allegations of sexual or gender-based harassment committed by Faculty and staff.

As set forth below and in the University Procedures, interim measures designed to support and protect the Initiating Party or the University community may be considered or implemented at any time, including during a request for information or advice, informal resolution, or a formal complaint proceeding. Consistent with FAS policy, interim measures might include, among others: restrictions on contact; course-schedule or work-schedule alteration; changes in housing; leaves of absence; or increased monitoring of certain areas of the campus. Interim measures are subject to review and revision throughout the processes described below.

Based on data supplied by the appropriate FAS and SEAS Title IX Coordinators, an annual report will be prepared for the Faculty Council and the Faculty on the number and type of complaints. Every fifth year a summary will be prepared for the Faculty Council and the Faculty on the disposition of complaints filed over the preceding five years.

### *Special Note for Students*

Students within FAS wishing to report a violation of the University Policy should take the same steps whether or not the person they are accusing of misconduct is a student. In all cases, students should contact ODR. If the Respondent is not a student, ODR will refer the case to the relevant Title IX Coordinators and other representatives of the School, as appropriate. If the student initially contacts an FAS Title IX Coordinator or other FAS officer, it is that person's responsibility to inform ODR. A student who is uncertain about the steps that will take place once the complaint is initiated can find a description of those steps in the University Procedures as well as the section of this document that pertains to the person against whom he or she is making a complaint. Additional information is also available from ODR.

## **B. Requests for Information and Advice**

Any FAS student or staff or Faculty member who has a concern, inquiry, or complaint regarding sexual or gender-based harassment should feel free to seek information and advice concerning applicable harassment policies, informal resolution and formal complaints, and counseling and other services.

For information and advice, members of the FAS community are encouraged to contact either ODR or any Title IX Coordinator within FAS. *See* Section V (Resources). Although different Title IX Coordinators have different areas of particular expertise (College, GSAS, DCE, Faculty, Staff), any Title IX Coordinator can provide basic advice or contact other FAS or University officers for assistance, as appropriate.

The University Policy and Interim Policy establish what degree of confidentiality faculty, staff, and students can expect from different officers and organizations within the University. In accordance with those policies, FAS officers will treat information they have received with appropriate sensitivity, but they may need to share certain information with those at the University responsible for stopping or preventing sexual or gender-based harassment. Persons wishing to have confidential conversations that will not be reported to others, including Title IX Coordinators or ODR, may contact the Office of Sexual Assault Prevention and Response (OSAPR), the Bureau of Study Counsel, Mental Health Services, or Harvard Chaplains. Contact information for these and other resources is available in the "Resources" section, below. OSAPR also maintains an online guide to the confidentiality level of various support resources: <http://osapr.harvard.edu/pages/harvard-local-and-national-resources>. FAS Title IX Coordinators can provide information regarding the availability of institutional counseling and support.

## **C. Procedures Concerning Alleged Harassment By Students**

The procedures for informal resolution and formal complaints with respect to alleged harassment by a Harvard student are contained in the University Procedures, available here: <http://diversity.harvard.edu/pages/title-ix-sexual-harassment>. None of the provisions outlined

below contradicts or replaces any provisions of the University Procedures. On the contrary, they are intended to supplement the University Procedures and detail the FAS role at moments when the University Procedures refer to actions taken or decisions made by the “School or unit.” The provisions in the University Procedures are not reproduced below. For a complete understanding of the procedures concerning alleged harassment by FAS students, students should review the University Procedures in conjunction with these supplemental provisions.

### *Personal Advisors*

FAS Title IX Coordinators can, upon request, furnish names of FAS officers who might be willing to serve as a personal advisor for informal resolution or formal complaint proceedings.

### *Requests for Informal Resolution*

An Initiating Party may request informal resolution of an allegation of sexual or gender-based harassment. The appropriate FAS Title IX Coordinator (College, GSAS, or DCE) will *coordinate* the FAS response to requests for informal resolution. The FAS Title IX Coordinator will also contact other FAS or University officers, as necessary or advisable, to put in place any appropriate interim measures. Prior to approving an informal resolution, the appropriate FAS Title IX Coordinator shall consult with the appropriate representative of the relevant Administrative Board (the Secretary in the case of the College; the Dean for Student Affairs in the case of GSAS; the Dean of Students in the case of DCE; hereinafter, “Ad Board representative”) on the acceptability of the terms of the proposed agreement. Once an informal resolution has been reached, the FAS Title IX Coordinator shall inform the relevant Administrative Board (“Ad Board”) of the informal resolution. The Ad Board will make whatever notation it deems appropriate in the student files of both parties. If, in the course of reaching an informal resolution, evidence of violations of other FAS policies emerges, the Ad Board may investigate such violations. The party alleged to have committed the violation will be informed of the initiation of such an investigation.

