



Course Materials Office (CMO)

Fall 2009 Memo for Faculty Assistants and Others Involved in the Preparation of Course Materials

The fall 2009 semester will begin one week earlier than previous fall semesters. However, there has been no similar accommodation for course materials preparation deadlines. That means observance of the deadlines is more critical than ever. In addition, due to the budget situation at the HKS, the CMO will not be hiring the usual temporary assistance we normally use at the start of each semester to facilitate the processing of materials. Because of these changes, this year the CMO may find it more difficult to accommodate last minute submissions.

To Faculty, Faculty Assistants and Others Involved in the Preparation of Course Materials:

- *Please carefully read this memo, then meet with the faculty you support to review it with them.*
- *It is highly recommended that you print a table of contents of each packet before the packet is ordered. This may prevent course materials being placed in distribution that are incomplete and incorrect.*
- *If you are not the person responsible for the preparation of course materials, please forward this memo as soon as possible to the person assigned to that task.*
- *If the instructor wants to create “Paper Copy of Online Readings” course packets, please contact Michael McLaughlin (5-1372) to learn or review the process. Or go to our web page at:*

<http://www.hks.harvard.edu/cmo/Paper%20Copy%20of%20Online%20Readings.pdf>

Important News about Posting HKS Cases on Course Web Pages

You can request HKS cases to post as pdfs on your course web page through *Request*. The HKS Case Program does not charge for this service to students.

To order HKS cases to post, the citation must have the phrase, [PDF FOR WEB PAGE ONLY], in the title. If you cannot find the case you want with that designation, please contact the CMO by email (CMO@ksg.harvard.edu).

Once you have made your selection, you need to (1) create a *handout* and not a packet and (2) assign the HKS cases that you wish to post with the phrase [PDF FOR WEB PAGE ONLY] in the title (see example immediately below), then (3) *order it as you normally would to make xerographic copies*. If you do not complete the final step of actually ordering the handout, the CMO will not know that you want to post them.

"[PDF FOR WEB PAGE ONLY] Singapore's Public Enterprises", KSG Case No PDF 1817.0.

Additional detailed instructions can be found at the following URL:

<http://www.hks.harvard.edu/cmo/Requesting%20KSG%20Cases%20to%20Post%20on%20Course%20Webpage.pdf>

Deadline for Copyright Permissions

Deadline for Data Entry. The deadline for posting the course syllabus is **Monday, August 3rd** with the deadline for copyright permissions data entry on **Monday, August 10th**. For those items not in the *Request 3.0* archive, you must submit the new item order sheet (the form with the bar code) with a hard copy of the item. If you have an electronic version of the reading, you can attach it within *Request 3.0*.

If you submit the new item as an attachment, you do not have to provide us with either the order form or the item itself in hard copy. However, if you need to submit a new reading in hard copy you need to provide it to the CMO within three days of the data entry, including the order form (not including weekend days or holidays).

Deadlines for Course Packets

Deadline for Ordering the First Packet. The deadline for submitting the packet for the first week of class is **on or before Monday, August 17th**.

Deadline for Ordering the Second Packet The deadline for submitting the packet for the second week of class is **on or before Friday, August 28th**.

Deadline for Subsequent Packets. While it is the goal to turnaround your course packets as quickly as possible, the CMO requires five (5) full school days to process subsequent course packets. It is recommended that you provide an additional minimum of ten school days so that students have time to pick up and get a start on reading their packets.

*The Course Materials Office opens for fall semester distribution of course materials to students on **Wednesday, August 26th, 2009**.*

The Cost of Course Materials

Please contact the CMO if you wish to know the projected costs of your course materials for the upcoming semester or copyright fees for readings used in the past. The projected cost will range from rough to fine depending on how complete the data entry is for your course. The CMO is not in a position to project the costs of

your course in the absence of knowing what materials will be used. In order for us to make that determination the materials need to be entered into our software program *Request*.

You can also check the CMO web site to determine what your students paid for course materials in previous semesters by going to:

<http://www.hks.harvard.edu/cmo/Fall%202008%20Cost.pdf>

<http://www.hks.harvard.edu/cmo/studentindex.htm#handouts>

Suggestions for Lowering Packet and Classroom Handout Costs for Students. Students have expressed concern over the high cost of course materials. You can help keep costs down by considering the following:

- ✓ Many materials are available without cost through HOLLIS e-resources (e.g., JSTOR, Lexis-Nexis) to Harvard students with valid IDs. Students can be directed to these materials. For some of these electronic resources, you can create links from your syllabus on your course web page directly to the readings within HOLLIS without your students entering their Harvard University ID number and PIN. Please see the following URL for further information or consult the HKS reference librarian.

