

Information for Faculty Offering Instruction in Arts and Sciences 2009–2010

Academic Calendar

General Information and Regulations

Teaching Resources

Directory

Harvard University

Office of the Registrar
Faculty of Arts and Sciences
Cambridge, Massachusetts

**Faculty of Arts and Sciences
Harvard University
Information for Faculty Offering Instruction in Arts and Sciences 2009-10**

July 1, 2009

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

While every effort has been made to ensure that this publication is accurate and up-to-date, it may include typographical or other errors. Changes are periodically made to this publication and will be incorporated in supplements and/or new editions.

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To the Faculty

Information for Faculty Offering Instruction in Arts and Sciences is intended to serve as a convenient reference for the educational policies of the Faculty of Arts and Sciences (FAS). In addition to a discussion of instructors' responsibilities, matters related to course administration, and problems often encountered by students, this publication includes a summary of teaching resources available to instructors, a directory of College and Graduate School of Arts and Sciences (GSAS) officers, and a detailed academic calendar.

All members of the FAS are urged to consult this publication as issues arise in the administration of their courses and in their work with students. New members of the FAS will, it is hoped, take time to acquaint themselves with all aspects of this publication and especially with the various policies and regulations that are particular to Harvard. Avoiding misunderstandings before the fact can save valuable time and spare unnecessary embarrassment.

For example, it is important to understand that while graduate students may receive a grade of Incomplete, undergraduates cannot. In the matter of an extension of time, instructors may offer undergraduates an extension of time to complete course work until the end of the Examination Period; however, only with the express permission of

the Administrative Board of Harvard College may instructors accept undergraduate work after the end of the Examination Period. Final and approved make-up examinations are scheduled by the staff of the Office of the Registrar and proctored by instructional staff of the course at locations and times specified by the Registrar. Instructors may not excuse a student from the final examination or make special arrangements to administer the exam at a time other than that scheduled by the Registrar. Any student absent from a regularly scheduled exam is given the grade of ABS, a failing grade. Instructors should be in residence throughout the academic year, including the Reading and Examination Periods. Short absences require approval of the department chair; absences of more than one week must be approved by the Dean of the Faculty. Exclusion from a course, grade changes, and the retention of blue examination booklets constitute further areas to which new faculty members are urged to give special attention.

Every effort has been made to explain these matters as clearly as possible in the following pages. However, should questions remain, a directory of the FAS staff members appears at the end of the book to provide further assistance.

Introduction

The Faculty of Arts and Sciences

The Faculty of Arts and Sciences includes Harvard College, the Graduate School of Arts and Sciences, and the School of Engineering and Applied Sciences. As with each of the nine faculties of the University, the chief administrative officer of the FAS is its Dean. The Dean oversees both financial and academic planning for the Faculty as well as its many libraries, museums, laboratories, and centers.* The Dean is advised by an eighteen-member Faculty Council elected by and from the officers of the FAS.

Three distinguishing features of Harvard College that involve the direct participation of faculty members are the House System, the Program in General Education, the Core Curriculum, and the Freshman Seminar Program. (See "Course Administration": Special Types of Courses, Freshman and House Seminars.)

The House System

From the beginning of his presidency, A. Lawrence Lowell aspired to create a residential system for Harvard College modeled on Oxford and Cambridge Universities. In 1928 the generous gift of a Yale alumnus, Edward S. Harkness, made that ambition a reality. Three entirely new Houses were constructed and four others created from existing residential halls, establishing the nucleus of the current House system.

All Harvard upperclassmen have a House affiliation. (The freshmen live in dormitories located within or adjacent to Harvard Yard. During their first year in the College they are advised by the Office of the Dean of Freshmen.) Most upperclassmen live in the Houses, each of which also affords a dining

room, a library, and a variety of activities designed to foster the easy mix of social and intellectual life that President Lowell envisaged for the House system. For example, the Houses may offer seminars for course credit. (See "Course Administration": Special Types of Courses, Freshman and House Seminars.) They routinely sponsor language tables and tables where students interested in a specific pursuit can gather to exchange ideas. Every term the Houses hold faculty dinners to permit undergraduates to invite their instructors for an evening of relaxed conversation and, conversely, to provide faculty members with a means to meet their students informally and learn more about their curricular and extracurricular lives.

Each House is overseen by a resident Master, usually a senior faculty member or senior administrator, and is also served by an Allston Burr Resident Dean. The Resident Dean advises students in the House on academic and personal matters and represents House members at the Administrative Board. (Instructors concerned for whatever reason about the performance or well being of an undergraduate should contact the appropriate Resident Dean or Resident Dean of Freshmen.**) Also integral to the life of the House are the Resident Tutors, who serve as

*Services shared by all nine faculties of the University such as food services, health services, police, fiscal services, and facilities maintenance are administered by the Office of the President.

**For further discussion of this point see the *Handbook for Students* which provides extensive discussion of the procedures of the Administrative Board.

social and academic advisers to the undergraduate residents of the House. They may in some cases serve as concentration advisers to the undergraduates, and they also fill a variety of administrative roles in the House. (Graduate students from the various Faculties may apply to the Masters for these positions beginning in late February.)

Faculty members, administrators, Cambridge community members, and visiting scholars are eligible for affiliation with the individual Houses and comprise the Senior Common Room. Participation in a Senior Common Room affords individuals the opportunity not only to meet people from other departments but also to make contact with undergraduates in the casual atmosphere of the House dining rooms or at the varied House functions.

The Program in General Education

As part of the Harvard College Curricular Review the Faculty of Arts and Sciences voted to replace the existing thirty-year-old Core Curriculum requirements with a new Program in General Education in order to align these requirements with the educational needs of Harvard College students at the dawn of the twenty-first century. In contrast with the Core Curriculum, which required that students be exposed to a number of different “ways of knowing,” the new Program seeks explicitly to “connect a student’s liberal education—that is, an education conducted in a spirit of free inquiry, rewarding in its own right—to life beyond college.” In addition, the new Program in General Education seeks to provide new opportunities for students to learn—and faculty to teach—in ways that cut across traditional departmental and intra-University lines.

The new Program requires that students pass one letter-graded half-course in each of eight categories (one of these courses must engage substantially with the study of the past):
Aesthetic and Interpretive Understanding

Culture and Belief
Empirical and Mathematical Reasoning
Ethical Reasoning
Science of Living Systems
Science of the Physical Universe
Societies of the World
United States in the World

The new Program was approved by the Faculty in the spring of 2007 and will go into effect for the Class of 2013 (those entering in fall of 2009). Students in the Class of 2012 and other Classes under the Core Requirement will be permitted to switch to the Program in General Education after it is launched. All General Education courses will also count for Core credit. A list of frequently asked questions can be found at www.generaleducation.fas.harvard.edu, along with a list of courses that have been approved for the new program. As more information becomes available it will be posted at the General Education website. Faculty may also contact the General Education Office with questions at gened@fas.harvard.edu or (617) 495-2563.

The Core Curriculum

Students who entered Harvard College in September 2008 or earlier are expected to fulfill the requirements of the Core Curriculum, but will be permitted to switch to the Program in General Education if such a change is possible and advisable. Students contemplating a change should complete a worksheet available on the General Education website, and should discuss their situation with their Resident Dean or contact gened@fas.harvard.edu. Students must pass one letter-graded course in seven of the eleven areas of the Core Curriculum. All students are exempt from four area requirements on the basis of their field of concentration. The eleven areas of the Core Curriculum are:

Foreign Cultures
Historical Study A
Historical Study B
Literature and Arts A

Literature and Arts B
Literature and Arts C
Moral Reasoning
Quantitative Reasoning
Science A
Science B
Social Analysis

The specific definitions and guidelines of each area may be found in the Core Program section of *Courses of Instruction*.

As of July 2008, the General Education Committee assumed responsibility for the Core Curriculum. For further information, please contact the General Education Office at gened@fas.harvard.edu.

The Freshman Seminar Program

Inaugurated as an experiment in 1959, and formally established by a vote of the faculty in 1963, the Freshman Seminar Program provides a set of course offerings in which students can work in small groups with members of the faculty on topics of mutual interest. Freshman Seminars are offered by faculty from across the University on a wide range of topics. Students may elect to take a seminar in order to deepen their understanding of a subject; or they may enroll in a seminar in order to explore an unfamiliar topic or field. Admission to a seminar is by application prior to the semester in which it is offered. Enrollment is ordinarily limited to 12 students. Freshman seminars are not letter-graded, and count as a regular half-course. For more information about the Freshman Seminar Program, please consult the website: www.fas.harvard.edu/seminars.

Academic Calendar

The current Faculty of Arts and Sciences (FAS) Academic Calendar is located at www.registrar.fas.harvard.edu.

Fall Term 2009–2010

August 1, Saturday

Applications for non-resident status for the fall term or academic year for graduate students are due in department offices.

Applications for part-time graduate study due in the GSAS Dean's Office, Holyoke Center, 3rd floor.

August 10, Monday

Graduation applications for November 2009 degrees (AM, SM, ME, MFS, and PhD) must be submitted on or before this date.

Last day upon which November 2009 graduate degree candidates may submit a completed and signed application for a secondary field.

August 26, Wednesday

Registration must be completed for all graduate students in the Graduate School of Arts and Sciences.

Registration must be completed for special students and visiting fellows in the GSAS.

August 26, Wednesday, through August 27, Thursday

Derek Bok Center Teaching Orientation for teaching fellows and faculty members.

August 31, Monday

Registration must be completed for all freshmen and new transfer students in Harvard College.

September 1, Tuesday

Registration must be completed for all returning and continuing undergraduate students in Harvard College.

Registration must be completed for all visiting undergraduate students in Harvard College.

Academic Year Begins

September 2, Wednesday

Academic year begins. First meeting of fall term classes, following a Monday schedule. Courses scheduled to meet on Mondays will meet on September 2; courses that meet Wednesday only are scheduled to hold class for the first time on September 9.

September 7, Monday

University Holiday: Labor Day

Study Card Day

September 10, Thursday

Completed study cards for upperclassmen will be collected at the Houses and are due before 5 pm. Completed study cards for graduate students and special students are due in Dudley House, Lehman Hall, before 5 pm.

Course lists available online at www.my.harvard.edu as study cards are processed.

September 11, Friday

Completed study cards for freshmen are due between 9 am and 5 pm in Faculty Room, 2nd Floor, University Hall. Completed study cards for new transfer students and visiting undergraduates are due between 9 am and 5 pm at the Lehman Hall Common Room.

(September 11 continued on next page)

September 11, Friday, continued

Last day upon which undergraduates may register late for the fall term.

Last day upon which undergraduates may cancel their registration for the fall term without payment of tuition.

Last day upon which undergraduates may complete cross-registration.

September 18, Friday

Undergraduate applications for November 2009 degrees (AB and SB) must be submitted on or before this date.

September 21, Monday

Last day upon which undergraduates may drop or add any course without a fee.

September 23, Wednesday

Last day upon which students from other schools may complete cross-registration in the Faculty of Arts and Sciences.

October 1, Thursday

Last day upon which graduate students may cancel their registration for the fall term without payment of tuition.

Approved graduate dissertations due for November degree candidates.

October 5, Monday

Fifth Monday of the term. Last day upon which undergraduates may drop or add any course or change the grade status of a letter-graded or Pass/Fail course.

Makeup examinations for 2008–2009 spring term begin.

October 12, Monday

University holiday: Columbus Day.

October 13, Tuesday

Midterm grades (including unsatisfactory grade reports) due before 5 pm for undergraduates.

October 19, Monday

Seventh Monday of the term. Last day upon which undergraduates may petition to withdraw from a fall term course.

Last day upon which March 2010 degree candidates (AB and SB) may submit a completed and signed petition for a secondary field to the Office of the Registrar. There are no exceptions to this deadline.

Last day upon which graduate students may register for or add fall term courses. After this date, graduate students may add or register for TIME only.

**October 23, Friday, through
October 24, Saturday**

Freshman Parents Weekend. Parents may attend classes on Friday.

November 3, Tuesday

Last day upon which graduate students may drop a course.

November 11, Wednesday

University holiday: Veterans' Day.

November 18, Wednesday

Plans of Study due for class of 2012.

November 23, Monday

Undergraduate applications for March 2010 degrees (AB and SB) must be submitted on or before this date.

Last day to change concentration for March 2010 degree candidates without Administrative Board approval.

(November 23 continued on next page)

November 23, Monday, continued

Last day upon which March 2010 degree candidates (AB and SB) may file for a foreign language citation study plan.

Advanced Standing eligible students planning to graduate after six or seven terms in March 2011, or to begin a fourth year AM program in spring term 2011, must file "Advanced Standing Activation Form" by this date.

**November 26, Thursday, through
November 29, Sunday**

Thanksgiving recess.

November 30, Monday

Graduate applications for March 2010 degrees (AM, SM, ME, MFS, and PhD) must be submitted on or before this date.

Last day upon which March 2010 graduate degree candidates may submit a completed and signed application for a secondary field.

December 4, Friday

Last day in the fall term upon which undergraduates will ordinarily be granted a leave of absence from the College.

Reading Period

**December 4, Friday, through
December 11, Friday**

December 11, Friday

Last day in the fall term upon which graduate students may petition for late withdrawal from a course.

Examination Period

**December 12, Saturday, through
December 21, Monday**

See the Office of the Registrar's website, www.registrar.fas.harvard.edu for exam times and locations for fall term courses.

Fall Final/Midyear Grades Due

**December 18, Friday, through
December 28, Monday**

See page 55 for schedule of due dates.

**December 22, 2009, Tuesday through
January 3, 2010, Sunday**

Winter recess.

January 1, Friday

Graduate student applications for non-resident status for the spring term due in department offices.

Applications for part-time graduate study due in the GSAS Dean's Office, Holyoke Center, 3rd floor.

January 4, Monday

Optional Winter Session begins.

January 15, Friday

Approved graduate dissertations due for March degree candidates.

January 18, Monday

University holiday: Martin Luther King, Jr. Day.

January 21, Thursday

Derek Bok Center Teaching Orientation for teaching fellows and faculty members.

January 24, Sunday

Last day upon which graduate students may submit work for Incomplete grades from the 2008–2009 spring term.

Optional Winter Session ends.

Spring Term 2009–2010

Spring Term Begins

January 25, Monday

First meeting of spring term classes.

(January 25 continued on next page)

January 25, Monday, continued

Registration must be completed for all continuing and returning undergraduate students.

Registration must be completed for all visiting undergraduates and transfer students.

Registration must be completed for continuing and new special students, visiting fellows, and all new, returning, and continuing students in the Graduate School of Arts and Sciences.

Study Card Day**January 29, Friday**

Study cards are due for all students.

Last day upon which undergraduates may register for the spring term.

Last day upon which undergraduates may cancel their registration for the spring term without payment of tuition.

Course lists available online at www.my.harvard.edu as study cards are processed.

February 5, Friday

Last day upon which graduate students may cancel their registration for the spring term without payment of tuition.

Last day upon which undergraduates may complete cross-registration.

February 12, Friday

Last day upon which undergraduates may drop or add any course without a fee.

February 15, Monday

University holiday: Presidents' Day.

Last day upon which students from other schools may complete cross-registration in the Faculty of Arts and Sciences.

February 22, Monday

Fifth Monday of the term. Last day upon which

undergraduates may drop or add any course or change the grade status of a letter-graded or Pass/Fail course.

Makeup examinations for 2009–2010 fall term begin.

Last day upon which undergraduates may divide full year courses with half-course credit.

March 1, Monday

Midterm grades (including unsatisfactory grade reports) due before 5 pm for undergraduates.

March 5, Friday, through**March 6, Saturday**

Junior Parents Weekend. Parents may attend classes on Friday.

March 8, Monday

Seventh Monday of the term. Last day upon which undergraduates may petition to withdraw from a spring term course.

Last day upon which graduate students may register for or add spring term courses. After this date, graduate students may add or register for TIME only.

Last day upon which undergraduate May and November 2010 degree candidates may submit a completed and signed petition for a secondary field. There are no exceptions to this deadline.

March 13, Saturday, through**March 21, Sunday**

Spring recess.

March 23, Tuesday

Last day upon which graduate students may drop a course or divide a full year course with half-course credit.

March 26, Friday

Graduate student applications for June 2010 degrees (AM, SM, ME, MFS, and PhD) must be submitted on or before this date.

(March 26 continued on next page)

March 26, Friday, continued

Last day upon which graduate May degree candidates may submit a completed and signed application for a secondary field.

April 2, Friday

Undergraduate student applications for May 2010 degrees must be submitted on or before this date.

Last day to change concentration without Administrative Board approval for May and November 2010 degree candidates.

Last day upon which undergraduate May and November 2010 degree candidates may file a foreign language citation study plan.

Advanced Standing eligible students planning to graduate after six or seven terms in May or November 2011, or to begin a fourth year AM program in fall term 2011, must file the "Advanced Standing Activation Form" by this date.

April 29, Thursday

Last day in the spring term upon which undergraduates will ordinarily be granted a leave of absence from the College.

Reading Period

**April 29, Thursday, through
May 6, Thursday**

May 6, Thursday

Last day in the spring term upon which graduate students may petition for late withdrawal from a course.

Examination Period

**May 7, Friday, through
May 15, Saturday**

See the Office of the Registrar's website, www.registrar.fas.harvard.edu for exam times and locations for spring term courses.

May 11, Tuesday

Departmental recommendations for honors for graduating seniors due at the Office of the Registrar.

Spring Final Grades Due

**May 11, Tuesday, through
May 22, Saturday**

See page 55 for schedule of due dates.

May 14, Friday

Approved graduate dissertations due for May degree candidates.

May 24, Monday

Degree Meeting of the Faculty at 4:30 pm.

Commencement

May 27, Thursday

Harvard University Commencement.

May 31, Monday

University holiday: Memorial Day

Summer 2010

August 1, Sunday

Graduate student applications for non-resident status for the 2010–2011 fall term or academic year are due in department offices.

August 9, Monday

Graduate student applications for November 2010 degrees (AM, SM, ME, MFS, and PhD) must be submitted on or before this date.

Last day upon which graduate November degree candidates may submit a completed and signed application for a secondary field.

August 24, Tuesday

Last day upon which graduate students may submit work for Incomplete grades from the 2009–2010 fall term.

Tentative Calendar for 2010-2011

	Fall Term 2010-2011
Academic year begins	Thu Sep 2
Study card day	Fri Sep 10 [†]
Thanksgiving recess	Thu Nov 25–Sun Nov 28
Reading period	Sat Dec 4–Sun Dec 12
Examination period	Mon Dec 13–Tue Dec 21
Winter recess	Wed Dec 22–Sun Jan 2
Optional Winter Session	Mon Jan 3–Sun Jan 23
	Spring Term 2010-2011
Spring term begins	Mon Jan 24
Study card day	Fri Jan 28 [†]
Spring recess	Sat Mar 12–Sun Mar 20
Reading period	Thu Apr 28–Thu May 5
Examination period	Fri May 6–Sat May 14
Commencement	Thu May 26

*Note: The Harvard University Coordinated Academic Calendar became effective with the 2009-2010 academic year. Special attention should be paid to deadlines as many will vary from prior years.

.....
[†] Study card day for all students.

Responsibilities of Instructors

Instructors' Presence During the Academic Year

Instructors are expected to be in residence throughout the academic year, including the Reading Periods and Examination Periods. However, short absences may become necessary and are permissible, so long as academic responsibilities are met or adequately covered and the following procedures have been observed. Frequent short absences within a term are strongly discouraged, even if teaching and other responsibilities are covered, as such absences significantly hamper a faculty member's ability to meet responsibilities to students and academic programs.