### *Procedures for Formal Complaints*

An Initiating Party may file a formal complaint against a student, alleging violations of the University Policy. The complaint will be investigated by an ODR Investigator assigned by the University’s Title IX Officer. The relevant Ad Board will designate one of its members to act as a liaison (“Liaison”) between the Ad Board (which remains responsible for discipline) and the Investigator. The Liaison’s responsibilities may include the following: 1) be available to answer the Investigator’s questions (including, but not limited to, questions about other FAS policies or student life); 2) serve as a conduit for information to travel between ODR and the Ad Board; 3) apprise the Ad Board and the relevant Title IX Coordinator of the progress of the investigation; 4) assist the Title IX Coordinator and ODR with interim measures.

When the Ad Board is informed that a formal complaint has been filed with ODR, the appropriate Ad Board representative will meet with the Respondent to explain, among other things, the disciplinary process that may take place following the issuance of the final report, the range of disciplinary sanctions, and the appeals process following the imposition of any discipline. The Ad Board representative will also be available to meet with the Complainant.

#### *i. Relation of University Procedures to College, GSAS, or DCE Discipline*

Under the University Procedures, ODR is responsible for determining whether a violation of the University Policy by a student took place. FAS remains responsible for student discipline through the College, GSAS, and DCE Ad Boards. Nonetheless, any disciplinary proceedings against a College, GSAS, or DCE student based on allegations of a violation of the Interim Policy must be conducted in a manner consistent with the University Procedures. Accordingly, the following disciplinary procedures will apply to allegations of sexual or gender-based harassment brought against any FAS student.

*ii. College, GSAS, and DCE Ad Boards: Member Training*

All members of the College, GSAS, and DCE Ad Boards shall receive appropriate training in the handling and resolution of allegations of sexual and gender-based harassment.

*iii. Referral of Matters Before the Ad Boards*

If, in any disciplinary proceeding against an FAS student before the College, GSAS, or DCE Ad Board, the Ad Board representative concludes that the alleged disciplinary infraction(s) might constitute sexual or gender-based harassment as defined in the University Policy, that Ad Board representative shall ordinarily suspend the Ad Board proceedings and refer the matter to the appropriate FAS Title IX Coordinator and the University Title IX Officer for investigation and resolution according to the University Procedures. The Ad Board representative shall promptly notify the parties of the suspension and referral. If, however, a disciplinary proceeding against a student before the Ad Board includes both violations of the University Policy and serious violations of other FAS policies, the proceedings regarding the violation of other policies may continue at the discretion of the Ad Board representative and in consultation with the Title IX Officer. The Ad Board representative and the Title IX Officer have the option of combining the investigations at their discretion.

If a referral results in a request for an informal resolution, the matter will be resolved in accordance with the relevant provisions in the University Procedures, including the procedure for approval of the informal resolution described above. If a referral results in a formal complaint and the issuance of a final report, the Ad Board shall take cognizance of the report under the procedures described below.

*iv. Disciplinary Proceedings Following the Resolution of a Formal Complaint of Harassment: Non-Reviewability of ODR Final Reports*

Whenever a formal complaint of harassment against an FAS student results in the issuance of a final report, the appropriate Ad Board must accept as final and non-reviewable the report's findings of fact and its conclusions as to whether a violation of the University Policy has occurred. The Ad Board's disciplinary proceedings against that student based on conduct addressed by the report will proceed with the understanding that the final report carries the same validity as a determination reached by the Ad Board itself.

*v. Disciplinary Proceedings Following the Resolution of a Formal Complaint of Harassment That Results in a Finding of No Policy Violation*

Whenever the final report concludes that an FAS student has *not* violated the University Policy, the appropriate FAS Title IX Coordinator shall forward the report to the appropriate Ad Board. If either party invokes the right to appeal a decision contained in a final report, granted by the University Procedures, the Title IX Coordinator shall notify the Ad Board of the appeal. If, on the basis of the factual findings contained in the report, the Ad Board concludes that it is reasonably likely that a disciplinary infraction by an FAS student *other than a violation of the University Policy* can be established by sufficiently persuasive evidence, the Ad Board may, at its discretion, initiate formal proceedings by a written charge which explains the nature of the alleged infraction. Any such proceedings shall be conducted in accordance with standard Ad Board Procedures.

*vi. Disciplinary Proceedings Following the Resolution of a Formal Complaint of Harassment That Results in a Finding of a Policy Violation*

Whenever the final report concludes that an FAS student has violated the University Policy, the appropriate FAS Title IX Coordinator shall forward the report to the appropriate Ad Board. If either party invokes the right to appeal a decision contained in a final report, granted by the University Procedures, the Title IX Coordinator shall notify the appropriate Ad Board representative of the appeal. The representative of the Ad Board shall notify the Respondent and the Complainant that the final report has been received. The representative of the Ad Board will meet with the Respondent to explain the disciplinary process and the range of sanctions. The Complainant will have the option of meeting with the Ad Board representative, but is not required to do so.

Within three calendar days of receiving the final report from the ODR, the Complainant and the Respondent may each submit a written statement to the Ad Board. Neither is required to do so. The Ad Board will provide both the Complainant and the Respondent with instructions regarding the allowable nature, length, and format of the written statement. The representative of the Ad Board will furnish copies of each filing to the other party. In addition to whatever stipulations are provided by the Ad Board, a Complainant or Respondent who submits a written statement must keep the following in mind: 1) the written statement *may not* challenge the validity of the findings and conclusions contained in the final report; and 2) the written statement *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's function is limited to determining whether to discipline the Respondent and, if so, the form that discipline should take.

