

Final Report of the Implementation Committee for the
Policy on Membership in Single Gender Social Organizations

February 17, 2017

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I. Executive Summary

Harvard College is a very selective community; the admissions process for higher education has become increasingly competitive, resulting in lower and lower rates of acceptance across the Ivy League. Simultaneous with its increased selectivity, the College has made a commitment to diversity, reaching out to and accepting students from a vast array of backgrounds in terms of their ethnicity, race, class, or gender. Our recommendations for the implementation of the policy regarding unrecognized single-gender social organizations reflect an awareness of the College's historical evolution and our understanding of the University's principle of non-discrimination.

The work of this committee has been shadowed by numerous tensions that exist within an institution that has one foot in the past and one in the present – stability vs. flexibility, tradition vs. change, belonging vs. exclusion. We are immensely proud of and grateful to the students who devoted hours of time and energy to the committee, both those who served as members of the various subgroups and those who reached out to participate in focus groups or to provide frank, honest feedback and insight into the dynamics of the College's social scene. Without their work, this report would not exist.

Before we move to the recommendations, we offer words of caution. Our charge was narrow in scope, but in many of our discussions, we touched upon the nature and intent of the policy we were being asked to implement. Our recommendations reflect optimistic conclusions and, if accepted, the committee members feel that the recommendations would free the members of the College to work towards a more welcoming and inclusive community. Each recommendation is part of a larger whole, one piece of a broader vision of what the College could be. Our recommendations would support the College's commitment to non-discrimination and further encourage the work already undertaken by unrecognized single-gender social organizations to reevaluate their practices and seek new approaches. We believe that failure to act on these recommendations will have a devastating effect in our community because the social dynamics could become even more divisive and have a negative impact on current and future students. What is clear is that the previous status quo is untenable and that the College has the responsibility to articulate and act upon its values and its expectations. We suggest that our College, FAS, and University leaders take this opportunity to write a letter to the student body, clarifying the intent of the policy and the collective commitment to non-discrimination it represents.

With these concerns in mind, our recommendations are summarized here:

1. We outline expectations, guidelines, and assessment mechanisms for social organizations interested in transitioning from their current status towards one more aligned with the College's mission, tentatively named "Provisional Student Organization."
2. Mindful of the history of women's groups at the College, we recommend a bridge program specifically aimed at their concerns.
3. We recommend that the Dean limit the ability of USGSOs to recruit Harvard students, especially shielding freshmen and other incoming students.
4. We recommend mechanisms for governance be based on transparency and engagement with the individual student, namely that expectations about the policy be integrated into existing application processes for leadership positions and fellowships.

5. We recommend a list of fellowships and awards that should fall within the scope of the policy, focusing on those that include criteria for serving as a representative of Harvard College.
6. We recommend that the College consider an amendment to the policy, namely that students affirming compliance will not have been members of the specified social organizations for at least one year before they sign and must not become members or resume membership for at least one year after their tenure.
7. We recommend the College consider questions of equity in exercising the policy and apply it to leadership positions in all existing recognized student organizations.
8. We recommend the production of various forms of media for communicating information and positive messages about the policy and its implementation, with a particular emphasis on the incoming freshmen class, as the first class affected by the policy.
9. We recommend on-going and continuous engagement with the various stakeholders who are affected by the policy.

Our discussions touched upon several concerns beyond the scope of our charge, but pertaining the larger issue of improving the social life on campus. In response to those concerns, we include supplemental recommendations as follows:

10. We recommend that the College pilot a new program of inter-house dining societies.
11. We recommend that the College repurpose or renovate existing social spaces for new social purposes.
12. We recommend that the College expand the inter-house intramural program beyond sports and involve freshmen in this program as a way of developing opportunities for freshmen to connect with upperclassmen in the Houses.

Sincerely,

The Members of the Implementation Committee

II. Introduction

Harvard College offers its students the opportunity to participate in a unique educational and residential community, one devoted to the liberal arts and sciences as a means of intellectual, social and personal transformation. Students have access to exceptional faculty and researchers in the classrooms, labs and in the Yards and Houses and abundant resources in extracurricular, professional, and cultural organizations and offices on campus. Equally important, students have intelligent, determined, diverse and enthusiastic peers, and work together as students, colleagues and friends. All of these factors build towards the personal transformation of each and every student as the College works to educate global citizens and leaders of the next generation.

We, the members of the Implementation Committee, take this articulation of the College's purpose as the guiding rubric for our work on the College's policy with regard to unrecognized single-gender social organizations. We view the committee's recommendations as an effort to ensure that all members of our community are able to access and benefit from these resources, and as members of Harvard, share the responsibility of guarding, maintaining and passing along these resources to the students to come. Specifically, we understand the policy as endorsing the principle of non-discrimination based on characteristics of "intrinsic identity" that the College expects all members of the College community to respect as an integral part of the College's values and priorities.

We take a long view of Harvard's community: our recommendations reflect a commitment not just to our current students, but to those yet to matriculate. It is our hope that current students, faculty and staff will join us to create a better Harvard, one that aspires to be an example for inclusive, non-discriminatory communities across the globe. To paraphrase Pericles: we do not aim to imitate, but to serve as a model for others.

a. Committee Formation and Charge

On May 6, 2016, President Faust accepted Dean Khurana's recommendations for changes in the College's policies regarding expectations around eligibility for certain leadership opportunities and fellowship endorsement letters from the Danoff Dean of Harvard College. In September 2016, Dean Khurana appointed a committee charged with implementing the policy. The recommendations from spring 2016 stated that students matriculating in the fall of 2017 and thereafter may not simultaneously hold leadership positions in recognized student organizations or athletic teams at Harvard, and be members of unrecognized single-gender social organizations (USGSOs).

The recommendations also noted that students matriculating in the fall of 2017 and thereafter who are members of unrecognized single-gender social organizations would not be eligible to receive endorsement letters from the Danoff Dean of Harvard College for those fellowships that require such endorsements.

The implementation committee charge outlined the task at hand:

"Harvard College brings together bright and talented students from all walks of life to form a community of learning that facilitates their intellectual, personal, and social transformation. By exposing students to new ideas, to people whose backgrounds and experiences differ from their own, Harvard fosters the ability to see the world through the eyes of others,"[1] to echo the Report of the College Working Group on Diversity and Inclusion. To advance the mission of

educating leaders and responsible citizens who are prepared to serve a global and diverse society, the College works to embody an inclusive and non-discriminatory community of learning, one described in the FAS's Resolutions on Rights and Responsibilities as "ideally characterized by...respect for the dignity of others" as well as "openness to constructive change." [2]

"In light of this educational and service mission and in recognition of the new policy related to leadership of recognized student organizations and athletic teams and those students who receive an endorsement from the Danoff Dean of Harvard College, the implementation committee will consult broadly with undergraduate students, staff, and faculty at the College to examine and recommend ways to define the contours and implementation of the policy set forth by the College. This committee's work may include town halls, focus groups, or solicitation of information from various community stakeholders. Specifically, the committee's work will aid the College in advancing its commitment to promoting an inclusive social environment aligned with the mission of the College."

"The committee will address the following questions:

1. What leadership roles and endorsements are affected by the policy;
2. How organizations can transition to fulfill the expectations of inclusive membership practices; and
3. How the College should handle transgressions of the policy."

"The committee will also be responsible for recommending best practices to communicate the implementation of the policy to the College community. Finally, the committee will recommend ways to provide support to student organizations to foster an inclusive social environment. The committee will present its recommendation to the Danoff Dean of Harvard College in spring 2017."

The membership of the Implementation Committee was established in October 2016 and is listed in Appendix A.

b. Definitions

We define the following terms in the context of the policy as outlined above. We note in particular the term "inclusive social organizations" which was suggested by committee members as a means of providing a framework for current and future student organizations to appreciate the goals of the policy.

1. "Unrecognized Single Gender Social Organizations (USGSO)"

An Unrecognized Single Gender Social Organization is any selective-membership, single-gender organization, whose primary purpose is social, including but not limited to final clubs, fraternities and sororities, that has a membership that is comprised entirely of Harvard students and/or Harvard alumni. This definition does not include Harvard Recognized

Independent Student Organizations (ISOs), Sponsored Student Organizations (SSOs), see below, or other non-Harvard entities whose membership draws from individuals beyond the Harvard community such as city-wide chapters of national organizations. There are over 400 different student organizations at Harvard and these groups are classified in Appendix B.

2. “Recognized Student Organizations”

Independent Student Organizations (ISOs)

Recognition of an Independent Student Organizations (ISO) is intended to support students who wish to pursue interests and talents in ways that are separate from their formal courses of study. Recognition of an ISO is not an indication that the University approves or endorses the ISO’s goals, activities, or points of view.

ISOs receive designated benefits from the College, are responsible for meeting filing requirements with the OSL (Office for Student Life), and are accountable to the College for responsible use of those benefits. The College expects ISOs to comply with all applicable regulations. If the Committee on Student Life determines that an ISO has failed to do so, it may revoke the ISO’s charter.

Sponsored Student Organizations (SSOs)

SSOs are led, organized or sponsored by University departments, offices, or units and thus do not meet the definition of recognized Independent Student Organizations. SSOs also receive designated benefits afforded to ISOs and file with the OSL to obtain access to those benefits.

3. “Inclusive Social Organizations”

A definition of the characteristics and expectations for inclusive social organizations should guide efforts for existing organizations and any new organizations – should new ones be approved – to positively contribute to the life of the campus community. The student members of the Implementation Committee developed specific guidelines regarding expectations for inclusion and transparency in membership information, which are included here and in section III.a.2 below.

- Substantive changes that demonstrate adherence to Harvard’s commitment to non-discrimination in policies, practices, governance, and membership;
- Organizations should aim to operate transparently, publicly affirming a commitment to non-discrimination and:
 - operate new member selection and recruitment processes that are open to all students;
 - eliminate financial barriers to membership;

- maintain diversity, in particular, significant gender inclusion, in membership and governance of the organization.

The role of social organizations in the context of Harvard's distinctive residential Yard and House system requires further comment. The Implementation Committee members suggest that existing organizations that seek to become inclusive must be sensitive to and aware of intersectionality of identities across class, race, gender, sexual orientation, and religion; otherwise positive changes will not evolve in the social climate of the campus. All recognized organizations must uphold the institution's core values of inclusion and non-discrimination. Furthermore, a majority of the Committee suggests that when considering the role that any new social organizations might play on campus, those that align with College priorities to re-center student life in the Houses should be given preference.

c. The Subcommittees

The implementation committee divided into smaller sub-groups to address specific areas related to implementation. These subgroups focused on three areas: governance, communications and benchmarking, campus community and social group alternatives. Each subgroup met separately and performed its own outreach and research with regard to its particular issues. A fourth group, the steering committee, coordinated activities across all subgroups and undertook outreach activities of its own with other organizations and Harvard committees that cut across individual sub-committee concerns. A brief summary of the specific questions examined by each subgroup follows.

