

# **Student Organization Handbook**

*Policies Governing Recognized Student Organizations*

**2011-2012**

**Harvard College**

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Harvard College**

## Welcome

We hope that your involvement with any of the over 400 officially recognized student organizations at Harvard College will make the campus feel a bit smaller. Involvement in student organizations joins together individuals with similar views and opinions, which creates an opportunity for developing new ideas, discovering hidden talents, cultivating interpersonal skills, and providing a way to accomplish collectively what could not be done individually. Participation in an organization enables you to feel empowered.

Harvard College is committed to your involvement, with a belief steadfastly grounded in the knowledge that students who participate in activities will ultimately get more out of their college experience. In so doing, you will contribute positively to the larger environment in which you live. Many alumni may recall that their involvement in a student organization was as memorable and valuable as their academic pursuits. Harvard College student organizations each leave their own special mark on the cultural, social, and intellectual life of the College.

The staff within the Office of Student Life provides support and advising to each student organization, with the hope of promoting participation, leadership, and personal growth. We hope you will visit us in University Hall at any time to ask questions and get information about joining an organization. If your interests should happen not to match up with any currently existing organization, our staff will be happy to assist you in considering alternatives.

In short, we are committed to your ultimate success, both as a student and as a contributing member of the Harvard College community and the wider society. Once you belong to one, or several, organizations, we hope your organization will find this Student Organization Handbook useful as you plan events, hold meetings, sustain your organization financially, and otherwise navigate the intricacies of Harvard University. We have only included information that is essential for your organization's success. We welcome your feedback at any time. Best of luck to you and your organization this year!

## Contacts for Student Organizations

David R. Friedrich  
Assistant Dean of Student Life  
[david\\_friedrich@harvard.edu](mailto:david_friedrich@harvard.edu)

Amy Vest  
Manager of Student Events  
[avest@fas.harvard.edu](mailto:avest@fas.harvard.edu)

Emelyn de la Peña  
Assistant Dean of Student Life

Kenneth Parreno '11  
Student Life Fellow  
[parreno@fas.harvard.edu](mailto:parreno@fas.harvard.edu)

Shelarese Ruffin  
Coordinator of Events and Student  
Organizations  
[osl@fas.harvard.edu](mailto:osl@fas.harvard.edu)

General Manager of the Cambridge Queen's  
Head and Student Event Services

Doug Walo  
Manager of the Student Organization Center  
at Hilles and Student Life Events  
[dwalo@fas.harvard.edu](mailto:dwalo@fas.harvard.edu)

## Section I: Student Organizations at Harvard College

Harvard College categorizes student organizations in the following way:

- **Recognized Independent Student Organizations (ISOs).** ISOs receive designated benefits from the College, are responsible for meeting filing requirements with the OSL, and are accountable to the College for responsible use of those benefits.
- **Sponsored Student Organizations (SSOs):** SSOs are led, organized or sponsored by University departments, offices or units and thus do not meet the definition of recognized Independent Student Organizations. SSOs receive designated benefits afforded to ISOs and file with the OSL to obtain access to those benefits.
- **Unrecognized or Non-Harvard Organizations** (such as Final Clubs, Fraternities, Sororities, Social Clubs): As these organizations are not recognized, the College does not provide them with access, support, or benefits. Individual students involved in such organizations of course remain subject to the College's policies.

### Independent Student Organizations (ISOs)

Through recognized undergraduate organizations each new class leaves its special mark on the cultural, social, and intellectual life of the College. In granting recognition to Independent Student Organizations (ISOs), the intention of the College is to support students who wish to pursue their various interests and talents in ways that are separate from formal course study. Recognition of an ISO is not an indication that the University approves or endorses the ISO's goals, activities, or points of view.

Provided these ISOs meet and maintain the College's requirements for recognition, the College is willing to provide them with certain benefits and privileges. However, ISOs are independent and distinct from Harvard University. The College's recognition of, and provision of benefits and privileges to, an ISO does not mean that the ISO is a unit of the University or controlled by the University. The University is not responsible for an ISO's contracts or other acts or omissions.

An ISO is defined as a group of Harvard College students who unite to promote or celebrate a common interest. While the membership of an ISO may include students from other Harvard graduate or professional schools, the majority of the members must be Harvard College undergraduates. Faculty, staff, or community members, as appropriate, may participate in ISO activities, but may not hold leadership roles. Only currently enrolled undergraduates at the College are permitted to serve as officers of recognized ISOs.

Recognized ISOs must maintain local autonomy. This means that the ISO must make all policy decisions without obligation to any parent organization, national chapter, or charter, and without direction, interference or pressure from any such entity.