Any disciplinary action requires at least a majority vote and, in the case of a requirement to withdraw, at least a two-thirds vote of the members present and eligible to vote. Rules for eligibility are determined by each Ad Board.

If the Ad Board votes to impose discipline, it will notify in writing the Respondent and, as appropriate, the Complainant of the discipline imposed.

A student cannot receive a degree, and ordinarily may not participate in Commencement or related activities or exercises, before a pending disciplinary case is resolved, or before his or her status in the College, GSAS, or DCE is restored to good standing. A student on a leave of absence, whether voluntary or involuntary, is ordinarily not allowed to return and register until any pending disciplinary case is resolved.

In the College and GSAS, as in all other disciplinary cases, the Ad Board may take a number of disciplinary actions, including admonish; place on probation, with or without requirements or restrictions); and require to withdraw with or without a recommendation to dismiss or expel.

Because DCE includes both the Summer School and the Extension School, and because Extension School students include those taking individual courses as well as candidates for a degree, the range of possible discipline is broad. In the Extension School, the range of sanctions includes formal admonishment, probation, the revocation of a student's right of access to University facilities or buildings, suspension of a student's registration privileges for a specific or indefinite period, and mandatory withdrawal from courses, the Extension School, or a degree, certificate, or diploma program. In the Summer School, the Ad Board may take action it deems appropriate, including required withdrawal from a course or courses, from on-campus housing, or from the Harvard Summer School.

*vii. Conclusion of the Case*

Once an outcome has been reached, the appropriate representative of the Ad Board will notify the Complainant and Respondent of the Ad Board's decision. The Ad Board's proceedings and decisions are communicated only to those with a need to know, including the Respondent and the Complainant.

After the case has been decided, regardless of the outcome, a redacted copy of the final report and the notice of decision of the Ad Board and related materials will be placed in a sealed envelope in the Respondent's College, GSAS, or DCE file and in the file of the Complainant. These documents are part of the Respondent's and Complainant's educational record, as defined and protected by federal law.

*viii. Appeals in the College and GSAS*

In the case of the College and GSAS, both the Complainant and the Respondent have the option to appeal *disciplinary decisions made by the Ad Board regarding violations of the Interim Policy*, including any decision not to impose discipline. (DCE does not permit appeals from disciplinary decisions by either the Respondent or the Complainant.) Allowable grounds for appeal in College and GSAS cases are:

1. the Ad Board made a procedural error; or
2. based upon a review of the Ad Board's annual disciplinary statistics, as available, the sanction imposed by the Ad Board was inconsistent with its usual practices and therefore inappropriate.

The only opportunity to appeal the findings related to the University Policy is provided by the ODR. Appeals within the College and GSAS pertain only to the decision of the Ad Board in determining discipline.

In the case of the College and GSAS appeals are first screened by the Docket Committee, a group of three elected representatives of the Faculty Council. All appeals must be filed with the Secretary of the Faculty within one week of the disciplinary decision of the Ad Board. Once a student has been awarded a degree, the option to have the Ad Board reconsider a decision or to appeal to the Faculty

Council is closed. The Chair of the appropriate Ad Board will promptly respond to the appeal (in the case of the College, this is the Dean of the College; in the case of GSAS, it is the Dean of GSAS). The Faculty Council may grant or deny the appeal. In the event the Faculty Council grants the appeal, it will remand the matter to the Ad Board for action consistent with its decision. There are no circumstances under which a student may appeal a decision made by the Faculty Council. Further information about the appeals process can be obtained from the Secretary of the Faculty, University Hall, First Floor ([secfas@fas.harvard.edu](mailto:secfas@fas.harvard.edu); 617-495-3613).

All members of the Faculty Council shall receive appropriate training in the handling and resolution of allegations of sexual and gender-based harassment prior to hearing any appeals of disciplinary decisions made related to violations of the Interim Policy.

Following the decision on appeal, documentation of the appeal decision and materials related to the appeal will be included in the sealed envelope in the Respondent's and Complainant's College or GSAS files.

Further information is also available on the websites of the College and GSAS Ad Boards.

#### **D. Procedures Concerning Alleged Harassment by Faculty, Teaching Assistants, and Researchers**

The procedures for informal resolution and formal complaint with respect to alleged sexual or gender-based harassment by an FAS Faculty member (including SEAS), a teaching assistant, or a researcher are implemented by the Title IX Coordinator for Faculty or a designee determined by the Dean of FAS. The Title IX Coordinator for Faculty is ordinarily under the supervision of the Dean for Faculty Affairs. When appropriate, the Title IX Coordinator for Faculty will consult and cooperate with other FAS and University officers as outlined below.

In certain cases, it may be appropriate for the Dean of FAS to modify the procedures set forth below, including in light of the Procedures for Discipline of Officers in cases involving grave misconduct or neglect of duty arising under the Third Statute of the University. In such cases, the Initiating Party and the FAS Faculty member, teaching assistant, or researcher will be notified of the procedures that will be followed.

