



Statement of Rights and Responsibilities

STUDENTS • STAFF • FACULTY

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The central functions of an academic community are learning, teaching, research and scholarship. By accepting membership in the university, an individual joins a community ideally characterized by free expression, free inquiry, intellectual honesty, respect for the dignity of others, and openness to constructive change. The rights and responsibilities exercised within the community must be compatible with these qualities. *(From a statement adopted by the President and Fellows of Harvard College, May 2, 1977)*

Students, staff and faculty at the Kennedy School share certain values that inform our work and strengthen our community. We also share, together with the School's administration, the responsibility for ensuring that our institutional culture and individual behaviors reflect these values and responsibilities:

- All members of the community are entitled to respect. All individuals are expected to demonstrate respect, in all their dealings with every other individual at the School, for each person's worth, dignity, and capacity to contribute.
- All members of the Kennedy School community are entitled to work in an environment that is free from threat, harassment, abuse, or discrimination.
- Staff and faculty are entitled to a clean, safe, and adequate workspace.
- All members of the community are entitled to a timely, fair, and meaningful evaluation of their contributions. Students and faculty will be evaluated by standard systems in place. Annual performance evaluations for staff are required and are viewed as a vital tool in the ongoing dialogue between supervisors and staff. The School's administration will regularly review all systems of evaluation.
- All members of the community are entitled to know what is expected of them and to know that other members of the community are equally well informed. Proper training and orientation will be available to all members of the community. Ongoing professional training will be available to further the individual staff member's development and enhance the overall success of the School.

- The School is a professional environment and work should be carried out in a professional manner. Each individual is obliged to minimize the impact of non-professional activities, such as personal phone calls or visitors. It is demeaning to assign fellow members of the community duties unrelated to their jobs. Specifically, staff or students should not be asked to run errands, prepare or deliver food, take on child care duties, or perform other personal services for supervisors or supervisors' family members.
- No student or staff member should be asked by a supervisor to assist in partisan political activity.
- Civil, ongoing communication at all levels contributes to the spirit of a strong community and an effective workplace. In a rapidly changing work environment, consideration should be given to the impact of growth or change on all of the people directly involved, as well as the community at large. The implications of these changes should be discussed openly, with input respectfully solicited from all concerned, within a time frame that allows all comments to be taken seriously and addressed.
- Accountability is essential. The School will maintain and publicize a clear structure to address complaints involving the behavior of staff, students, or faculty. Allegations of improper behavior will be treated seriously and resolved promptly.

Statement of Rights and Responsibilities Implementation

PROCESSES FOR HANDLING CONCERNS AND POTENTIAL VIOLATIONS

Concerns about violations by faculty

- If brought by a member of the staff, such complaints shall first be reported to the Director of Human Resources, who shall promptly report the complaint to both the Academic Dean and the Dean.
- If brought by a student, such complaints shall first be reported to the Dean of Students, who shall promptly report the complaint to both the Academic Dean and the Dean.
- If brought by another member of the faculty, such complaints shall be reported directly to the Academic Dean, who shall promptly report the complaint to the Dean.

In all complaints about violations on the part of the faculty, the Dean, the Academic Dean, and the Director of Human Resources shall investigate the complaint and take appropriate action according to the procedures of the School and of Harvard University and in accordance with relevant laws. The action taken shall be promptly reported to the person who first received the complaint, who shall promptly inform the complainant of the action taken.

Concerns about violations by staff

- If brought by a member of the faculty or staff, such complaints shall first be reported to the Director of Human Resources, who shall promptly report the complaint to both the Executive Dean and the Dean.
- If brought by a student, such complaints shall first be reported to the Dean of Students, who in all such cases shall promptly report the complaint to both the Executive Dean and the Dean.

In all complaints about violations on the part of staff, the Dean, the Executive Dean, and the Director of Human Resources shall investigate the complaint and take appropriate action according to the procedures of the School and of Harvard University and in accordance with relevant laws. The action taken will be promptly reported to the person who first received the complaint, who shall promptly inform the complainant of the action taken.

Concerns about violations by students

- Concerns shall first be reported to the Dean of Students, who shall, if appropriate, also consult with the Director of Human Resources. Complaints will be dealt with according to the existing procedures for dealing with student misconduct.

In all complaints about violations on the part of students, the action taken will be promptly reported to the person who first received the complaint, who shall promptly inform the complainant of the action taken.

Harvard University Statement of Values

August 2002

Harvard University aspires to provide education and scholarship of the highest quality—to advance the frontiers of knowledge and to prepare individuals for life, work, and leadership. Achieving these aims depends on the efforts of thousands of faculty, students, and staff across the University. Some of us make our contribution by engaging directly in teaching, learning, and research, others of us, by supporting and enabling those core activities in essential ways. Whatever our individual roles, and wherever we work within Harvard, we owe it to one another to uphold certain basic values of the community. These include:

- Respect for the rights, differences, and dignity of others
- Honesty and integrity in all dealings
- Conscientious pursuit of excellence in one's work
- Accountability for actions and conduct in the workplace

The more we embrace these values in our daily lives, the more we create and sustain an environment of trust, cooperation, lively inquiry, and mutual understanding—and advance a commitment to education and scholarship, which all of us share.

John F. Kennedy School of Government

Diversity Statement

February 2007

The Kennedy School of Government is committed to advancing the public interest by training enlightened leaders and solving public problems through world class scholarship and active engagement with practitioners and decision makers. This commitment, we believe, includes training our students to lead effectively across lines of difference.

That mission requires that our faculty, students, and staff be exposed to and understand a broad array of ideas, insights, and cultures. One crucial element involves attracting superlative people from diverse backgrounds and traditions who vary by their race and ethnicity, gender, gender identity, sexual orientation, nationality, religion, physical and mental abilities, political philosophy, and intellectual focus. A second essential ingredient is the creation and maintenance of an atmosphere that welcomes new ideas -- even unpopular and controversial ones -- and encourages an effective and active exchange of views in an environment of mutual respect.

The Kennedy School will work affirmatively to recruit a highly diverse group of students, faculty, and staff. It is committed to increasing the numbers of underrepresented minorities, particularly women and people of color. It will work to ensure that our appointments and selection procedures consciously identify and evaluate a people from underrepresented groups. We will also strive to remove sources of unconscious bias.

The School will also develop a curriculum that deals with issues of diversity and encourages students and faculty to talk openly and effectively about difficult and highly charged issues. The School will provide professional support to faculty on how to teach these issues effectively. It will emphasize the powerful benefit of exchange of ideas. The School will seek to enlist students in efforts to make classrooms and classmates more welcoming of the unique ideas and insights that students from different backgrounds and perspectives bring. And it will seek to correct situations where full and open exchange of ideas has been limited.

One of the John F. Kennedy School's greatest assets is its wealth and breadth of talent in the community. The School is committed to doing everything it can to increase that diversity even further and to take full advantage of the opportunities for training enlightened leaders and solving critical public problems.