ISOs do not qualify for use of the University's taxpayer identification number or the University's tax-exempt status in connection with purchases or sales by the ISO, gifts directly to the ISO, interest or other income of the ISO, or any other activity of the ISO. The College will consider requests to establish an account controlled by the College to which contributions might be made for the benefit of an ISO.

## **Benefits Granted to Recognized Independent Student Organizations**

ISOs granted recognition by the Committee on Student Life may receive many benefits, which include:

- Plan Events and Activities on Campus
  - Ability to reserve College rooms, concert halls, and outdoor spaces for events and activities.
  - Permission to publicize, poster and reserve sandwich boards on campus including posting on the College Calendar.
  - Access to ticketing services provided by the Harvard Box Office.
- Recruit on Campus
  - Participation in the annual student activity fair held in the fall, as well as an opportunity to enter the lottery for the activity fair held each spring for prospective students.
  - Inclusion in the on-line directory of student organizations.
  - Ability for students to list their ISO or SSO affiliation in the Harvard College Yearbook.
- Use the Harvard College Name
  - Permission to use the Harvard College name and trademarks, in accordance with Harvard guidelines.
- Manage Finances and Fundraising
  - Organization banking account at the Harvard University Employees Credit Union.
  - Ability to apply for and receive grants from University sources, such as the President's Public Service Fund, the Office for the Arts, and the Undergraduate Council.
  - Ability to fundraise with specific permission from OSL.
  - Upon demonstration of a useful contribution to the Harvard College community through the activities of the ISO, the College may determine that a gift or endowment account controlled by the College, to which tax-deductible contributions may be made, may be established at the College for the benefit of the ISO.
- Access Services and Support
  - E-mail and web site organization accounts through the Harvard Computer Society.
  - Advising and Support Services from the OSL.
  - Ability to archive organizational materials in University Archives.
  - Ability to apply for and/or receive a mailbox, office, or storage space in the Student Organization Center at Hilles.

## **Responsibilities of Recognized Independent Student Organizations**

Recognized Independent Student Organizations are expected to meet the following requirements to remain in good standing with the College:

- Compliance
  - Comply with all local, state, and federal laws and regulations, and with Harvard's policies and requirements, as set forth in the Harvard College Handbook for Students, the Student Organization Handbook, and any other written materials from the OSL.

- Operate in a manner consistent with the goals and standards of the University.
- Re-register with the OSL each fall.
- File a current constitution and bylaws with the OSL making clear that the ISO does not discriminate on the basis of race, creed, color, sex, gender identity, sexual orientation, or physical disability.
- File non-hazing attestation forms annually with the OSL, take active steps to understand hazing and identify hazing activities, and undertake only team-building activities that do not involve hazing.
- Submit to the OSL a complete list of officers and members demonstrating that the ISO meets the requirements listed below. Notify the OSL promptly when there are changes in the roster of officers.
  - All officers and a majority of the members must be registered undergraduates in good standing with the College. A minimum of ten undergraduate members is required.
  - All other members must be students from other Harvard graduate or professional schools.
- Attend all required training sessions, including those held annually.
- Secure appropriate insurance coverage, when applicable, for organizational activities.
- Communication
  - Consult with the OSL when planning any activities for which significant attendance is anticipated (including, for example, outdoor events, conferences, parties, or late night socials) or when planning any other event that involves unusual or potentially risky activities or elements.
  - Provide timely notification to the OSL and the Committee on Student Life of any changes in its constitution and by-laws and submit a copy of the amended documents for approval. Inform the OSL of any other changes within the ISO in a timely fashion.
  - Maintain with the OSL an accurate and complete list of officers and members
  - Communicate with University offices in a timely manner. When services are needed from University offices, ISOs should assume that at least three weeks prior notice is required.
- Leadership
  - Manage University resources wisely, ethically, and according to University and College guidelines.
  - Develop and ensure successful officer transitions including good record keeping and new officer orientation.
  - Manage organization's finances responsibly by maintaining accurate financial records, implementing appropriate procedures, and meeting all financial obligations.
- Accurate Representation
  - Clearly and accurately identify the ISO's relationship with the University in print and electronic publications, on websites, and in promotional materials, fundraising, contracts, and other activities. In all dealings with third parties

and written materials, the ISO is required to include the appropriate disclaimers.