Faculty members who must be absent during term time for a period of more than one week or for a shorter period which, nevertheless, requires some reduction or change in scheduled instruction should first consult the Chair of the appropriate department(s) and/or the Director of the Program in General Education. The Chair and/or Director will determine whether all teaching responsibilities are to be adequately covered. If the proposed absence is for one week or less, no further approval is necessary. To request an absence of more than one week, the faculty member should apply to the Office for Faculty Affairs, stating the reason for the absence and the provisions made for meeting academic responsibilities. "Permission to be Absent" forms are available for this purpose from the Office for Faculty Affairs or departmental administrators and require the endorsement of the department Chair.

Responsibility for Instruction

Responsibility for instruction rests solely with the head of the course. This person's name

appears with the course listing in *Courses of Instruction* as the instructor of the course. If there are several instructors, the name of the course head appears first. The course head alone signs study cards and has access to course lists and grade sheets. Only an individual holding a teaching appointment can be a course head. "Teaching appointment" is understood here as any FAS appointment at the rank of Lecturer, Preceptor, or Professor (assistant, associate, or full), and for undergraduate teaching only, Instructor. Teaching Fellowships, Teaching Assistantships, and Course Assistantships are not teaching appointments in this context; persons holding these ranks assist in courses or tutorials under the supervision of those holding teaching appointments. Recommendations for teaching appointments may be made only by departments or committees empowered to offer courses for credit.

Only assistant, associate, or full professors in other Harvard Faculties **who offer courses for academic credit in that Faculty** may teach in the FAS without an FAS teaching appointment. All other non-FAS faculty—those holding appointments below the rank of assistant professor or those who do not offer courses for academic credit in their Faculty—may teach in the FAS only if they are appointed to the rank of Lecturer in the Faculty of Arts and Sciences under the normal rules governing such appointments.

The term "responsibility for instruction" includes:

- Responsibility for the structure and content of the course, including any regular sections of the course;
- Responsibility for the continuity of course meetings, whether these be lecture or discussion groups;

- Responsibility for the evaluation of student performance in the course, including the performance of students who may have been granted makeup examinations that take place the following term; and
- Responsibility for the screening and selection of teaching fellows, teaching assistants, and course assistants in accordance with policies established by the Faculty of Arts and Sciences, the Graduate School of Arts and Sciences, and/or the department.

None of the above responsibilities may be delegated to persons not holding teaching appointments.

Instructors who hold a teaching appointment or who assist in courses or tutorials may not give private instruction for pay to students in the University without the consent of the Chair of the department concerned and the Dean of the Faculty. Under no circumstances may instructors privately tutor for pay in courses in which they are employed by the University.

Responsibility for Evaluation

Responsibility for evaluation rests with the individual listed in *Courses of Instruction* as the instructor in charge (the course head). For courses taught by more than one instructor, the course head is listed in the catalog first and the others are listed alphabetically. For Independent Study, responsibility rests with that individual holding a teaching appointment who has signed the petition permitting the student to enroll. (See "Course Administration": Special Types of Courses, Independent Study.)

In some large courses or tutorials, teaching fellows, teaching assistants, or course assistants may have a role in the evaluation of the students in the course, subject to the limitations set by the Faculty Council and the Educational Policy Committee (see below). Nevertheless, the course head is responsible for ensuring that the standards for evaluating

student work are equitable across all sections of a course, and **the final responsibility for each grade rests with the course head**. This includes the evaluation of makeup examinations that are administered during the following term.

The work of graduate students, including those enrolled in courses open to both graduate and undergraduate students (100-level and below), should be evaluated only by individuals holding teaching appointments as defined in the above section. "Work" refers to major examinations and written exercises but not necessarily to problem sets, laboratory work, or similar exercises. In the same light, while undergraduate course assistants may participate in the evaluation of students, they should not be involved in the *subjective* evaluation of essays and examinations.

Professional Conduct

The following text was approved by the Faculty Council for distribution to the full Faculty, not as a codification of official institutional policy but as a "discussion document" to be used as a point of reference. An earlier version of this text was discussed at the Faculty Meeting of October 17, 1995.

The secret of education lies in respecting the pupil.
—Emerson

The importance of professional conduct within the academic community is self-evident, but what precisely is meant by the phrase is not. For "professional conduct" covers a multitude of situations. No single style or method of teaching guarantees it; a teacher may be appropriately professional whether meeting students at a café or in an office, whether by nature gregarious and sociable, or shy and reserved. Yet there are principles underlying the concept, that allow it to be honored when present and deplored when absent. In a university setting, professional conduct rests upon an enduring respect for fellow human beings and for the vocation of teaching, and a recognition that a teacher's powers and responsibilities must not be abused. The basic principles may be easier to appreciate abstractly than to apply while teaching.

The list that follows is designed to bring these principles into focus as a basis for discussion among and between faculty, teaching fellows, and other instructional support staff.

Issues for Consideration

Authority By virtue of their authority within the academic community, teachers have the power to influence thought and behavior, and the concomitant responsibility to recognize the potential weight of their verbal and nonverbal expressions. As leaders in the classroom, teachers have the responsibility not only to impart the excitement of ideas and the challenge of academic debate, but also the importance of courtesy and respect in intellectual dialogue.

Fair Treatment of All Students Students should be treated even-hand-edly. Equity is not necessarily achieved, however, by treating all students in precisely the same way. For example, some students respond positively to hearty, well-intoned criticism while others are discouraged by it. Some students welcome public comments about their work, while others are embarrassed by them. Genuinely even-handed treatment of students depends upon making a conscientious attempt to recognize and appreciate such differences. Teachers (and students) should guard particularly against ethnic, religious, sexual, and other discriminatory stereotyping.

Interpersonal Relations The power teachers exercise over students to penalize or reward in the form of grades and recommendations requires caution in interpersonal interactions, and the need to avoid the kind of familiarity that compromises objective and fair evaluation of a student's work. In particular, sexual advances towards or liaisons with one's students are inappropriate, and violate University policy. Within these limits, however, intellectual mentoring and friendly interaction are important elements of the learning and teaching process.

Clear Communication Because the evaluation of students partly depends on their understanding of the requirements of a course, course heads should be clear in their articulation of expectations, assignments, and the rules of collaboration and citation. Providing written explanations of assignments and requirements reduces the risk of misunderstanding. Students have a right to expect prompt return of papers and exams and a clear justification of evaluation, just as

instructors have the right to expect that assignments will be thoughtfully completed on time.

Classroom Engagement The classroom is frequently the site of intense intellectual debate—or, alternatively, unbearable silence. Maintaining an environment for a constructive contest between ideas and their supporting evidence is primarily the responsibility of the teacher. Teachers should be aware of any tendency to favor one mode of argument over another, in which only certain students thrive; of the importance of listening attentively and with respect; and of the significance of nonverbal clues (nods, frowns, gestures, etc.).

Services

Criticism of Work

Comments should be directed at the work, not the person; and they should contribute to the refinement of both thinking and presentation. Peremptory dismissiveness is not appropriate.

Grades

Professors are responsible for the oversight of all grades given by teaching fellows.

Letters of Recommendation

Students depend on instructors for letters of recommendation. Honesty and fairness in responding to requests for recommendations are essential.

Advising

Access to advising should be offered and equally afforded to all.

Confidentiality and Discretion

Teachers are privy to information (and opinions) about students that ought to remain confidential. Exceptions should be made only in cases of emergency, such as threat of suicide, or other harmful behavior, when confidentiality is secondary to a student's welfare. Talking with colleagues or other students about confidential student information is inappropriate, as is any form of public embarrassment or shaming of a student.

Collegial Conduct Status differences exist within the teaching staff of every university. Awareness of the relative positions of colleagues in the academic hierarchy may avoid placing them in awkward or compromising situations. The implications of making particular requests of one's juniors ought to be considered before making them; the right to refuse, for reasonable cause, without consequence, ought

to be guaranteed every member of the community. Professional and research opportunities should be awarded with equity and fairness.

Other Sources of Information

Teaching Fellows Handbook (GSAS and the Derek Bok Center for Teaching and Learning).

"Tips for Teachers: Sensitivity to Women in the Contemporary Classroom"; "Tips for Teachers: Encouraging Students in a Racially Diverse Classroom" (The Derek Bok Center for Teaching and Learning).

"Sexual Harassment and Unprofessional Conduct: Guidelines in the Faculty of Arts and Sciences" (Office for Faculty Affairs).

Student Privacy

The University has a legal obligation to protect the privacy of students and the confidentiality of student records. No information about a student's academic performance can be released without the student's written permission. It is equally important to respect students' privacy when distributing their grades. Instructors should not leave papers, projects, or examinations in unattended public areas. Similarly, grades should never be posted with the students' names, and/or Harvard University Identification (HUID) numbers. Such practices are a violation of the Family Educational Rights and Privacy Act of 1974 (FERPA). Questions about the confidentiality of student records and about the Family Educational Rights and Privacy Act may be directed to the Registrar, 20 Garden Street (617-495-1545). (See "Grades": Posting of Grades.)

Use of the FAS Computing and Network Services

Faculty members are provided access to University computer facilities for academic use. Information about academic computing and network services offered by the FAS Information Technology is described in "Teaching and Advising Resources" and is available through help@fas.harvard.edu or 617-495-9000.

Privacy of Information

The unauthorized examination of information stored on a computer system or sent electronically over a network is a breach of academic and community standards. Systems administrators, however, may gain access to users' data or programs when it is necessary to maintain or prevent damage to systems or to address other extraordinary situations.

On shared and networked computer systems certain information about users and their activities is visible to others. Users are cautioned that certain accounting and directory information (for example, user names and email addresses), certain records of file names and executed commands, and information stored in public areas, are not private.

Faculty members who are using shared or networked computer systems have the legal obligation to maintain the privacy of electronic files containing confidential student information such as course grades and letters of recommendation. For this reason, take extra care when sending email to confirm the recipient's address, as many addresses are similar. There are also various techniques for protecting confidential electronic files such as locking or encrypting them. For advice on securing electronic information, consult FAS IT (617-495-9000).

Students Requiring Accessible Education

Accessible Education Office

Louise Russell, Director
(617-496-8707)/V, (617-496-3720)/V/TTY,
Fax: (617-495-0815)
Email: aeo@fas.harvard.edu
www.aeo.fas.harvard.edu

Harvard University is committed to providing students requiring accessible education and who have documented disabilities access to the same programs and activities that are available to students without disabilities.

The Accessible Education Office (AEO) which serves the College, Graduate School of Arts and Sciences (GSAS) as well as the School of Engineering and Applied Sciences (SEAS) students, works with faculty to make this possible. Federal law defines a disability as a physical or mental impairment that substantially limits or restricts the condition, manner, or duration under which an average person in the population can perform a major life activity, such as walking, seeing, hearing, speaking, breathing, learning, working, or taking care of oneself.

Members of the Faculty best know the essential components of courses. Accommodations are not intended to compromise the central components of a course. For more information about essential components, visit the AEO website at the following address: www.aeo.fas.harvard.edu/essential.html.

The course head is responsible for all accommodations and assistance needed for classroom instruction, midterm and hourly examinations, including finding a separate room for exam administration. If a student requires a scribe or similar service to write for a midterm or hourly exam, the course head is responsible for arranging for this service and coordinating payment through the department. Accommodated exams are expected to occur on the same day as in-class exams. Accommodations for final examinations however are made directly through AEO and the Examinations Office (see entry below.) Ongoing communication and collaboration on the part of faculty, teaching staff, AEO, administrators, and students themselves is essential. Students who request accommodations should present instructors with an introductory letter from AEO giving an overview of the approved accommodations. Students making such requests without this letter should be referred directly to AEO. Providing accommodations in the course to students who are not registered with AEO can result in inconsistent performance by a

student who is ultimately ineligible to receive accommodations for final examinations. It is important that all communication with students regarding accommodation issues be individualized and confidential.

Course heads should routinely note in the course syllabus and by announcing at the first class meeting that students who need accommodations should contact the teaching staff to discuss and implement satisfactory arrangements for sectioning, course materials, and examinations. Faculty are encouraged to include the following paragraph in the syllabus:

Any student needing academic adjustments or accommodations is requested to present their letter from the Accessible Education Office (AEO) and speak with the professor by the end of the second week of the term, (specific date). Failure to do so may result in the Course Head's inability to respond in a timely manner. All discussions will remain confidential, although AEO may be consulted to discuss appropriate implementation.

Faculty who take into account variations in learning for all students know that effective strategies for instruction frequently obviate the need for accommodations. Some suggestions are:

- Provide students who are visually impaired, blind, have learning/reading difficulties, or who are otherwise print-challenged with reformatted instructional and testing materials in their accessible format at the same time as all students. Students and AEO may notify courses that advance copies of materials may need to be made available in order to reformat materials appropriately. Increased reliance on and availability of digital text benefits all students. Other formats may include Braille, audio tape, or enlarged print.
- Assist students who are deaf or hard of hearing by ensuring seating space is available in the front of the room and by making sure the room has appropriate lighting. If movies or slide presentations

occur, an alternative lighting source will be required for students who need to see interpreters. Some students may use FM listening devices associated with their hearing aids that require teaching staff use a wireless (non-amplifying) microphone. Attempts should be made to provide open captioned films and videos.

- Call for volunteers from the class as soon as the need for note taking and scribes for in-class exercises becomes apparent, taking care not to disclose the student's name or condition. Sometimes members of the teaching staff assume the role of scribe for examinations.
- Ensure that lectures, sections, review sessions, etc. are held in physically accessible spaces when required. The Registrar's Office classroom section (617-495-1541) can assist when relocation of a course is necessary.

When students make course changes after study card day and before the fifth Monday of the term, it is understood that significant delays in the preparation of reformatted materials may result, affecting both students and instructional staff.

Adaptive Technology Laboratory

Harvard University Science Center 103
atl@fas.harvard.edu, (617-496-8800)
www.fas.harvard.edu/~ims/ATL/index.html

The Adaptive Technology Laboratory (ATL) serves FAS and SEAS students registered with AEO and who depend on print alternatives to access course materials. The ATL provides adaptive computing devices, voice recognition technology, text reformatting services and laptops for in-class exams.

Faculty members requiring handouts, lecture notes, exams or other course materials converted into digital text, Braille, or enlarged text can contact the ATL for assistance. If a student requires the use of a computer for an accommodation, faculty may email the ATL to

arrange for an equipment loan. Arrangements for reformatted material or the loan of equipment should be made least 5 business days in advance.

Final Examinations and AEO Accommodations

The instructional staff will provide accommodations for all scheduled final examinations. The Registrar may consult with faculty and AEO when access and equity questions pertaining to accommodations arise. For questions concerning the administration of final exams (e.g., dropping off/picking up exams, location of students, etc.) contact the Examinations Office, fasexams@fas.harvard.edu, or (617-495-1542). For questions concerning accommodations, call AEO (617-496-8707) Voice, or (617-496-3720) V/TTY, or E-mail aeo@fas.harvard.edu.

An additional relevant resource is *Making Accommodations: The Legal World of Students with Disabilities*, by Paul D. Grossman, published in *Academe*, the bimonthly magazine of the American Association of University Professors, November–December 2001, Volume 87, Number 6, available at www.aaup.org.

Sexual Harassment

The Faculty has devoted considerable attention to the topic of sexual harassment and has adopted guidelines describing harassment and procedures for resolving complaints. Both documents are available from the Office for Faculty Affairs, 1414 Massachusetts Avenue (617-495-3612). They are also available at www.fas.harvard.edu/home/dean-and-administration/policies-for-faculty-and-students/sexual-harrassment-officers-and-resources.html.

The first document, entitled *Sexual Harassment: Guidelines in the Faculty of Arts and Sciences*, is a policy statement describing what constitutes sexual harassment; it defines sexual harassment in the following way:

The determination of what constitutes sexual harassment will vary with the particular circumstances, but it may be described generally as unwanted sexual behavior, such as physical contact or verbal comments, jokes, questions, or suggestions. In the academic context, the fundamental element of sexual harassment is ordinarily the inappropriate personal attention by an instructor or other officer who is in a position to exercise professional power over another individual. [...]Such behavior is unacceptable in a university. It seriously undermines the atmosphere of trust essential to the academic enterprise.

The statement also addresses the issue of amorous relationships between individuals of different university status:

Amorous relationships that might be appropriate in other circumstances always have inherent dangers when they occur between any teacher or officer of the University for whom he or she has a professional responsibility (i.e. as teacher, adviser, evaluator, supervisor). [...]Officers and other members of the teaching staff should be aware that any romantic involvement with their students makes them liable for formal action against them.

The guidelines also indicate the manner in which sexual harassment may have an adverse impact in a scholarly community:

The Faculty of Arts and Sciences seeks to maintain a learning and work environment free from sexual harassment, including unprofessional conduct in faculty-student relationships and sexism in the classroom. These kinds of behavior are barriers to the educational, scholarly, and research purposes of the University.

The second document, the *Faculty of Arts and Sciences' Procedures for the Resolution of Sexual Harassment Problems*, describes the options available to any member of the FAS community who believes that he or she has been sexually harassed. For information about the procedures for complaints of sexual harassment, consult:

- the Director of the Harvard Public Service Network (for undergraduates), or
- the Dean for Student Affairs at the Graduate School (for graduate students), or

- the Chair of a department, or
- the Assistant Dean for Faculty Affairs in the Faculty of Arts and Sciences (for faculty), or
- the Assistant Dean of Human Resources in the Faculty of Arts and Sciences.

In most cases, difficulties can be resolved informally. In others, one may seek disciplinary action through the Dean of the Faculty or through screening and hearing panels convened to hear charges of "grave misconduct," identified in the University statutes as grounds for termination of employment (including deprivation of tenure). Any member of the FAS community who believes he or she has been sexually harassed is encouraged to bring the matter to the attention of an appropriate officer. Please note that members of the Harvard Union of Clerical and Technical Workers (HUCTW) are covered by the sexual harassment policies agreed to in the collective bargaining agreement and described in the Personnel Manual. For union members these policies take precedence over the policies governing other members of the University community.

The Commission of Inquiry

Any student, faculty member, or administrative officer who has an inquiry, suggestion, or complaint may address it to the Commission of Inquiry, University Hall, Ground Floor (617-495-4426). The Commission will then direct the inquiry, suggestion, or complaint to the appropriate agency of the Faculty of Arts and Sciences. When such an agency does not exist, the Commission will attempt to aid in resolving the matter. The Commission is sometimes instrumental in establishing a new agency for handling recurrent issues. Although the Commission has no power to make rulings, it can play an advocacy role in pressing for the resolution of issues.

Ordinarily, the Commission reports to the community on the matters which come before it and, in so doing, attempts to keep the community informed about factual

background material and the resolution of matters of community concern.

Human Subject Research

University regulations and federal rules require advance review and approval, or determination of exemption, of most human subject research. Any living person from or about whom information is collected for a scholarly study is deemed a “research subject”—the term is not limited only to those subjects involved in clinical or laboratory studies. Faculty and students contemplating a research project involving humans as subjects, whether or not the work is externally funded and regardless of the area of academic discipline, should ascertain whether the project requires review.

Committee on the Use of Human Subjects

1414 Massachusetts Avenue, 2th Floor
(617-495-2847)
Email: cuhs@fas.harvard.edu
<http://cuhs.harvard.edu>

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The Standing Committee on the Use of Human Subjects in Research, the Faculty of Arts and Sciences’ federally mandated Institutional Review Board, is responsible for reviewing proposed studies. Applications should be submitted two weeks prior to Committee meetings, which are held monthly throughout the academic year. Judging from the information provided on the application, the Committee determines whether the proposed procedures will adequately safeguard the rights and welfare of the subjects. The Committee also aims to insure the appropriate recruiting practices, permissions, and student time commitments. Some projects may not require full Committee review; others may be exempt from review altogether. Students planning research projects should contact a Committee research officer to determine whether review is required. Forms, meeting schedule, human subjects training, and reference material are available on the website, <http://cuhs.harvard.edu>.