##### *Requests for Informal Resolution*

People who are concerned about sexual or gender-based harassment by an FAS Faculty member, teaching assistant, or researcher may make a request, either orally or in writing, for informal resolution to the FAS Title IX Coordinator for Faculty. If an Initiating Party first contacts another FAS Title IX Coordinator, it is the responsibility of that Title IX Coordinator to refer the matter to the FAS Title IX Coordinator for Faculty. A request for informal resolution should identify the alleged harasser (if known) and describe the allegations with specificity. The Title IX Coordinator for Faculty, in consultation with the Title IX Coordinator for the School or unit with which the Initiating Party is affiliated (if applicable), will assess the severity of the alleged harassment and the risk of a hostile environment for others in the community to determine whether an informal resolution may be appropriate.

Upon determining that informal resolution is appropriate, the FAS Title IX Coordinator for Faculty will consult further with the Initiating Party, inform the person who is the subject of the allegations, and gather additional relevant information as necessary from the parties and others, as indicated. The FAS Title IX Coordinator for Faculty, in consultation with the Title IX Coordinator for the School or unit with which the Initiating Party is affiliated (if applicable), also may put in place any appropriate interim measures to protect the educational and work environment. The FAS Title IX Coordinator for Faculty will attempt to aid the parties in finding a mutually acceptable resolution.

When the allegations, if true, might constitute criminal conduct, the party against whom they are brought is hereby advised to seek legal counsel before making any written or oral statements. The FAS Title IX Coordinator for Faculty will remind the party against whom the allegations are brought of this advice. Those facing allegations may wish to obtain legal advice about how this process could affect any criminal case in which they are or may become involved.

A matter will be deemed satisfactorily resolved when both parties expressly agree to an outcome that is also acceptable to the FAS Title IX Coordinator for Faculty. At any point prior to such an express agreement, the Initiating Party may withdraw the request for informal resolution and initiate a formal complaint under these Procedures. The FAS Title IX Coordinator for Faculty will recommend to the Dean for Faculty Affairs whatever notation in the relevant Faculty member's file that he or she deems appropriate.

The informal resolution process will ordinarily be concluded within two to three weeks of the date of the request.

#### *Procedures for Formal Complaints*

##### *i. Initiating a Formal Complaint*

An Initiating Party may file a formal complaint alleging a violation of the Interim Policy by an FAS Faculty member, teaching assistant, or researcher either with the ODR or with the FAS Title IX Coordinator for Faculty. Consistent with University Policy, the ODR will refer any complaints made against an FAS Faculty member, teaching assistant, or researcher to the FAS Title IX Coordinator for Faculty. The Title IX Coordinator for Faculty will inform the Title IX Coordinator for the School or unit with which the Initiating Party is affiliated that a complaint has been received. The FAS Title IX Coordinator for Faculty, in consultation with the Title IX Coordinator for the School or unit with which the Initiating Party is affiliated (if applicable), also will put in place any appropriate interim measures to protect the educational and work environment. The FAS Title IX Coordinator will also inform the Dean of the FAS that a formal complaint has been received.

The Dean of the Faculty has the option of assigning responsibility for the investigation to the FAS Title IX Coordinator for Faculty or another suitably trained designee (Investigative Officer). Additionally, if the potential Respondent is a Faculty member, the Complainant, the Respondent, or the Investigative Officer may choose to ask for the assistance of a three-person panel. The decision to create the three-person panel will ordinarily be made prior to the commencement of the investigation.

The three-person panel will be drawn from the Faculty as follows: The Dean of the Faculty will prepare a list of 12 voting members of the Faculty. The Complainant and Respondent may each

strike four names from the list; the Dean will then appoint the three-person panel from the remaining (four) names on the list. The three appointed faculty members and the Investigative Officer together form the Investigative Panel. Any Faculty members appointed to the Investigative Panel shall promptly receive appropriate training in the handling and resolution of allegations of sexual and gender-based harassment.

A formal complaint must be in writing and signed and dated by a Complainant or a third party filing on behalf of a potential Complainant (“Reporter”). It should state the name of the alleged harasser (if known) and describe with reasonable specificity the incident(s) of alleged harassment, including the date and place of such incident(s). The complaint must be in the Complainant or Reporter’s own words, and may not be authored by others, including family members, advisors, or attorneys. Attached to the complaint should be a list of any sources of information (for example, witnesses, correspondence, records, and the like) that the Complainant or Reporter believes may be relevant to the investigation. However, the filing of a complaint should not be delayed if such sources of information are unknown or unavailable.

The Investigative Officer or Panel will not investigate a new complaint if FAS has already adjudicated a complaint based on the same circumstances or if the parties and the FAS Title IX Coordinator for Faculty already have agreed to an informal resolution based on the same circumstances. Whether or not a complaint is filed with the FAS Title IX Coordinator for Faculty, any person may file a complaint of discrimination with the Massachusetts Commission Against Discrimination, the U.S. Equal Employment Opportunity Commission, the U.S. Department of Education Office of Civil Rights, or any other state or federal agency having jurisdiction.