1. The Governance subcommittee addressed the following issues:
 - Define principles and guidelines for identifying student eligibility for certain leadership positions and College endorsements and the organizations and endorsement opportunities affected by this policy;
 - Propose possible approaches to enforcement of the policy, both in terms of individual students and recognized student organizations.
2. The Communications and Benchmarking subcommittee addressed the following concerns:
 - Advise on the development of a comprehensive communications and outreach plan regarding the policy for students and identify any other constituencies and their outreach needs;
 - Research similar policies at other schools with an eye towards anticipating possible concerns.
3. The Campus Community subcommittee was asked to:
 - Recommend resources and processes within Harvard College to assist unrecognized single-gender social groups (SGSOs) in transitioning to non-discriminatory membership practices and inclusion in a possible new category of student groups;

- Outline the expectations and principles that would characterize a formal relationship between private, gender-inclusive social organizations and Harvard College. Leaving open the possibility of defining a new category, these principles and expectations could include: expectations for non-discrimination policies, governance structures, membership eligibility, open and transparent new member programs, and annual registration requirements;
- Recommend best practices for inclusive group membership and providing an equitable experience for all members of an organization. While some organizations that adopt gender-inclusive policies and practices may elect not to participate in a formal relationship with Harvard College, the committee's recommendations will endeavor to establish successful practices as resources for all organizations.

In addition, this group also discussed ideas for the development of social alternatives to the existing system.

4. The Steering Committee

In addition to coordinating the activities of the subgroup and holding their own meetings and sessions with a cross-section of constituencies (as noted below), the Steering Committee took primary responsibility for reviewing and evaluating recommendations, prioritizing the work of the subgroups, and writing and producing the final report. It also considered questions that arose as the report took shape.

d. Summary of the Committee's Work

The Implementation Committee met frequently during the fall semester to gather information, address the issues raised by the charge, and deliberate over its recommendations. The membership of the Implementation Committee consisted of students (including some members of USGSOs), faculty and staff from the College. What follows is not an exhaustive list, but is meant to give a sense of the different types of outreach, research and feedback performed by committee members.

Committee Meetings

1. The full Committee met 4 times on October 31, November 14, December 6, 2016, and February 6, 2017.
2. The Steering Committee met 7 times between October 25, 2016 and December 12, 2016, and again on Tuesday, January 31, 2017.
3. The Governance and Implementation subgroup met 5 times and hosted outreach events with fellowship tutors, athletic coaches, team captains, and recognized student organizations.
4. The Communications and Benchmarking subgroup met 5 times and performed outreach to the Title IX Office, the Office of Admissions and Financial Aid, the Freshman Dean's Office, the Advising Programs Office, and the Office of Academic Integrity and Student Conduct.
5. The Social Groups and Campus Community subgroup met several times and conducted targeted outreach with freshmen and sophomores.

Outreach Activities

- 1) October 13, 2016 – Town Hall Open to the Harvard Community
- 2) Steering Committee
 - a. October 20, 2016 – Committee on Student Life
 - b. November 8, 2016 – Office of BGLTQ Student Life staff and interns
 - c. November 13, 2016 – Student-facilitated conversation with USGSO leadership
 - d. November 28, 2016 – Women’s Cabinet of the Harvard College Women’s Center
 - e. November 29, 2016 – House Committee Co-Chairs
 - f. November 30, 2016 – Foundation for Intercultural and Race Relations Student and Faculty Advisory Council
- 3) Governance and Implementation
 - a. Wednesday, November 30, 2016 - Undergraduate Research and Fellowships Office
 - b. Tuesday, November 29, 2016 – Focus Group with Recognized Student Organizations
 - c. Thursday, December 1, 2016 - Varsity Athletic Coaches
 - d. Monday, December 5, 2016 - Varsity Athletic Captains
- 4) Communications and Benchmarking
 - a. November 1, 2016 – Meeting with Tom Dingman, Dean of Freshmen, Freshman Dean’s Office
 - b. November 15, 2016 – Meeting with W. Fitzsimmons, Dean of Admissions and Financial Aid
 - c. November 22, 2016 – Meeting with Dr. Brett Flehinger, Associate Dean of Academic Integrity and Student Conduct, Office of Academic Integrity and Student Conduct
 - d. December 7, 2016 – Phone Conversation with Brooks Lambert-Sluder, Assistant Director, Advising Programs Office
 - e. December 7, 2016 – Phone Conversation with Alexandria Masud, Department Administrator, Title IX Office
- 5) Social Groups and Campus Community
 - a. Freshman Study Break
 - b. Sophomore Study Breaks

e. Complications of the Committee’s Work

The Implementation Committee members shared a strong sense of responsibility when approaching their work, both in terms of gathering information and insights from current students and anticipating the needs and goals of future undergraduates. The members also encountered numerous challenges, some of which highlight issues that will remain as the policy is rolled out. We review these challenges next.

First, it was clear to the Implementation Committee that the announcement of the policy in the spring had a chilling effect on community discussion. Some Faculty members complained about the lack of prior consultation and raised issues of governance and this continued most pointedly in the discussions in the fall Faculty meetings. The Committee members were aware of these concerns, but also noted that the Dean of the College traditionally had the authority to implement policies specific

to the undergraduate social experience. Examples of past decisions include changes to the residential lottery systems (the existence of linkmates and Neighborhoods, randomization) as well as regulations related to the formation of extracurricular student groups.

Similarly, the lack of clarity about the intent, scope, and timing of the policy led many to engage in speculation, incorrect assumptions, and miscommunication within the undergraduate community. The press reports were not helpful in this regard. Implementation Committee members, without fail, reported widespread confusion when they met with students, staff and faculty who may be affected by the policy. A more open communication about the policy as well as a broader opportunity to engage in discussion prior to its announcement might have alleviated some of these concerns and eased the path for more productive discussions in the fall.

Some especially unfortunate aspects of the roll-out were the press reports and claims by students and members of USGSOs that the intent of the policy was to address sexual assault. While that behavior and the environment that encourages it are wholly unacceptable, they are not the sole nor even the primary reason for the policy.

Another troubling aspect for the Implementation Committee members was the perception that the policy consists solely of punitive measures, i.e. “sanctions.” On the contrary, Committee members view the policy as an affirmation of one of the central values of the University, the principle of non-discrimination. As one of our members stated at a recent faculty meeting, “discrimination on the basis of race is wrong. So is discrimination on the basis of gender. Especially at a school that calls itself co-ed.” Furthermore, the term “sanctions” implies that current students will be affected; that is clearly not the case. Any student affected by this policy will have chosen to enroll in the College fully aware of the values and principles that it holds as central to being a leader within the community.

Finally, as noted by student members of the committee, the lack of clarity as well as the events of the past month, namely the formation of a new faculty committee to review this policy, have had a particularly negative effect on conversations with numerous existing stakeholders in the College’s social scene. These events have fostered skepticism about the intent and commitment to the policy, discouraged those students who are supportive of efforts to transform the nature of the clubs, and undermined the confidence and progress of those groups who have already made difficult decisions to move in a more inclusive direction. Momentum towards greater inclusivity was stalled by lack of clear leadership and legitimate concerns as to whether institutional support was unstable. The Committee members feel it is imperative for the College and the University to engage more clearly and directly with the students on these questions.

The Implementation Committee members believe the policy should be understood and described as a balanced approach towards affirming non-discrimination principally with respect to the broadest continuum of gender identities. The policy aims to improve the sense of inclusion among our diverse community members. In the best light, the policy challenges Harvard College to become a better version of itself.

We aim to help foster a College community that offers vibrant opportunities for social interaction, but not via exclusionary or discriminatory systems based on gender. We therefore state our shared belief that any implementation of the policy needs to be accompanied by strong fiscal and logistical commitments to further improve the social life of the College. The Committee feels it is important that recognized student organizations are also held to community standards of inclusion. While these organizations are not addressed specifically in this policy, concerns have been raised about the

culture that is created by exclusive practices of currently recognized groups. For example, the practices and culture of comping should be examined to develop approaches that enhance positive aspects while eliminating the negatives of such an approach to membership selection. The Committee on Student Life should endeavor to review recognized student organizations to assess their contributions to the campus community.

Our recommendations reflect this balanced approach, seeking to shift the existing culture via multiple interventions.

f. Peer Institutions

As part of its work, the Committee sought examples from peer institutions who have dealt with similar issues. For example, liberal arts colleges including Amherst, Bowdoin, Williams and Middlebury, have generally decided to ban fraternity and sorority life. Princeton also banned Greek life recruitment during freshmen year. Overall, these institutions have consistently viewed social life organized by gender as incompatible with creating an inclusive campus. Those institutions that have had the most success addressing the influence of single gender social organizations and fraternity systems did so by taking bold steps to implement policies that eliminated the presence of such organizations combined with significant investment in alternatives including re-organizing their residential systems to promote and institutionalize inclusive social communities. Those that took half measures or changed course did not realize the same level of positive change in the undergraduate experience. (See Appendix C).

g. Findings

The most encouraging result of the committee's outreach efforts on campus was the clear consensus regarding the misalignment between the values of Harvard College and the existing status quo. The oftentimes toxic atmosphere engendered by the current orientation of student life around unrecognized single-gender social organizations is evident. Students noted their desire for a more inclusive experience along a broad range of axes, ranging from issues of gender identity to socioeconomic background to race and ethnicity. It is clear that our community members understand inclusivity as a truly radical commitment to diversity and non-discrimination. Viewed in that light, this policy represents one step towards aligning the College's articulated values with that understanding. Furthermore, although we listened to concerns from a very wide range of students, faculty, and staff, we did not hear convincing arguments for maintaining the status quo. Harvard students are diverse and socially conscious, and they openly critique the elitism and discrimination that characterizes the single-gender social organizations.

What students and faculty have said, however, is that they do not understand how a policy which they view as discriminatory can operate to address discrimination. In response, we echo the words of one of our members, who said that "of course we can be intolerant of intolerance, and of course we can discriminate against people who discriminate. That's what liberal societies do. Even if you are skeptical about the Dean's policy, please, let us not endorse what amounts to a pledge to abdicate our responsibility to see that everyone in our community is treated equally."

Our conversations and research revealed that the current social scene at the College revolves around deeply entrenched systems of power. Men's final clubs in particular can leverage the historical dominance of gender, class, and race, to preserve that power. And when alcohol enters the picture, violence, hazing and sexual violence are sometimes used to assert their position. The simple reality is

that this social system facilitates highly asymmetrical power dynamics. Because these systems are historical, they must be intentionally subverted to “advance our shared commitment to broadening opportunity and making Harvard a campus for all of its students.” (Dean Khurana’s letter to student body, May 6)

The committee has heard and acknowledges the positive experiences that certain students have had in USGSOs and further recognizes important distinctions to be made among final clubs, fraternities, and sororities. While the overarching concerns remain regarding the role of USGSOs in perpetuating exclusive practices in the campus culture, the importance of understanding the conditions that gave rise to the current social system, and the differential effects on various types of USGSOs is essential to the implementation of the policy.