Research Involving Animal Subjects

www.fas.harvard.edu/~research/approvals/iacuc.html

www.fas.harvard.edu/~research/greybook/animals.html

University regulations and federal rules require advance review and approval of all vertebrate animal research prior to its commencement. The Committee on the Use of Animals in Research and Teaching, the Faculty of Arts and Sciences’ federally mandated Institutional Animal Care and Use Committee (IACUC), is responsible for reviewing proposed studies. There are no submission deadlines; applications may be submitted anytime.

IACUC administration services are provided by staff in the office of Research Administration Services (RAS). Information and forms may be obtained from the Protocol Coordinator (spragens@fas.harvard.edu). All individuals using vertebrate animals in research and/or teaching must participate in the institution's occupational health program to work with vertebrate animals and complete a course entitled "The Humane Care of Animals in Research/Teaching." This course is offered four times a year and acquaints the participants with Harvard policies as well as federal, state, and city of Cambridge regulations regarding the use of animals. Information regarding the occupational health program and course dates/times may be obtained from the Training and Occupational Health Program Coordinator (majkut@fas.harvard.edu).

The Office of Animal Resources (OAR) is the unit responsible for the housing, daily care, health and well-being of all vertebrate animals used on campus at the FAS. No vertebrate animals may be obtained without the permission of the Office of Animal Resources (617-496-9989).

All members of the Harvard community have a responsibility to report instances of mistreatment of animals or non-compliance with animal use guidelines. To report the mistreatment of vertebrate animals in research or teaching at Harvard, contact the Director of the Office of Animal Resources, Arthur Lage, D.V.M. (617-432-1289). Anonymity will be honored if desired.

Course Administration

The Course Catalog

The course catalog for the Faculty of Arts and Sciences, *Courses of Instruction*, lists both graduate and undergraduate courses and is published annually in August. An up-to-date version of the catalog is posted at www.registrar.fas.harvard.edu.

The Office of the Registrar compiles and publishes *Courses of Instruction* by gathering the information from department, division, and committee offices (not individual instructors) as well as the Dean's office. All course changes must be brought to the attention of the department's catalog coordinator and be approved by the department Chair.

Course information published in the catalog becomes the official basis for the Registrar's records; it affects classroom assignments, examination schedules, and the release of course lists and grade sheets. For this reason it is extremely important that departments and committees notify the Office of the Registrar of any changes—especially changes of instructor or meeting time—regardless of when they occur in the academic year. Moreover, complete and up-to-date course information enables the Registrar to carry out Faculty policy regarding simultaneous course enrollment, as well as to locate individual students in an emergency.

Points to Consider When Creating or Modifying a Course

Courses are numbered according to the following scheme:

1-99 or 910-999

Primarily for Undergraduates

100-199 or 1000-1999

For Undergraduates and Graduates

200-299 or 2000-2999

Primarily for Graduates

300-399 or 3000-3999

Graduate Courses of Reading and Research

- Courses may have only one number and may be listed in full by only one department, division, or committee. Moreover, as part of the process of creating or modifying a course, faculty members should consult with the appropriate departmental curriculum committee.
- Course titles appear on student transcripts, which have space for only 32 characters. For this reason, course titles should be limited to 32 characters. Overlong titles will be shortened to 32 characters.
- Course descriptions are limited to 75 words for undergraduate (100-level) courses and to 35 words for graduate (200-level) courses. Overlong descriptions will be edited.
- Courses listed but not offered in the current academic year are designated by enclosing the course number and title in brackets. Courses may not be bracketed for more than two consecutive years and must indicate when they will next be given.
- An asterisk (*) preceding the course title indicates that a student must have the instructor's approval to enroll in the course. (The student's study card must be signed by the instructor.) All tutorials and 300/3000-level courses must carry an asterisk.
- A meeting time must be printed for each course except tutorials, laboratory sessions, and section meetings. Course meeting times that do not conform to the guidelines on course meeting times will not be printed in *Courses of Instruction*. (See

“Course Administration”: Course Meeting Times.)

- To avoid problems with cross-registration, courses that are jointly offered with another Harvard Faculty must carry that information in a Note.

Special Types of Courses

Seminars, Proseminars, and Conference Courses

The following distinctions reflect long-standing Harvard tradition and are offered as basic guidelines.

A **seminar** tends to focus on more advanced and/or specific research topics. It has few, if any, lectures; usually limits enrollment to 12 to 15 students; and emphasizes student presentations, papers, and research.

A **proseminar** is a graduate course usually taken to obtain appropriate background in a subject or area in preparation for a more advanced seminar.

A **conference course** places more emphasis on discussion than research. It usually has an enrollment of about 25 students (35 maximum); meets once a week for 2-3 hours; and incorporates lectures, as well as student papers and research.

In general, **seminars** and **conference courses** are open to advanced undergraduates as well as graduate students. Ordinarily, they do not have final examinations, nor do they qualify for teaching fellows.

Tutorial Instruction (Undergraduates Only)

Tutorials are opportunities for students to participate in small group or one-on-one instruction in their concentrations. They are generally characterized by their centrality in the concentration curriculum, by their sequencing, and by their emphasis on methodology and academic skills.

All full-time faculty members are ordinarily expected to participate in the tutorial

programs of the concentrations with which they are affiliated. Participation may involve individual or group tutorials, special seminars, or the direction of senior theses or projects. Although faculty-taught individual tutorials or group tutorials are ideal in many subject areas, departmental resources may be insufficient to accommodate these goals. When a tutorial is conducted by a teaching fellow, a designated faculty member should have ultimate responsibility, and that faculty member should oversee reading lists, discussion topics, and paper topics. From time to time, faculty members should participate in the tutorials for which they have accepted responsibility. (See “Responsibilities of Instructors”: Responsibility for Instruction; and, Responsibility for Evaluation.)

Supervised Reading and Research Courses

Undergraduates interested in supervised reading and research may enroll in courses offered by many departments under the designation of 91 or 910. Such courses are not Independent Study but regular courses with weekly or biweekly meeting times agreed upon by the instructor and student. Students enrolled in Reading and Research courses are expected to complete course work under supervision and not independently. Instructors of such courses must hold a teaching appointment. (See “Responsibilities of Instructors”: Responsibility for Instruction. See also, “Course Administration”: Independent Study.)

Graduate students enrolled in Reading and Research courses (300-level courses) do not receive letter grades but are graded SAT/UNS. Undergraduates may not enroll in courses numbered in the 300s or 3000s. However, Advanced Standing students in their fourth year of residence who are candidates for the master’s degree may enroll in such courses with the instructor’s permission. (See “Course Administration”: Undergraduates in Courses Designated “Primarily for Graduates.”)

Freshman and House Seminars

Freshman and House Seminars are offered under the general supervision of the Committee on Freshman Seminars (617-495-1523, www.fas.harvard.edu/~seminars). Both are small, limited enrollment courses. The Freshman Seminars are designed to intensify the intellectual experience of incoming undergraduates by allowing them to work closely with Faculty members on topics of mutual interest. Freshman Seminars are graded SAT/UNS and enrollment is limited to the first two terms of students who enter as freshmen.

House Seminars are sponsored by the individual residential Houses and ordinarily are open to undergraduates only. These Seminars bring something new to the existing curriculum either in method of instruction, range and depth of subject matter, integration of practice and theory, or special responsiveness to students' needs. The instructor of a House Seminar has the option of assigning letter grades or using SAT/UNS, with the approval of the Committee on Freshman Seminars.

Independent Study (Undergraduates Only)

Independent Study is designed to provide credit for field research, academic study not available in regular course work, or practice or performance in the arts. **It is not suitable for group instruction, paid work, or activities outside the competence or concern of one of Harvard's departments.** Studying the financial accounting system of a business firm might be an appropriate project, but working in an accounting office to gain business experience would not by itself merit academic credit. Investigating child development through observation in a day care center could qualify, but simply tutoring an underprivileged child would not. Analyzing the organization of a political group might be a suitable subject, but organizing a political campaign would not alone suffice. In each case what distinguishes the suitable project

is the application of analytical skills to the object of the Independent Study, not the intrinsic worthiness or instructiveness of the experience itself.

Any sophomore, junior, or senior whose previous record is satisfactory may petition to undertake Independent Study for non-letter-graded credit. A student may petition to take up to a total of four half-courses of Independent Study. Independent Study courses are subject to the same rules for dropping and withdrawing as any other course.

A petition to undertake Independent Study, obtained from a Resident Dean's Office, requires two signatures:

1. That of a qualified adviser (ordinarily a voting member of a Harvard Faculty) who must be an officer of the University and whose professional competence is appropriate for the subject area of the Independent Study. In those exceptional cases where the adviser is not a Faculty member—for example, a teaching fellow—the petition must also be supported by an appropriate academic department or unit.
2. That of the Allston Burr Resident Dean, which signifies that the proposal satisfies the guidelines and has been signed by the adviser. (Resident Deans will refer questions concerning guidelines to the Office of Undergraduate Education.)

The petition also requires an outline of the student's proposed project. It must be submitted to the Resident Dean for approval, ordinarily in the first week of the term. The adviser will assist the student in the development of a plan for Independent Study and provide guidance but not regular instruction. Independent Study does not imply formal instruction and should not be confused with tutorials or House Seminars or with directed or Supervised Reading and Research courses offered by several academic departments

and committees. (Supervised Reading and Research courses are generally numbered 91 or 910 and normally receive letter grades.) A student enrolled in Independent Study must undertake to work independently. Classroom work, regular instruction, and group projects are inadmissible. Students whose projects include interviews or research involving human subjects should contact the Committee on the Use of Human Subjects (<http://cuhs.harvard.edu>) before submitting their independent study petition.

The adviser will submit a midterm grade based on a preliminary written report by the student of his or her activities. At the beginning of the Reading Period, the student must submit to the adviser an analytical paper concerning the term's work. A simple description or report of the term's activities is not by itself adequate. In the case of artistic practice or performance, evidence of substantial accomplishment should be supplied in lieu of written work.

The granting of credit will be determined by the adviser. In those cases where the adviser is not a voting member of a Harvard Faculty, the Chair, Director of Undergraduate Studies, or Head Tutor of the department, or equivalent officer with voting membership in a Harvard Faculty, must review and approve the petition and the grade assigned by the adviser. Independent Study is graded "Pass" or "Fail." The adviser will submit a copy of the student's paper and a brief statement about his or her work for inclusion in the student's folder in the Resident Dean's office, ordinarily by the first day of the Examination Period.

First year students may not enroll in Independent Study. They may, however, seek special permission from the Freshman Dean's Office to enroll in one Supervised Reading and Research course within the Faculty of Arts and Sciences (91r- and 910r-level course category) if an appropriate member of the Faculty of Arts and Sciences has indicated a

willingness to supervise. See Supervised and Research Courses within this section.

Course Meeting Times

Traditionally, courses meet for three hours per week. Hour-long FAS courses are scheduled on the hour. One-and-one-half hour FAS courses are scheduled for 8:30-10 am, 10-11:30 am, or 11:30 am-1 pm, and only on Tuesdays and Thursdays. No course beginning before 1 pm should be longer than one hour on Monday, Wednesday, or Friday or longer than 1-1/2 hours on Tuesday or Thursday. Courses scheduled at non-compliant meeting times must be approved by the Registrar. Approved courses are required to meet in departmental space or in classrooms scheduled through offices other than the FAS Registrar.

Classes ordinarily begin five minutes after the announced meeting time, e.g., at 9:05 or 11:35. An instructor may refuse to permit students to enter the classroom after the class has begun. Instructors should end the course promptly at the announced meeting time, leaving the blackboards clear and the furniture properly configured. The five minutes allotted for transition is not reserved by either course. Instructors should exercise professional conduct when entering or vacating a classroom.

By Faculty vote, no class, committee or departmental meeting, tutorial, conference, examination, or other academic activity may normally be scheduled for the period set aside for regular Faculty meetings (Tuesdays, 4-5:30 pm). Exceptions to this rule may be granted only by the Registrar.

Holidays and Days Preceding and Following Holidays and Vacations

Classes should not be held on holidays or during vacations. By vote of the Faculty of Arts and Sciences, instructors are expected to hold regular classes on the days preceding and following holidays and vacations.

Students should not be excused from class on those days or allowed to transfer temporarily from one section to another to accommodate a longer holiday or vacation.

Courses Meeting Away from the University

Ordinarily, courses should be organized to meet only in their regularly-scheduled times, plus the additional times scheduled at the beginning of the term for sections and laboratories. In some cases, an instructor may wish to include a field trip or project that would take students away from the University on days when classes are normally held and, thereby, interfere with students' ability to attend other courses. In such cases, permission to include activities that will take students away from the University must be obtained before the course may be listed in the catalog. Instructors must consult with the Office of Undergraduate Education about courses below the 200- or 2000-level and with the Dean of the Graduate School about courses at the 200- or 2000-level. Ordinarily, instructors should plan no more than one class day away from the University in any given week and never more than five class days during the term, or ten days total including weekends. In all cases, the students' obligations to other courses meeting at their regularly-scheduled times must have priority over course requirements that take students away from the University. Instructors must announce at the beginning of a course any requirements that would take students away from the University so that students may consider these requirements when choosing their courses.

Reading Period

At the end of each term, a period of eight days prior to the start of final examinations is designated as the Reading Period. During this period faculty members may choose not to hold formal class meetings with students. Those who exercise this option often do so to

allow students to work independently, exploring special topics or integrating the material covered in the course. Students often use this time to complete term papers that draw on the work of the term and to re-examine course material in order to integrate the various strands of a course in preparation for the final examination or other final exercise. Those courses that have approved exam substitutions should schedule these activities during the Reading Period, while being mindful of students' obligations to other courses, some of which may continue to meet during Reading Period. All exam substitutions are due no later than the last day of Reading Period. Faculty legislation on Reading Period emphasizes the following: the suspension of lectures should involve no diminution in the total work required in courses; new reading assignments for this period may not be excessive; and, new material introduced through Reading Period assignments should cover special topics for investigation or further development rather than important parts of the course as a whole.

Many courses continue to meet on their regular schedules during much of the Reading Period. Even in these cases, most instructors suspend classes during the last two weekdays of the Reading Period to allow students a few days of uninterrupted preparation before the start of final examinations. It is generally expected that review sessions will take place during the Reading Period.

Instructors should specify their plans and expectations for the Reading Period on the course syllabus or during the early meetings of the term, so students may take this into account as they plan their work for the term.

The Reading Period is an integral part of the term whether or not a class meets during this time. Both instructors and students are expected to remain in the immediate vicinity of Cambridge throughout this period.

Examination Period

Following the Reading Period at each term's end, there is an Examination Period. No course assignments, trips, or special events should be scheduled by instructors during the Examination Period. Like the Reading Period, the Examination Period is considered part of the term, and instructors as well as students are expected to be in residence throughout. At the end of the term, instructors are expected to submit grades for their course by the published deadline. See "Final and Midyear Examinations" chapter.

Classrooms

Classroom assignments for courses are coordinated between academic departments and scheduling offices.

Instructors should immediately contact their department if the meeting time changes from the original listing in the *Courses of Instruction* catalog or when a change in location occurs after the initial classroom assignment has been determined.

To announce course meeting times and locations, the FAS Office of the Registrar produces a Course Meetings Location Report. This report is posted on the Registrar's website (www.registrar.fas.harvard.edu) prior to the start of each term.

To make audio-visual equipment or service requests, instructors should contact Media and Technology Services. (See "Teaching and Advising Resources": Instructional Media Services.)

After-hour emergencies and problems with the temperature or ventilation of classrooms should be referred to the University Operations Center (617-495-5560). Classroom maintenance or repair requests should be referred to your department administrator, to Harvard Yard Operations (617-495-8842), or to the appropriate building manager.

FAS Classrooms Office

20 Garden Street
classrms@fas.harvard.edu, (617-495-1541)
www.registrar.fas.harvard.edu

The FAS Classrooms Office schedules about one-third of the classrooms in the FAS room inventory. The remaining classrooms are scheduled by the departments, centers, and houses.

Initial classroom assignments by the FAS Classrooms Office are made after considering a number of factors including instructional requirements, enrollment history, accessibility, special circumstances, and room availability at the time of assignment. Faculty members requesting classroom space scheduled by the FAS Classrooms Office have the opportunity to indicate their classroom needs for their courses and course-related events on forms that are distributed in May (for the fall term) and October (for the spring term). The FAS Classrooms Office encourages instructors to include requests for course-related events—films, lectures, midterm examinations—at this time. If another classroom is needed for midterm or hour exams, you may request an additional room so students can be placed reasonably far apart and have writing tablets. Classroom questions and requests may be emailed to the FAS Classrooms Office. Departmental classroom assignments should be confirmed with departmental schedulers.

Courses and sections have their assigned classrooms reserved from the first day of the term through the end of the Reading Period. During the Examination Period, all classrooms are reserved for Final Exams. Classrooms are not reserved during University holidays and recesses.

Classroom Reassignment: Due to the fluctuation of enrollment during the shopping period, the FAS Classrooms Office typically does not reassign classrooms until after Study Card Day when initial enrollment figures are more accurate. However, if, after the first day of classes, there seems to be

an urgent need to change room assignments, contact the FAS Classrooms Office immediately (617-495-1541). As a reminder, room assignments are subject to change due to enrollment numbers or other pedagogical needs.

Discussion Sections: Instructors should direct their Head Teaching Fellows to the FAS Registrar's website www.registrar.fas.harvard.edu to access "Guidelines for Requesting Section Space" and a blank classroom request form. Classrooms for discussion sections are reserved on a first come, first serve basis.

Fall/Repeat Spring and Full Year Courses: For all full year and fall/repeat spring courses that have the same meeting day and time for the spring term as they have in the current fall term, the FAS Classrooms Office anticipates being able to assign the same classroom. Departmental classroom assignments should be confirmed with departmental schedulers.

Reading Period: A course is scheduled into a classroom from the first day of the term through the end of Reading Period. Since classroom space is limited during the Reading Period, it is recommended that instructors should hold review sessions in regularly-assigned classrooms.

Examination Period: During the Final Examination Period, all classrooms are reserved for the Office of Final Examinations. After the final examination schedule is set, limited classroom space may become available for review sessions.

Visitor's Guide to Larger Lectures: Each term, the FAS Office of the Registrar produces the *Visitor's Guide to Larger Lectures*. This guide is available to visiting prospective students and their parents through the Office of Admissions and Financial Aid website at www.admissions.college.harvard.edu/visit/visitors_guide_spring2009.pdf. Any instructor who does not wish to have his or her course listed in the guide should contact

the FAS Classrooms Office no later than Study Card Day.

FAS Registrar's Office Website (www.registrar.fas.harvard.edu): The following documents are posted to the website (Go to the FAS Registrar's website, click on Faculty/Administrators and then Classrooms):

Courses

- Course Meetings Location Report FAS

Classroom Inventory

- Comprehensive FAS Classroom Inventory

Classroom Request Forms

- Classroom Request Sheet for FAS

Courses and Sections

- Guidelines for Requesting Discussion

Section Space

- One-Time Event Classroom Request Form

Course Materials/Syllabi

It is helpful to have a complete course syllabus posted to the course website and available before the first meeting of a class so that students can make efficient use of the shopping period with minimal disruption to classes. To provide online access to your syllabus, call the Faculty and Staff Support Line at (617-496-2727) and specify that you are interested in instructional support. To control the escalating cost of reproducing coursepacks and sourcebooks, instructors are encouraged to determine whether the course readings they assign are available electronically from the Harvard libraries, and if they are, to link to them from course websites. For information on how to include links from your syllabus/course web page directly to readings available in electronic format, contact your department's Library Liaison or refer to Linking to Harvard Library E-Resources (hcl.harvard.edu/research/guides/deeplinking) on the HCL website. The Resources for Instructors page (hcl.harvard.edu/research/for_instructors/index.html) contains additional useful information for instructors.