<http://www.hks.harvard.edu/library/instruction/making-links.htm>

- ✓ Many materials are available without cost through the Internet. Students can be directed to these materials by placing a link from your syllabus and/or course web page to the reading online.

http://www.hks.harvard.edu/cmo/Reducing_Student_Costs_for_Course_Packets.pdf

- ✓ Create a separate packet containing only those materials that are available online and another packet containing those materials not online. If your students want to save money, they can simply purchase the latter packet and go online for the other materials. For information on the preparation of these materials, please go to the following link:

<http://www.hks.harvard.edu/cmo/Paper%20Copy%20of%20Online%20Readings.pdf>

- ✓ Try to order your packets at least five days in advance of the distribution date. Longer turnaround time for vendors can translate into lower prices for students.
- ✓ Create a small packet for the first few classes of the semester so students can participate in your course, but not be financially burdened if they choose to drop it. Contact the CMO to determine if your packet is the right size.
- ✓ Order optional or non-required readings in a separate packet.
- ✓ Limit the size and frequency of classroom handouts. For materials created by the instructor for use in the course (e.g., copies of overheads, problem sets) simply post the documents on the course web page.

The Economist, The New York Times and High Copyright Fees. *The Economist* and the *New York Times* charge \$1.00 a page times the number of pages in the article times the number of copies distributed. *The Economist* survey articles, however, are \$3.00 an article times the number of copies distributed. The CMO encourages faculty to either find alternative readings or to direct their students to *The Economist* and/or *The New York Times* in HOLLIS.

**Classroom Handouts Reproduced by the CMO and
Published Materials Ordered from Outside Vendors for Distribution to Students in Class**

The CMO highly recommends that faculty do not distribute classroom handouts. Students are automatically billed for these materials at the end of the semester. They have no choice in the matter. If the instructor has written the materials, then it is recommended that the materials be posted on the course web page. Classroom handouts, if necessary, should be kept small in the number of pages and limited in number.

Classroom Handout Deadline. The CMO will cover the cost of reproducing classroom handouts if a new item is received by 12:00pm (or archived items ordered by 12:00pm) for pickup on the following morning, or subsequent days. Classroom handouts will not be accepted for same day service or after 12:00pm for following day service; the xerographic reproduction charges for these tardy handouts cannot be recovered from the CMO. The CMO will, however, pay the cost of *copyright fees* for *all* classroom handouts. In order to cover copyright fees of tardy handouts, please provide the CMO with a single copy so that we may track copyright permissions and fees.

Students are billed at cost for classroom handouts that are made by the CMO. The CMO will not recover the cost of copies *not* made by the CMO and the CMO will not reimburse faculty for those copies. However, the CMO will recover the cost of *copyright fees* on all classroom handouts including handouts copied by the instructor.

Term Billing Students for Classroom Handouts. The charge will be based on the cost to make the copies (per page rate times the number of pages of text received by each student) plus any copyright fees incurred for each handout distributed.

The CMO is not in a position to determine who actually attended class. All students are term billed for these materials regardless of whether or not an individual student received them. The CMO strongly encourages you to inform students that they will be term billed for any classroom handouts you distribute, as well as any published materials purchased from outside vendors (see immediately below for additional information). The following text is recommended for inclusion in your syllabus: *“The cost of classroom handouts as well as materials purchased from outside vendors and distributed in class will be recovered through a term bill charge at the end of the semester. The estimated total charge is [\$00.00]. This charge may vary depending on subsequent changes to the syllabus.”* If you need to determine an estimated term bill charge for your course, please contact the CMO.

The cost of classroom handouts for the Fall 2008 semester can be found on the CMO website:

<http://www.hks.harvard.edu/cmo/Fall%202008%20Cost.pdf>

Who makes the copies of handouts?		Who pays for the copies?		Who pays copyright fees?
CMO makes the copies,	then	students are term billed for copies	and	students are term billed for copyright fees.
Instructor makes the copies,	then	instructor pays for the copies	and	students are term billed for copyright fees.