One aspect of these historical conditions is that male final clubs have greater resources in terms of property, finances and alumni support. However, the traditionally female clubs and sororities, which grew up in response to exclusion from the male clubs and a desire for social experiences controlled by women for women, lack property, have substantially fewer resources and emerging alumni networks.

The committee found it challenging to implement the policy in a fair-handed way, given these historical conditions and their outcomes. For example, the committee repeatedly heard from students about a need for spaces and organizations that support the experiences of women at Harvard College.

It is the hope of the committee that USGSOs will evolve. The committee discovered through its consultation and deliberation that there can be neither a continuation of the status quo nor partial steps toward inclusion. Efforts should be made to support those organizations that want to transition to inclusive policies and practices and to creatively develop new social structures. Knowing that the loss of spaces specifically for women will have an impact on the gender equity of the campus in the short term, a one-size-fits-all approach will not work.

The committee heard extensively from the 25% of students currently invested in USGSOs, but is concerned not to lose sight of the 75% of the students for whom opportunities for support systems, community, and connection are equally important. The recommendations from the subcommittee on campus community include further considerations of the broader student experience and underrepresented minorities.

Freedom of Association

The committee heard the concerns that this policy interferes with students’ rights of freedom of association. A full exposition on the case law and efforts to prohibit discrimination by private social organizations is beyond the scope of this report. However, it is clear that courts have upheld decisions by private colleges and universities to take strong stances based on their educational missions and prohibit student participation in private selective membership social organizations. A summary of the approaches taken by a number of private liberal arts colleges and universities is included as an addendum to this report. Some of these institutions have implemented what appear to be stronger and more extreme actions compared to the Harvard policy. It is important to note that the Harvard policy allows students to participate in USGSOs and remain in good standing with the College. New students will elect to matriculate at Harvard with a full understanding of the

institution's commitments to non-discrimination. Limits placed on leadership and endorsements affect privileges and do not withhold educational rights.

Athletics

With 42 Division I intercollegiate teams, Harvard Colleges is committed to academic excellence through athletics. In the course of engagement with varsity athletic coaches and captains, the Implementation Committee learned that there is significant overlap between varsity student athletes and USGSO membership (roughly 2/3 of a group of thirty-five captains). Many student athletes claim that opportunities to participate in extracurricular and social opportunities are limited by their demanding practice schedule, competition, and travel schedules. They also claim that USGSOs provide spaces that are consistently available for socializing at times and with more flexibility than spaces to which they might otherwise have access.

It is observed that some of the athletic teams are already quite segregated from the rest of the student body. This new policy may provide an incentive for them to incorporate into more inclusive activities and spaces, extending their social activities beyond their team. We also note that the athletes' time commitments are not unlike those of some musicians, researchers working in labs, or students heavily committed to PBHA or other civic groups.

Members of the Implementation Committee found their discussions touched on themes that were not directly part of the official charge, but that shaped students' experience of the social environment at the College. We were encouraged that the policy has led to broader conversations about inclusion on Harvard's campus, and note that the University is already seeking ways to examine this issue through the Presidential Task Force and the College Committee on Inclusion and Belonging. Some issues raised by students reach across both groups, for example, the social experience of freshmen in the Yard, opportunities for freshmen to connect with upperclassmen, integration of sophomores into the House community, concerns about physical space, social events and the overall fragmentation of College social life. The report from the Campus Community subcommittee addresses some of these issues.

III. Recommendations

The Implementation Committee requested each subcommittee to formulate recommendations addressing its specific focus. These recommendations were reviewed and finalized by the Steering Committee members. Each category of recommendations is outlined below:

a. Transitioning Social Organizations

As part of its charge, the Implementation Committee was asked to propose how unrecognized social organizations can transition to fulfill the expectations of inclusive membership practices. Here we provide guidelines for the transition process.

In an earlier section of this report on "Definitions," we enumerated essential aspects of inclusive social organizations. In accordance with this definition, unrecognized social organizations desiring to transition to a recognized status must make substantive changes to meet Harvard's policy of non-discrimination in their organization's policies, practices, governance, and membership.

Each social organization seeking to transition should submit a written request to the Harvard College Office of Student Life providing details in the following areas:

- Plans to achieve diversity, particularly gender inclusion across a full spectrum of gender identities, in membership and governance of the organization;
- Processes for open new member selection processes;
- Removal of financial barriers to membership and participation;
- Detailed standards of behavior for all who participate in the organization’s activities.

Following acceptance of the transition plan, the organization must implement the plan and publicly affirm Harvard values of non-discrimination, noting the changes in organizational policy on their websites, Facebook pages, and other promotional materials. Following the model of Harvard College’s Honor Code, the head of the organization must also sign the following document on its behalf:

“On behalf of _____, I affirm my organization’s awareness of the College’s policy regarding the principle of non-discrimination in our policies, practices, governance, and membership and our compliance with that policy in all its aspects.

Signed by _____

This document is regarded as an agreement between the organization and Harvard College. Should the organization not meet the College’s expectations in all areas detailed here, recognition may be revoked. Compliance may be monitored by the Committee on Student Life and/or an appointee from the OSL by the Dean.

To accommodate organizations in transition, the Implementation Committee recommends creating a temporary category of “Provisional Social Organizations (PSOs)”. This new transitional category of organizations must meet the standards of non-discrimination to which all recognized Independent Student Organizations (ISOs) currently adhere in order to be eligible for access to Harvard. Organizations within this new category might be transitioning from among current final clubs or Greek organizations. Whether or not these new social clubs will be considered for designation as ISOs in the future is a decision that cannot be taken now. PSO status should be time-limited, offering a bracketed, transitional period in which an existing group can reconstitute itself with new characteristics and new goals. This new PSO category is intended to support the transition of those organizations that currently exist in an unrecognized state, and does not offer the opportunity for the creation of numerous other social organizations beyond those that may be considered as part of pilot programs suggested in Appendix G. We propose the following definitions and guidelines.

“Provisional Social Organization (PSO)”

1. Social organizations eligible to register with Harvard College generally have the following characteristics:
 - a. Student/alumni-run organizations with a purpose that is primarily social
 - b. Non-discriminatory membership requirements
 - c. Membership composed entirely of current Harvard College students and/or alumni
 - d. Local governance and autonomy
2. PSOs are expected to maintain in both policy and practice:
 - a. Membership policies that align with Harvard University’s non-discrimination policy. The organization’s membership selection process should be open to all Harvard undergraduates, in other words, it may not discriminate on the basis of “race, color, religion, creed, sex, sexual orientation, gender identity, national origin, ancestry, age, veteran status, disability, genetic information, military service, or other protected status.”
 - b. A designated non-student adviser to serve as the liaison between the PSO and University (e.g. Harvard alumnus/a, faculty, or staff)
 - c. Bystander intervention training including substantial and purposeful engagement between membership and the Office of Sexual Assault Prevention and Response as well as the Office of Alcohol and Other Drug Services
 - d. Publication of the demographic breakdown of the organization’s membership
 - e. A program that reduces financial barriers to participation and makes information about financial aid readily available to prospective membership.

The standards outlined above hold social clubs on campus to higher expectations than other currently existing recognized groups. For example, the College does not request the demographic breakdown of existing ISOs; most of the committee supports this request, but some do not. The Implementation Committee views the nature of social groups as fundamentally distinct from that of an ISO in that they neither select auditioning members for a skill/talent nor do they provide a guiding purpose or mission other than that of being social. Given these two factors, explicit organizational values, open new member processes aligned with those values, and transparency in publicly available information about the organization will help avoid situations in which transitioning social clubs choose their members on the basis of factors inherent to identity (i.e. sex, class, race, etc.) while operating under the guise of “group personality” or “group community.” The mechanisms outlined above are recommended to hold social groups accountable to the degree of inclusivity and non-discrimination outlined by the mission of Harvard College.

PSO Rights and Responsibilities

PSOs that meet the standards outlined above may enjoy the following benefits based on their registration with Harvard College:

1. Ability to reserve campus spaces for meetings, social events, and other gatherings
2. Ability to recruit on campus at designated times and through approved means
3. Ability to apply for funding for organizational activities

4. Ability to sponsor and co-sponsor events on campus
5. Access to training and other College administrative advising resources

The Implementation Committee thinks it important to offer incentives to currently unrecognized organizations to encourage their transition to inclusive social organizations. However, providing benefits to PSOs requires careful consideration and accountability. It is advisable to proceed with care to avoid preserving a social system that resembles the existing culture rather than building a new one. Furthermore, the College must balance incentivizing change in existing organizations with avoiding growth in a new category of student organizations, one that might slow College efforts to prioritize Yard and House Life as central to the undergraduate experience.

Assessment

Considering the temporary and transitional nature of the PSO status, the Committee on Student Life should review PSOs after 3 years to assess their influence on the residential and social environment. While several metrics may prove useful, the chief question to be answered should be: How have PSOs contributed positively to an inclusive social climate at Harvard College? Those organizations that are contributing positively to the community may be considered for recognition as an ISO or some other status. The Committee on Student Life should establish corrective measures for those that are not.

A Special Note on Transition of Traditionally Female Clubs and Female Greek Organizations

The USGSOs at Harvard are a disparate group, comprised of male Final Clubs, female Final Clubs, fraternities, sororities, and at least one feminist service organization, The Seneca. We noted above that the traditionally female clubs and sororities were established in the last quarter century in response to the exclusion of women from the long-standing male clubs. Given the late entry of women into Harvard College and the fact that they have not had access to the same financial support or facilities for social life, we suggest introducing a longer, and substantially-supported five-year “bridge period” for the existing traditionally female clubs and sororities beginning when the new policy goes into effect for freshmen in fall 2017. Some traditionally female groups in particular have asked for help in finding physical spaces to meet, while others have expressed interest in obtaining acknowledgment that their organization is in compliance with the policy. The committee supports the idea of continuing to allow the female final clubs and sororities to operate with gender focused missions, with the understanding that the positive contributions of those organizations to the campus community would be assessed in three to five years.

We intend that this bridge period enable these groups to make the transition to an open social status as PSOs entirely unconnected from the typical Greek system. In the view of our committee, The Seneca, which has already declared a gender- neutral membership policy and considers social service to be an integral part of its mission, should be considered for ISO status in 2017.