The syllabus should include contact information and office hours for teaching staff, a reading list, dates of hour/midterm exams, due dates for papers or other assignments, plans and expectations for Reading Period, course policy with respect to late work and makeup hour exams, and the basis on which the course grade will be awarded. It should also include a clear statement about plagiarism and collaboration. (See "Course Administration": Papers and Other Written Assignments.) (In selecting the dates for hour exams and the midterm examination, as well as for papers and other assignments, instructors should consult the information on religious holidays at www.interfaithcalendar.org.) Instructors noting the possible dates of the course's final examination on the syllabus should also note on the syllabus that these dates are tentative until the final examination schedule is set later in the term. In courses designed for undergraduates it is very desirable for students to receive an evaluation on at least one course assignment before the seventh Monday of the term, the last day on which undergraduates may withdraw from a course. Any limitations on the credit earned by passing the course—e.g., a full year course may not be divisible at midyear for half course credit—should be made clear as part of the presentation of the course.

No substantial changes in the work load or calendar of a course should be made after the Study Card Day each term.

Course Lists

Beginning on study card day, instructors will be able to view their course lists via their web-based portal pages at my.harvard.edu. After entering your HUID and Personal Identification Number (PIN) at the PIN authentication page, your portal page will appear. (If you have forgotten your PIN, you can request a new one at the Harvard University PIN website at www.pin.harvard.edu.)

edu.) Look for a box in the right-hand column entitled, "FAS Course Enrollment Lists." This tool contains a list of courses that you are teaching in the current term. For each course, there are links to view an enrollment list, generate a printable (PDF) list, or download enrollment data to Microsoft Excel. You can also view the photos of each student in your course. Note that enrollment data are protected under the Family Educational Rights and Privacy Act (FERPA) of 1974 and are therefore not for distribution. Information on Course iSites is available at icg.fas.harvard.edu, select Course Websites.

The online course lists are continually updated. Only when a student's name appears on the course list or when the Office of the Registrar notifies the instructor of a late enrollment is a student officially enrolled in a course. Instructors should report to the Office of the Registrar any student (other than auditors) who attends class, but whose name does not appear on the course list. Instructors should also report any student (except those with the status of "withdrawn") who has stopped attending class, but whose name appears on the course list. These reports should be directed to the Office of the Registrar at (617-495-4655) or (617-495-1519).

Course Fees

No course may charge undergraduates special fees for course participation or required activities. Departmental budgets are expected to cover the cost of films, laboratory equipment and other materials. The aim of this policy is to ensure that all courses are equally accessible to students regardless of their financial means.

Student Enrollment: Drop, Add, Withdraw

Students are allowed five weekdays at the beginning of the term to attend courses in which they are considering enrolling. After this "shopping period," they officially enroll

by filing study cards on which they have included their courses and gathered all the required instructor signatures (see below).

No undergraduate may drop or add a course or change grading status in a course after the fifth Monday of the term. Undergraduates have until the seventh Monday of the term to withdraw from a course. Any course that a student drops by the deadline is removed from the student's transcript. If a student withdraws from a course, that course remains on the transcript with the notation "WD." Deadlines for graduate students are indicated in the "Academic Calendar."

Instructor's Signature on Study Cards and Petitions

The Office of the Registrar will not accept any study card that lacks a required signature. The instructor's signature must be obtained for all undergraduate enrollments in graduate-level courses and for those that require the permission of the instructor, as indicated by an asterisk in *Courses of Instruction*. Study cards filed after the prescribed deadline must contain the instructor's signature for every course listed.

Undergraduates adding a course after the study card is filed or changing grading status to Pass/Fail must obtain the signature of the course head, but the signature is not required for dropping or withdrawing from a course. For graduate students, the instructor's permission is required for adding or withdrawing from a course by petition and is not required for dropping a course.

Instructors may not delegate their responsibility for signing study cards, change-of-course petitions, or submitting grades. Instructors are therefore asked to be available to students to discuss their course enrollment status and, when necessary, to sign the required petitions.

Limiting Enrollment in Courses at the 100- or 1000-Level and Below

As a general principle, students should be able to study the topics they want and for which they have the appropriate background, with the exception that concentration tutorials, including junior seminar programs, are ordinarily limited to concentrators. Nevertheless, there may be courses in which enrollment must be limited because of resource constraints or special instructional needs. The decision to limit enrollment for either or both of these reasons, as well as decisions about appropriate prerequisites, should be made by the instructional unit's curriculum committee. The committee should be mindful of the general principle stated above, perhaps creating other venues where interested students can study the material in question.

When enrollment in a non-tutorial course is to be limited, the reason for the limitation should be reported to the Office of Undergraduate Education and the enrollment ceiling should be noted in the course catalog. The criteria for selecting among appropriately-qualified students for space in limited enrollment courses should be based on the curricular needs and interests of the students and on whether a student will have other opportunities to take the course. Selection on the basis of other criteria is inappropriate.

Enrollment of Non-FAS Students

Cross-Registration

Students cross-registering from other Faculties or other institutions are allowed to enroll in FAS courses if they have obtained the instructor's permission and submitted a signed petition to the Office of the Registrar (20 Garden Street). Such students are subject to all of the FAS regulations and deadlines, including the examination schedule, and are

graded according to the FAS system. The Pass/Fail option is not available to cross-registered students. The graduate student option to enroll in certain language courses on a SAT/UNS basis is also not available to cross-registered students.

Employees (Tuition Assistance Plan)

Employees of Harvard University may enroll in FAS courses through the Tuition Assistance Plan (TAP) administered by the Office of Human Resources. Employees are subject to all of the FAS regulations and deadlines, including the examination schedule, and are graded according to the FAS system. Employees are permitted to add or change a course once TAP and enrollment forms have been filed with the Office of the Registrar (20 Garden Street) by the appropriate deadlines. The Pass/Fail option is not available to TAP students.

Auditing

Auditors are allowed in courses offered by the Faculty of Arts and Sciences only with an instructor's permission. The following may be admitted as auditors: students enrolled in any Faculty of the University, individuals holding teaching appointments in the FAS, and their spouses. No official record is maintained for auditors.

Simultaneous Enrollment/ Courses with Overlapping Meeting Times

The Faculty believes that full participation in a classroom setting is essential. Therefore, a student may not enroll in courses that meet at the same time or overlapping times. It is the student's responsibility to ensure that there is no overlap in the meeting times of his or her courses. Exceptions to this rule may be granted only by the Administrative Board and will be considered only if the instructors in both overlapping courses agree and only in one or more of the following circumstances:

1. When the head of the course where class time is being missed and the person(s) providing the instruction during the regular class meeting agree to provide hour-for-hour direct and personal compensatory instruction. Availability during regular office hours or time with a different person does not satisfy the requirement for direct and personal contact.
2. When instruction in one of the courses is available on videotape, provided that (1) the course head agrees that the videotapes may be used for this purpose; (2) the lectures that are videotaped ordinarily do not provide opportunities for classroom discussion; (3) the videotapes will be available in a timely fashion so that they can be viewed before the next class period; (4) the student will miss attending part or all of no more than 1/3 of the instructional periods in the course (not including sections or labs) [N.B. if a student will miss any part of a day's lecture, it is as though he or she will miss all of it]; and (5) the instructor in the course in which the lectures are videotaped agrees to offer any hour examinations or other in-class exercises at a time that will not preclude the student from attending the second course. In those courses that do not use the blackboard or other visual aids, course-provided audiotapes may be substituted for videotapes.
3. When a senior can meet degree requirements only by taking the two particular courses in question and will have no other opportunity to enroll in the courses before graduation. In such circumstances, the Administrative Board may approve reasonable accommodations in consultation with the instructors of the courses involved.

Undergraduates in Courses Designated "Primarily for Graduates"

Undergraduates may not enroll in courses

numbered in the 300s or 3000s (Graduate Courses of Reading and Research). The only exceptions to the latter rule are fourth-year Advanced Standing students who are candidates for the master's degree and who may enroll in such upper-level courses with the instructor's permission. Incomplete (INC) cannot under any circumstances be given to undergraduates.

Pass/Fail Grading Status (Undergraduates Only)

In 1967 the Faculty extended the use of Pass/Fail in order to permit students to enrich their educational experience by enrolling in courses they might otherwise avoid because of material that was too advanced or too unfamiliar. Consequently, with an instructor's permission and signature on the study card any undergraduate may enroll in a course on a Pass/Fail rather than a letter-graded basis. After the fifth Monday of the term students are not allowed to add Pass/Fail courses or to change their grading status in courses from or to Pass/Fail. Students enrolled in courses on a Pass/Fail basis are so identified on the course lists and grade sheets.

Instructors may not request that students enroll in a course on a Pass/Fail basis. The Pass/Fail option is not available to graduate, cross-registered, or TAP students.

Student Attendance

All students are expected to attend classes regularly. Absence from academic exercises for whatever reason, including representing the College in extracurricular and athletic activities, does not relieve a student from responsibility for any part of the work required by the course during the period of absence. Students who, by their classroom absence, neglect work in a course may be excluded from the course. (See "Addressing Student Problems": Neglect of Academic Work by Students: Exclusion.)

Students should not leave the Cambridge vicinity during Reading Periods or Examination Periods or for an extended time during the term without the permission of their Resident Dean.

Storm and Emergency Conditions

The Faculty of Arts and Sciences rarely cancels classes due to weather. However, faculty and section leaders who commute should not be expected to put themselves in danger during serious storms, and may choose to cancel their individual classes. Because the Faculty rarely cancels classes, it is important that course staff inform students at the start of the term of the procedures for learning of class meetings that will be canceled. Similarly, it is important that the course staff provide students with instructions on how to inform instructional staff of planned absences. Instructors might find the following information helpful in establishing storm and emergency procedures for their courses:

- For the most part, undergraduate students are in residence and are expected to attend classes. Undergraduate students who decide that they cannot make it to class should be able to find in their course materials instructions on how to inform the course's instructional staff of absences from class. For example, some courses request that the student inform the instructor or the teaching fellow of the planned absence by email or by telephone.
- Similarly, students should be able to find instructions in the course materials that indicate how the instructional staff would inform students of the cancellation of a class or section meeting. For example, courses might inform students of the cancellation via an announcement posted at the course's home page on the web, via an e-mail to the class attendees, or by leaving a message on the voice mail system of a centralized departmental telephone.

- FAS offices and academic departments will be open depending on staff availability and whether there are critical functions in progress. Call the central number for that office before going there.
- Final examinations and make-up examinations are rarely cancelled by the College and students should report to their exam rooms on time.
- On the very rare occasion when FAS decides to cancel classes, an announcement of the cancellation will be posted at the following urls: www.college.harvard.edu, my.harvard.edu, www.registrar.fas.harvard.edu/, and www.uos.harvard.edu/opscenter/emergency_management.shtml.

Restricting Attendance

With the exception of classes held prior to the filing of study cards, when any registered student may attend a class, ordinarily only students enrolled in a course and auditors who have been given specific permission by the instructor may attend course meetings. From time to time, instructors may permit other guests, such as colleagues, parents, alumnae/i, or prospective students, to attend individual class meetings; however, instructors are always free to restrict attendance at a class meeting or meetings to regularly enrolled students and authorized auditors. Each term the Registrar's Office publishes the *Visitor's Guide to Larger Lectures*. Copies of this guide are made available to visiting prospective students and their parents through the Office of Admissions and Financial Aid. Any instructor who does not wish to have his or her course listed in the guide should contact the Classrooms Office at (617-495-1541) no later than Study Card Day.

Date for Submission of Senior Theses and General Examinations

The dates for submission of undergraduate

senior theses and for concentration general examinations are set by the individual concentrations but must be early enough to enable the concentration to make its degree recommendations available to the Office of the Registrar during the first week of the Examination Period.

The dates for required language and general examinations for graduate students are set by the departments.

Students should be informed of these dates well in advance of the examination.

Hour and Midterm Examinations

The administration of hour and midterm examinations is the responsibility of the instructor; these exams should normally be scheduled during regular class meeting times. In cases where hour and midterm examinations must be given outside regular class meeting times the course head must offer a makeup examination for documented academic conflicts. Ordinarily, the Office of the Registrar has no role in the administration of hour or midterm examinations.

Instructors are required by law to offer makeup examinations to students who are absent from hour and midterm examinations for the observance of a religious holiday. Instructors are not required to offer makeup examinations to students who are absent from hour and midterm examinations for other reasons.

In cases other than absence for a religious holiday, if an instructor is satisfied that the absence is necessary and that omitting a grade for the missed hour or midterm examination will not affect the student's course grade, final evaluation of the student's work in the course may be determined from the remainder of the course work. The instructor may also elect to give a makeup examination. The responsibility for such decisions rests with the instructor only and not with the Dean's Office or the Administrative

Board. Instructors may also decide whether to require the attendance of graduate students at hour and midterm examinations.

Although instructors are obligated to offer makeup examinations only in the case of absence for the observance of a religious holiday, students who have obtained proper Harvard University Health Services (HUHS) documentation of illness may not be penalized for their absence from hour and midterm examinations. The appropriate form must be signed by a HUHS medical professional and given to the student's Resident Dean who will write the student a letter acknowledging receipt of the HUHS form. This letter may be presented to the instructor as certification of the student's illness.

Examination Booklets

Examination booklets for hour or midterm examinations may be obtained from Charles Botosh, Jr., in Science Center 125 (617-495-5094). A Harvard officer or faculty identification card must be shown to receive them.

Athletic Events

The Department of Athletics is aware that midterm examinations are frequently given in the seventh or eighth weeks of the term, and thereby schedules few athletic contests away from Cambridge during that time. Sometimes the academic calendars of other institutions require contests to be scheduled in these periods. However, absence from academic exercises in order to represent the College in athletic activities does not relieve the student from responsibility for any part of the work required in the course during the period of the absence.

Absences for Religious Holidays

A student who is absent from an hour or midterm examination as a consequence of his or her religious belief "shall be provided with an opportunity to make up such examination..." (Massachusetts General Laws, Chapter 151C, Sec. 2B). It is therefore recommended that

prior to setting the dates for such exercises or examinations course heads request dates of absence due to religious holiday observance from students in their classes. It is the responsibility of the students concerned to provide that information promptly when so requested. If conflicts are unavoidable, students who are absent from hour or midterm examinations for religious reasons shall be offered an opportunity to make up the work, without penalty, unless it can be demonstrated that such an opportunity would constitute an "unreasonable burden" on the faculty. Information on religious holidays can be found at www.interfaithcalendar.org.

Papers and Other Written Assignments

One or more papers or other written assignments (e.g., problem sets, laboratory reports) are often included as part of the work required of students in their courses. Most students learn more effectively from a series of graduated writing assignments than from a single term paper, particularly in courses designed to introduce students to a new field or a particular mode of inquiry. The feedback that students receive on work completed early in the term helps to clarify what is expected in written assignments, and later assignments provide students the opportunity to demonstrate what they have learned from the earlier comments.

The nature and number of written assignments and their due dates should be included on the course syllabus. **All written work must be due by the last day of the Reading Period**, though instructors may grant individual undergraduates an extension of time for medical reasons and other special circumstances up to the end of the Examination Period, but no later, and may grant graduate students an extension of time until the end of the next regular term. (See Late Work and Extension of Time for Course Work below.) Incomplete (INC)

cannot under any circumstances be given to undergraduates.

Plagiarism

Any material submitted to meet course requirements—homework assignments, papers, projects, examinations — is expected to be a student’s own work. Students are directed to *Writing with Sources* and *Writing with Internet Sources* at the beginning of their first term, and in the required first-year writing course, Expository Writing, undergraduates are urged to take great care in distinguishing their own ideas and thoughts from information and analysis derived from printed and electronic sources. Although instructors are encouraged to take every opportunity to reinforce and develop these lessons, the final responsibility for knowing proper forms of citation rests with students.

In cases of suspected plagiarism by an undergraduate student, please contact the Secretary of the Administrative Board (adboard@fas.harvard.edu). (See “Addressing Student Problems”: The Administration Boards.) In cases of suspected plagiarism by a graduate student, please contact the GSAS associate dean for student affairs.

Collaboration

It is essential that instructors set out carefully in writing and at the outset of a course or course assignment the extent of permissible student collaboration in the preparation of papers, computer programs, or examinations. Students must assume that collaboration in the completion of assignments is prohibited unless explicitly permitted by the instructor. Students should be reminded that they are expected to acknowledge any collaboration and its extent in all submitted work.

Submission of the Same Work to More than One Course

Papers and other work should normally be submitted to only one course. Any student who wishes to submit to another course

the same or similar work used in a previous course must obtain the prior written permission of the instructor. If a student wishes to submit the same or similar work to more than one course during the same term, the prior written permission of all of the instructors involved must be obtained. A student who submits the same or similar work to more than one course without such prior permission will ordinarily be required to withdraw from the College or from GSAS.

Late Work and Extension of Time for Course Work

Undergraduates

Instructors have the authority to grant undergraduates an extension of time for medical reasons and other special circumstances up to the end of the Examination Period. Ordinarily, students requesting an extension of time to complete course work must have received the consent of the instructor before the midyear or final examination or before the final meeting of a course in which there is no midyear or final examination.

In deciding the length of an extension granted for medical reasons, the head of the course should apply the principle used by the Administrative Board when it votes extensions beyond the Examination Period: **Extensions are granted for a period commensurate with the time missed during an illness, without penalty.** Questions about an appropriate extension for an individual undergraduate may be addressed to the student’s Resident Dean.

If a student submits work after a grade has been filed with the Registrar but before the end of the Examination Period, and if acceptance of that late work results in a grade change, the instructor should submit a grade change request to either the Dean of Undergraduate Education (for an undergraduate) or the Dean of the Graduate School (for a graduate student), c/o The

Registrar, 20 Garden Street (617-495-1545). (See "Grades": Changes in Grades.)

An extension of time to complete course work beyond the end of the Examination Period can be granted to an undergraduate **only by vote of the Administrative Board of Harvard College** and only in exceptional circumstances. Instructors may not accept work from an undergraduate after the end of the Examination Period without the explicit authorization of the Administrative Board.

Graduate Students

Instructors may grant graduate students an extension of time until the end of the next regular term. However, such extensions of time for completion of course work must be granted before the assignment of the course grade.

Midterm Grades for Undergraduates

Instructors teaching an undergraduate course are asked to report to the Office of the Registrar midterm grades based on students' performance in the course up to that point in the term, and to comment on the performance of undergraduates whose midterm course grade is below C-. Fall midterm grades are due by **Tuesday, October 13**; spring midterm grades are due by **Monday, March 1**. (See the Due Dates charts in the "Grades" chapter.)

These grades are used only for advising and counseling purposes and need not be letter grades (SAT/UNS may be more appropriate). They are extremely important for identifying students who may be facing any of a wide range of difficulties. Instructors are also asked to cooperate with the Resident Deans of Freshmen and the Allston Burr Resident Deans regarding inquiries that they may make about the status of individual students.

March grades in full year courses extending from September to May should reflect the

student's current standing for the spring term. At the same time, instructors should report students whose cumulative grade for the entire year is unsatisfactory.

Hiring, Training, and Supervision of Instructional Support Staff

In many courses the instruction done by supervised teaching staff is an important part of the undergraduate educational process, as well as an important aspect of the training of graduate students. Departments and individual instructors have developed successful strategies that encourage and protect a high standard of teaching by supervised teachers. These local strategies have been reinforced by guidelines developed by the Committee on Undergraduate Education and the Committee on Graduate Education and endorsed by the Faculty Council.

Categories of Instructional Support Staff

Teaching fellows are candidates for advanced degrees and are registered as students at Harvard, ordinarily in the Graduate School of Arts and Sciences. They serve as section leaders, tutors, and laboratory leaders, but always under the supervision of instructors who hold Faculty-level teaching appointments in the FAS or another Harvard Faculty. (See "Responsibilities of Instructors": Responsibility for Evaluation for the appropriate role of teaching fellows in the grading of students.)