- In all written materials, ISOs should describe themselves as: “A student-run organization at Harvard College.”
- In all contracts, ISOs should include the following two provisions: (1) “The parties hereto agree and understand that Harvard University is not a party to this contract and that Harvard University is not responsible, under any circumstances, for performing any obligations of this contract;” and (2) “[Third Party]’s use of the name “Harvard” (alone or as part of another name) in advertising or promotional materials is not permitted.”
- Local Autonomy
  - Maintain local autonomy in the governance of the organization. This means that the ISO must make all policy decisions without obligation to any parent organization, national chapter, or charter, and without direction, interference or pressure from any such entity. ISOs that have graduate trusteeships or other advising boards composed of responsible alumni ordinarily will be considered to be in compliance with this rule.
- Advisers
  - Have an adviser who is an employee of the University and preferably one who holds a personal interest or professional expertise that relates to the organization he or she is advising. Consult regularly with the adviser regarding the activities of the organization.

### **Sponsored Student Organizations**

Some student organizations are led, organized or sponsored by University departments, offices or units and thus do not meet the definition of recognized Independent Student Organizations. These sponsored student organizations (SSOs) generally have the following characteristics:

- A University department, office or unit acknowledges the organization as part of its activities and works closely in a supervisory capacity with the organization.
- The mission, purpose, and goals of the organization are aligned with those of the University department, office or unit.
- The organization’s events and activities are carried out on behalf of the University department, office or unit.
- The University department, office or unit plays a role in selecting the organization’s members.
- The University department, office or unit may provide advising and financial resources to support the organization.
- Funding for the organization’s activities is provided directly by the University department, office or unit.
- Unlike recognized ISOs, the organization may not sign contracts on its own behalf; instead, all contracts must be signed by an officer of the University.

### **Sponsored Student Organizations are entitled to the following benefits:**

- Plan Events and Activities on Campus

- Ability to reserve College rooms, concert halls, and outdoor spaces for events and activities.
- Permission to publicize, poster and reserve sandwich boards on campus including posting on the College Calendar.
- Access to ticketing services provided by the Harvard Box Office.
- Recruit on Campus
  - Participation in the annual student activity fair held in the fall.
  - Inclusion in the on-line directory of student organizations.
  - Ability for students to list their ISO or SSO affiliation in the Harvard College Yearbook.
- Use the Harvard College Name
  - Permission to use the Harvard College name and trademarks, in accordance with Harvard guidelines.
- Access Services and Support
  - E-mail and web site organization accounts through the Harvard Computer Society.
  - Advising and Support Services from the OSL.
  - Ability to archive organizational materials in University Archives.
  - Ability to apply for and/or receive a mailbox, office, or storage space in the Student Organization Center at Hilles.
- Use of the University's tax-exempt and non-profit status.

**Sponsored Student Organizations filing requirements with the Office of Student Life:**

In order for the OSL to provide privileges and benefits to SSOs, the following filing requirements must be met:

- Officer information
- Sponsorship Attestation Form signed by the University office or department.
- Non-hazing compliance form
- A current constitution and bylaws that does not discriminate on the basis of race, creed, color, sex, gender identity, sexual orientation, or physical disability

**Unrecognized or Non-Harvard Organizations**

The regulations for ISOs require that they maintain local autonomy. This means that all policy decisions must be made without obligation to any parent organization. In this way, the independence and integrity of the College are maintained.

From time to time, undergraduates raise questions about their membership in unrecognized or non-Harvard organizations. It is important that students make well-informed decisions when considering membership in these organizations. Organizations such as Final Clubs, fraternities, sororities, or Social Clubs are not permitted to conduct any activity at Harvard even though their activities involve Harvard undergraduates.

However, in special circumstances, unrecognized student organizations whose membership consists entirely of Harvard College undergraduates may, at the discretion of a particular Harvard office or department, be permitted to co-sponsor educational programs organized by that office or department.

## **Recognition of Independent Student Organizations**

The Committee on Student Life has the authority to grant official recognition to ISOs and has established regulations for their governance as set in the Handbook for Students, including without limitation under the headings “[Responsibilities of Recognized Independent Student Organizations](#)” and “Regulations for Independent Student Organizations.” ISOs also are expected to abide by the regulations of the Office of Student Life as described in the Student Organization Handbook. The College expects ISOs to comply with all applicable regulations. If the Committee on Student Life determines that an ISO has failed to do so, it may revoke the ISO’s charter. ISOs must re-register with the Office of Student Life each academic year in order to continue their recognition. Should an ISO not meet the re-registration deadline, fail to turn in any of the registration documents, and/or not reconcile debts with outside vendors, then the ISO will be placed on probation by the Office of Student Life. During the probationary period, the ISO will be unable to reserve space on campus, advertise for events, use the Harvard name, and/or participate in the visiting program or fall activity fairs.