With regard to organizations that choose to continue to function as USGSOs, we further suggest that the Dean institute mechanisms to constrain or limit the ability of organizations to recruit Harvard students on campus. This suggestion is inspired by reports of very strong concerns by House Committee leaders that engaging sophomores in USGSO punch season diverts their attention away from House Life.

b. Governance

The recommendations from the Governance subcommittee define the scope of the policy and recommend a process for enforcement, recognizing that the goal of the policy is to help create an institutional culture in which undergraduates regard inclusive organizations as the norm, and in which peer expectations operate as the predominant influence on student choice. The recommendations are based on the understanding that the core of the policy is the enforcement of the principle of non-discrimination.

We believe the means of implementation should reflect the values of trust, honesty, and transparency. Implementation should be clear and consistent. It is of fundamental importance that students not perceive the policy as intrusive or punitive. In the short run, we would rather err on the side of allowing some students to evade the restrictions than adopt processes that students regard as inquisitorial.

We understand the purpose of linking the policy of non-discrimination to leadership positions and to fellowships, provided by or requiring sponsorship from the College, to be a way of affirming the value of non-discrimination and ensuring that those who represent the College at these levels represent the community and its stated values.

A list of unrecognized single-gender social organizations that would be covered by the policy is provided in Appendix E.

Our recommendations follow for the three areas named in the policy:

1) Fellowships and other awards

Harvard College students can apply for at least fourteen national/international awards requiring limited selection and endorsement, and fifteen Harvard awards requiring limited selection. Given that these awards present the recipients as representatives of the entire College, we believe that candidates should fully reflect the principle of non-discrimination. We recommend that undergraduates affirm their compliance with the policy before being considered for all such awards, whether internally or externally funded.

It would be inconsistent for the College to prohibit members of unrecognized single-gender social organizations from applying for awards funded by outside bodies, such as the Rhodes or Marshall, while allowing them to be candidates for equivalent awards funded by Harvard. In addition, those fellowships which extend to post-graduate years include support services provided by Harvard during the term of the fellowship.

A list of fellowships and awards that would currently be covered by the policy is provided in Appendix D.

2) Leadership positions in recognized student groups and with regard to captains of athletic teams

Harvard College currently has 20 sponsored student organizations, 407 independent student organizations recognized by the College, and 72 programs run by the Phillips Brooks House

Association. We recommend that students be required to affirm their compliance with the policy before they may assume a leadership role in all of these organizations, and any other organization subsequently recognized by the Committee on Student Life.

This recommendation recognizes that leaders of student groups model the College's broader values for both group members and outside audiences. We define a "leader" as a person understood by those external to the group to be the representative, or "face," of the organization. This person would normally carry a title such as president, vice-president, secretary, treasurer or director, but he or she may have a different designation. The policy does not prevent students who belong to unrecognized single-gender social organizations from participating in a recognized student organization; it covers only positions identified with leadership of the organization. A list of organizations that would be currently covered by the policy is provided in Appendix B.

Harvard College has 42 varsity sports teams. Varsity teams compete with teams from other colleges, and all varsity athletes are therefore representatives of Harvard and its values. With regard to team captains, we view captains of intercollegiate sports teams to be both leaders of their teams and representatives of Harvard to people beyond the campus. Moreover, Ivy League principles specify that "athletes should be students first and representative of a school's overall student body" and affirm that Ivy League athletics share the "essential educational purposes" of the institutions with which they are affiliated. (See http://www.gocrimson.com/General/Core_Values/20160112_Ivy_Principles.) We recommend that captains of all varsity athletic teams be required to affirm their compliance with the policy concerning membership in unrecognized single-gender social groups. We also recommend that the coaches of all 42 teams formally recognize this policy and explain it clearly to team members and potential recruits.

While the policy does not address club sports directly, in keeping with the idea of equitable application of the policy, we recommend that the College consider including them in this expectation.

A list of varsity athletic teams that would currently be covered by the policy is provided in Appendix F.

3) Creation of an enforcement mechanism

The basic enforcement mechanism applies to all students covered by the policy in every category. Individual students who are applying for fellowships and awards, registering as leaders of recognized student organizations, or assuming the captaincy of a varsity athletic team will be asked to sign the following document.

One of the shared values on which Harvard College is based is nondiscrimination on the basis of characteristics of "intrinsic identity," including gender. As leaders of student organizations and varsity athletic teams, and as holders of fellowships funded by or endorsed by the College, individual students represent the College and its values both to their peers and to people outside Harvard. As such, they are expected to abide by, safeguard, and respect the core principle of non-discrimination.

In pursuance of this principle, the following is Harvard College policy:

1. For students matriculating in the fall of 2017 and thereafter: any such students who are members of unrecognized single-gender social organizations will not be eligible to hold leadership positions in recognized student organizations or athletic teams. Students seeking those positions must not have been a member of an unrecognized single-gender social organization for at least one year prior to becoming an organization leader or team captain and must remain unaffiliated with such organizations for at least one year after their tenure as leader or captain. Currently enrolled students and those who matriculated in the fall of 2016 will be exempt from these new policies.

2. For students matriculating in the fall of 2017 and thereafter: any such students who are members of unrecognized single-gender social organizations will not be eligible to receive the Dean's endorsement letters for those fellowships that require such endorsements, or to receive Harvard-funded limited selection fellowships or awards. Students seeking those awards must not have been a member of an unrecognized single-gender social organization for at least one year prior to application, and must remain unaffiliated with such organizations for at least one year after their tenure as holder of the fellowship or award. Currently enrolled students and those who matriculated in the fall of 2016 will be exempt from these new policies.

To be signed by the student:

I affirm my awareness of the College's policy regarding the principle of non-discrimination, particularly with regard to membership in unrecognized single-gender social organizations. In taking a leadership position in a student organization/applying for a sponsored grant or fellowship/becoming a varsity athletic team captain, I affirm my compliance with that policy.

This document should be regarded as an agreement between the individual student and the College, as represented by the relevant office. We consider compliance with the policy to be a matter between the individual student and the College. Other parties—faculty, faculty deans and tutors, athletic coaches, fellow organization members, teammates—should not be responsible for policing the policy or ensuring that it is complied with. It is up to the student to meet the College's expectations in this area.

In the case of fellowships and awards: the Office of Undergraduate Research and Fellowships will require a signed document as part of all applications for the awards specified in the policy.

In the case of leadership positions in recognized student organizations: the Office of Student Life (OSL) will ask for a signed document (or some form of electronic acknowledgment) from all students seeking to register as leaders of those organizations. We note that the leadership structures of student organizations differ widely, and we recommend that OSL take steps to clarify what positions count as leadership positions, and to require organizations seeking approval to ensure that all leaders of the organization are registered with OSL and affirm their compliance with the policy.

In the case of captains of varsity athletic teams: team captains are chosen by peers without the participation of coaches, although members of the Department of Athletics staff may be present when captains are chosen to make sure that team members understand the procedures. We do not recommend changing that practice; such a change would be a matter for the Department of Athletics. However, the new policy will add one more step to the existing process. That is to have students chosen to be team captains submit a signed document to the Department of Athletics.

We recommend that violations of the policy—to wit, falsely affirming compliance—be considered a violation of the Honor Code and fall under the jurisdiction of the Honor Council. In recommending that the Honor Council be the administrative body to deal with violations of the policy, we are aware that the Council’s mandate concerns issues of academic integrity. We recommend either that the mandate be expanded to include violations of this policy or that the policy be defined in such a way that violations fall within the category of academic integrity. Our thinking is that a false affirmation is a violation of the expectation of honesty, and should be adjudicated as any other such violation would be.

Anticipated Challenges

Our recommendations incorporate two changes to the stated policy. First, we include all postgraduate fellowships and awards involving limited selection that are endorsed or funded by Harvard, not just those requiring the Dean’s endorsement. Second, we have added the requirement that students affirming compliance will not have been members of the specified social organizations for at least one year before they sign and must not become members or resume membership for at least one year after their tenure. This was to meet the concern that students may suspend their membership in these organizations, or take a leave, and then return. It also allows for students who join these organizations to decide they no longer want to be members without permanently penalizing them. The change does not absolutely prevent students from rejoining single-gender social organizations later on, but it raises the cost of doing so.

The response to the policy among athletic teams, recognized student groups and student sponsored organizations varies. Some groups have embraced the core principle of non-discrimination and are already talking about ways to reinforce and nurture this in their membership practices, others are more tentative. The names of two groups recurred in our conversations with questions about whether or not the policy would apply to them, namely the Undergraduate Council and the Harvard *Crimson*. Since the *Crimson* uses the Harvard name and enjoys all the prerogatives of a recognized student group, such as the right to reserve room on campus, students may regard its exclusion from the policy as anomalous. Leadership positions on the *Crimson* are highly prestigious in the outside world, and the newspaper is identified by everyone with Harvard. Similar concerns were raised with regard to the Undergraduate Council, whose president and vice president are elected by the entire student body. The general feeling among the committee members was that these groups should be covered by the policy and held to the same standards of accountability as recognized student groups.

Although the policy as formulated refers to the Dean of the College in the singular, we note that Harvard College also has Faculty Deans as well as other College Deans, who in their roles as the heads of residential academic communities or groupings, play a central role in endorsing or recommending students for various opportunities or privileges. We also note above that Harvard offers many fellowships comparable to the Rhodes and Marshalls in amount if not prestige, as discussed above. They may consider following the spirit of this policy in their own decisions.

c. Communications and Benchmarking

It is vital to communicate the new policy to the full Harvard community in order that all understand the policy’s broad aspirations as well as its detailed guidelines. The subgroup strongly recommends a dissemination of a positive narrative around the new policy, emphasizing its historic nature, its origins in appeals to inclusion in the broadest sense, and its emphasis on student agency. In particular, the committee recommends presenting the policy as an effort to maximize students’

opportunities for building inclusive community and the expression of the ways in which students occupy a multiplicity of identities and are simultaneously members of raced, classed, gendered, and sexed communities. This would align with the College's pedagogical emphasis on intellectual, personal and social transformation. Recognizing that the primary audience for any communication is prospective and incoming students, our specific recommendations regarding the communication of the policy are as follows:

1) *A letter from University officials to incoming students and their families*

- a. This letter would be sent prior to matriculation, and would communicate the University's goals of an inclusive and diverse educational community and its position with regard to unrecognized social groups.
- b. It would also direct students and parents to a website with more information, including definitions of unrecognized social groups.
- c. With respect, we suggest a template for such a letter in Appendix G.

2) *Production of various forms of media for communicating information about the policy.*

- a. Map out all virtual touchpoints with the College (The Harvard *Crimson*, social media, brochures to incoming students, website, etc.) and add links to policy FAQ's as appropriate.
- b. Invest in the creation of clear/concise, professional brochures articulating the new policy (modeled on materials created by Honor Code and Title IX Office).
- c. Consider "door drops" in the Yard early fall semester and during recruitment seasons of materials (see above) about the new policy, including links to FAQs and where to go with questions.