Teaching assistants engage in the same kinds of supervised instruction as Teaching Fellows but are not enrolled as candidates for an advanced degree in any department of the University. Ordinarily, teaching assistants will have received the AB before the appointment begins.

Undergraduate course assistants are currently registered Harvard undergraduates who provide the same kinds of supervised instruction as teaching fellows and teaching assistants. Course assistants ordinarily assist

only in mathematics, science, and computer science courses. (See "Responsibilities of Instructors": Responsibility for Evaluation for the appropriate role of course assistants in the grading of students.)

In accordance with the Faculty's own policy, course heads should appoint qualified GSAS students for teaching positions before hiring non-GSAS candidates.

Teaching Fellow Appointment Guidelines

The Committee on Graduate Education and the Faculty Council have adopted the following general guidelines for the Teaching Fellow appointment process in the humanities and social sciences:

1. Notification of Guaranteed

Teaching Fellow Positions: On the basis of enrollment histories, the Office of Undergraduate Education in Harvard College will designate a certain number of guaranteed Teaching Fellow positions for eligible departmental courses for both terms of the coming academic year. The number of guaranteed teaching positions will be finalized and sent to Department Chairs and Directors of Graduate Studies in early May. Guaranteed positions will be honored regardless of final course enrollments. Additional appointments may be made after final enrollments are known. Information on guaranteed positions should be made available to eligible graduate students as early in May as possible. Please note that guarantees are made to individual Teaching Fellows, not to a specific course (as explained below).

2. Application Period: Departments should accept applications for Teaching Fellow positions for several weeks in May, to ensure the broadest possible applicant pool before a decision is made. To avoid financial inequities, final decisions should involve consultation between the course head and the Chair or Director of Graduate

Studies, or other designated member of the Department or program.

3. Hiring Criteria and Timetable: The criteria for appointing Teaching Fellows should include preparation, English language proficiency, student G year, teaching experience, and financial need. Note in this regard that GSAS; 1)--requires all incoming PhD students who are non-native speakers of English and who have received their undergraduate degrees from non-English speaking institutions to pass English proficiency tests before they can be appointed as teaching fellows, and; 2)--prohibits graduate students who receive Dissertation Completion Fellowships from teaching as well as other forms of concurrent employment. Further details on English language and dissertation completion requirements for Teaching Fellows may be found in the GSAS Teaching Fellows' Handbook (www.gsas.harvard.edu/academic/teaching.html).

Priority for Teaching Fellow appointments should be given to those qualified students for whom a guarantee was offered at admission; these are usually students in the G-3 and G-4 years. After those students with Teaching Fellow guarantees have been accommodated, departments should consider all other qualified applicants from within the Graduate School of Arts and Sciences who are not receiving Dissertation Completion Fellowships. Special attention should be paid to qualified applicants from related departments and disciplines before a decision is made.

Guaranteed Teaching Fellow assignments should be made by the end of May. Written notification should be provided to each student making explicit the guaranteed nature of the appointment (see note below), as well as expectations for training and orientation. Applicants who are not chosen for Teaching Fellow assignments should be

informed in writing at the same time so that they can make alternative arrangements for financial support before the academic year begins.

A list of all Teaching Fellow appointments should be sent to the Dean of the Graduate School of Arts and Sciences and to the Office of Undergraduate Education Harvard College. Guaranteed positions cannot be honored unless this list is submitted. If a student who has been offered a guaranteed position receives funding from another source or for other reasons declines the opportunity, that guaranteed position may be offered to another GSAS student after direct consultation with GSAS.

An important note on teaching “guarantees”: As an integral part of their graduate funding packages, G-3 and G-4 students in the Humanities and Social Sciences are ordinarily guaranteed 2/5 teaching each term; meeting this guarantee should be seen as a cooperative endeavor between the student and the department. The financial commitment for all pre-approved teaching assignments will be honored, despite final enrollments. However, departments should move teaching fellows from a course that is under-enrolled to one that is over-subscribed, within certain limits. Reassignments should be made on the basis of the graduate student’s prior indication of courses or areas in which he or she is prepared to teach. Departments should offer reassignments in ways that will minimize the number of teaching fellows with multiple preparations. If no reassignment is possible, the financial commitment will be honored, even if no instructional support is needed in the course. In this case, the TF should perform meaningful work for the department or committee, preferably in support of undergraduate instruction. Such reassignment must be approved by the Office of Undergraduate Education (instruct@fas.harvard.edu). Finally, be aware that immigration regulations limit the employment of international students

to twenty hours per week while school is in session. This is equivalent to a half-time (fifty percent) appointment, or two and a half fifths teaching.

For additional information about Teaching Fellow appointments, please refer to the GSAS Teaching Fellows’ Handbook (www.gsas.harvard.edu/publications/teaching-fellows-handbook.php).

Training and Supervision of Instructional Support Staff

A number of principles have been formulated to assist departments in the training and supervision of instructional support staff.

Departments should develop regular procedures for screening and training instructional support staff as well as routine methods of supervising and monitoring their performance. Not only do such practices help to maintain good standards, but they also encourage graduate students, in particular, to improve their teaching skills. Student teaching should be a rewarding opportunity rather than an automatic step in graduate education.

The Faculty Council has adopted the following guidelines for the training and preparation of first-time instructional support staff:

1. All departments and instructional programs must develop plans for preparing and orienting first-time instructional support staff in the pedagogical skills that will allow them to fulfill their teaching obligations. Orientation in issues of appropriate professional conduct should also be provided. (See “Responsibilities of Instructors”: Professional Conduct.) These plans should be approved by the Office of Undergraduate Education.

Plans should provide for practice teaching or other orientation in teaching methods at or before the start of employment of those without prior teaching experience and should provide for observation and

appraisal of performance, at least for the first term of employment. In addition, the Derek Bok Center for Teaching and Learning has developed a wide range of instructional support and development programs for Harvard College's classroom instructors. Departments are encouraged to have their teaching fellows and assistants at all levels of experience utilize these resources. (See "Teaching and Advising Resources": Bok Center for Teaching and Learning.)

2. Individual course heads remain responsible for the orientation, preparation, oversight, and evaluation of assistants in the execution of their specific course responsibilities.

Instructional support staff should be provided with structured teaching assignments. Generally, section teaching is more effective the more the instructor is involved. Regular, perhaps weekly, meetings with assistants to review course material, visits by the instructor to sections, and the teaching of a section by the instructor can be helpful. In certain departments, some or all of these forms of involvement are routinely expected. Departments may adjust the teaching credit given to Faculty members, if need be, to encourage their involvement in section teaching. An "instructional lunch fund" to contribute to weekly luncheon meetings with assistants is available from department administrators. The Derek Bok Center for Teaching and Learning encourages instructors and assistants to seek help in improving teaching quality.

By vote of the Faculty on December 17, 1995, **instructional support staff are expected to attend lectures of the courses in which they are employed** unless in the judgment of the course head the nature of their work for the course does not depend upon their attendance at the lectures.

Departments should devise a record-keeping system on instructional support staff based on instructors' reports on their performance.

Such departmental monitoring can be used to reward outstanding teaching and to provide a solid basis upon which to recommend graduate students for future teaching jobs. At the same time, regular evaluation ensures that a poor teaching performance does not go unnoticed.

Special Considerations Concerning the Appointment of Undergraduate Course Assistants

Because special considerations enter into the appointment of undergraduates as course assistants, instructors should use the following procedure when screening prospective course assistants:

With a candidate's written permission, an instructor should confirm with the student's Allston Burr Resident Dean that the proposed candidate:

1. Has attained sophomore standing and is at least in the third term of residency.
2. Is not on probation.
3. Ordinarily, has a grade point average of 3.33 or better in the two previous terms.

Also, as undergraduates may fail to recognize the implications of serving in an instructional role, instructors should take special responsibility for initiating discussions about professional conduct, including the impropriety of amorous relationships with students and the importance of both equity and confidentiality.

Student Compensation and Credit for Course Work

It is inappropriate for a student to receive course credit for the same work for which he or she is financially compensated. Thus, an undergraduate course assistant may not receive academic credit in any form, including Independent Study and Supervised Reading and Research course credit, for courses with which he or she is assisting. Research for which a student receives a grant may inform their academic work. Research performed

for other financial compensation may inform academic work in subsequent semesters only, and only with the express permission of the employer, including a laboratory head.

Graduate teaching fellows should not receive Reading and Research (300-level) or other course credit for the time they devote to teaching, but may receive credit by signing up for TIME-T on their study cards. TIME is the term used by the Graduate School of Arts and Sciences to designate independent study (TIME-C), research (TIME-R), or teaching (TIME-T). Students “receive credit” for such pursuits in the sense that TIME appears on the GSAS transcript, however, students are not graded for TIME.

Q Course Evaluation

The Faculty of Arts and Sciences and the Office of the Registrar jointly oversee a process of course evaluation of undergraduate and graduate courses each term. This evaluation process serves several purposes. It provides feedback from students to the head of a course about course structure, the quality of the instruction, and the nature of assignments. It also provides important feedback for instructional support staff, many of whom are in their early years of teaching and benefit from the comments of students. Participation in the course evaluation process is required of all faculty. The course evaluation process itself takes place online.

Summary statistics and comments submitted by students are accessed electronically by the course heads, instructors, teaching fellows, teaching assistants, and course assistants of evaluated courses after final grades for the term have been submitted. Course evaluation results are also made available to the chair of the department or committee offering the course. **Both faculty and instructional support staff, particularly teaching fellows, should keep this information as it will be useful later as an input for promotion**

decisions and as part of consideration for other teaching positions. These evaluations will be part of the graduate student’s electronic teaching record and will be the basis for the Bok teaching awards. Finally, aggregate numerical data and limited text results are also made available to students, providing them with additional information for use in their course selection process. Students can access the course evaluation results through the online shopping tool at my.harvard.edu.

The Office of Undergraduate Education reviews the forms for any member of the instructional support staff whose average “overall” rating raises concerns about the quality of instruction. In these very few cases, the Dean of Undergraduate Education may send a letter to that instructor, copied to the course head(s), urging him or her to seek appropriate advice on how to improve his or her teaching. If members of the instructional support staff receive such cautionary letters a second time, they may be prohibited from further teaching in the Faculty of Arts and Sciences.

Final and Midyear Examinations

Final and Midyear examinations are three-hour written tests scheduled by the staff of the Office of the Registrar and proctored by instructional staff of the course, at locations and times specified by the Registrar. Courses ordinarily hold final examinations, and half and full courses that run throughout the year also hold midyear examinations. Any deviation from the scheduled three-hour examination requires the prior approval of the Office of Undergraduate Education (for courses below the 200- or 2000-level) or the Dean of the Graduate School (for courses at the 200- or 2000-level). (See below Requesting a Substitution.) Examination substitutions for research courses, seminars, tutorials, and other low enrollment courses (see below for definition) are automatically approved by the Office of the Registrar. (See "Course Administration": Hour and Midterm Examinations.)

To earn credit for a course or to count the course toward fulfillment of the requirements for a degree, the student must have attended the final examination (or midyear and final if a full year course) or an approved makeup. A student's unexcused absence from a midyear or final examination will ordinarily result in a failing grade for the course (ABS). The course head is not empowered to excuse student absences from midyear, final, or makeup examinations scheduled by the Registrar. Furthermore, the course head may not give a final examination at a special time to accommodate the needs of an individual student or authorize the substitution of another exercise for an examination. Undergraduate students who request special accommodations should be directed to their Resident Deans. The Resident Dean will facilitate submission of the request to the Administrative Board for

consideration. Graduate students should be directed to the FAS Deputy Registrar.

Students are entitled to complete course requirements and to take the final examination. They must not be discouraged from doing so, even when previous course work has earned a cumulative failing grade. Only a student whose serious and persistent neglect of academic work has led to formal exclusion from the course is ineligible to take the final, midyear, or makeup examination. (See "Addressing Student Problems": Neglect of Academic Work by Students: Exclusion.)

Examination Categories

At the beginning of each term, course heads will receive a Final Examination Request form for each course they teach and will be asked to classify their courses according to the following categories:

- A. Standard Three-hour Examination Required (No Substitutions)**
All students enrolled in this course are expected to write a three-hour examination scheduled by the Office of the Registrar during the exam period and proctored by instructional staff of the course.
- B. Standard Three-hour Examination for All Undergraduates, Substitutions for All Graduates**
All undergraduates will write a three-hour examination and all graduate students will submit an examination substitution (a paper, project, take-home examination, etc.). All substitutions should be completed by the last day of Reading Period.

C1. No Three-Hour Examination for Any Student (Lower Enrollment Courses Only)

Low enrollment (undergraduate course with enrollment of less than 20 students or combined graduate/undergraduate course with fewer than 30 students) or undergraduate tutorial, seminar, or research course primarily for graduate students receive automatic approval. All substitutions should be completed by the last day of Reading Period.

C2. No Three-hour Examination for Any Student

Final exam substitution is preferable for all students. (See Requesting a Substitution below.) All substitutions should be completed by the last day of Reading Period.

D. Optional Examination Substitution for Certain Students, Standard Three-hour Examination for All Other Students

An alternative means of evaluation offered to a certain academic grouping of students in lieu of the final three-hour exam. Ordinarily, substitution for an individual student is not allowed. (See Requesting a Substitution below.) All substitutions should be completed by the last day of Reading Period.

Requesting a Substitution

When petitioning for an exam substitution, the course head must describe the alternative form of evaluation and explain why it is more appropriate than a three-hour examination. All substitutions should be completed by the last day of Reading Period. In courses in which the number of students is large (over 30) or where a range of different types of work will be accepted in lieu of the examination, the course head must indicate the steps that will be taken to ensure equity in grading. Course heads should also indicate the other course assignments (hour examinations, laboratory reports, papers, etc.) that will

be included in the final evaluation of the students' performance.

Course heads who plan to petition the appropriate dean for permission to substitute should announce their intention at the first class meeting, and on the course syllabus. However, only after the petition has been formally approved by the dean should course heads announce the cancellation of a midyear or final examination. Course heads may submit petitions for exam substitutions to the Office of the Registrar any time before the first meeting of class with a special request for early decision.

Note that all students who are in the AB/AM degree program are to be treated as undergraduates for the purposes of completing all of the course requirements by the end of the final exam period, for exam substitutions, and for grading. The one exception is that the course head may treat AB/AM students as graduate students, for the purpose of exam substitutions, if the student has bracketed the course toward the AM degree. See below Take-Home Examinations.

Completion of Work Assigned for Substitutions

Course heads should not assign any work to be done during the Examination Period. Faculty policy stipulates that this time should be reserved for standard three-hour exams. Any work assigned as a substitution for a midyear or final examination must be completed before the end of Reading Period.

Take-Home Examinations

Take-home examinations are considered substitutions and, like other substitutions, must be due before the end of Reading Period. When assigning a take home exam it is imperative that the instructor be mindful of student obligations to other courses, some of which continue to meet during the Reading Period. Course heads should be careful to

explain to students in writing the extent of collaboration and any source materials that may be permitted in the preparation of the examination.

Examination Scheduling

For most courses an Examination Group is listed in *Courses of Instruction* within the course description. Examination Groups correspond to class meeting times and ordinarily change if the meeting time changes. Occasionally, however, there is a misprint in the course catalog and the Exam Group does not correspond with the meeting time. Note the Exam Group will be changed to correspond with the meeting time. Occasionally, the Office of the Registrar may need to assign an Exam Group that does not correspond to the meeting time of the course.

Classes that meet for periods longer than one hour are listed in the catalog with more than one Exam Group. The Exam Group for such a course will be selected by the Registrar's Office.

Many factors must be considered when scheduling eighteen Exam Groups within an eight-day examination period, including student conflicts, room availability, and personnel resources. As a result, the Office of the Registrar is unable to accommodate individual requests to assign alternative Exam Groups to courses.

Since the days and hours for courses are subject to change, official dates and times for examinations are published on the Final Examination Schedule, posted on the Registrar's website (www.registrar.fas.harvard.edu). The Final Examination Schedule will be available mid-October for fall final/midyear examinations and mid-March for spring final examinations.

Examination Groups and Dates

The table below shows the dates of final examinations associated with each of the final Examination Groups. For most courses, an Examination Group is listed in *Courses of Instruction* within the course description. Examination Groups correspond to course meeting days and times and ordinarily change if the course meeting days and times change. Occasionally, the Office of the Registrar may need to assign an Exam Group

that does not correspond to the meeting days and times of a course. **All students are therefore advised that they should not make any travel plans until the official Final Examination Schedule is published. Students are expected to be in residence for the duration of the Final Examination Period.** For the fall term, the Final Examination Period is December 12, 2009 through December 21, 2009 For the spring term, the Final Examination Period is May 7, 2010 through May 15, 2010.

Examination Group	Fall Final/ Midyear Examination	Spring Final Examination
1	Sat Dec 19	Sat May 8
2	Mon Dec 21	Fri May 7
3	Thu Dec 17	Sat May 15
4	Fri Dec 18	Thu May 13
5	Tue Dec 15	Mon May 10
6	Mon Dec 14	Wed May 12
7	Sat Dec 19	Sat May 8
8	Sat Dec 12	Tue May 11
9	Sat Dec 12	Tue May 11
10	Mon Dec 14	Wed May 12
11	Sat Dec 12	Tue May 11
12	Sat Dec 12	Tue May 11
13	Wed Dec 16	Fri May 14
14	Sat Dec 19	Sat May 8
15	Mon Dec 21	Fri May 7
16	Mon Dec 21	Fri May 7
17	Sat Dec 12	Tue May 11
18	Sat Dec 12	Tue May 11

Administration of Examinations

Final and Midyear examinations are scheduled by the Office of the Registrar and administered by instructional staff of the course. Instructional staff must follow the exam procedures that are provided by the Office of the Registrar. The procedures are intended to protect the security of examinations and to ensure that students undertake the writing of their exams in an environment free of distractions and disturbances. There are two exam sessions per day during the Examination Period; morning examinations start at 9 am and afternoon examinations start at 2 pm.

Course Head Obligations during the Administration of Exams:

- The instructional staff of the course is expected to be familiar with and abide by the guidelines governing examination administration in FAS.
 - The instructional staff of the course is expected to proctor their own exams.
 - A member of the instructional staff should be present in the examination room at least fifteen minutes before the start of the exam.
 - All courses are expected to handle the printing and photocopying of their own examinations.
 - All courses are expected to make arrangements for the delivery, set-up and collection of any audio/visual media equipment needed to facilitate the administration of oral/aural components of the examination.
 - The instructional staff of the course are responsible for obtaining attendance slips and if needed, examination booklets, prior to the start of the examination.
 - The instructional staff of the course is expected to take attendance at the examination and to return the slips to collection sites after the completion of the examination.
- The instructional staff of the course should retrieve the following items from the examination room at the time of examination completion:
 - completed examination booklets
 - scrap booklets
 - all other course materials (slides, audiotapes, etc.)
 - Report any unusual circumstances to the Office of the Registrar.

Examination Office Responsibilities during the Administration of Exams:

- Solicit faculty member examination preferences for each course for each examination period via the Exam Request Form.
- Establish the examination schedule for each examination period including date, time and location.
- Schedule examination classroom assignments for each examination period.
- Coordinate the distribution of attendance slips and examination booklets.
- Report examination absences for undergraduate students to the appropriate Resident Dean.
- Coordinate the collection of attendance slips after examination completion.
- Collection sites will be advertised prior to each examination period.

Course Head Obligations after the Final Examination:

- Instructors should take every precaution to prevent the accidental loss of examination booklets. For example, under no circumstances should examination booklets be removed from the neighborhood of the University. If a course head has temporarily left the Cambridge area, only photocopies of the booklets should be sent to the course head for grading.
- Examination booklets if not returned to students should be kept for one year after the end of the course.

- Most instructors return exam booklets, papers, and other academic work to the student enrolled in their courses. By law, students have the right to review all materials submitted to a course, including final examination booklets and, for a reasonable charge, may have copies of any originals not returned to them, within 45 days of the date of the original request.

