



## **Course Materials Office (CMO)**

### **Spring 2008 Memo for Faculty Assistants and Others Involved in the Preparation of Course Materials**

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

- *Please carefully read this memo, then schedule time with the faculty you support and review the information with them.*
- *It is highly recommended that you print a table of contents of each packet before you order it for the instructor to review. 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 your 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.ksg.harvard.edu/cmo/Paper%20Copy%20of%20Online%20Readings.pdf>

### **Important News about Posting KSG Cases on Course Web Pages**

You can make requests to post Kennedy School of Government Case pdfs on your course web page through *Request*. There is no charge to students.

In order to place your order, create a handout and assign the KSG cases that you wish to post, then order it as you would to make xerographic copies. However, you must select the case with the following style of citation:

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

The citation must have that 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](mailto:CMO@ksg.harvard.edu)). We have the most commonly posted cases in our archive. Due to the number of cases and the possibility that some may not be used, the remainder will be added on as needed.

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

### **The Cost of Course Materials**

Please contact the CMO if you wish to know the projected cost 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 tuned depending on how complete the data entry is for the course in question.

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

<http://www.ksg.harvard.edu/cmo/Spring%202007%20cost.pdf>

**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 KSG reference librarian.

[http://www.ksg.harvard.edu/library/making\\_links.htm](http://www.ksg.harvard.edu/library/making_links.htm)

- ✓ Many materials are available without cost through HOLLIS or the Internet. Students can be directed to these materials by placing a link from your syllabus to the reading online.
- ✓ 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.
- ✓ Try to order your packets at least three days in advance of the distribution date. Longer turnaround time for vendors can translate into lower prices for students.
- ✓ Create two separate packets for the first and/or second weeks of the semester so students can participate in your course, but not be financially burdened if they choose to drop it.

- ✓ Order optional or non-required readings in a separate packet or simply place optional readings on reserve at the KSG library without creating a packet.
- ✓ Limit the size and frequency of classroom handouts. If you have created the handout, do not order copies. Simply post your document on your course web page.

***The Economist, The New York Times and High Copyright Fees.*** *The Economist* and the *New York Times* charge high copyright fees. For the upcoming academic year, the charge is \$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**

*It is highly recommended 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 produced the materials, then it is recommended that the materials be posted on the course web page.*

*Classroom handouts, if necessary, should be kept small. Examples of small handouts include problem sets, copies of overhead transparencies, and newspaper articles.*

**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.

*Please note that the deadline applies to the submission of the new items, either in hard copy or as an electronic attachment. Once your new item is processed, you have until 2:00pm to assign it to a handout and to order that handout.*

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 copying costs (per page rate times the number of pages of text received by each student) and 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. It is

strongly recommended that you 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 Spring 2007 semester can be found on the CMO website:

<http://www.ksg.harvard.edu/cmo/Spring%202007%20cost.pdf>

<i>Who makes the copies of handouts?</i>		<i>Who pays for the copies?</i>		<i>Who pays copyright fees?</i>
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. For example, 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. 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 Wednesday, January 23, 2008 so that an *estimated* price per student can be determined. 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 reproduce copies of your syllabi without charge to the instructor (students are not billed for syllabi.). Instructors are entitled to an initial run and a revised run, if needed. The cost of subsequently revised orders are not covered by the CMO.

### **Deadline for Copyright Permissions**

**Deadline for Data Entry.** The deadline for syllabi to Kathleen Fox (three hard copies please) is Monday, December 3<sup>rd</sup> with the deadline for copyright permissions data entry on the following Friday, December 7<sup>th</sup>. 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. The submission of the new item form with the hard copy must be made within three days of the data entry (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 Wednesday, January 9<sup>th</sup>.

**Deadline for Ordering the Second Packet** The deadline for submitting the packet for the second week of class is Wednesday, January 16<sup>th</sup>.

**Deadline for Subsequent Packets.** While it is the goal to turnaround your course packets as quickly as possible, the CMO requires five 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 spring semester distribution of course materials to students on Wednesday, January 23, 2008.*

### **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 the enrollment of the course as determined by the Registrar’s course roster report. In addition, the number of course packets placed on reserve may be reduced to a single copy based on the enrollment report. Requests for additional packets must come from the instructor, the faculty assistant or course assistant.

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 you 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@ksg.harvard.edu](mailto:CMO@ksg.harvard.edu).

**END OF MEMO**