3) *Particular emphasis on the incoming freshmen class, as the first class affected by the policy.*

- a. Secure time during Opening Week and space for FAQs and links in the materials that reach incoming students.
- b. Coordinate with Admissions and Financial Aid Offices, including the Admissions blog where current students may write about the implications of the new policy.
- c. Educate proctors, PAFS, and tutors about the new policy. Send representatives (e.g. one administrator and one student) to PAF, Proctor, and Tutor training sessions to ensure that all understand and can communicate the new policy to new students.
- d. Reach out to student leaders of pre-orientation programs. More than half of our students participate in pre-orientation programs, and they perceive their upperclassmen student leaders as a vital source of information about campus culture.

4) *On-going and continuous engagement with the various stakeholders who are affected by the policy.*

- a. Alert House Offices, sophomore advisers, and fellowship tutors to advise students about the policy and the enforcement process at the beginning of the sophomore year.
- b. Outreach to coaches and captains to alert athletes to the policy each fall.
- c. Outreach to Harvard Alumni Association to provide language, materials and resources for concerns.
- d. Outreach to Faculty regarding questions they might have about fellowships, awards and other intersections of the policy with their support of students.
- e. Coordinate with the group overseeing Smith Campus Center construction/organization.

The policy must be communicated effectively to current students, who serve as mentors and informal sources of information for incoming students and freshmen, as well as to all student social organizations on campus. We suggest holding additional Town Halls to communicate the new policy and appointment of a group of students to speak about the policy with current and incoming students for the 2017 calendar year. It is also important to hold smaller sessions for some of these discussions so that questions can be raised and answered effectively. There remains a need to meet with sorority members/leaders to discuss the implications of the new policy due to the imminent spring recruitment season. The subcommittee also urges that on-going efforts be made to meet with and listen to detractors of the new policy, and to engage as many students as possible in efforts to create new social opportunities.

d. Campus Community

The work has been guided by the understanding that the chief aim of this policy is to promote an equitable social climate and provide inclusive social opportunities for all Harvard students. To that end, implementation of the policy will ideally spur change among organizations that currently discriminate based on gender and limit the influence of those organizations that choose not to adopt inclusive policies and practices that align with the mission of Harvard College. This first step toward greater inclusion should not be seen as the ultimate solution to issues of gender inequality, discriminatory practices of student organizations, or problems of sexual assault. Rather, this policy should make room for new venues, particularly in the first and second years of the student experience, to provide welcoming and inclusive opportunities for social life at Harvard.

As the committee grappled with how to best implement the specifics of the policy itself along with strategies to communicate it effectively, it became clear that those efforts will only be effective if substantial investment is made in creating social alternatives. Investment is needed not only in terms of financial support but also creativity in imagining a new social reality. This process will be well-served by engaging current students who can contribute based on their experiences in the current social environment and by engaging new students who can bring fresh approaches to crafting a new social scene.

Communities of scale are important to student social life. Students have emphasized that while House Life is positive, it does not evidently address all social needs. Randomization and diversity within the Houses are valued aspects of the student experience, but Houses do not provide smaller-scale affinity-based communities. House populations with average sizes of 400 students are too large, and students were vocal in expressing the value of social communities that range in size from 40-100 members. Access to social space is also important. Students want both community spaces for casual gatherings as well as spaces for parties. It is important to note that the idea of “space” provided by social groups is also about the environment and experience of the group; it does not necessarily require ownership of dedicated spaces.

The following recommendations seek to balance efforts to prioritize House Life while also offering ideas to pilot the creation of inclusive social alternatives. The subcommittee on Campus Community worked extensively with students to provide suggestions for new programs. Mindful of the fact that this was beyond the immediate charge of the Implementation Committee, and well aware of the important work and ideas coming from the College Committee on Belonging and Inclusion, as well

as the Committee on Student life, the Campus Community recommends the following for consideration:

1. ***Pilot a new program of inter-House dining societies.***
 - a. These proposed dining societies would constitute a new type of inclusive social organization on campus, open to all who wish to participate. These would be small groups of about 40 students that would alternate between two Houses for a regular meal each week. See Appendix H for more details.
2. ***Improving access to, repurposing or renovating existing social spaces for new social purposes.***
 - a. We suggest several initiatives including re-purposing the Cambridge Queen's Head pub, and locating social space for freshmen comparable to what was lost in the move from the Freshman Union, investigating the use of Loeb House for high-end undergraduate student events, and transforming the SOCH into a venue for student weekend social events. We also recommend that the College explores ways to improve access to existing social spaces in the Houses. See Appendix H for more details.
3. ***Expand the interhouse intramural program beyond sports; involve freshmen in this program.***
 - a. We recommend broadening the current intramural program to include non-sports oriented forms of friendly competition between Houses. This may also include a broader effort to incorporate freshmen into House communities earlier in their time at the College. See Appendix H for more details.
4. ***Explore the possibility of strengthening ties between existing student groups and Harvard Alumni Association and the systems of Harvard Clubs.***
 - a. We recommend strengthening ties with the existing alumni groups. Many students valued the intergenerational aspects of smaller-scale affinity groups that maintain strong connections to College alumni, both older and more recent. These connections are often seen as facilitating professional networking and career development. Expanding these networks beyond social clubs would be the goal. Another approach would be to provide support to existing recognized student groups who maintain connections with alumni already.

IV. Conclusion

Harvard University celebrated its 375th Anniversary in 2011. As the oldest school within the University, the College has traveled a long historic arc towards its present incarnation. Over those four centuries, both Harvard and its students have continued to evolve, moving towards an increasingly inclusive vision of a community of learning open to all genders, ethnicities, races, and socio-economic classes. By affirming the importance of non-discrimination, the policy embodies both the ethical vision of the College in the 21st century and its long-standing commitment to the transformative power of a liberal arts and sciences education. Our students come to Harvard to learn how best to operate as global citizen-leaders; many depart saying that they have learned the most from their peers and fellow students. This policy seeks to support that dynamic by encouraging students to engage with their peers in the broadest possible manner, to participate in critical and

thoughtful dialogue around difference, and to work productively together to accomplish a shared goal.

The Implementation Committee recognizes that many students may feel ambivalent or uncertain about the nature of the policy, or doubt the efficacy of its approach. Others have expressed concern about the perceived gap between rhetoric of inclusion and actual practice, not just in terms of unrecognized single-gender social organizations but recognized student groups as well. For this reason, and recognizing that our student population completely replaces itself every four years, we recommend that the Committee on Student Life review the policy and the recommendations periodically to assess its efficacy.

What is clear to us is that this policy offers an unambiguous message about the principle of non-discrimination for all members of our community and an opportunity for all of us to think creatively about issues of inclusion on our campus. The success of the policy, and, ideally, its positive effect on undergraduate social life, will depend on the good faith of the students and administrators involved. While some groups may choose another path, we hope that many will take up the challenge and the invitation to be part of a diverse, inclusive and ever-renewed Harvard as it enters its fifth century.

Appendices

- A. Implementation Group Membership
- B. List and classification of Social Groups and Clubs at Harvard College
- C. Findings on Peer Institutions: Confidential Report Omitted from Public Report
- D. List of Fellowships
- E. Unrecognized Single-Gender Social Organizations
- F. List of Athletic Teams
- G. Letter for incoming students
- H. Three new ideas for improving Campus Community

Appendix A: Implementation Group Membership

Steering Committee

Chairs

Kay K. Shelemay, *G. Gordon Watts Professor of Music and Professor of African and African American Studies*

Doug Melton, *Xander University Professor and Faculty Dean of Eliot House*

Members

Janet Browne, *Aramont Professor of the History of Science*

Tom Dingman, *Dean of Freshmen*

Katie O'Dair, *Dean of Students*

Shaiba Rather, *Class of 2017*

Roshnee Raithatha, *Class of 2017*

Nick Barber, *Class of 2017*

Staff to Committee

David Friedrich, *Associate Dean of Students*

Governance/Implementation

Chair

Luke Menand, *Anne T. and Robert M. Bass Professor of English*

Members

Greg Llacer, *Director of the Office of Undergraduate Research and Fellowships*

Nathan Fry, *Sr. Associate Director of Athletics*

Jasmine Waddell, *Resident Dean of Freshmen*

Daniel Tartakovsky, *Class of 2017*

Yesenia Jimenez, *Class of 2017*

Jason Mills, *Class of 2017*

Gemma Collins, *Class of 2018*

Nina Srivastava, *Class of 2018*

Jackie Kellogg, *Class of 2019*

Staff to Committee

Lauren Brandt, *Assistant Dean for Academic Integrity and Student Conduct*

Communications/Benchmarking

Chair

Caroline Light, *Director of Undergraduate Studies and Lecturer on Studies of Women, Gender, and Sexuality*

Members

Jane Labanowski, *Class of 2017*

Michael Kikukawa, *Class of 2017*

Sam Green, *Class of 2017*

Staff to Committee

Rachael Dane, *Associate Director of Communications, Harvard College*

Campus Community

Chair

Anne Harrington, *Franklin L. Ford Professor of the History of Science and Faculty Dean of Pforzheimer House*

Members

Caitlin Casey, *Allston Burr Assistant Dean of Harvard College, Lowell House*

Alex Miller, *Assistant Dean of Student Life*

Naisha Bradley, *Director of the Harvard College Women's Center*

Alina Acosta, *Class of 2017*

Layla Stahr, *Class of 2017*

Megan Mers, *Class of 2017*

Benjamin Sorkin, *Class of 2020*

Ethan Reichsman, *Class of 2019*

Tim Haehl, *Class of 2018*

Danny Banks, *Class of 2017*

APPENDIX B

Sponsored Student Organizations

BWISE: BSC Fellows for a Whole Integrated Student Experience
College Events Board
Consent Advocates and Relationship Educators (CARE)
Contact Peer Counseling
CrimsonEMS
Drug and Alcohol Peer Advisors (DAPA)
Eating Concerns Hotline and Outreach
First-Year Outdoor Program (FOP)
First-Year Social Committee
Food Literacy Project
Harvard Undergraduate Council
HealthPALs - Health Peer Advisors & Liaisons
Honor Council
Indigo Peer Counseling
Response
Room 13
Senior Class Committee
Sexual Health and Relationship Counselors (SHARC)
Student Mental Health Liaisons (SMHL)
The Lowell House Opera Society

Independent Student Organizations*

(Leaders of these organizations in the class of 2021 and following subject to the policy)

* List accurate as of Fall 2016 and subject to change based on recognition of groups by the Committee on Student Life

Advocating Success for Kids	Black Community and Student Theater
An Evening with Champions	Brattle Street Chamber Players
Asian American Brotherhood	Catholic Student Association
Asian Baptist Student Koinonia	Christians on Campus
Association of Black Harvard Women	CityStep
Australian Undergraduate Society at Harvard College (AUS)	Colombian Students Association at Harvard College
Bach Society Orchestra	Concilio Latino de Harvard
Ballet Folklorico de Aztlan	Convrgency - Harvard College VR