*ii. Timeframe for Filing and Responding to a Complaint*

FAS does not limit the timeframe for filing a complaint. FAS encourages complaints to be filed as soon as reasonably possible following an alleged Interim Policy violation because the FAS’s ability to gather adequate information may be limited where a significant length of time has elapsed between an incident and the filing of a complaint. Further, the FAS’s ability to complete its processes may be limited with respect to Faculty who are no longer employed by the University.

*iii. Initial Review*

Once a complaint is received, the Investigative Officer or Panel will contact the Complainant or Reporter in an attempt to gather a more complete understanding of the allegations, as well as any related conduct that may implicate the Interim Policy. When a complaint is brought by a Reporter, the Investigative Officer or Panel will endeavor to meet with the person identified as the potential Complainant both to gather information and to discuss his or her interest in participating in an investigation.

Based on the information gathered, the Investigative Officer or Panel will determine whether the information, if true, would constitute a violation of the Interim Policy such that an investigation is warranted or whether the information warrants an administrative closure. The Investigative Officer or Panel will convey this determination to the Complainant (and the Reporter, if there is one) and the Title IX Coordinator for the School or unit with which the Complainant is affiliated. The FAS Title IX Coordinator for Faculty, in consultation with the Title IX Coordinator for the School or unit with which the Initiating Party is affiliated, will implement any appropriate interim measures to

be put in place pending the completion of the case (or to revise as necessary any measures already in place).

The initial review will ordinarily be concluded within one week of the date the complaint was received.

*iv. Investigation*

Following the decision to begin an investigation, the Investigative Officer or Panel will notify the Respondent in writing of the allegations and will provide a copy of the Interim Policy and these Interim Procedures. The Respondent will have one week in which to submit a written statement in response to the allegations. This statement must be in the Respondent's own words; Respondents may not submit statements authored by others, including family members, advisors, or attorneys. Attached to the statement should be a list of all sources of information (for example, witnesses, correspondence, records, and the like) that the Respondent believes may be relevant to the investigation.

If the decision is made to begin an investigation in a case where a Reporter filed the complaint, and the Complainant is unwilling to participate but the Investigative Officer or Panel has assessed the severity of the harassment and the potential risk of a hostile environment for others in the community and has determined to proceed, then, for the purposes of these Procedures, the University Title IX Officer (or a designee) will be considered the Complainant.

The Investigative Officer or Panel will request individual interviews with the Complainant and the Respondent, and, as appropriate, with other witnesses, who may include those identified by the parties as well as relevant officers of the School or University or others. When identifying potential witnesses, the parties should understand that the purpose of interviews is to gather and assess information about the incident(s) at issue in the complaint, not to solicit general information about a party's character.

When a complaint involves allegations that, if true, also might constitute criminal conduct, Respondents are hereby advised to seek legal counsel before making any written or oral statements. The FAS Title IX Coordinator for Faculty will remind the party against whom the allegations are brought of this advice. The investigation process is not a legal proceeding, but Respondents might wish to obtain legal advice about how this process could affect any criminal case in which they are or may become involved.

After the collection of additional information is complete but prior to the conclusion of the investigation, the Investigative Officer or Panel will request individual follow-up interviews with the Complainant and the Respondent to give each the opportunity to respond to the additional information.

*v. Personal Advisors*

Both the Complainant and the Respondent may bring a personal advisor to any interviews with the Investigative Officer or Panel. A personal advisor should be an officer of the University who is

affiliated with FAS, but may not be related to anyone involved in the complaint or have any other involvement in the process.

Personal advisors may view a redacted version of the complaint or other documents provided to the parties, offer feedback on their advisee's written statements, and provide general advice. During interviews, personal advisors may not speak for their advisees, although they may ask to suspend the interviews briefly if they feel their advisees would benefit from a short break.

*vi. Confidentiality*

The Investigative Officer or Panel, personal advisors, and others at the University involved in or aware of the complaint will take reasonable steps to protect the privacy of all involved. Once a complaint is filed, the Complainant or Reporter, the Respondent, and any witnesses will be notified of the potential for compromising the integrity of the investigation by disclosing information about the case. They also will be notified that sharing such information might compromise the investigation or may be construed as retaliatory. Retaliation of any kind is in itself a separate violation of the Interim Policy and may lead to an additional complaint and consequences.

The parties remain free to share their own experiences, other than information that they have learned solely through the investigatory process, though to avoid the possibility of compromising the investigation, it is generally advisable to limit the number of people in whom they confide.

*vii. Coordination with Law Enforcement Authorities*

In the event that an allegation includes behavior or actions that are under review by law-enforcement authorities, the FAS Title IX Coordinator for Faculty will, in light of status updates from law-enforcement authorities, assess and reassess the timing of the investigation under the Interim Policy, so that it does not compromise the criminal investigation.

*viii. Conclusion of the Investigation and Issuance of Final Report*

At the conclusion of the investigation, the Investigative Officer or Panel will make findings of fact, applying a preponderance of the evidence standard, and determine based on those findings of fact whether there was a violation of the Interim Policy.