During re-registration, organizations are required to update their information in the Student Organization Portal ([usodb.fas.harvard.edu](http://usodb.fas.harvard.edu)). However, the Portal is active throughout the year and student organizations can update their information any time a change occurs. Any officer listed on the organization’s registration is permitted to make updates.

**The Office of Student Life encourages organizations to update the information whenever there are changes to ensure that organizations receive information from the Office of Student Life.**

## **Massachusetts Prohibition of Hazing**

Students are advised that Massachusetts law expressly prohibits any form of hazing in connection with initiation into a student organization. The law applies to both officially recognized and unrecognized organizations and to practices conducted on and off campus. The term “hazing,” as used in this law, is defined as “any conduct or method of initiation... which willfully or recklessly endangers the physical or mental health of any student or other person.” The definition specifically includes “whipping, beating, branding, forced calisthenics, exposure to the weather, forced consumption of any food, liquor, beverage, drug or other substance, or any other brutal treatment or forced physical activity that is likely to adversely affect the physical health or safety of any such student or other person, or that subjects such student or other person to extreme mental stress, including extended deprivation of sleep or rest or extended isolation.” [Massachusetts General Laws, Ch.269, §17]

Please note - Each year, all officially recognized and unrecognized student organizations at Harvard College must sign an annual agreement administered by the Office Student Life stating that they are aware of this law and that each member of the organization agrees to follow it precisely.

Hazing is a crime punishable by fine and/or imprisonment. The Administrative Board of the College will consider all reports of hazing in the normal course of its oversight, take disciplinary action in appropriate cases, and will report confirmed incidents to appropriate



law enforcement officials. Officers of organizations can be held responsible for any hazing incident that occurs within their organization (as stated in the Handbook for Students). A memorandum detailing the specifics of this law is available in the Office of Student Life and is distributed yearly to all students.

Visit the Preventing Hazing at Harvard website for more information:  
<http://www.hazing.college.harvard.edu/>

### **Student Organization Advisers**

ISOs are required to have an adviser who is an employee of the University and preferably one who holds a personal interest or professional expertise that relates to the organization he or she is advising. This requirement serves to promote student/staff/faculty interactions and allows faculty and staff to stay connected to students' extracurricular lives. ISOs should consult regularly with the adviser regarding the activities of the organization.

Simply having your adviser(s) sign the annual agreement saying that he or she will serve as your adviser is not harnessing the contributions that he or she might offer your organization. It is important for student organizations to select advisers who will help the organization meet its goals and provide guidance along the way. Each year, student organizations should determine what role they might want their advisers to assume for the upcoming period and to have a conversation with their advisers about these expectations. Similarly, each adviser may have their own expectations for the organization or for the role they are willing to play. It is a two-way street and both advisers and student organizations should ensure that they are well matched for one another and if not, to find a more appropriate fit. Your organization may select new advisers at any time. Please notify the Office of Student Life of such changes.

The following are questions that your organization may want to consider for selecting a faculty adviser and that they may want to consider before serving as an adviser:

1. How much involvement is expected or needed?
2. How often does the organization meet and do you expect your adviser to be present for these meetings?
3. How many major activities does your organization execute each year?
4. How experienced are the officers of the organization?
5. What are some ways that your organization could use the advice of an adviser? Is there someone at the University who has particular interest or experience in this area?
6. What skills would your proposed adviser bring the organization? How do these skills match those of your organization?
7. Are there areas in which you need specific assistance from your adviser and/or are there areas that are hands-off for your adviser?
8. If you want your adviser to let you know when they believe you are making a mistake as an organization, how do you want them to express this concern?

*Expectations for Organizations and Advisers*

Student organizations should be sensitive and limit expectations placed on advisers; however, at the same time, it is perfectly acceptable (and encouraged) that you involve your adviser in your activities. An adviser may be a hands-on director or simply an overseer, but *the best balance lies somewhere between*. Here are some possible expectations your advisers might have about working with your organization:

1. Give notices of meetings – You should always give notice of meetings to your advisers and try to include and invite their participation on a mutually agreed upon level of involvement.
2. Develop relationship with officers – This will help communication flow easily and establish a base from which to work together.
3. Send invitations to events – Events are a great way to keep advisers informed. Try to give enough advance notice to allow advisers to plan to attend.
4. Consult on problems – Advisers should be notified of problems. Their experience and knowledge could be invaluable in helping you to solve the issues productively and quickly.
5. Provide copies of minutes – Advisers should regularly receive any document produced by your organization (e.g. minutes, agendas, etc.).