Crimson Commons	Harvard Cancer Society
Crimson Key Society	Harvard Caribbean Club
Cuban-American Undergraduate Student Association	Harvard Chemistry Club
Dharma: Harvard's Hindu Students Association	Harvard Chess Club
Digital Literacy Project	Harvard Christian Impact
Directing through Recreation, Education, Adventure, and Mentoring	Harvard Classical Club
Dreamporte	Harvard College Code Orange
Eleganza	Harvard College Access Health
Episcopal Students at Harvard College	Harvard College Act On A Dream Club
European Business Group	Harvard College Africa Business and Investment Club
Expressions Dance Company	Harvard College Alpha Omega
Fallen Angels	Harvard College Anscombe Society
Foundation for International Medical Relief of Children - Harvard College	Harvard College Applied Mathematics Society
Friends of Project Sunshine	Harvard College Association for the Promotion of Interplanetary Expansion
Fuerza Latina	Harvard College Association for U.S. - China Relations
FUSIAN	Harvard College Association of Practice and Learning of Yan Xin Life Science & Technology
G-Chat: First-Year Discussion Group	Harvard College Astrophysical Society
Gender Inclusivity in Math	Harvard College Baha'i Association
Green Medicine Initiative	Harvard College Baroque Chamber Orchestra
HackHarvardCollege	Harvard College Bhangra
Harvard African Students Association	Harvard College Biomedical Engineering Society (BMES)
Harvard Anime Society	Harvard College Bisexual, Gay, Lesbian, Transgender, Queer & Allied Students in the Sciences (HBASIS)
Harvard Asian American Dance Troupe	Harvard College Black Pre-Law Association
Harvard Association Cultivating Inter-American Democracy	Harvard College Bolivian Association
Harvard Ballet Company	Harvard College Bowl
Harvard Ballroom Dance Team	Harvard College British Club
Harvard Black Men's Forum	Harvard College Candela Dance Troupe
Harvard Black Students Association	Harvard College China Forum
Harvard Book Review	
Harvard Breakers Organization	
Harvard Bulgarian Club	
Harvard Canadian Club	

Harvard College Chinese Music Ensemble
Harvard College Coaches
Harvard College Coalition for East African
Peace
Harvard College Community of Humanists,
Atheists, and Agnostics
Harvard College Conservation Society
Harvard College Consulting Group
Harvard College Crunch Magazine
Harvard College Cube Club
Harvard College Data Ventures
Harvard College Debating Union
Harvard College Deepam
Harvard College Democrats
Harvard College Developers for
Development
Harvard College Development Think Tank
Harvard College DirecTutor
Harvard College Disability Alliance
Harvard College Ecomarathon Team
Harvard College Economics Review
Harvard College Effective Altruism
Harvard College Electronic Music Collective
Harvard College Engineering Society
Harvard College Engineers Without Borders
Harvard College Entrepreneurship Forum
Harvard College eSports Association
Harvard College European Society
Harvard College Faith and Action
Harvard College Film Festival
Harvard College First Generation Student
Union
Harvard College Francophone Society
Harvard College Friends of the Red Cross
Harvard College Future Surgeons
Harvard College Geological Society

Harvard College Global Health and AIDS
Coalition
Harvard College Go Club
Harvard College Half Asian People's
Association
Harvard College Healing Thoughts
Harvard College Health Advocacy Program
Harvard College Health Policy Review
Harvard College Healthcare Associates
Harvard College Hellenic Society
Harvard College Human Rights Review
Harvard College iGEM
Harvard College Impact Investing Group
Harvard College in Asia Program
Harvard College Interfaith Forum
Harvard College International Negotiation
Program
Harvard College International Women's
Rights Collective
Harvard College Iranian Association
Harvard College Italian Society
Harvard College Japan Initiative
Harvard College KeyChange: A Black
Acapella Experience
Harvard College Korean Adoptee Mentorship
Program
Harvard College Korean International Student
Association
Harvard College Latino Men's Collective
Harvard College Latinos in Health Careers
Harvard College Law Society
Harvard College Magicians' Society
Harvard College Manifesta Magazine
Harvard College Medical Humanities Forum
Harvard College Meditation Club
Harvard College Mentors for Urban Debate
Harvard College Model Congress Middle East
Harvard College Naturalist Club

Harvard College Nigerian Students Association
Harvard College Ocean Sciences Club
Harvard College Opera Society
Harvard College Organization for Open Philosophy
Harvard College Palestine Solidarity Committee
Harvard College Pan-African Dance and Music Ensemble
Harvard College Partners in Health Engage
Harvard College Photography Club
Harvard College Piano Society
Harvard College Polish Society
Harvard College Pre-Veterinary Society
Harvard College Progressive Jewish Alliance
Harvard College Quantitative Trading Club
Harvard College Queer Students and Allies
Harvard College Review of Environment and Society
Harvard College Rootstrikers Association
Harvard College Rural Health Association
Harvard College Russian Speakers Association
Harvard College School of Rock
Harvard College Science Club for Girls
Harvard College Scientista
Harvard College Seventh-day Adventist Fellowship (HCSDAF)
Harvard College SHADE
Harvard College Social Enterprise Association
Harvard College Social Innovation Collaborative
Harvard College Society for the Cinematic Arts
Harvard College SoulFood Christian Fellowship

Harvard College South Slavic Society
Harvard College Speak Out Loud
Harvard College Special Olympics
Harvard College Sports Analysis Collective
Harvard College Sports Marketing Club
Harvard College Stand-Up Comic Society
Harvard College Stem Cell Society
Harvard College Stories for Orphans
Harvard College Students for Scholars at Risk
Harvard College Students for the Exploration and Development of Space (SEDS)
Harvard College Syrian Humanitarian League
Harvard College TEATRO!
Harvard College Tuesday Magazine
Harvard College Turkish Student Association
Harvard College Undergraduate Research Association
Harvard College US-India Initiative
Harvard College Vegetarian Society: Vegitas
Harvard College Ventures
Harvard College Video Game Development Club
Harvard College VISION
Harvard College Voice Actors' Guild
Harvard College Wine Society
Harvard College Wireless Club
Harvard College Wisconsin Club
Harvard College Writers' Workshop
Harvard Community Garden
Harvard Composers Association
Harvard Computer Society
Harvard Debate Council
Harvard Egyptian Students Association
Harvard Financial Analysts Club
Harvard Friends of Chabad
Harvard Glee Club

Harvard High-Tech & Business Group
 Harvard Hillel
 Harvard Hong Kong Society
 Harvard Intercollegiate Model United Nations
 Harvard International Relations Council
 Harvard International Relations on Campus
 Harvard International Review
 Harvard Investment Association
 Harvard Islamic Society
 Harvard Japan Society
 Harvard Korean Association
 Harvard Latter-day Saint Student Association
 Harvard Libertarian Forum
 Harvard Mock Trial Association
 Harvard Model Congress
 Harvard Model Congress Asia
 Harvard Model Congress Europe
 Harvard Model Congress San Francisco
 Harvard Model United Nations
 Harvard Mountaineering Club
 Harvard National Model United Nations
 Harvard Opportunes
 Harvard Organ Society
 Harvard Organization for Latin America
 Harvard Outing Club, Inc.
 Harvard Philippine Forum
 Harvard Political Review
 Harvard Pops Orchestra
 Harvard Pre-Medical Society
 Harvard Program for International Education
 Harvard Project for Asian and International Relations
 Harvard Radio Broadcasting, Inc
 Harvard Republican Club
 Harvard Reserve Officer Training Corps Association
 Harvard Review of Philosophy
 Harvard Right to Life
 Harvard Romanian Association
 Harvard S.T.A.G.E. - Student Theater Advancing Growth & Empowerment
 Harvard Science Review
 Harvard Society for Mind, Brain, and Behavior
 Harvard Society of Arab Students
 Harvard Society of Black Scientists and Engineers
 Harvard South Asian Association
 Harvard Story-Time Players
 Harvard Student Agencies
 Harvard Students for Israel
 Harvard Taiwanese Cultural Society
 Harvard Thai Society
 Harvard Undergraduate Association of Pediatric Pals
 Harvard Undergraduate Beekeepers
 Harvard Undergraduate BGLTQ Business Society (HUBBS)
 Harvard Undergraduate Bioethics Society
 Harvard Undergraduate Biotechnology Association
 Harvard Undergraduate Brazilian Association
 Harvard Undergraduate Consulting on Business and the Environment
 Harvard Undergraduate Dancing to Heal
 Harvard Undergraduate Economics Association
 Harvard Undergraduate Fellowship
 Harvard Undergraduate Global Health Forum
 Harvard Undergraduate High School CityServe
 Harvard Undergraduate History Club
 Harvard Undergraduate Humanities Initiative
 Harvard Undergraduate Mathematics Association

Harvard Undergraduate Mirch
Harvard Undergraduate Robotics Club
Harvard Undergraduate Students for
Myanmar
Harvard Undergraduate Taiwan Leadership
Conference
Harvard Undergraduate Women In Business
Harvard Undergraduate Women in Computer
Science
Harvard Undergraduates for Human Rights in
North Korea
Harvard Undergraduates Raising Autism
Awareness!
Harvard University Band Harvard University
Choir
Harvard University Flute Ensemble
Harvard Vietnamese Association
Harvard Wind Ensemble
Harvard World Model United Nations
Harvard Yearbook Publications, Inc.
Harvard-Radcliffe Asian American
Association
Harvard-Radcliffe Asian American Christian
Fellowship
Harvard-Radcliffe Asian American Women's
Association
Harvard-Radcliffe Chado Society
Harvard-Radcliffe Chinese Students
Association
Harvard-Radcliffe Collegium Musicum
Harvard-Radcliffe Dramatic Club
Harvard-Radcliffe Gilbert & Sullivan Players
Harvard-Radcliffe Modern Dance Company
Harvard-Radcliffe Orchestra
Harvard-Radcliffe Science Fiction Association
Harvard-Radcliffe Society of Physics Students
Harvard-Radcliffe Veritones
Harvard-Radcliffe Women's Leadership
Project

Harvard's Under Construction
Hasty Pudding Theatricals
Health Leads
Holoimua O Hawaii
House and Neighborhood Development
Hyperion Shakespeare Company
IDENTITIES Fashion Show
Immediate Gratification Players
Institute of Politics
Israel Public Affairs Committee at Harvard
College
Kidney Disease Screening and Awareness
Program
La Organizacion de Puertorriquenos en
Harvard
Latinas Unidas de Harvard College
Leadership Institute at Harvard College
Lowell House Society of Russian Bell Ringers
at Harvard College
Mariachi Veritas de Harvard
Model Congress Latin America (MCLA)
Model Security Council
Music in Hospitals and Nursing Homes Using
Entertainment as Therapy
Native Americans at Harvard College
On Harvard Time
On Thin Ice
Organization of Asian American Sisters in
Service
Orthodox Christian Fellowship of Harvard
College
Passus: Harvard College Step Team
Phillips Brooks House Association
Quad Sound Studios
Radcliffe Choral Society
Radcliffe Union of Students