The FAS Title IX Coordinator for Faculty will provide the Complainant and the Respondent with a written draft of the findings of fact and analysis and will give both parties one week to submit a written response to the draft. The Investigative Officer or Panel will consider any written responses before finalizing these sections of the report and the final section of the report, which will outline any recommended measures to be taken by FAS to eliminate any harassment, prevent its recurrence, and address its effects. The FAS Title IX Coordinator for Faculty and other FAS officers, as appropriate, will work jointly to put in place such measures as they determine are appropriate.

The investigation will be completed and the final report provided to the Complainant, the Respondent, the FAS Title IX Coordinator for Faculty, the Title IX Coordinator of the School or unit with which the Complainant is affiliated, as applicable, and the Dean of FAS, ordinarily within six weeks of receipt of the complaint.

*ix. Special Circumstances*

*a. Request for Anonymity*

If a potential Complainant asks to remain anonymous, then the FAS Title IX Coordinator for Faculty, as appropriate, will consider how to proceed, taking into account the potential Complainant's wishes, the University's commitment to provide a non-discriminatory environment, and the potential Respondent's right to have specific notice of the allegations. The FAS Title IX Coordinator for Faculty may conduct limited fact finding to better understand the context of the complaint. In some circumstances, a request for anonymity may mean an investigation cannot go forward, or the FAS Title IX Coordinator for Faculty may determine that further investigation is necessary, in which case the potential Complainant will be informed that his or her identity will be disclosed as necessary for the investigatory process. In other circumstances, the FAS Title IX Coordinator for Faculty may determine that the matter can be appropriately resolved without further investigation and without revealing the Complainant's identity.

*b. Administrative Closure*

If, after conducting the initial review of a formal complaint, the Investigative Officer or Panel finds that the allegation, if true, would not constitute a violation of the Interim Policy, then the FAS Title IX Coordinator for Faculty will administratively close the case and notify the Complainant (and the Reporter, if there is one), as well as the Title IX Coordinator representing the School or unit with which the Complainant is affiliated, if applicable.

Where the Complainant is unwilling to participate in further investigation, the Investigative Officer or Panel will assess the severity of the alleged harassment or the potential risk of a hostile environment for others in the community and will determine whether administrative closure is appropriate or whether the University should proceed with an investigation.

Within one week of the decision to close a case administratively, the Complainant or Reporter may request reconsideration on the grounds that there is substantive and relevant new information that was not available at the time of the decision and that may change the outcome of the decision. The Dean of FAS will consider requests for reconsideration of the decision to close a case administratively and inform the Complainant or Reporter of the outcome, ordinarily within one week of the date of the request.

In cases where the Investigative Officer or Panel concludes that the alleged conduct, while not a violation of the Interim Policy, might implicate other School or University conduct policies, the FAS Title IX Coordinator for Faculty may refer the complaint to the appropriate FAS or University official.

*c. Request To Withdraw the Complaint*

While every effort will be made to respect the Complainant's wishes to withdraw a formal complaint, FAS must be mindful of its overarching commitment to provide a non-discriminatory environment. Thus, in certain circumstances, the Investigative Officer or Panel may determine that investigation is appropriate despite a Complainant's request to withdraw the complaint or failure to

cooperate. Other circumstances also may result in a request to withdraw the complaint being declined, where, for example, a request to withdraw is made after a significant portion of the investigation has been completed and terminating the investigation would be inequitable.

*d. Request for Informal Resolution After a Complaint has Been Filed*

Once a complaint has been opened for investigation and before the final report has been provided to the parties, a party may request informal resolution as an alternative to formal resolution of the complaint, but that disposition requires agreement of the Complainant and the Respondent and the approval of the FAS Title IX Coordinator for Faculty in consultation with the Title IX Coordinator for the School or unit with which the Complainant is affiliated.

If such a request is approved, the timeframes will be stayed, and the FAS Title IX Coordinator for Faculty or a designee will take such steps as he or she deems appropriate to assist in reaching a resolution. If the parties cannot reach an informal resolution within two weeks from receipt of the request, then the FAS Title IX Coordinator for Faculty will resume the investigation of the complaint in accordance with the formal complaint procedures.

*x. Appeal*

Both the Respondent and the Complainant may appeal the decision of the Investigative Officer or Panel to the Dean of FAS or designee based on the following grounds:

1. A procedural error occurred, which may change the outcome of the decision; or
2. The appellant has substantive and relevant new information that was not available at the time of investigation and that may change the outcome of the decision.

Disagreement with the Investigative Officer or Panel's findings or determination is not, by itself, a ground for appeal.

Appeals of the Investigative Officer or Panel's decision must be received by the Dean of FAS or designee within one week of the date of the final report. Ordinarily, appeals will be decided within two weeks and the parties and the appropriate School or unit Title IX Coordinators promptly will be informed of the outcome in writing.

*xi. Penalties*

The administration of discipline in cases against FAS Faculty is subject to the authority of the Dean of FAS or his or her designee; thus, as appropriate, having received the report, the Dean or Dean's designee separately will consider the imposition of discipline and notify the parties, as appropriate. Sanctions may range from reprimand to dismissal.