#### *Adviser Functions and Responsibilities*

The functions of faculty, graduate and staff advisers or graduate trustees of recognized student organization are two-fold. First, they endeavor to make a positive contribution to the healthy growth and functioning of an undergraduate organization by giving constructive advice and aid of various kinds. Second, they can help prevent or cure undesirable situations that may develop.

The nature and importance of their responsibility will vary with the nature and past history of the specific organization. For example, advising a prominent publication will differ from advising a more esoteric activity with few financial affairs and less visibility. But in any case, the faculty, staff, graduate adviser or trustees should act in accordance with the basic policy of Harvard College. Their role shall be purely advisory unless some special crisis arises requiring drastic intervention. In any such case consultation with Deans Friedrich and de la Peña will naturally be involved (495-1558).

For student organizations that travel internationally, the adviser will encourage the student members to register said travel prior to departure. This allows the student travelers to be covered under the University's I-SOS insurance policy and provides us with the necessary information should emergency evacuation or medical care be needed. The adviser is not expected to travel with the student organization, but would also be covered under this insurance policy should they decide to join the organization.

Faculty, staff, graduate advisers or trustees have no legal responsibility for undergraduate organization debts. However, debts incurred by undergraduates should always be a matter of concern to advisers or trustees since their debts reflect on the good name of the organization and ultimately of Harvard College.

#### *Student Organization Adviser Agreement*

Advisers and trustees should be familiar with the regulations for undergraduate organizations, which are printed here and available on-line at the Harvard College Office of Student Life website.

When securing advisers for an organization, the organization must submit a letter from each adviser stating that he or she has read this statement and agrees to serve the organization in this capacity. This form can be found below. The document with the original signatures must be filed with the Office of Student Life annually. Advisers will be asked to re-confirm their advisory capacity annually, during student organization re-registration at the start of each fall semester.

### **Club Sport Recognition**

The Department of Athletics provides guidance, use of athletic facilities, minimal financial support and an administrative framework for the operation of officially recognized club sports. Harvard's undergraduate club sport teams are student-initiated activities that require students to be responsible for organization, leadership and decision-making. Club sport activities range from informal play, regular practice and instruction to intercollegiate and tournament competition. Some clubs hire coaches or instructors while all clubs require dues from their membership in order to support their activities.

Any organization that is athletically related should apply to be a club sport rather than an independent student organization. Club sports are made up of organizations:

- that involve the learning or supporting of a physical skill, or
- whose mission is primarily to support Harvard University Athletics.

Similar to student organizations, Club Sports must create a constitution, develop a budget, and meet other requirements in order to be considered for recognition by the Department of Athletics. Club sport and recreation activities recognition is separate from the aforementioned student organization recognition through the Committee on Student Life. Students interested in beginning an organization related to athletics or recreation should review the requirements at

[http://recreation.gocrimson.com/information/club\\_sports/regforms/club\\_sports\\_handbook#](http://recreation.gocrimson.com/information/club_sports/regforms/club_sports_handbook#).

The Club Sport Program is managed by the Manager of Recreational Services. For more information contact [imclubs@fas.harvard.edu](mailto:imclubs@fas.harvard.edu).

### **Faculty of Arts and Science Guidelines for Media, Filming, Photography, and Recording for Student Organizations**

The Faculty of Arts and Sciences photo/filming/recording policies are designed to protect the privacy of FAS students, faculty, and staff. There are also significant security reasons for limiting photography and filming on campus. Further, FAS wants to assure that faculty and students can express themselves freely, work in laboratories without probing cameras, and move about the dormitories (their homes) and classroom buildings without concerns about being surprised by or “watched” by cameras.

- In general, non-Harvard reporters, photographers, video/motion picture cameras, and media recording equipment are not permitted inside Faculty of Arts and

Sciences buildings, including classrooms, laboratories, dormitories, dining halls, office buildings, or other facilities.

- Photography/filming/recording of special events, guest speakers, and performers is permitted in designated areas only, i.e., specific auditoriums, arenas, etc. Organizations must secure permission in advance, in writing, from the FAS Communications Office.

General policies are outlined below:

- Photography/filming is not permitted in classrooms, laboratories, administrative offices, or restricted areas.
- Student organizations should respect the privacy of fellow students, faculty, and staff. Student organization photographers are permitted to photograph special events and activities in the dormitories, but must identify themselves and their organization, and ask the permission of the organizing organization, and House Master or Proctor.
- Student photography is not permitted in classrooms without the permission of the teaching professor. The photographer should identify him/herself and his/her organization to all students in the class before taking photos. Students in the class should be given the opportunity to object to being photographed.
- Student organization photographers are not permitted to take photos in FAS administration buildings without the permission of the department director, administrator, or building manager.
- Permission of any student(s) who will be photographed or filmed in wide shots of the Yard or elsewhere on FAS premises must be secured in advance.

