

## COMMUNITY CONDUCT AT HKS

# Our Commitment to Non-Discrimination and Anti-Bullying (NDAB)

### What are the “NDAB” policies?

We aspire to be a community in which all are able to thrive and feel valued. To this end, the University has adopted Non-Discrimination and Anti-Bullying (“NDAB”) policies that apply to any member of the Harvard community, including faculty, researchers, postdoctoral fellows, staff, and students.

The policies define what types of conduct are prohibited. In most cases, behavior must be “persistent and objectively offensive” to constitute a violation of the policies. Usually, a single incident is not sufficient. However, in all cases, a Local Designated Resource (“LDR”) can discuss your concerns, refer you to resources if needed, and suggest and/or facilitate informal resolution.

Members of the Harvard community concerned about discrimination or bullying at HKS can seek support, information, and advice from an LDR. The LDR will discuss individual concerns, provide information on the NDAB policies and procedures, and offer supportive measures. You can also contact the University Central Office with NDAB concerns or questions.

### What happens when I make an NDAB inquiry or want to submit a complaint?

There are both informal and formal resources available under the NDAB Policies. Bringing a concern to the attention of an LDR does not automatically launch a formal complaint or investigation; you can reach out to an LDR to get more information at any time.

**Informal Resolution:** The LDR will work with you to understand your concern and discuss and coordinate supportive measures, resources, or other techniques for informal conflict resolution, as appropriate.

**Formal Complaint:** After an initial meeting with the LDR, if efforts at informal resolution are unsuccessful or not feasible, you can submit a formal complaint in writing requesting an investigation of an alleged policy violation. Not every complaint is accepted for an investigation. When a complaint involves classroom pedagogy, the LDR will consult with an Advisory Panel of HKS faculty and staff who will make a recommendation as to whether the complaint should proceed to an investigation.

### Who are the NDAB local designated resources at HKS?

#### Lead LDR

Cailin Burke  
Cailin\_burke@hks.harvard.edu

#### For Students

Amy Davies  
Amy\_davies@hks.harvard.edu

Bobby Croke  
Bobby\_croke@hks.harvard.edu

#### For Faculty

Suzanne Cooper  
Suzanne\_cooper@hks.harvard.edu

#### For Fellows

Tim Glynn-Burke  
Tim\_burke@hks.harvard.edu

#### For Staff

Jen Goodman  
Jennifer\_goodman@hks.harvard.edu

#### For All Community Members

Robbin Chapman  
Robbin\_chapman@hks.harvard.edu

Pam Cozza  
Pamela\_cozza@hks.harvard.edu

Jeita Deng  
Jeita\_deng@hks.harvard.edu

## How can I take action?

This outline describes your options for learning more or addressing a concern:

| OPTION  | SUMMARY   | PROCESS   |
|---|---|---|
| <p><b>Get Information and Discuss Concern</b></p> | <p>Learn what the NDAB policies cover, talk to someone about your concern, discuss options, and get information on resources.</p>                                       | <ul style="list-style-type: none"> <li>• Contact an LDR.</li> <li>• Discuss your concerns (this is not considered a formal complaint under the policies and does not automatically launch an investigation).</li> </ul>   |
| <p><b>Informal Resolution</b></p>                 | <p>Work out a mutually agreed-upon solution to your concern.</p>  | <ul style="list-style-type: none"> <li>• Contact an LDR.</li> <li>• The LDR will discuss possible options with you.</li> <li>• In many cases, the LDR will help you develop a plan to address your concern.</li> <li>• Informal resolutions that affect both parties are voluntary; the LDR will discuss with both parties (separately at first) if appropriate to develop a mutual resolution.</li> </ul>  |
| <p><b>Supportive Measures</b></p>                 | <p>Request temporary supportive measures related to your concern.</p>   | <ul style="list-style-type: none"> <li>• Contact an LDR to discuss your concerns and request supportive measures.</li> <li>• LDR will consult with you about what supportive measures may be appropriate and feasible.</li> </ul>   |
| <p><b>Formal Complaint</b></p>                    | <p>If efforts at informal resolution are unsuccessful or not feasible, you may file a formal complaint requesting that an alleged policy violation be investigated.</p> | <ul style="list-style-type: none"> <li>• All formal complaints must be filed after consulting with an LDR. Additional requirements for formal complaints can be found in the NDAB policies.</li> <li>• The LDR will conduct an initial review to determine if, on the face of the complaint, it alleges a violation of applicable policy and warrants an investigation.</li> <li>• For more information about these procedures, please review the NDAB policies.</li> </ul> |