*xii. What Happens Following the Disposition of a Case*

The FAS Title IX Coordinator for Faculty will ensure that any action determined by the Dean or Dean's designee is carried out.

A permanent, written record of the formal complaint process and its outcome will be retained by the Dean of the Faculty in a sealed envelope marked “Confidential” in the Respondent’s file.

### **E. Procedures Concerning Alleged Harassment by Staff**

Alleged harassment by FAS and SEAS staff will be governed by the procedures set forth in the Personnel Manual: [http://harvie.harvard.edu/Policies\\_Contracts/Staff\\_Personnel\\_Manual](http://harvie.harvard.edu/Policies_Contracts/Staff_Personnel_Manual). None of the provisions outlined below contradicts or replaces any provisions of the Personnel Manual. For a complete understanding of the procedures concerning alleged harassment by FAS or SEAS staff, staff should review the procedures in the Personnel Manual in conjunction with these supplemental provisions.

Members of the Harvard Union of Clerical and Technical Workers (“HUCTW”) are also covered by the sexual harassment policies and procedures agreed to in the collective bargaining agreement and described in the HUCTW Personnel Manual: [http://www.huctw.org/HUCTW\\_Personnel\\_Manual\\_2012-2015.pdf](http://www.huctw.org/HUCTW_Personnel_Manual_2012-2015.pdf). (For HUCTW members those policies and procedures take precedence over the policies governing other members of the University community.)

#### *Requests for Informal Resolution*

In the event an FAS or SEAS staff member requests informal resolution, and the matter is appropriate for informal resolution, the FAS or SEAS Title IX Coordinator for Staff will coordinate the response to such requests. The FAS or SEAS Title IX Coordinator for Staff will also contact other School or University officers, as necessary or advisable, to put in place any appropriate interim measures, such as restrictions on contact, work schedule alteration, or leaves of absence.

If, in the course of reaching an informal resolution, evidence of violations of other policies emerges, the Title IX Coordinator for Staff will refer the matter to the appropriate officer, who may investigate such violations. The party alleged to have committed the violation will be informed of the initiation of such an investigation.

In the case of an informal resolution, an appropriate notation will be made in the relevant staff member’s personnel file.

#### *Procedures for Formal Complaints*

Consistent with the University Procedures, <http://diversity.harvard.edu/pages/title-ix-sexual-harassment>, and the Personnel Manual, the FAS or SEAS Title IX Coordinator for Staff, in consultation with other School or Harvard officers, may request that ODR conduct all or part of any investigation of sexual or gender-based harassment. All formal complaints against FAS or SEAS staff that are filed after December 31, 2014, will be referred to ODR for investigation consistent with its procedures.

In the event a complaint is filed against FAS or SEAS staff, and the complaint is referred to ODR for investigation, the complaint will be investigated by an ODR Investigator assigned by the University’s Title IX Officer. The appropriate Title IX Coordinator for Staff will act as a Liaison

between the School (which remains responsible for discipline) and the Investigator. The Liaison's responsibilities may include the following: 1) be available to answer the Investigator's questions; 2) serve as a conduit for information to travel between ODR and FAS or SEAS Human Resources (HR); 3) apprise appropriate School officers of the progress of the investigation; 4) assist ODR with interim measures.

When referred to ODR, ODR is responsible for determining whether a violation of University Policy by a staff person took place and for issuing a final report. FAS (including SEAS) remains responsible for staff discipline.

The final report will be sent to the appropriate Dean or Vice President, or his or her designee, the Complainant, and the Respondent. The Dean, Vice President, or designee will determine any appropriate discipline.

The record of the formal complaint process and its outcome will be retained in the Respondent staff member's personnel file.

## **V. RESOURCES**

### **FAS Title IX Coordinators:**

#### **For Students:**

##### *Harvard College*

Emily Miller, Case Manager for the Administrative Board (Harvard College)

[emilymiller@fas.harvard.edu](mailto:emilymiller@fas.harvard.edu)

(617) 496-9578

University Hall, 032

Harvard Yard

Cambridge, MA 02138

William Cooper, Associate Dean of Student Life (Harvard College)

[cooper4@fas.harvard.edu](mailto:cooper4@fas.harvard.edu)

(617) 495-1942

University Hall, 105

Harvard Yard

Cambridge, MA 02138

##### *GSAS*

Garth McCavana, Dean for Student Affairs in the GSAS

[mccavana@fas.harvard.edu](mailto:mccavana@fas.harvard.edu)

(617) 495-1814

Smith Campus Center

Room 350

1350 Massachusetts Avenue  
Cambridge, MA 02138

Jacqueline Yun, Director of Student Services in the GSAS  
[jyun@fas.harvard.edu](mailto:jyun@fas.harvard.edu)  
(617) 496-5005  
Dudley House, Lehman Hall-Room B2  
Harvard Yard  
Cambridge, MA 01238

*DCE*

Robert Neugeboren, Dean of Student and Alumni Affairs (DCE)  
[neugebor@fas.harvard.edu](mailto:neugebor@fas.harvard.edu)  
(617) 495-1765  
51 Brattle Street  
Cambridge, MA 02138