Accessible Education Office Examinations

Final and Midyear examinations for students registered with the Accessible Education Office (AEO) are scheduled and administered by instructional staff of the course. AEO determines accommodations in keeping with clinical standards and fairness to the entire class. Exam administration is consistent with non-AEO exam procedures, with the following additional criteria to ensure proper implementation of AEO-approved accommodations:

- All AEO exams begin at 10:00 am or 11:00 am (depending on the student's particular accommodation) on the same day as the general administration, unless there is a scheduling conflict with another exam. In such instances, the course staff will administer the exam at an appropriate time within 24 hours of the original schedule.
- The course head will provide AEO with a copy of all examinations which need to be reformatted no later than two weeks before the exam.
- Instructional staff will become familiar with approved accommodations, including allotted extended time and breaks (if any), required technology in addition to media, and other assistance.
- If the subject matter and/or a student's clinical condition does not lend itself to a student's use of an examination booklet or computer, the course head will designate or approve a qualified scribe or reader.

Additional information is available at www.fas.harvard.edu/~aeo, <http://www.aeo.fas.harvard.edu/exams.html>, or (617) 496-8707.

Religious Conflicts with Final/Midyear Examinations

In accordance with Massachusetts law, students who are unable to participate in a final examination as a consequence of their religious beliefs shall be provided with an opportunity to make up the examination, without penalty, provided that the makeup examination does not create an unreasonable burden on the College. Students are expected to anticipate any religious conflicts with exams and report the conflict in writing to the Exams Office at fasexams@fas.harvard.edu by the last day of classes each term.

Examinations In Absentia

Students, who for sufficient reason cannot be within 500 miles of Cambridge at the time of a final, midyear, or makeup examination, may request to take the examination at another location. All examinations in absentia must be approved by the Administrative Board. Undergraduates must contact their Resident Dean to initiate this process. Graduate students should contact the Deputy Registrar. A petition to take an examination in absentia will not be accepted without the course head's signature, acknowledging the requirement to provide an early copy of the examination. Student applications for in absentia exams should be submitted by the last day of classes. Under extraordinary circumstances, the Administrative Board may grant examinations in absentia after the deadline has passed.

An in absentia examination is administered at the same time and date as the examination in Cambridge and must be proctored by someone approved by the Office of the Registrar. After determining that these conditions can be met, the Office of the

Registrar will work with the course head to facilitate the administration of the examination. For reasons of equity, the examination given to the student in absentia must be identical to that given at the regular examination in Cambridge. The examination should be returned to Cambridge immediately after it has been administered.

Students are charged \$100 for each examination taken in absentia to cover administrative costs. The in absentia fee may be waived for students who are participants in varsity competition where Harvard University is being officially represented. Additionally, the in absentia fee may be waived for students who are studying abroad for Harvard degree credit with prior approval from the Office of International Programs.

Final Examination Options for Study Abroad Students

Students enrolled in an Office of International Programs approved Study Abroad program will work directly with course heads to resolve issues regarding midyear or final examinations that may conflict with their participation in the Study Abroad programs. Once a student finalizes his or her decision to enroll in a Study Abroad program, the student, together with the course head, should complete a Study Abroad Final Examination form if a conflict with the final examination administered in Cambridge is anticipated. This form should be submitted no later than two weeks prior to the last day of the fall term. The form can be found at the Office of the Registrar's website. The course head and student will be allowed to consider the following options:

- Student will sit for the exam in absentia. Student makes arrangements with a proctor approved by the Office of the Registrar to proctor the exam. After determining that these conditions can be met, the Office of the Registrar will work with the course head to facilitate the administration of

the examination. Student will be given an exam substitution. This can take any form (take-home exam, paper, etc.). The exam substitution will be due no later than the last day of the Reading Period.

- Student will be given an exam substitution. This can take any form (take-home exam, paper, etc.). The exam substitution will be due no later than the last day of the Reading Period.
- Student will be allowed to take a three-hour written exam prior to leaving for winter recess. This option is only allowable if a student and faculty member complete and submit this form at least two weeks prior to the last day of classes. It is expected that the exam will be administered during the final week of classes.

Makeup Examinations

The Administrative Board of Harvard College has sole jurisdiction over granting makeup examinations for undergraduates. The Registrar's Office has been authorized by the Graduate School to approve or deny makeup petitions for graduate students. **Course heads may not give a makeup midyear or final examination without notification from the Office of the Registrar.** Moreover, course heads may not give a makeup examination at any time or location other than that specified by the Office of the Registrar. The granting of a makeup examination by the Administrative Board does not imply that the student may receive credit for any assigned work in the course not submitted by the end of the Examination Period.

Makeup examinations are ordinarily granted by the Administrative Board in cases of medically documented illness or extraordinary circumstances over which the student had no control, such as a death in the family. Makeups are sometimes granted to undergraduate participants in intercollegiate competition, but only when examinations in absentia cannot be arranged. By vote of the Faculty Council, makeup examinations may also be granted when a student who is in

good standing in the course misses an examination because of inadvertence, provided the petition is supported by the course head and filed on time. Undergraduate and graduate students in the FAS may be granted a makeup examination on the grounds of inadvertence only once during each tenure at Harvard.

If called upon to do so, course heads must prepare appropriate makeup examinations and grade them. Makeup exams are usually administered at the beginning of the following term based on the schedule established by the Office of the Registrar. Ordinarily a makeup examination should not be a duplicate of the original exam. Course grades dependent upon makeup examinations should be reported to the Office of the Registrar no later than one week after the date of such examinations.

Makeup midterm examinations are not granted by the Administrative Board nor the Registrar's Office. Offering such makeup examinations or substituting other work is at the discretion of the course head, except in the case of an absence for the observation of religious holidays. (See Hour and Midterm Examinations on page 35.) The Office of the Registrar has no role in midterm examinations.

Publication of Past Final and Mid-Year Examinations

Final and Midyear Examinations have traditionally been collected and made available electronically on a website accessible only to Harvard account holders at www.fas.harvard.edu/~exams. However, the head of a course may request at the time of the exam that the final examination not be included in the electronic library collection.

Grades

The Grading System

The Registrar is authorized to obtain from instructors reports on the performance of students in the form of the grades established by the Faculty of Arts and Sciences. Grade sheets for reporting grades online are made available to instructors and must be submitted by the indicated due dates. Grade sheets can be found at apps2.registrar.fas.harvard.edu/onlinegrading. (See the Due Dates charts later in this chapter.) The Faculty of Arts and Sciences uses the following system of letter and non-letter grades to evaluate undergraduate student work:

Letter Grades—Undergraduate Students

- A, A-** Earned by work whose excellent quality indicates a full mastery of the subject and, in the case of the grade of A, is of extraordinary distinction.
- B+, B, B-** Earned by work that indicates a good comprehension of the course material, a good command of the skills needed to work with the course material, and the student's full engagement with the course requirements and activities.
- C+, C, C-** Earned by work that indicates an adequate and satisfactory comprehension of the course material and the skills needed to work with the course material and that indicates the student has met the basic requirements for completing assigned work and participating in class activities.
- D+, D, D-** Earned by work that is unsatisfactory but that indicates some minimal command of the

course materials and some minimal participation in class activities that is worthy of course credit toward the degree.

- E** Earned by work which is unsatisfactory and unworthy of course credit towards the degree.

Non-letter Grades— Undergraduate Students

Incomplete (INC) cannot under any circumstances be given to undergraduates.

- ABS** Students who miss a regularly-scheduled midyear or final examination scheduled by the Office of the Registrar during the Midyear or Final Examination Period are given a failing grade of Absent (ABS) which will be changed only if the student is granted and takes a makeup examination. Unexcused absences are counted as failures. (See the "Final and Midyear Examinations" chapter.) No other grade can be accepted. Exam sub-stitutions not scheduled by the Registrar's Office, including take-home examinations and special final projects, are not "regularly-scheduled" examinations; therefore, ABS cannot be used in these cases. If, after an absence from a regularly scheduled midyear or final examination, a student is granted a makeup examination by the Administrative Board, the appropriate grade is then submitted after completion of the examination. A special grade sheet is provided for this purpose.

EXLD	A notation of Excluded (EXLD) indicates that the student was not permitted to continue in the course by vote of the Administrative Board of the College and received no credit. Exclusion from a course is equivalent in all respects to failing it and in and of itself makes the student's record for the term unsatisfactory.	Pass or Fail can be accepted by the Registrar. Independent Study is always graded PA/FL.
EXT	Instructors may allow students extensions of time to complete course work up to the last day of the Examination Period. After that date, only the Administrative Board may grant extensions of time for undergraduates to complete course work. (See "Course Administration": Late Work and Extension of Time for Course Work.) Until the date of extension set by the Board, a final grade should not be reported by the instructor; instead, the designation EXT (Extension) should be reported on the grade sheet. EXT is only a temporary notation. When the allowed time for late work has passed, or if additional time is not granted by the Administrative Board of the College, the instructor should officially inform the Registrar of the final grade. Students who miss a regularly scheduled midyear or final examination scheduled by the Office of the Registrar must be given an ABS (Absent), not an EXT.	<p>SAT/UNS The grade of Satisfactory includes letter grades from A to C-; the grade of Unsatisfactory represents work below C- and is considered a failing grade. No students enrolled in courses graded SAT/UNS may receive letter grades in those courses.</p> <p>The following junior and senior tutorials must be graded SAT/UNS:</p> <ul style="list-style-type: none"> Applied Mathematics 99r Chemistry 91r, 98r, and 99r English 99r Folklore and Mythology 99 French 99 German 99 Government 99r History 99 History and Literature 99 History of Art and Architecture 99 Indian Studies 99 Italian Studies 99 Italian 99 Latin American Studies 99 Linguistics 99a, 99b Literature 98a, 98b, 99a, and 99b Mathematics 60r Portuguese 99 Psychology 985, 990, and 992 Religion 99 Romance Studies 99 Scandinavian 99 Slavic 99a, 99b Social Studies 99 Sociology 99 Spanish 99 Special Concentrations 99 Studies of Women, Gender, Sexuality 99a, 99b <p>All Freshman Seminars are graded SAT/UNS.</p> <p>Certain House Seminars may also be graded SAT/UNS, provided instructors inform the Standing Committee on Freshman Seminars</p>
PA/FL	The grade of Pass represents letter grades of A to D-; the grade of Fail represents the letter grade of E only. Students admitted to a course on a PA/FL basis are so identified on the grade sheet. For such students, only a grade of	

of their intentions at the time the House Seminar proposals are submitted, and all students in a particular seminar are graded on the same scale.

In addition, SAT/UNS may be reported as a midyear grade in any full year tutorial or half-course extending throughout the year which does not give a midyear examination. In this case only, Unsatisfactory may be used to indicate passing-but-unsatisfactory work. Assigning an unsatisfactory midyear grade will make the student's record for the term unsatisfactory and subject to review by the Administrative Board.

The instructor must obtain permission from the Office of Undergraduate Education (for courses below the 200- or 2000-level) or Dean of the Graduate School (for courses at the 200- or 2000-level) before grading SAT/UNS for any course not listed above.

Satisfactory and Unsatisfactory Undergraduate Studies

Grades of C- or higher, as well as the grades of PA and SAT, are passing and satisfactory grades. Grades of D+ through D- are passing but unsatisfactory grades. Grades of E, ABS (Absent), FL (Fail), UNS (Unsatisfactory), and EXLD (Excluded) are failing grades. All undergraduate student records with any unsatisfactory or failing grade are reviewed at the end of the term by the Administrative Board, which responds to such records in the manner described in the appropriate sections of the Handbook for Students and in the Administrative Board Guide for Students. Responses may include a period of academic probation or a requirement to withdraw from the College for a year.

Letter Grades—Graduate Students

The Graduate School of Arts and Sciences uses the following letter grades: A, A-, B+, B, B-, C+, C, C-, D+, D, D-, E. A grade of E is a failing grade.

The minimum standard for satisfactory work in the Graduate School is a "B" average in each academic year. A grade of "C" or "INC" is offset by a grade of "A" and a "D" by two "A's"; no account is taken of plus or minus. Grades of "E" or an unexcused "ABS" are failing. A grade of "UNS" is unsatisfactory. A course in which a student receives an "E" or permanent "INC" or "ABS" may be retaken for credit at a later time, in which case both grades will appear on the student's transcript. In many departments, students are expected to maintain an average well above the GSAS minimum.

Letter grades are to be used in every case except as follows:

Non-letter Grades—Graduate Students

Graduate students are not allowed to take courses on a Pass/Fail (PA/FL) basis.

ABS The designation ABS (Absent) is used in the case of a student who is absent from a regularly scheduled midyear or final examination scheduled by the Office of the Registrar during the Midyear or Final Examination Period. No other grade can be accepted. Exam substitutions not administered by the Registrar's Office, including take-home examinations and special final projects are not "regularly scheduled" examinations; therefore, ABS cannot be used in courses with take-home final exams. If, after an absence from a regularly scheduled midyear or final examination, a student is subsequently granted a makeup examination by the Deputy Registrar, the appropriate grade is then submitted after completion of the examination. A special grade sheet is provided for this purpose.

EXC Graduate students may be excused from a final examination or other course assignments by their division, department, or committee Chairs on the basis of having passed departmental examinations or other requirements. At the written request of a Chair, the Deputy Registrar records the grade of EXC (Excused). If students elect to take the final examination and complete the course, they receive a letter grade.

INC **For graduate students only** the instructor has the prerogative of approving an extension of time for completion of course work beyond the end of the term. The appropriate grade in this situation is INC (Incomplete), not EXT (Extension). In order to have the grade of INC changed to a letter or appropriate non-letter grade, the graduate student must complete the work of the course before the end of the next regular term. An INC which has not been completed by that time will become a permanent grade, unless the student successfully petitions for an extension of time. This petition requires the approval of the Director of Graduate Studies and of the Dean of the Graduate School.

When a student has made up an INC within the allowable time period, the instructor should immediately inform the Registrar of the grade in writing. If the instructor reports the grade after the deadline for completing the work has passed, the instructor must include the date on which the student submitted the work to the

instructor. Failure to affirm to the Registrar that the student completed the work on time will render the grade unacceptable.

SAT/UNS For graduate students, **Satisfactory** indicates that the course was passed with distinction (B- or above). Graduate courses of Reading and Research (300-level courses) must be graded **Satisfactory** or **Unsatisfactory**. No other courses may be graded on a SAT/UNS basis with the exception of designated foreign language courses. Graduate students must petition to obtain permission from the instructor to take a language course on a SAT/UNS basis. Graduate students admitted to a course on a SAT/UNS basis are so identified on the grade sheet.

Student Request for Review of an Assigned Grade

Both undergraduate and graduate students may request that an instructor review a grade that has been received and may also ask to consult with the Chair of the department or committee offering the course. However, final authority for the assignment of grades rests with the course head. Instructors wishing to change a grade should submit their requests to either the Office of Undergraduate Education (for an undergraduate) or the Dean of the Graduate School (for a graduate student), c/o The Registrar, 20 Garden Street (617-495-1545). (See Changes in Grades later in this chapter.)

Grade Point Averages

The Faculty of Arts and Sciences averages its letter grades with a 4-point scale: A = 4.00, A- = 3.67, B+ = 3.33, B = 3.00, B- = 2.67, C+ = 2.33, C = 2.00, C- = 1.67, D+ = 1.33, D = 1.00, D- = 0.67. E, ABS, UNS, EXLD = 0. The grade point average is the numerical average

of all grades received in courses taken under the Faculty of Arts and Sciences for degree credit, including courses taken for credit in the Harvard Summer School and cross-registration courses as appropriate. Passing grades received for courses given by other Harvard Faculties or MIT will not be used in computing a student's grade-point average except when the courses are counted toward concentration requirements or taken in the Graduate School of Education as part of UTEP. Grades received for course work done out of residence will not be used in computing the grade-point average. Grade-point averages are calculated on both a cumulative and annual basis.

Submission of Final and Midyear Grades

During the midyear and final examination periods, instructors should not leave the vicinity of Cambridge until their course grades have been submitted to the Office of the Registrar. Because the course head is responsible for the grades given by his or her assistants, it is important that the course head closely supervise grading. (See "Responsibilities of Instructors: Responsibility for Evaluation.") Each grade sheet for a course must be submitted online by the course head, as soon as possible but no later than the due date noted.

Due Dates for Midterm Grades 2009-2010

Unsatisfactory midterm grades for undergraduates are due by 5 pm in the Office of the Registrar, 20 Garden Street, on or before the due date noted. (See "Course Administration": Midterm Grades for Undergraduates.)

Fall term: **Tue, Oct 13**

Spring term: **Mon, Mar 1**

Due Dates for Fall Final/Midyear Grades 2009-2010

Courses Without Examinations

For all fall courses without final or midyear examinations, including 300-level courses

and courses with approved substitutions, final grades are due in the Registrar's Office at 20 Garden Street on **Friday, December 18**. (See "Final and Midterm Examinations": Examination Categories, Requesting a Substitution.)

Courses With Examinations

Date of Examination	Examination Group	All Grades Due
Sat Dec 12	8, 9, 11, 12, 17, 18	Fri Dec 18
Mon Dec 14	6, 10	Mon Dec 21
Tue Dec 15	5	Tue Dec 22
Wed Dec 16	13	Wed Dec 23
Thu Dec 17	3	Thu Dec 24
Fri Dec 18	4	Thu Dec 24
Sat Dec 19	1, 7, 14	Mon Dec 28
Mon Dec 21	2, 15, 16	Mon Dec 28

Due Dates for Spring Final Grades 2009-2010

Courses Without Examinations

For all spring courses without final examinations, including 300- and 3000-level courses

and courses with approved substitutions, final grades are due in the Registrar's Office at 20 Garden Street on **Tuesday, May 11**. (See "Final and Midterm Examinations": Examination Categories, Requesting a Substitution.)

Courses With Examinations

Date of Examination	Examination Group	Jun Degree Grades Due	Non-Degree Grades Due
Fri May 7	2, 15, 16	Tue May 11	Fri May 14
Sat May 8	1, 7, 14	Wed May 12	Sat May 15
Mon May 10	5	Fri May 14	Mon May 17
Tue May 11	8, 9, 11, 12, 17, 18	Sat May 15	Tue May 18
Wed May 12	6, 10	Sun May 16	Wed May 19
Thu May 13	4	Mon May 17	Thu May 20
Fri May 14	13	Tue May 18	Fri May 21
Sat May 15	3	Wed May 19	Sat May 22

Submitting Late Grades

Grades must be submitted online to the Office of the Registrar on or before the due dates noted. Instructors who anticipate that they will be unable to meet these deadlines should contact the Deputy Registrar (617-495-1545) with an appropriate explanation. Instructors will receive automated email reminders if grades are not submitted by published date. If grades remain outstanding the matter will be referred to the appropriate Dean's office.

Final Grades in Full Year Courses

Final grades in full year courses are always cumulative—that is, they represent the standing of the students from the beginning of the first term of the course, not merely during the second term.

Final Grades for Degree Candidates

Grades for degree candidates must be submitted online by the date specified on the separate grade sheets provided for this purpose. Usually the due date is four working days after the final examination or, for courses with no final exams, within a week of the end of Reading Period. Grades submitted online are final and may not be changed except as indicated below in Changes in Grades.

Changes in Grades

Once a grade has been reported to the Registrar it can be changed only upon the instructor's written request to either the Office of Undergraduate Education (for an undergraduate) or the Dean of the Graduate School (for a graduate student), c/o The Registrar, 20 Garden Street (617-495-1545). The written request should include an explanation for the grade change. If a grade change is requested because of a clerical error or misunderstanding of Faculty

rules concerning the grading structure, the appropriate dean will ordinarily authorize the Registrar to change the grade. In the case of a grade change due to judgmental error, the instructor is expected to review the work of other students in the course or relevant section(s) to determine that grade equity would be maintained if the grade change were approved. When late work is the basis of a grade change request, it is essential that the work have been received by the deadline set by the Faculty: the end of the Examination Period for undergraduates or the end of the next regular term for graduate students. Before authorizing any grade change, the appropriate dean must be satisfied that all students in the course have been treated equitably. Grade Change forms are available under the Faculty section of the Registrar's website, www.registrar.fas.harvard.edu and can also be submitted online at apps2.registrar.fas.harvard.edu/onlinegrading.