Recreational Experience and Arts Creativity
 with Harvard
 SACH: Harvard Undergraduate Sikh Student
 Association
 Satire V
 Science Theater at Harvard College
 (ST@HC)
 Sexual Health Education & Advocacy
 throughout Harvard College
 Simplicissimus: The Harvard College Journal
 of Germanic Studies
 Singapore, Indonesia and Malaysia
 Association
 Smart Woman Securities
 South Asian Dance Company
 South Asian Men's Collective
 South Asian Women's Collective
 Springboard: The Harvard College Design
 Club
 Student Astronomers at Harvard-Radcliffe
 Synthesis
 TAMID Israel Investment Group
 TAPS
 Task Force on Asian and Pacific American
 Studies at Harvard College
 Team HBV at Harvard College
 TEDxHarvard College
 Tempus: The Harvard College History
 Review
 Texas Club of Harvard
 The Food Lab for Kids @ Harvard College
 The Franklin Fellowship
 The Happiness Project
 The Harvard Advocate
 The Harvard Callbacks
 The Harvard College Armenian Students
 Association
 The Harvard College Ecdysis: A Journal for
 the Artistic Expression of Science
 *The Harvard Crimson (see note in the
 report)
 The Harvard Din & Tonics
 The Harvard Ichthus
 The Harvard Independent
 The Harvard Krokodiloes, Inc.
 The Harvard LowKeys
 The Harvard Undergraduate Drummers
 (THUD)
 The Harvard Undergraduate Research
 Journal
 The Harvard University Jazz Bands
 The Inside Voices Step Team
 The John Adams Society: A Harvard College
 Debating Society
 The Kuumba Singers of Harvard College
 The Noteables: Harvard's Broadway Beat
 The Radcliffe Pitches
 The River Charles Ensemble
 Three Letter Acronym
 United World Club at Harvard College
 Veritas Financial Group
 Woodbridge International Society
 Writing and Public Service Initiative (WPSI)
 at Harvard College
 Youth Alliance for Leadership and
 Development in Africa

PBHA Programs

PBHA Mission Hill Afterschool Program
PBHA's Connelly Center Youth Prison
Tutoring Program
PBHA's EnviroEd
PBHA's Student Labor Action Movement
PBHA's Boston Refugee Youth Enrichment
Term
PBHA's Committee on Deaf Awareness
PBHA's Harvard Small Claims Advisory
Service
PBHA's Refugee Youth Summer
Enrichment
PBHA's Native American Youth Enrichment
Program
PBHA's Cambridge Youth Enrichment
Program
PBHA's Roxbury Youth Initiative Term
PBHA's Keylatch Summer Program
PBHA's Boston Refugee Youth Enrichment
Extension
PBHA's Chinatown ESL Program
PBHA's Boston Refugee Youth Enrichment
Teen
PBHA's Boston Refugee Youth Enrichment
Tutoring
PBHA's Roxbury Youth Initiative
PBHA's HARMONY Mentoring
PBHA's 1-2-1 Boston Refugee Youth
Enrichment
PBHA's Franklin Teen Mentoring Program
PBHA's Y2Y (Young Adults Uniting to End
Homelessness)
PBHA's Undergraduate Legal Committee
PBHA'S Summer CIVICS
PBHA's Recent Immigrant Term-Time
Enrichment
PBHA's Harvard Square Homeless Shelter

PBHA's Kids with Special Needs
Achievement Program
PBHA's The Athena Program
PBHA's CIVICS
PBHA's Keylatch Afterschool Program
PBHA's Suffolk Prison Education
PBHA's Chinatown Afterschool Program
PBHA's Franklin After School Enrichment
PBHA's Strong Women, Strong Girls
PBHA's Franklin I-O Summer Program
PBHA's Mission Hill Summer Program
PBHA's Experimentors
PBHA's Harvard Emerging Literacy Project
PBHA's Harvard Artists for Alzheimer's
PBHA's Cambridge After-School Program
PBHA's Native American Youth Education
Mentor Program (NAYEP Mentor)
PBHA's Mission Mentor
PBHA's CHANCE
PBHA's Partners Empowering
Neighborhoods
PBHA's Women's Empowerment and Prison
Education Program
PBHA's Keylatch Mentor Program
PBHA's Pets as Therapy
PBHA's Chinatown Teen Program
PBHA's Best Buddies
PBHA's Harvard Habitat for Humanity
PBHA's Environmental Action Committee
PBHA's Chinatown Adventure
PBHA's Summer Harvard Square Homeless
Shelter
PBHA's South Boston Afterschool Program
PBHA's Harvard College Alzheimer's Buddies
Program
PBHA's Chinatown Citizenship Program

PBHA's Summer HARMONY
PBHA's STRIVE
PBHA's Cambridge 1-2-1
PBHA'S Alternative Spring Breaks
PBHA'S Summer Science
PBHA's LEADERS!
PBHA's South Boston Big Sibling Program
PBHA's Youth Recreation Program-
HOOPs
PBHA's Chinatown Big Sibling Program
PBHA's David Walker Scholars Program
PBHA's Elderly 1-2-1
PBHA's South Boston Outreach Summer
PBHA's LEADERS! Summer Program
PBHA's Harvard College Youth Leadership
Initiative
PBHA's Peer Health Exchange
PBHA's Boston Refugee Youth Enrichment
Summer Program

APPENDIX C

A Survey of Peer Institutions' Responses to Greek Life
CONFIDENTIAL: FOR INTERNAL HARVARD USE

APPENDIX D

National and International awards requiring limited selection/endorsement

The Beinecke Scholarship Program
The Carnegie Endowment Junior Fellowship
Churchill Foundation Scholarship
Fulbright U.S. Student Program
Barry M. Goldwater Scholarship
The Keasbey Memorial Foundation
The Marshall Scholarships
The Mitchell Scholars Program
The Rhodes Scholarships
The Schwarzman Scholars Program
The St. Andrew's Society Scholarship Program
The Harry S. Truman Scholarship Foundation
The Udall Scholarships
The Yenching Academy Scholarship at Peking University

Harvard awards requiring limited selection

The Artist Development Fellowships
The Alex G. Booth Fellowship
The British Teaching Fellowships
The Eben Fiske Studentship
The Harvard-Cambridge Scholarships
Harvard-Cambridge Postgraduate
The Harvard – UK Fellowships (including the Henry, the Frank Knox, the Michael Von Clemm, the Paul Williams, the Herchel Smith [non-science])
The Herchel Smith Fellowship In Science
Laura Houghteling Memorial Scholarship
William Lyon Mackenzie King Harvard Scholarship
The Patterson Traveling Fellowship to Italy
The Postgraduate Public Service Fellowships (including the Pforzheimer and Richardson Fellowships)
The Postgraduate Traveling Fellowships (including the Gardner, Shaw, Sheldon, and Trustman fellowships)
The Michael C. Rockefeller Memorial Fellowship
The John Thouron Prize

APPENDIX E

Unrecognized Social Clubs With Gender-Neutral Policies (as of the publication of this report)

Hasty Pudding-Institute of 1770

The Spee Club*

The Oak Club*

The Sabliere Society**

The Seneca**

**Traditionally all male final/ social clubs whose policies are now gender inclusive*

***Traditionally all female final/ social clubs whose policies are now gender inclusive*

Unrecognized Single Gender Social Organizations

(Members in the class of 2021 and following are subject to the policy)

Unrecognized Female Final Clubs

La Vie Club Inc.

The Bee Club

The IC Club

The Pleiades Society

Unrecognized Male Final Clubs

A.D. Club

Delphic Club

The Fox Club

Phoenix S.K. Club

The Fly Club

The Owl Club

The Porcellian Club

Unrecognized Fraternities

Alpha Epsilon Pi Fraternity

Delta Kappa Epsilon

Kappa Sigma

Sigma Alpha Epsilon

Sigma Chi Fraternity

Unrecognized Sororities

Alpha Phi

Delta Gamma

Kappa Alpha Theta- Zeta Xi Chapter

Kappa Kappa Gamma

APPENDIX F

Varsity athletic teams

Men's Cross Country
Women's Cross Country
Field Hockey
Football
Women's Rugby
Men's Soccer
Women's Soccer
Women's Volleyball
Men's Water Polo
Men's Alpine Skiing
Women's Alpine Skiing
Men's Basketball
Women's Basketball
Men's Fencing
Women's Fencing
Men's Ice Hockey
Women's Ice Hockey
Men's Indoor Track
Women's Indoor Track
Men's Nordic Skiing
Women's Nordic Skiing
Men's Squash
Women's Squash

Men's Swimming & Diving
Women's Swimming & Diving
Men's Volleyball
Wrestling
Baseball
Men's Crew (Heavy)
Women's Crew (Heavy)
Men's Crew (Light)
Women's Crew (Light)
Men's Golf
Women's Golf
Men's Lacrosse
Women's Lacrosse
Coed Sailing
Women's Sailing
Softball
Men's Tennis
Women's Tennis
Men's Outdoor Track
Women's Outdoor Track
Women's Water Polo

Club Sports

Aikikai
Archery
Badminton
Ballroom Dance
Baseball
Men's Basketball
(Crimson Classics)
Men's Basketball
(Harvard Hoopsters)
Women's Basketball
Billiards

Bowling
Boxing
Broomball
Capoeira
Cheerleading
Climbing
Cornhole
Cricket
Crimson Dance
Curling
Cycling

Fencing
Field Hockey
Figure Skating
Futsal
Golf
Hapkido
Men's Ice Hockey
Women's Ice Hockey
Jiu Jitsu
Kendo
Krav Maga

Men's Lacrosse
Women's Lacrosse
Nordic Skiing
Pistol
Polo
Powerlifting
Project SWIM
Quidditch
Men's Rugby
Running
Scuba
Shooting

Shotokan Karate
Skiing
Men's Soccer
Women's Soccer
Spikeball
Squash
Swimming
Table Tennis
Taekwondo
Men's Tennis
Women's Tennis
Triathlon

Tough Mudder
Ultimate Frisbee
(Men)
Ultimate Frisbee
(Women)
Volleyball (Men)
Volleyball (Women)
Water Polo
Wushu
XFit

APPENDIX G

DRAFT LETTER TO INCOMING CLASS

Dear member of the Harvard College Class of 2021,

Congratulations! We are eager to welcome you to campus and are excited that you are joining the Harvard community. Harvard is a place rich in resources, opportunities and people, and we hope that your time here will be a challenging and transformative experience.