Brenda Mahoney, Associate Registrar for Academic Services and Permanent Records (DCE)  
[brenda\\_mahoney@harvard.edu](mailto:brenda_mahoney@harvard.edu)  
(617) 998-8501  
51 Brattle Street  
Cambridge, MA 02138

**For Staff:**

Sandy Stergiou, Senior Human Resources Consultant (FAS)  
[stergiou@fas.harvard.edu](mailto:stergiou@fas.harvard.edu)  
(617) 496-4039  
FAS Human Resources, 5<sup>th</sup> Floor  
1414 Massachusetts Avenue  
Cambridge, MA 02138

Anna Anctil, Senior Human Resources Consultant (FAS)  
[anctil@fas.harvard.edu](mailto:anctil@fas.harvard.edu)  
(617) 496-2379  
FAS Human Resources, 5<sup>th</sup> Floor  
1414 Massachusetts Avenue  
Cambridge, MA 02138

Steve Marley, Director of Human Resources (SEAS)  
[steve\\_marley@harvard.edu](mailto:steve_marley@harvard.edu)  
(617) 495-4586  
20 University Road  
6th Floor  
Cambridge, MA 02138

Colleen Bertrand, Administrative Manager of Human Resources and Payroll (DCE)  
[colleen\\_bertrand@harvard.edu](mailto:colleen_bertrand@harvard.edu)

(617) 998-8529  
51 Brattle Street  
Room 303  
Cambridge, MA 02138

**For Faculty:**

Kwok Yu, Assistant Dean for Faculty Affairs (FAS)

[kwok\\_yu@harvard.edu](mailto:kwok_yu@harvard.edu)

(617) 495-7483  
University Hall, 111  
Harvard Yard  
Cambridge, MA 02138

Johannah Shinner, Appointments Administrator and Sexual Harassment Officer (FAS)

[shinner@fas.harvard.edu](mailto:shinner@fas.harvard.edu)

(617) 495-9892  
University Hall, 403  
Harvard Yard  
Cambridge, MA 02138

Diane L. Schneeberger

Assistant Dean for Academic Affairs (SEAS)

[dls@seas.harvard.edu](mailto:dls@seas.harvard.edu)

(617) 496-2869  
25 Oxford Street  
Pierce Hall 222  
Cambridge, MA 02138

Mary Higgins, Associate Dean for Academic Administration (DCE)

[mary\\_higgins@harvard.edu](mailto:mary_higgins@harvard.edu)

(617) 495-4867  
51 Brattle Street  
Room E-505  
Cambridge, MA 02138

## University Resources:

University Title IX Officer

Mia Karvonides

[mia\\_karvonides@harvard.edu](mailto:mia_karvonides@harvard.edu)

(617) 495-4134

The Richard A. and Susan F. Smith Campus Center, Suite 935

1350 Massachusetts Avenue

Cambridge, MA 02138

Office of Sexual Assault Prevention & Response

[osapr@fas.harvard.edu](mailto:osapr@fas.harvard.edu)

(617) 495-9100 (24-Hour Confidential Hotline)

The Richard A. and Susan F. Smith Campus Center, Suite 731

1350 Massachusetts Avenue

Cambridge, MA 02138

HUHS Behavioral Health Services

(617) 495-2323

The Richard A. and Susan F. Smith Campus Center, 2<sup>nd</sup> Floor

75 Mount Auburn Street

Cambridge, MA 02138

HUHS Counseling and Mental Health Services

Cambridge:

(617) 495-2042 (information and appointments)

(617) 495-5711 (urgent 24-hour care)

The Richard A. and Susan F. Smith Campus Center, 4<sup>th</sup> Floor

75 Mount Auburn Street

Cambridge, MA 02138

Longwood:

(617) 432-1370

275 Longwood Avenue

Boston, MA 02115

Bureau of Study Counsel

[bsc@harvard.edu](mailto:bsc@harvard.edu)

(617) 495-2581

5 Linden Street

Cambridge, MA 02138

Harvard University Health Services

(617) 495-5711

The Richard A. and Susan F. Smith Campus Center

75 Mount Auburn Street

Cambridge, MA 02138

Harvard Chaplains  
chaplains@harvard.edu  
(617) 495-5529  
The Memorial Church  
One Harvard Yard  
Cambridge, MA 02138

Harvard University Police Department  
(617) 495-1212 (Urgent)  
(617) 495-1215 (non-urgent/business related)

Employee Assistance Program  
Office of Work/Life  
(617) 495-4100  
worklife@harvard.edu

**Outside Agencies:**

U.S. Department of Education, Office for Civil Rights (OCR)  
(617) 289-0111  
OCR.Boston@ed.gov  
U.S. Department of Education  
8th Floor  
5 Post Office Square  
Boston, MA 02109-3921

U.S. Equal Employment Opportunity Commission (EEOC)  
(800) 669-4000  
John F. Kennedy Federal Building  
475 Government Center  
Boston, MA 02203

Massachusetts Commission Against Discrimination (MCAD)  
One Ashburton Place  
(617) 994-6000  
Sixth Floor, Room 601  
Boston, MA 02108