Questions about any of these guidelines should be directed to:

Jeff Neal, Director, University Communications

Harvard University

Harvard Public Affairs and Communications

1060 Holyoke Center

1350 Massachusetts Ave

Cambridge, MA 02138

Phone (617) 495-1585

Fax (617) 495-0754

## **Use of Student Organization Name and Other Harvard Trademarks on Harvard Insignia Items**

### *General Information about the Harvard Trademark Program*

The Trademark Program is charged with the protection and licensing of Harvard's trademarks worldwide and the administration of the University's internal Use-of-Name policies and guidelines. The office also provides advice to members of the Harvard community on a wide range of trademark related issues.

In its protection efforts, the office registers Harvard's various trademarks and works to stop their unauthorized use around the world. Through its domestic and international licensing endeavors, the office licenses the University's trademarks (e.g., Harvard, Harvard University, Harvard College, Harvard Medical School, HBS, Harvard Football, the VERITAS shield,

etc.) to qualified companies to produce a variety of insignia items; proceeds from the sales of these items are provided to the Faculty of Arts and Sciences for undergraduate financial aid. The office also administers Harvard's Use-of-Name policies, which were established by the University to ensure that the Harvard name and insignias are used appropriately and accurately by the University community and in accordance with the principles contained in the policies.

### **Ordering Apparel or Other Mercantile Items Bearing Harvard's Trademarks**

Any student or student organization that wants to have apparel or other mercantile items produced bearing any of the University's trademarks (e.g., Harvard, Harvard University, Harvard College, H, the VERITAS shield, all other Harvard school and house shields, etc.), including items bearing a student organization's name that incorporates any of Harvard's trademarks and/or logos, must seek approval from the Trademark Program before ordering such items (whether such items are for use by the student, student organization, to give away, or to sell). The Trademark Program will provide guidance on how the trademarks may be used on the items, information about official University licensees will assist the student or student organization in selecting a licensee to produce the items (only official licensees of Harvard are permitted to produce mercantile items bearing the University's trademarks), appropriate forms to be completed by the requesting student or student organization, and will determine if the items being ordered qualify for royalty exemption.

Student organizations wishing to sell any items (t-shirts, mugs, water bottles, etc) bearing their student organization name or any other Harvard name or logo must contact the Harvard Trademark Program at (617) 495-9513 or [trademark\\_program@harvard.edu](mailto:trademark_program@harvard.edu) before proceeding. The following guidelines apply to officially recognized student organizations that give away or sell items bearing their organization name or (if granted permission to do so) other Harvard trademarks.

Student organizations may create approved products on a royalty-free basis bearing their student organization name (and possibly another Harvard trademark):

1. for their own internal use;
2. to be given away to the members of that student organization;
3. to be sold on a limited and one-time-only basis to the members of the student organization and non-members as a fund-raiser to benefit the student organization.

Student organizations may not sell products bearing any Harvard trademarks, including their student organization name, directly to the public or to retailers for re-sale to the public.

All products and artwork (including the student organization name or any other Harvard trademark) must receive approval from the Trademark Program prior to production.

Student organizations may be granted permission to sell Harvard items not containing their student organization name to the general public as long as they agree to take a license from the Trademark Program and pay royalties. Please contact the Trademark Program directly for permission and instructions.

For more information see:  
[www.trademark.harvard.edu](http://www.trademark.harvard.edu)

### *ISO Business Cards*

ISOs are permitted to have business cards printed for officers and other principals of the organization (chairperson, director, president, etc). The Harvard Trademark Program will provide the template to which all organizations must adhere. The business cards must clearly identify the organization's affiliation with Harvard ("a student-run organization at Harvard College") and not use the Harvard logo or shield in any way. It will be possible to include an original, non-Harvard logo associated with the organization, however.

Print vendors will require written permission to print the word "Harvard" on any business card or stationery. Student organizations may receive this written permission, as well as the required template, by sending a request to the Harvard Trademark Program at [trademark\\_program@harvard.edu](mailto:trademark_program@harvard.edu) or calling the Trademark Program (617) 495-9513.

The Harvard Trademark Program will provide the template and permission to have business cards made only with approval from the Harvard College Office of Student Life. The Office of Student Life will send written approval to the Trademark Program showing the approved student organization logo (if one is to be used), the student organization's official name, a list of students and their titles who are granted permission to have business cards made.