Term Billing Students for Published Material. “Published materials” are materials that the CMO cannot make copies for distribution in class due to the nature of the materials or restrictions imposed by the copyright owner. With a few exceptions, the CMO is not allowed to make copies of exercises from the Program on Negotiation (PON). These materials have to be ordered directly from P.O.N.

If you intend to order such materials for distribution in class and you want the CMO to recover those costs by term billing students, please note the following:

- (1) You must submit the invoice to the CMO for payment. Do not pay the invoice yourself unless the instructor is absorbing the cost. This will minimize inconvenience to you and paperwork. It also ensures that students will be billed for the materials correctly and in a timely manner.
- (2) Provide a detailed list of the items to be distributed. That is, do not simply inform us that Program on Negotiation exercise materials will be distributed. Please list the titles of each exercise to be used.

- (3) Provide this list by **Friday, August 21, 2009** so that an *estimated* price per student can be provided to you. If the list is not complete for any reason (e.g., a final decision on the number of items to be distributed is not possible by the deadline), let us know.
- (4) The *estimated* price for materials distributed in class should appear on your syllabus. It is recommended that you announce this charge during shopping class, if you have one, as well as on the first day of classes. It is important to inform students that this charge is separate from the cost of course packets.
- (5) The following text is recommended for inclusion in your syllabus: *“The cost of materials purchased from outside vendors and distributed in class will be recovered through a term bill charge at the end of the semester. The estimated total charge is [\$00.00]. This charge may vary depending on subsequent changes to the syllabus.”*

Copies of syllabi. The CMO will make copies of syllabi without charge to the instructor (students are not billed for syllabi.). Instructors are entitled to an initial run and one revised version run, if needed. The cost of subsequently revised orders is not covered by the CMO. Due to its added cost, syllabi cannot be run on color paper.

Guidelines for Materials Submitted

Guidelines for Originals Submitted. Please provide the best quality xerographic master with your “new item” form for scanning. *The CMO does not return submitted materials. If you need a copy, make and keep a copy for yourself before submitting the masters.*

- If your copy is from a book, we require that you include the title page (not the dust jacket) and copyright page.
- We request that the copy you submit be one page to one copy. We reserve the right to reject copies that are “two-up” (i.e., two copies from a book made on a single sheet of paper).
- We prefer single sided copies, but it is not required.
- Run your copies actual size. That is, do not enlarge or reduce them (with one exception noted below).
- Please make certain that the page numbers appear on the copy. You can reduce the copy if that allows you to retain the page numbers.
- Please try to get the best quality copy possible, but do not worry about black borders.
- To avoid delays, please check your original for missing pages or copy quality problems prior to submitting it to the CMO.
- If copying from a book, please make certain that each page copied is placed flat on the glass to avoid “gray” shading from the spine cast over text.

Do not staple or paperclip the new item form to your original. Please use “binder clips.” If you do not have any binder clips, please stop by the CMO and we will provide you with a supply.

Library Reserve Packets

Library Reserve Packets. As in previous semesters, two copies of course packets will automatically be placed on reserve at the Kennedy School Library. Requests for additional packets to be placed on reserve will be based on (1) requests from faculty or their faculty assistants, (2) the enrollment of the course as determined by the Registrar’s course roster report and (3) recommendations from the HKS library Circulation/Reserves Supervisor. In addition, the number of course packets placed on reserve may be reduced to a single copy based on the enrollment report.

The basic number of reserve copies is two. That figure is adjusted based on the course roster lists.

15 students or less.....1 copy only

31-60 students.....1 additional copy for a total of three
61-90 students.....1 additional copy for a total of four
91+ students.....1 additional copy for a total of five

Please note that this arrangement does not result in a simple ratio of 1:30. Since the majority of students purchase course packets, the ratio of library reserve packets to students who use the library copy is considerably lower.

Blue Books

Blue Books. Blue books are available at the CMO. The CMO covers the cost of blue books (i.e., faculty accounts are not charged). Please make arrangements to pick up your blue books *at least 24 hours in advance. Do not wait until the last minute to pick them up.* Please return any unused blue books to the CMO.

Faculty Copies

Faculty Copies. For each packet issued, faculty copies are limited to one copy each to the instructor, faculty assistant to that instructor, and the teaching fellow, or course assistants that have been hired to work on that course. Additional copies can be purchased using an appropriate 33 digit billing code.

As Always, We are Here to Help

As always, the CMO is here to Assist You. Do not hesitate to stop by, give us a call (5-1372) or send an email to CMO@hks.harvard.edu.

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