I am writing to you today to express our hope for you and what Harvard can be. As a member of the community, you are partly responsible for helping us articulate and cultivate shared values, whether in the classroom, in the lab, on the stage, on the field, or in the world outside its gates. Our pedagogical mission is a transformative one, rooted in the belief that learning from each other is essential to a liberal arts education, and that a multiplicity of voices, backgrounds and opinions can serve us better in that regard than a single, unified dictum. Through scholarship, public service, and in other ways, our students work towards a respectful and inclusive experience along a broad range of axes, ranging from issues of gender identity to socioeconomic background to race and ethnicity. Our community understands inclusivity as a deep commitment to diversity and non-discrimination.

Like any community, Harvard is not perfect; it has its shortcomings and challenges. There exist in close proximity to campus several social clubs that base their membership on exclusion and segregation, often gender-based. While only a minor percentage of students belong to these organizations, their influence can be harmful and far-reaching. From our perspective, these groups are both out-dated and discriminatory, too often engaging in practices that repeat troubling social and cultural hierarchies that existed during a previous era in American history. Over the past few years, we have engaged in dialogue with these groups to encourage them to embrace the principle of non-discrimination. Some have chosen not to do so, and as such, they operate in ways incompatible with the College's mission. You can find more information about these groups and our policy with regard to them on this website:

When you arrive at Harvard, you may be faced with a choice of whether or not to join one of these social organizations. While the choice is yours, I want to strongly urge you to consider what you want your time at Harvard to be. Will it be a time when you truly engage with all of your peers and learn from them? Will it be a time of openness, growth, and curiosity? Students come to Harvard to learn how best to operate as global citizen-leaders; many depart saying that they have learned the most from their peers and fellow students. The choice will be yours – I hope you will join me in “making Harvard a campus for all of its students.”

Sincerely...

APPENDIX H

1. *Pilot a new program of Inter-House Dining Societies*

We recommend that the College undertake a three-year pilot program of inter-house dining societies, followed by an assessment. These proposed dining societies would build on programs the college is already supporting, such as linkage groups that promote inter-house friendships. The program we are proposing would also incorporate freshmen into their membership from the outset, giving them an opportunity to build friendships with upperclassmen and develop a sense of comfort with House life. Taken as a whole, these societies would all aim to model a new kind of inclusive social organization on campus, open to all who wish to participate. While each society might well develop its own “personality” and special traditions (much as different Houses do), each would also be committed to cultivating an internal culture welcoming of all students. This is a commitment that would require regular renewal and vigilance, and so we recommend that the leadership of these societies all undertake a yearly retreat together to reconnect to a shared sense of purpose, and to talk through issues and concerns.

Here is how the program as a whole could work. Each society would be “adopted” or hosted by (generally) pairs of Houses, ideally with contrasting physical amenities. Each society would then meet (generally) weekly for a group meal in one or the other of its two host Houses (generally rotating between them). The dinners would be organized by each House administrator in ways similar to what is already being done for recognized programs like the Franklin Fellowship. And while the food for the meals would come from HUDS, each society will be encouraged to work creatively to make its weekly meal an “event.” Societies might set special themes for some of their meals, purchase special desserts, invite special guests, eat in elegant attire, read Chaucer out loud, or anything else they enjoy.

In addition to regular meals, together, each society would also develop a calendar of independent social activities, and would have a budget and leadership to facilitate this. Some might want to venture off campus in pursuit of other “food”-y activities (e.g., a visit to a cheese cellar and cheese tasting), or to plan other occasional excursions. We expect, though, that many will want to throw and host parties. To facilitate this, we recommend that each dining society be allowed to book (using normal procedures) all party spaces available in its “adopted” Houses, or possibly across the House system as a whole. As the societies get established, they may also sometimes decide to co-sponsor events with the House Committees of one or another of their “adopted” Houses.

Over time, it is recommended that each dining society choose a name for itself, and identify itself with a loose theme that is social, inclusive, and consistent with College values and mission -- travel, mental health advocacy, philanthropic service, international cuisine, and so on. The theme would be informal, and might change every year, as interests change within its membership. The approach taken here could be modelled after a social program that the Harvard Alumni Association has developed to facilitate ongoing friendships and manageable small group connections within its own large pool of graduates.

We recommend that each society be assigned a faculty advisor with interests also in the theme in question and a commitment to the well-being of the students in the society. These advisors might be selected from the SCRs of the host Houses, thus providing a new avenue for faculty

involvement in House life

The societies as a group might also develop a calendar of signature collective events. For example, they might all gather together in early September in a gala mixer at the Harvard Club of Boston. They might then all work together to put on a formal dance party in the spring in Loeb House. Or they might decide to chip in to rent a cruise boat on the Boston harbor. The possibilities here are extensive.

To populate these societies, we imagine having a place at the activities fair in the fall, and then a process by which students sign up for their top three choices. Individuals would then be put in one of their choices according to an algorithm perhaps similar to that used for putting people into sections in a large class. The leadership for these societies, especially in the first years, might come from students with previous experience organizing social events on behalf of their House Committees, from students transitioning out of sororities or fraternities, or with leadership experience in Final Clubs, or from students who had previously not been involved in any of Harvard's older social organizations, but are attracted to the opportunity now to contribute to the task of building a new set of more inclusive campus social groups.

The idea is that this would be a scalable program, with a place for everyone who wished to participate. If, at peak capacity, the College supported 24 societies, each with about 40 members, that would accommodate around 1,000 students. In this pretty generous model, the Houses would each be responsible for co-hosting four societies, which would add up usually to a mere two meals a week

Finally, for this program to work, the leadership of the Houses need to feel they understand the implications for their functioning, and that they be given adequate support, including staffing support. This might take the form of a dedicated part-time coordinator who assigned to each pair of host Houses, and who is responsible for keeping track of all the dinner bookings, trouble-shooting issues that may arise, creating and maintaining new web pages in the House websites about the affiliated societies, representing the societies at staff meetings, and anything else that the Houses deem important. As an early step in moving forward, therefore, the ideas being proposed here need to be fully discussed by the Faculty Deans.

2. Repurpose or Renovate Existing Social Spaces for new Social Purposes

A multicultural "Agora": We feel that the time is right -- now, more than ever -- to move forward on the long-standing recommendation from the Walton Report on Diversity and Inclusion to develop a dedicated multicultural space for students. The proposal we are making, however, is not for a "center" where different affinity groups would have office space. Instead, we envision a flexible and intellectual expansive social space -- an "agora" -- that is aligned with the mission of the Foundation (though perhaps institutionally independent of it).

The space we are envisioning might consist of an attractive lounge, one or two work and discussion spaces, and a kitchen area. Students involved in different affinity groups or passionate in different ways about diversity and inclusion issues could come there to relax, to work, to meet, to build friendships and to discover new kinds of solidarity and empathy for the issues they variously face. We recommend that a committee be created with students and administrators to develop this idea, and that vigorous and creative efforts are made to identify space possibilities.

The *Smith Center* would be ideal, but we wonder also about repurposing space in Philip Brooks House, which is centrally located and in many ways has the right “vibe.”

Renew and repurpose the Cambridge Queen’s Head Pub: Loker Commons was renovated 10 years ago to create a pub based on the success of “Pub Nights” that provided inclusive social alternatives for undergraduates students. The pub is operated by students for students with the primary goal of serving the College student population. Yet over the past 10 years, the CQH has become a popular space for graduate students, which at times has made it feel less welcoming to undergraduates. Furthermore, the focus on alcohol as a pub has created barriers to use by first year students despite proximity to Annenberg Dining Hall.

The College should pursue a program to return the CQH to a social space specifically for undergraduates in the College. Goals should include:

- 1) Making it more welcoming to first year students by de-emphasizing the service of alcohol and by giving it an aesthetic that resonates with our undergraduates.
 - a. This may mean changing the name, reorienting the bar and beer taps, and rethinking the decor and furniture.
- 2) Creating a space that draws students from all class years for welcoming, inclusive, and fun social events and gatherings.
 - a. This may mean focusing the space on a specific use such as live performances on a stage and enlivening areas of it for subsidiary uses such as games or food service.

These two goals will need to work well together to give students a destination to meet friends and to be seen while also inviting them to try new and different ways to socialize in inclusive ways across their class years, races, genders, and other demographic differences. Ultimately the renewed space needs to be conceived and run by students for students.

The College should begin as early as this spring by piloting new approaches to use of that space by partnering with USGSOs that are transitioning to PSO status, the UC, FYSC, CEB, and other student organizations that provide inclusive social events on campus. The name should also be changed to better reflect the new purpose of the space. And ultimately, a renovation to the space that better suits the new programmatic uses of the space should be considered.

Loeb House as event space: We recommend that Loeb House be investigated as an occasional high end event/party space for Harvard undergraduates, and perhaps especially for the new inter-house Dining Societies.

Annenberg Freshman hang-out space: We recommend that the new renovations being planned for the Queens Head pub aim to create significant and generously-sized “freshman friendly” hang-out space.

SOCH as party central: We recommend renovating and re-opening the rooftop space of the SOCH as a more attractive and more easily bookable weekend event and party space for all students. We further recommend that students be given a leadership role in overseeing the booking and safe use of the spaces. As a corollary to this, we recommend thinking about ways to improve access to social spaces in the Houses as well, along these lines.

Transition specific administrative offices housed in prime real estate into new spaces for students. There currently exist a number of College offices that see relatively low student foot traffic and are instead largely programmatic and administrative; some of these currently occupy prime real estate in the Square. These include the Office of International Education and the Office of Undergraduate Research and Fellowships, both based in impressive frame wood houses on Dunster Street. We recommend transitioning these houses into student-accessible spaces, and moving the offices that currently occupy them either into the Smith Center or the SOCH. The spaces in question could then be multi-function, and maintained by elected student managers who report to the OSL and/or the UC. The buildings might function as a quasi-student union, with accessible study and hang-out spaces during the day and bookable space for student organizations and perhaps the dining societies to book for meetings and social gatherings in the evenings and/or on weekends.

3. Expand the Inter-House intramural program beyond sports; involve freshmen in this program

We recommend broadening the current intramural program to include non-sports oriented forms of friendly competition between Houses. Some examples here might include an intramural spelling bee competitions, trivia night competitions, improvisational theater competitions, and debating competitions.

Beyond strengthening House life, this proposed broader intramural program -- open to all -- addresses a concern we have heard from students about the ways in which Harvard's intense "comping" culture often shuts out students who have an interest in theater or debate for example, but no relevant experience.

We also recommend that, if the decision is made (currently under consideration) to assign freshmen to their upper-class Houses earlier than currently, that the Houses leverage this vision of an expanded set of intramural activities as a primary way to involve this cohort in House life.

Finally, we recommend recruiting students to develop this idea (including how coaching for the various new events would work) and then work with the HoCo leadership in the different Houses to roll it out.