Although the grades of degree candidates are reported before those of other students, these grades are considered final and are subject to the same regulations for changes.

Posting of Grades

It is the Faculty's legal responsibility to maintain confidentiality of student grades and also of materials upon which evaluations are made. For this reason, instructors should not post grades by student name or student identification number. Furthermore, instructors should never make a student's submitted work, such as problem sets, exam booklets, or papers, accessible to anyone other than the student who has submitted it, unless specifically authorized to do so by the author.

Approximately six business days after the end of the final examination period, students can view their final and midyear grades on the student record, which is available via the Registrar's Office website (www.registrar.fas.harvard.edu). However, students who complete online evaluations for all courses

in which they were enrolled for the term will be provided early online access to their final course grades. Faculty will not be provided online access to their course evaluation results until they have submitted their online grade sheets.

Retention of Exam Booklets and Course Records

Most instructors return exam booklets, papers, and other academic work to the students enrolled in their courses. Work that is not returned to students must be kept in a safe, accessible location on campus for at least one year after the end of a course. By law, students have the right to review all materials submitted to a course, and for a reasonable charge, may have copies of any originals not returned to them. Course heads should be sure to collect from section leaders and tutors any course assignments that have not been returned to students for appropriate storage. Faculty who are leaving the FAS or who will be on leave and away from the University should make appropriate arrangements for maintaining the availability of students' work.

Addressing Student Problems

The Administrative Boards

The Administrative Board of Harvard College has the responsibility for reviewing all unsatisfactory undergraduate records and disciplinary cases for possible action. The Board also votes on all student petitions for makeup examinations as well as exceptions to the academic rules described in the Harvard College Handbook for Students. The Board is composed of the Dean of Harvard College, the Resident Deans of Freshmen and Resident Deans for the thirteen upperclass Houses (see below), and several administrative and teaching members of the Faculty. For additional information, see both the Handbook for Students (webdocs.registrar.fas.harvard.edu/ugrad_handbook/current/index.html) and the Administrative Board Guide for Students (www.college.harvard.edu/academics/adboard/student_guide.pdf).

The Administrative Board of the Graduate School of Arts and Sciences reviews and rules on all matters of discipline and unsatisfactory student performance as well as exceptions to the rules contained in the Graduate School of Arts and Sciences Handbook. The Board is composed of the Dean of the Graduate School, the Administrative Dean, six teaching members of the Faculty, the Registrar, the Associate Dean for Student Affairs, the Dean for Admissions and Financial Aid, and the Student Affairs Officer. Up to four graduate students serve on the Board when it is considering appeals of financial aid and teaching fellow appointment decisions.

The Resident Deans

Working with the Dean of Harvard College are the thirteen Allston Burr Resident Deans, one in each of the Houses. These resident

deans are directly responsible for the academic and personal welfare of undergraduates. The Dean of Freshmen and the three Resident Deans of Freshmen have the same responsibilities for first-year students. The Coordinator of Transfer and Visiting Student Programs fulfills such responsibilities for visiting undergraduates.

Whenever instructors have a concern about an undergraduate, they are urged to contact the appropriate resident dean. Students' House affiliations or freshman status are indicated on course lists. A list of Resident Deans may be found in the FAS Directory at the end of this publication.

Graduate School Office of Student Affairs

Instructors with concerns regarding graduate students' academic or personal welfare should contact the Office of Student Affairs in Holyoke Center 350 (617-495-1816). This office is directed by the Dean for Student Affairs, who has general responsibility for the welfare of graduate students and monitors students' academic status. The Dean represents students in disciplinary cases before the Administrative Board of the Graduate School of Arts and Sciences and advises students on sexual harassment complaints.

Neglect of Academic Work by Students: Exclusion

A student who is neglecting course work should be warned in writing that he or she risks exclusion from the course and that exclusion is equivalent to a failing grade. A copy of the instructor's warning must be sent to the Secretary of the Administrative Board of Harvard College in the case of an undergraduate and to the Administrative Dean of

the Graduate School of Arts and Sciences in the case of a graduate student. If the student continues to neglect academic work after receiving this written warning, the instructor should then send a second letter requesting exclusion to the Secretary or Administrative Dean as appropriate, who will forward it to the Administrative Board for action. Upon the Board's approval of the exclusion petition, the student is denied any right to further course evaluation, including final and makeup examinations.

It is to the advantage of both the student and faculty member to address early a case of gross neglect of course work. An undergraduate has the option of withdrawing from the course before the seventh Monday of the term. Beyond that date there remain only a few weeks for the instructor to pursue the process of warning and exclusion or, conversely, for the student to recover much lost ground.

Faculty policy gives the Administrative Boards no choice but to grant a makeup exam to any student who remains in a course until the end of the term and presents a medical excuse, signed by an appropriate Harvard University Health Service (HUHS) staff member, for missing the final examination. This policy applies even when circumstances clearly indicate the student's gross neglect of academic work during the term.

Reports of Undergraduates with Unsatisfactory Records

The Office of the Registrar provides unsatisfactory grade report forms with final, midyear, and midterm grade sheets. Instructors are urged to use these forms to comment on undergraduates who have earned unsatisfactory course grades. (Unsatisfactory grades are: D, E, EXLD, FL, UNS, ABS.) (See "Grades": The Grading System.) Instructors' comments on these unsatisfactory grade reports are of great value to the students' advisers and

to the Administrative Board which reviews student records.

In addition, instructors are strongly encouraged to communicate concerns about an undergraduate's work directly to the student's Allston Burr Resident Dean or Resident Dean of Freshmen as early in the term as possible.

Students Charged with Dishonesty in Course Work

Although instructors have the responsibility for evaluating students' academic performance, the Faculty has granted jurisdiction over matters of student dishonesty to the Administrative Boards. Therefore, any incidence of possible student dishonesty in course work should be reported at once to the Dean of Harvard College (through the Secretary of the Administrative Board of Harvard College) if an undergraduate is involved or to the Dean for Student Affairs of the Graduate School of Arts and Sciences in the case of a graduate student. After a preliminary investigation, the Dean will decide whether to refer the matter to the appropriate Administrative Board.

Each case involving possible student dishonesty that goes to an Administrative Board will receive a careful hearing. Action taken by either Board can range from "scratch" (the Board decides that no disciplinary action is warranted) to requirement to withdraw or even a recommendation to the Faculty that the student be dismissed. In cases involving undergraduates who have misused source materials in the preparation of course work, the Administrative Board of Harvard College will often recommend and make available appropriate instruction on the proper use of sources and footnotes.

Students have a right to expect that grading will not be used as punishment for alleged academic dishonesty that has not been confirmed by the Administrative Board. Students may ask the Board, through their

Resident Dean, to investigate and resolve informal allegations of academic dishonesty that have not been brought to the Board's attention by a faculty member.

Troubled Students

Instructors are not responsible for counseling students on personal or emotional difficulties, even when those problems affect academic work. Undergraduate students who seem to be unusually upset or who are in need of special help should be referred to their Resident Dean. Instructors are encouraged to call the resident dean to discuss their concerns about a particular undergraduate. Concern about a graduate student should be referred to the Dean for Student Affairs (617-495-1814). The Mental Health Service of the Harvard University Health Services (617-495-2042) and the Bureau of Study Counsel (617-495-2581) are also available to help troubled students, both undergraduate and graduate.

Athletics and Administrative Sports Liaisons

The Harvard College Dean's Office, Administrative Board, and Department of Athletics collaborated to develop a policy that limits the number of class days and weekend days that may be missed per semester on account of athletic competition. Controls and approval processes are in place to ensure that communication between an athlete and his or her Resident Dean occurs prior to travel from campus. Athletes are ultimately responsible for resolving academic/athletic scheduling conflicts directly with academic faculty and staff. Administrative Sport Liaisons, designated by the Athletics Director and assigned to each team, are available to assist athletes with the compliance of these policies and procedures. Questions regarding these policies should be directed to Patricia Henry, Senior Associate Director of Athletics (617-495-2201), pwhenry@fas.harvard.edu.

Teaching and Advising Resources

Advising Programs Office of Harvard College

Phone: (617-496-0218)

Email: advising@fas.harvard.edu

www.fas.harvard.edu/~advising

Freshman Advising

As part of the Faculty of Arts and Sciences' Curricular Review, the Standing Committee on Advising and Counseling (which issued a report in May 2005) recommended the establishment of an Advising Programs Office (APO), which began to take shape in February 2006. This office is charged with coordinating, supporting, and facilitating academic advising programs for all undergraduates and, as such, works with students, faculty, the Freshman Dean's Office, the Houses, and other Harvard College and FAS offices on all aspects of pre-concentration and concentration advising.

All incoming first-year students are provided a network of advisers: a proctor, a freshman academic adviser, a peer advising fellow, and a Resident Dean of Freshmen who together serve as the student's chief initial resources for academic and non-academic advice.

Proctor: The proctor is an administrator or graduate student who lives in the dorm and advises on personal, residential, social, and academic matters. In some cases, the proctor is also the academic adviser. Proctors oversee an entryway of approximately 20-30 students, and along with the Peer Advising Fellows, they are also responsible for fostering entryway community.

Freshman Adviser: Freshman advisers are faculty members, administrators, and/or proctors at the University who together form the Board of Freshman Advisers. Freshman advisers help first-year students select courses

and explore a wide range of questions on the curriculum, academic requirements, educational goals, summer opportunities, career aspirations, and extra-curricular interests. Our freshman advisers work with an average of 3-6 first-year students apiece and can act as both a sounding board for students' ideas and a link between students and further resources.

Peer Advising Fellow: The PAF is a sophomore, junior, or senior at the College who has been appointed, trained, and supported by the Advising Programs Office to offer advice and assistance to first-year students. Fellows are assigned by entryway and, together with the entryway proctors, are responsible for entryway and dorm-wide programming. Fellows are matched with approximately ten freshmen in the entryway and bring a student's perspective to the first-year advising network.

Resident Dean of Freshmen: The Freshman Dean's Office (FDO) is responsible for the overall well-being of first-year students at Harvard. There are three Resident Deans of Freshmen; one for each of the clusters of dorms that comprise Ivy Yard, Crimson Yard, and Elm Yard. Resident Deans also work closely with the proctors and PAFs in their respective Yards.

As helpful as these advisers are, we emphasize to all first-year students that no adviser has all of the answers, and that students should be proactive in making use of all resources at their disposal at Harvard.

Sophomore Advising

As a result of the May 2006 faculty legislation that changed the timing of concentration choice from the end of the second to the end of the third term, the Advising and

Counseling Committee, in collaboration with the Masters, the Dean of the College, and the Advising Programs Office and its Student Advisory Board, designed a sophomore advising program to support sophomores as they enter House life and concentrations. The goals of sophomore advising at Harvard College are to support sophomores as they engage in focused academic exploration and to help them make successful transitions into their Houses and their chosen concentrations. Sophomores, like freshmen, begin the year with a network of advisers: a sophomore adviser, a sophomore advising coordinator, and an Allston Burr Resident Dean. Once they choose a concentration, they also have a concentration adviser or advising team. While concentration advisers serve as the primary academic advisers for sophomores in the fourth term, sophomore advisers continue to work with their advisees throughout the year, supporting students in their transition into concentrations; addressing academic issues such as study abroad, secondary fields, and research opportunities; and providing individualized, holistic attention.

By the middle of the sophomore year, Harvard students make the transition from exploring all of the concentrations that might interest them to selecting one concentration for focused study. We encourage students to consider many factors in making this decision. These include the student's intellectual interests, the concentration community and culture, the required coursework, availability of research opportunities and faculty contact, advising structures, class size, thesis policies, and ways in which concentration choice may play a role in post-graduation paths.

Concentrations are very involved in helping students find the right program for their individual needs and interests and collaborate on pre-concentration advising efforts with the Freshman Dean's Office and the Advising Programs Office. In September, there are

divisional fairs, panels and a Peer Advising Fellows study break for freshmen. In April, the APO sponsors Advising Fortnight, a two-week advising event, during which first-year students engage in at least one advising conversation with a prospective concentration. In the third term, sophomore and other academic advisers encourage students to seek out information from the concentration advising teams before concentration choice in December.

Once a student declares a concentration, the concentration assumes primary academic advising responsibility for the student. The student works with a concentration adviser or with an advising team, depending on the concentration advising structure. The APO also supports concentrations as they guide students in three phases: into an appropriate set of introductory courses in the field of study, to advanced work in the field of study and, when applicable, through a final project or thesis in the senior year.

Since each concentration has a somewhat unique advising structure and process, we encourage all advisers to help pre-concentrators connect with concentrations. Updated contact information for concentration advisers is located under "List of Programs" on the Advising Programs Office web site at www.fas.harvard.edu/~advising.

The APO works closely with advisers in all of the concentrations and we are always happy to help students and concentration advisers make connections. Please write to us at advising@fas.harvard.edu with any questions or suggestions.

Advising Web Site and the Advising Network Portal

The Advising Programs Office has a comprehensive website for information on advising opportunities for all students, in the freshman yards, in the Houses, and in the concentrations: www.fas.harvard.edu/~advising/. The goal of this website is to bring together

in one place a vast amount of information on a large number of resources that offer academic and non-academic assistance, support, and information to Harvard College students.

In addition to the APO website, the office has created (in conjunction with the Registrar's office) the Advising Network Portal, or ANP, where students can view the photos, names, and contact information for all of their assigned advisers. The advisers themselves can also access the ANP to see the photos, names, and contact information for all of their advisees. Choose "Advising Network Portal" on the upper right-hand side of the page at www.fas.harvard.edu/~advising/ to access the Portal.

Bok Center for Teaching and Learning

Science Center 318
Phone: (617-495-4869); Fax: (617-495-3739)
bokcenter.harvard.edu

The Derek Bok Center for Teaching and Learning was created in 1975 to be a resource for the improvement of teaching in Harvard College. The Bok Center offers consultations for faculty and teaching fellows, videotaping of classes, support for international faculty and teaching fellows, classroom observations, the Faculty Lecture & Lunch series, a program to foster writing across the curriculum, a seminar on pedagogy, and a course on discussion leading skills, as well as orientations, conferences, workshops, and a library of books, periodicals and videotapes on teaching. Instructors interested in these services or any kind of consultation about their teaching are encouraged to call or email the Bok Center at bokcenter@fas.harvard.edu. Further information and resources are available on the Bok Center's website.

 Wheelchair accessible.

Bureau of Study Counsel

5 Linden Street
Phone: (617-495-2581); Fax: (617-495-7680)
bsc.harvard.edu

The Bureau of Study Counsel is a resource center for students' academic and personal development. It was established to help students develop their intellectual and emotional potential, and to make the most of their time at college. Students come to the Bureau to improve their academic skills and strategies (such as reading, note-making, exam-taking, time management, procrastination, memory, public speaking, writing, etc.) and to talk about broader academic and personal concerns (such as relationships, motivation, adjusting to college, important life events, future direction, etc.).

The Bureau's mission is based in an educational/developmental model. Through its various services, the Bureau helps students think with more complexity; develop a sense of voice and authority in their scholarship and in their lives generally; approach their work and lives with honesty, curiosity, creativity, and zest; learn to set limits with self and others; cultivate healthy relationships; survive, and even thrive, in a stressful, competitive academic environment; develop their capacity for critical discernment and judgment; and make meaning of their lives.

Services available to students include the following:

- **Academic and personal counseling.** Counseling helps students understand their learning goals and styles, deal with the challenges of a demanding university environment, define their motivations and aspirations, and address the issues that interfere with their efforts to fully engage in their learning and their lives. Faculty members are invited to refer or recommend students to Bureau services, and a brochure called "How to Refer a Student" is available to aid with such conversations.

- **Self-help materials.** The Self Help section of the Bureau website, www.bsc.harvard.edu, offers a wide range of information and materials on topics relevant to students' academic and personal lives, such as study skills, peer relationships, and college adjustment issues. Self help materials are also available in the Cranium Corner, the Bureau's reception area library.
- **Workshops and discussion groups.** The Bureau offers workshops and discussion groups on many topics related to academics and student life, such as: procrastination, cultural transitions, studying for and taking exams, speaking up in class, perfectionism, senior thesis writing, and making good use of Reading Period.
- **Peer tutoring.** The Bureau provides central coordination and training/supervision of academic peer tutors in Harvard courses. Academic peer tutoring is provided as a supplement, not a substitute, for course instruction. Academic peer tutoring is available in any subject; most tutors are undergraduates who have done honors work in the courses they tutor. Undergraduates may not accept compensation for peer tutoring in Harvard courses without the permission of the Dean of the College, who has designated the Bureau to select, hire, supervise, and employ undergraduate peer tutors (see the Handbook for Students).
- **The Harvard Course in Reading and Study Strategies.** The Harvard Course in Reading and Study Strategies is a mini-course offered five times per year. FAS Faculty, teaching fellows, and residence staff may enroll in the course at no charge. The fee for FAS students is \$25; all others \$150 (subject to change). The course helps students developing a repertoire of strategies and approaches for improving the speed of reading comprehension, and also addresses study skills such as note-making, preparing for and taking exams, and time management.

In addition to direct services for students, consultation services are available to faculty, teaching fellows, administrators, residential staff, and student peer-service groups on issues related to student life and learning. Professionals who work with students in these capacities are invited to contact the Bureau regarding any concern they may have about a student's academic performance, classroom, behavior, or personal difficulties.

Visit our website for information on services, staff, current events, confidentiality, and more, www.bsc.harvard.edu.

 Wheelchair accessible.

Departments of the Adaptive Technology Laboratory, Humanities Faculty Services, Instructional Media Services, Language Resource Center, and Piano Technical Services

Robert G. Doyle, Associate Dean
(617-495-0757/0811)

The Adaptive Technology Laboratory provides assistance for students requiring accessible education and who need technological solutions. Humanities Faculty Services provides assistance to humanities faculty members with photocopying, transporting library materials, shredding documents, and mailing packages and letters. The department of Instructional Media Services consists of two divisions that provide instructional media resources for graduate and undergraduate course instruction within the Faculty of Arts and Sciences (FAS). The Language Resource Center supports language instruction with a variety of media resources. Piano Technical Services cares for the FAS pianos.

Adaptive Technology Laboratory

Curtis Wilcox, Manager,
ccwilcox@fas.harvard.edu
Science Center Room 103
Vanserg Hall, 113B

Staffed: Monday–Friday 9 am–5 pm;
Open: 24 hours daily
Email: atl@fas.harvard.edu (617-496-8800)
www.fas.harvard.edu/~ims/ATL

The ATL serves FAS students requiring accessible education and who need technological solutions. The lab is available to students registered with the Accessible Education Office (AEO). (See “Responsibilities of Instructors”: Students Requiring Accessible Education.) For more information, see the AEO website at www.aeo.fas.harvard.edu.

 Wheelchair accessible.

Humanities Faculty Services

Bill Chapman, Supervisor,
william_chapman@harvard.edu
Email: hfs@fas.harvard.edu
<http://hfs.fas.harvard.edu>

Barker Center Office:
Barker Center Room 119 (617-495-0340)
Monday–Friday 8 am–6 pm

Boylston Hall Office:
Boylston Hall Mezzanine (617-495-0510)
Monday–Friday 8:30 am–12 pm and
1 pm–5:30 pm

HFS provides assistance to Humanities faculty members. Services include assisting with overflow and urgent photocopying, picking up and dropping off library materials, shredding documents, delivering packages to the US Post Office and assisting with recommendation letter mailings.