Student organizations are not permitted to produce business cards, using their own printing equipment, if those cards use the Harvard name or trademarks without permission from the Harvard Trademark Program.

### *Publications*

A student organization publication must bear a statement on its cover identifying that it is a publication of a student organization using the phrase: "a student-run publication at Harvard College." In addition, the copyright page (or corresponding section) of the publication must state that "The Harvard College name and/or shield are trademarks of the President and Fellows of Harvard College and are used by permission of Harvard University."

### *Web Pages, URLs and Other Electronic Uses*

The rules for appropriate usage of the Harvard name and trademark apply in the electronic context as well. The internet address for an officially recognized student organization should mirror the approved organization name in its entirety and be attached to the appropriate University domain (i.e. [hcs.harvard.edu/organization name](http://hcs.harvard.edu/organization name)). Similarly, in cases where student organizations choose to register a domain name outside of [harvard.edu](http://harvard.edu), the University requires that the domain name accurately reflect the officially recognized name of the student organization. Any significant departure from the approved student organization name, including omissions or abbreviations, needs approval from the Office of Student Life, and in some cases, the Provost. Acronyms are acceptable in both internal and external situations. External domain names should be within the .net or org domains.

Ownership of external domain names should reside with the student organization and not with an individual. The University reserves the right to require that any domain name with the word Harvard in it and which causes confusion with other university activities, or is otherwise inappropriate, be assigned back to the University.

### *Required Language for Websites*

As is the case with publications, a student organization's website must bear a statement prominently placed on its homepage identifying the organization as :

“a student-run organization at Harvard College” or  
“an officially recognized student-run organization at Harvard College.”

In addition, the website's main page must also state:

“The Harvard College name and/or shield are trademarks of the President and Fellows of Harvard College and are used by permission of Harvard University.”

All student organization websites must visibly display their organizational affiliation in a prominent location (For example: “Harvard College Typists Group, a student organization at Harvard College.”)

### *Promotional Materials and Related Activities:*

The trademark guidelines also apply to student organization promotional materials and related activities. Thus, all brochures, posters, publicity materials, etc. related to any student organization event or activity, whether taking place in the U.S. or abroad, must clearly identify the event/activity as being hosted by an officially recognized student organization from (relevant school name).

### **Membership Recruitment**

Recruiting new members is one of the most important tasks an organization faces. With the high rate of turnover in collegiate settings, an organization must continually update its membership roster to include fresh minds and ideas. Organizations in good standing with the College are automatically assigned a table at the campus-wide Activities Fair, held the first week of school every year at the SOCH. Many organizations can find all of the members they need on this day, so organizational leaders spend a lot of time throughout the summer preparing attractive presentations highlighting their organization's mission, goals, and strengths (make sure to bring along sign-up lists for freshmen and upperclassmen alike!). However, there are also opportunities for recruitment outside of the activities fair:

It can often be useful for an organization to get in touch with a school department which parallels their own interests (arts organizations with the Office of the Arts, science research organizations with their particular departments, political organizations with the Institute of Politics). These established, formal departments are usually the first place new students will seek information about topics in which they are interested, so creating a partnership with the department can enable you to connect with students who already share a passion for your mission. At the very least, by introducing yourself to the department staff and leaving them with your information, the department will be able to better direct students who may be looking for your very organization, and just not know it.

Another tried-and-true method is holding an event on campus: if you're a literary organization, hold a poetry reading. If you're a political organization, sponsor a debate. If you're an athletic organization, host a pick-up game. There are many spaces available around campus, from the Cambridge Queen's Head to the MAC Quad, which are perfect for such informal events. This strategy can be especially effective: it is both a chance to show off your

members' strengths, and seeing an organization in action usually leads an audience to seek membership.



## **Section II: Planning Activities and Events**

Only House Committees or recognized ISOs and SSOs in good standing with the College may host events on campus. However, in special circumstances, unrecognized student organizations whose membership consists entirely of Harvard College undergraduates may, at the discretion of a particular Harvard office or department, be permitted to co-sponsor educational programs organized by that office or department. For more information regarding restrictions related to unrecognized organizations, see *Sponsorship of Events and Activities* under *Corporate Sponsorship and Relationships* in this handbook.

### **Restricted Dates**

Permission will not be given to hold concerts, dramatic performances, debates, meetings, rallies, contests of any kind, etc, during Examination Periods. Late night social events also will not be approved during the weekend of the Head of the Charles Regatta. In addition, restrictions may be placed on events during Reading Period if they interfere with residential areas and libraries where exam preparation is underway.