 Wheelchair accessible.

Instructional Media Services

Amy Thompson,
Manager of Media & Technology Services,
athomps@fas.harvard.edu
Anthony Di Bartolo,
Manager of Media Production Center,
dibartol@fas.harvard.edu
www.fas.harvard.edu/~ims

Media and Technology Services

Monday–Friday 8 am–5 pm
(A technician is on call until 10 pm,
Monday–Thursday, during the academic year.)

Main Office:

Science Center Room B02 (617-495-9460)
To request equipment only, email:
mtsequip@fas.harvard.edu
(service for all FAS buildings except CGIS,
Northwest Labs, the Science Center, and Sever
Hall)

CGIS Office:

CGIS South Building Room S053
(617-495-9807)
Email: mtscgis@fas.harvard.edu
(service for CGIS buildings)

Northwest Labs Office:

Northwest Labs Room B111
(617-495-5775)
Email: nwmedia@fas.harvard.edu
(service for Northwest Labs)

Sever Hall Office:

Sever Hall Room 301 (617-495-9470)
To request equipment only, that is for use in
Sever Hall,
Email: sevmedia@fas.harvard.edu
(service for Sever Hall and the Extension and
Summer Schools)

Media and Technology Services (MTS) provides data, film, overhead, slide and video projection; classroom computers; audio recording; sound reinforcement systems; video recording/editing; video conferencing; film, DVD and videotape rentals for FAS courses, assistive listening systems; and a reservable screening room. Please call MTS a minimum of two weeks in advance to arrange for services. Some of our services include technician assistance, equipment rental, and testing specific non-standard software or non-commercially produced CDs or DVDs for compatibility with our computer equipment or players. Training or MTS technicians' assistance will be required for certain types of equipment. Instructors are

also free to request MTS assistance with any equipment for one, several or all of a course's class meetings. Please note that fees will be charged for after-hours, weekend or holiday assistance and for non-course instruction requests. Classrooms must be reserved through the FAS Classrooms Office or the appropriate departments. MTS does not reserve or schedule classrooms. Information on permanently installed classroom equipment and photographs of classrooms can be found on the IMS website.

MTS supports FAS and the Extension and Summer Schools. The MTS Main Office supports classes and events that take place in FAS buildings except for the CGIS buildings, the Science Center and Sever Hall. The MTS CGIS Office supports classes and events that take place in the Center for Governments and International Studies (CGIS) buildings. The Northwest Labs Office supports classes and events that take place in the Northwest Labs. The MTS Sever Hall Office supports classes and events that take place in Sever Hall. For assistance with classes or events in the Science Center, please contact Science Center Lecture Multimedia Services located at the Science Center Room B-01 (617-495-5357).

 Wheelchair accessible.

Media Production Center

Rosovsky Hall (rear), 59 Plympton St.
(617-495-9440)

Monday–Friday 9 am–5 pm

Email: ims_mpc@fas.harvard.edu

The MPC provides audio and video production and duplication services. Audio services include recording and preparation for CD, CD-ROM and web delivery of audio content. Recordings can be made in our MPC studio or on location. Video services include DVD authoring, international standards conversion, and basic editing. Videoconferencing facilities are also available. CD, DVD, cassette tape and VHS duplication is available with

graphics and packaging. Please inquire about additional technical services available.

 Wheelchair accessible.

Language Resource Center

Thomas Hammond, Manager,

thammond@fas.harvard.edu

Lamont Library, 4th floor (617-495-9448)

Phone ahead or check the website for the most current operating hours

lrc.fas.harvard.edu/

The LRC offers multimedia resources to FAS foreign language courses and to other FAS courses using foreign-language media. Our high-bandwidth media server provides full-screen materials in forty-three languages. Our satellite feed provides international news and variety television programs. We also offer CD-quality digital audio of textbook practice materials, as well as providing for the use of VHS and cassette tapes. There are two screening rooms for small-group foreign-language instruction.

 Wheelchair accessible.

Piano Technical Services

Lewis Surdam, Manager,

surdam@fas.harvard.edu

Vanserg Hall, Piano Shop (617-495-2981)

Monday–Friday 9 am–5 pm

www.fas.harvard.edu/~pts

PTS restores, repairs, tunes and maintains all FAS pianos and does some work with harpsichords. Seven days' notice is required for all tuning requests. Emergency requests will be considered. Please phone to find out if your request can be accommodated. PTS does not move or rent instruments nor reserves or schedules practice rooms.

 Wheelchair accessible.

FAS Information Technology

www.fas-it.fas.harvard.edu

FAS Information Technology provides a variety of computing services and facilities to students, faculty, and staff of the Harvard University Faculty of Arts and Sciences (FAS) and its affiliates. Most services are distributed via the FAS Network, a high-speed, fiber-optic data network that connects student residences, faculty and administrative offices, libraries, laboratories, research and public spaces. FAS IT has specialists dedicated to providing for the needs of instruction, student communication, and faculty-staff interaction. FAS IT maintains a service-oriented website.

Science Center B-13

help@harvard.edu (617-495-9000)

FAS IT provides support for network connections, software operation, and hardware repair. A network of local Information Technology (IT) Contacts acts as liaison to FAS IT computer support and often serve as the first line of faculty and staff computer support. Faculty and staff members may also participate in FAS IT training programs, discussion groups, and clinics, which are designed to improve general computer competency and knowledge. The FAS IT support line is available to IT Contacts, faculty and staff. Computer assistance for faculty and staff is available via email, phone and in person.

Classrooms and Facilities

help@fas.harvard.edu (617-495-9000)

www.fas-it.fas.harvard.edu/fasclass

FAS IT also operates “hands-on” computer classrooms, computing laboratory facilities, and a specialty multimedia room. For more information about the computer classrooms, or to schedule a reservation, please see the computer classrooms website. Course software is available on the FAS IT website.

Academic Technology Group

atg@fas.harvard.edu

<http://atg.fas.harvard.edu>

The Academic Technology Group consults with and assists faculty in using technology to enhance teaching and learning, and provides tools that support academic workflow. Technologies include multimedia teaching materials; online communication and collaboration tools; visualization and simulation; and course selection, placement, and evaluation.

 Wheelchair accessible.

Harvard University Library System

Harvard’s library system, which dates from 1638, is the oldest library in the US and the largest academic library in the world. With more than 16 million books and a burgeoning number of digital objects and electronic resources, the collections are housed in more than 70 libraries, most of which are located in Cambridge and Boston. Of these collections, more than half are in the purview of the Faculty of Arts and Sciences, specifically in the Harvard College Library.

Harvard College Library

www.hcl.harvard.edu

The Harvard College Library (HCL) is actually a system of libraries that support the teaching and research activities of the Faculty of Arts and Sciences, the University, and the larger scholarly community. Librarians throughout the HCL libraries offer a variety of services to users: assistance at reference desks, individual consultations by appointment, IM reference service, and course-related research instruction. They compose research guides on almost every subject offered in the College and make them available online at www.hcl.harvard.edu/research/guides.

In addition to the Harry Elkins Widener Memorial Library—which is the University’s flagship—HCL includes:

- Cabot Science Library
- Fine Arts Library
- Fung Library
- Harvard Film Archive
- Harvard Map Collection
- Harvard Theatre Collection
- Harvard–Yenching Library
- Houghton Library
- Lamont Library
- Loeb Music Library
- Quad Library
- Tozzer Library

Harvard’s Graduate and Professional Schools

Each of Harvard’s graduate and professional faculties supports additional significant libraries. These include:

- Andover-Harvard Theological Library—Harvard Divinity School
www.hds.harvard.edu/library
- Knowledge and Library Services—Harvard Business School
www.library.hbs.edu
- Countway Library of Medicine—for the faculties of dentistry, medicine, and public health
www.countway.harvard.edu
- Gutman Library—Harvard Graduate School of Education
www.gse.harvard.edu/library
- Harvard Law School Library
www.law.harvard.edu/library
- John F. Kennedy School of Government Library
www.ksg.harvard.edu/library
- Frances Loeb Library—Harvard Graduate School of Design
www.gsd.harvard.edu/library

- Schlesinger Library on the History of Women in America—Radcliffe Institute
www.radcliffe.edu/schles

Additional Collections

Harvard’s library system also includes numerous departmental and special libraries within the Faculty of Arts and Sciences, and a number of additional and affiliated collections, ranging from the Harvard University Archives, located in the Pusey Library building, to the Dumbarton Oaks Research Library in Washington, DC. For a complete directory of Harvard libraries and websites, visit lib.harvard.edu/libraries.

Digital Collections

Harvard offers a growing number of subject-specific, web-accessible collections, including photographic collections, documents, musical scores, prints, drawings, historical maps, books, legal transcripts, diaries, manuscripts, and more. To survey these collections—many of which were developed with support, infrastructure, and expertise provided by Harvard’s Library Digital Initiative—visit digitalcollections.harvard.edu.

Harvard College Library Research and Instructional Services

hcl.harvard.edu/research/for_instructors/

Librarians within each of the Harvard College libraries offer a variety of services designed to help instructors assist their students in the effective use of library resources. In addition, each FAS department is associated with a library liaison, a reference librarian dedicated to assisting faculty, staff, and students with research-related matters. Library liaisons create and teach library-related classes, provide one-on-one consultation, write course research guides, assist with content for course websites, and provide general reference services to the department.

Library Websites

Harvard Libraries lib.harvard.edu

A major starting point for research is the “Harvard Libraries” portal which is an online gateway to the library resources of Harvard University. The site serves as an important research tool for Harvard’s current students, faculty, staff, and researchers who hold HUIDs and PINs. Through E-Research @ Harvard Libraries, it provides access to electronic resources and journals licensed by the Harvard libraries, as well as links to all of the Harvard library catalogs. It also points to research guides compiled by the libraries across campus and provides practical information on each of the more than 80 libraries that form the Harvard system.

Most of Harvard’s libraries also have developed their own websites, which are full of valuable links and information covering their areas of specialty.

HOLLIS Discovery System discovery.lib.harvard.edu

HOLLIS offers users a simple, intuitive interface for discovering library resources in significant new ways. The new HOLLIS is “a discovery environment” and not just a catalog. Located at <http://discovery.lib.harvard.edu>, HOLLIS now reflects a new generation of creative thinking about searching on the web as it differs from searches in traditional library catalogs. As users experiment with the new system, the older version—dubbed “HOLLIS Classic”—remains in place, continuously providing traditional search methods at <http://holliscatalog.harvard.edu>. Both can be accessed from the Harvard Libraries portal at <http://lib.harvard.edu>. Using a HUID and PIN, members of the Harvard community are able to use HOLLIS to renew, hold, or recall items; to view a list of items checked out; and to check fines online.

E-Research @ Harvard Libraries

e-research.lib.harvard.edu

E-Research @ Harvard Libraries is an online library service that provides access for Harvard users to over 8,000 electronic resources, 49,000 journals, and 300,000 e-books. E-Research also allows users to store and manage their search results.

- Using E-Research, users can:
 - Find and access article databases and indexes, encyclopedias, e-book and e-journal collections, and many other electronic resources.
- Find articles on a topic by searching across the content of multiple e-resources with a single search.
- Find and access individual electronic journals by title, subject, or ISSN.
- Add selected e-resources to personal lists for cross-searching and reference (My E-Resources).
- Save lists of favorite e-journals for quick reference (My E-Journals).
- Store links to articles, books, and other items (My Citations).
- View past searches (Saved Searches).
- Save citations to local workstations or to bibliographic management software such as EndNote or RefWorks.
- Click on “Find It @ Harvard” buttons for all search results in order to locate items online or on the shelves at Harvard libraries.

In order to achieve maximum benefit from E-Research @ Harvard Libraries and to access all of Harvard’s licensed e-resources, Harvard users should log in, using Harvard IDs and PINs, at the beginning of each session.

hcl.harvard.edu— A Research Tool for Library Users hcl.harvard.edu

This user-friendly site is a complement to the Harvard Libraries portal and offers quick access to a variety of research tools like

research guides, research contacts, online forms, "Ask Us" IM reference service, and information about hours, admittance and borrowing, copying and scanning services, exhibitions and events, services for persons with disabilities, and more.

Office of Career Services

54 Dunster Street
Phone: (617-495-2595); Fax: (617-495-3584)
www.ocs.fas.harvard.edu

The Office of Career Services (OCS) supports all students and recent alumni of Harvard College and the Graduate School of Arts and Sciences in exploring and making effective career and educational choices, and strives to enhance career imagination, investigation, and realization by providing services for all stages of academic and career development. OCS offers an extensive range of programs, resources, and counseling to assist with career decisions across a full range of potential career fields including public service, arts, entertainment, science and technology, education, government, law, communications, business, and medicine (including pre-medical advising). OCS assists students in exploring and planning for a wide range of domestic and international opportunities, including internships, summer jobs, careers after graduation, graduate and professional study, and fellowships for undergraduate and post-graduate activities.

OCS services include the following:

- Daily Drop-In Counseling
- Individual Counseling Appointments
- Online Dossier Service for GSAS students (617-495-2787)
- Undergraduate Fellowships Office (617-495-8126)
- On-Campus Recruiting Program (617-495-7784)
- Career Resources Reading Room
- Premedical Advising

- Class Year and Other Career Listservs
- Workshops, Panels, and Fairs for a Wide Range of Career Interests

The first floor of OCS is accessible to individuals with mobility impairments via the 52 Dunster Street entrance. Short-term loans of library materials or other accommodations can be arranged for students with other disabilities.

 Wheelchair accessible.

Office of International Programs

77 Dunster Street
Phone: (617-496-2722); Fax: (617-496-2563)
Email: oiip@fas.harvard.edu
www.fas.harvard.edu/~oiip

The Office of International Programs is a resource for students seeking to integrate international experience into their undergraduate education, especially study abroad for Harvard course credit. In partnership with area centers, departments and programs and the Harvard Summer School, the OIP also advises faculty and staff in the development of new international opportunities for undergraduates.

University Information Systems

www.uis.harvard.edu

University Information Systems (UIS) is Harvard University's central information technology (IT) organization whose mission is to provide effective and efficient IT services to the University community.

Technology Services Computer Product & Repair Center

(617-495-5450)
www.computers.harvard.edu

Visit one of our locations listed below:

Product Showroom, Sales and Computer Repair

Science Center, Room B11

One Oxford Street, Cambridge
Hours: Mon., Tues., Thurs., and
Fri., 9 am - 5 pm; Wed., 10 am - 5 pm

Purchase a selection of Apple notebooks, software and accessories over-the-counter, test drive a Mac or Lenovo and drop off your computer for repair at this campus store location.

Product Pick-Up and Computer Repair

219 Western Avenue, Allston
Hours: Mon.-Fri., 9 am - 5 pm

Pick up your online and telesales orders or drop off your computer for repair at this location. Guest parking available.

The Technology Services group within UIS manages Apple, Lenovo, GovConnection, Microsoft, and Adobe vendor partnerships and serves as facilitator, on behalf of the University, to ensure vendor compliance to contracts and timely communications about product or program changes. In-warranty and out-of-warranty hardware repair service for Apple and Lenovo computers and HP laser printers is provided by the Repair Services group.

Technology Services sells Apple computers and Microsoft and Adobe software at educational pricing for faculty, students, and staff through its online store **www.computers.harvard.edu**, at the Computer Product & Repair Center locations, and through telephone sales at 617-495-5450. Lenovo personal computers are available direct through Lenovo at aggressive price discounts negotiated for the Harvard community; an inventory of Lenovo product is not maintained at Harvard. To access the Lenovo site for Harvard visit **www.computers.harvard.edu**. Peripherals, accessories and other technology products are available through GovConnection, a subsidiary of PC Connection. GovConnection offers special pricing for the Harvard community, free ground shipping to personal purchasers, and a flexible return program. For information on

how to access the GovConnection site visit **www.computers.harvard.edu**.

 Wheelchair accessible.

Writing Center

Barker Center 019

Phone: (617-495-1655)

www.fas.harvard.edu/~wricntr

The Writing Center offers individual tutoring and writing assistance to all students in the FAS. Instructors concerned with the writing skills of a particular student may recommend to the student that he or she seek assistance through the Writing Center. The Center also has prepared hand-outs that instructors can reproduce and distribute in an effort to help students better understand the various aspects of good writing.

 Wheelchair accessible.

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**Administrative Board of
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www.fas.harvard.edu/~adboard

The full membership of the Administrative Board and its procedures are described in the Administrative Board Guide for Students: www.college.harvard.edu/academics/adboard/student_guide.pdf.

Secretary

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**Advising Programs Office of
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See "Responsibilities of Instructors":
Research Involving Animal Subjects.

**Animal Resources &
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See "Responsibilities of Instructors":
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Audiovisual Service
See Instructional Media Services.

**Blue Books /
Examination Booklets**

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(617) 495-5094
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See "Course Administration": Hour and
Midterm Examinations, Examination Booklets.

**Bok Center for Teaching
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notices/for-the-media/what-we-do.shtml](http://www.fas.harvard.edu/home/news-and-
notices/for-the-media/what-we-do.shtml)
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Computer Services, Faculty of Arts and Sciences

See "Teaching and Advising Resources": FAS
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Continuing Education, Division of

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Core Program

See General Education, Program in.

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Faculty Affairs

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(617) 496-2969

The Office for Faculty Affairs handles matters relating to faculty salaries, leaves, sabbaticals, and retirement, and appointment and review policies. Instructors having concerns in these areas may speak with their department chair or, if they prefer, with the Office for Faculty Affairs. The Office of Faculty Development within the Office for Faculty Affairs handles matters relating to the recruitment of faculty, both senior and junior.

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Faculty Aide Program

Student Employment Office

86 Brattle Street

(617) 495-2585

www.seo.harvard.edu/resprog/facultyaide.html

This program is designed to help members of the Faculty of Arts and Sciences hire undergraduate research assistants by subsidizing wages of students conducting research for faculty members. Information and application are available at the above website.

Faculty Council

See Secretary of the Faculty.

Faculty Development & Diversity, Office of

Holyoke Center 877

(617) 495-9072

www.faculty.harvard.edu/05

Senior Vice Provost for Faculty Development and Diversity

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Graduate Records

See Registrar, Office of the.

Graduate School of Arts and Sciences

Holyoke Center, 3rd floor

For a detailed discussion of the history, organization, and regulations of the Graduate School, consult the Graduate School of Arts and Sciences Handbook: www.gsas.harvard.edu/publications/teaching-fellows-handbook.php

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Harvard Foundation for Intercultural and Race Relations

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Monday-Friday, 8 am–4:30 pm
www.fas.harvard.edu/~yardops

Concerns about classroom maintenance and repair requests should be addressed to Harvard Yard Operations. Problems with classroom temperature or ventilation are handled by the University Operations Center (617) 495-5560.

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Holyoke Center
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Extensive information on the procedures and service of HUHS is provided in the Handbook for Students: webdocs.registrar.fas.harvard.edu/ugrad_handbook/current/index.html.

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For policies on research involving human subjects see "Responsibilities of Instructors": Human Subject Research.

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Language Resource Center

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E-Reserves

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Interlibrary Loan

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hcl.harvard.edu/info/interlibrary_loan

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www.ocs.fas.harvard.edu

Interim Director

Robin Mount

For more information see "Teaching and Advising Resources."

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Race Relations

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Sourcebook Materials, Electronic

[hcl.harvard.edu/research/guides/
deeplinking](http://hcl.harvard.edu/research/guides/deeplinking)

See "Course Administration": Course
Materials/Syllabi.

Sourcebook Publications (General Education and Core courses only)

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See University Information Systems.

Transfer and Visiting Student Programs

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University Information Systems (UIS)

See "Teaching and Advising Resources" for a
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Videotape Rentals

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Visiting Undergraduates

See Transfer Students.

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Additional information is available in
"Teaching and Advising Resources."

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