Student organizations are encouraged to set dates for parties and other events open to the College at the beginning of each semester in conjunction with the OSL. Since there can be no more than two late night social events per weekend night, it is advantageous to plan well in advance in order to ensure your desired date.

### **Reserving Space on Campus**

Recognized student organizations in good standing may reserve rooms on campus for their activities and events. These room reservation privileges are non-transferable. Therefore, non-Harvard organizations and individuals may not hold events on campus by using a student organization as a vehicle to stage an event on campus property or to reserve a campus room for a function (i.e. running a workshop about the organization or product, or hosting an event aimed exclusively at recruitment).

Information about how to reserve a room can be found on the OSL website.

Organizations that do not abide by these regulations will have their room reservation privileges suspended.

### **Event Registration**

Depending on the complexity of your event, you may need to be connected to various resources, both on and off campus. These include the City of Cambridge License Commission, Harvard University Police Department, Student Event Services, Facilities and Maintenance Operations, and the Harvard Box Office, among others. Through event registration, the OSL connects you to the necessary resources and advises you various aspects your event, including but not limited to event management, publicity, contracts, ticketing procedures, and appropriate staffing levels.

Your organizational activity should be registered at least three weeks in advance if it meets any of the following criteria:

- Attendance of 100 or more;

- Admission or program fees will be charged;
- Alcohol will be served;
- It will occur between 10pm and 2am on a Friday or Saturday;
- It is a fundraiser;
- Cash will change hands;
- Anything, including food, will be sold;
- The venue is outdoors (this includes House courtyards if the event is not sponsored by HoCo);
- A raffle will be held

Please note that events in Lowell Lecture Hall, Memorial Hall/Sanders, Agassiz Theatre, New College Theatre, or Dance Center are exempt from Event Registration, even if they meet the above criteria, because OFA production staff coordinates event logistics and keeps the OSL informed of any issues requiring attention.

Events are registered by logging into the [Student Organization Portal](#), clicking on rooms.college, and filling out an Event Registration Form. No advertising is permitted until your event registration is reviewed. If you have any questions about registering your organizational activity, please contact Amy Vest, Manager of Student Life Events, at [avest@fas.harvard.edu](mailto:avest@fas.harvard.edu)

### **Licensing from the City of Cambridge**

The City of Cambridge issues a variety of one-day licenses to student organizations. If your event requires a license, then the OSL requests it on your behalf as part of Event Registration.

Types of Licenses:

- One Day Entertainment
  - The Commonwealth of Massachusetts defines entertainment as "theatrical exhibitions, public shows, public amusements and exhibitions of every description."
  - Required if an event will have entertainment rather than academic learning as its main purpose and will include either an admission fee/mandatory donation
  - The cost of a one-day entertainment license is \$40
- One Day Alcohol License (Beer and Wine)
  - Required if alcohol is served at an event with an admission fee/mandatory donation or if there is a cash bar.
  - The cost of a One Day Alcohol License (Beer and Wine) depends on the size of your event: \$55 for up to 100 people and \$75 for 101 people or more
  - Per the General Laws of the Commonwealth of Massachusetts, the City of Cambridge will not issue a One Day All Alcohol License (Beer, Wine, and Liquor) to student organizations in the College
- Peddler/Vendor One Day License
  - Required when an organization plans to sell something either at an event or in front of the Science Center. (If books are the only things being sold, then you are exempt from the need for a license.)

- The cost of a Peddler/Vendor One Day License is \$10
- Raffle/Bazaar License
  - Cambridge City ordinances prohibit raffles, although raffle licenses allow student organizations to hold raffles under certain guidelines
  - The licensing process must be initiated at least one month in advance.
  - The cost of a raffle license is \$10 per day

Please note that if your event occurs in Boston (e.g. in an Athletics facility across the river, etc), then you will work with the OSL and the Boston Licensing Commission to license your event.

### **Casino Nights/Games of Chance**

Per City of Cambridge ordinance prohibiting “games of chance,” poker and other gambling activities are not permitted. Because of this city law, the Office of Student Life will not permit any poker tournaments, casino nights, charity benefits, or campus-wide social event with poker games present. Similarly, House Committees may not hold House poker tournaments or other games where gambling is present.

### **Alcohol**

Alcohol is rarely permitted at events that are open to the entire campus community, especially if the activity is in an outdoor location. Student organizations that wish to have alcohol at events open only to members of their organization or invited guests must use a Student Event Services Team (SES) for the event. Other exceptions to this policy will be considered on a case-by-case basis, depending on event plans. Student organizations should complete the Event Registration Form to receive permission for the inclusion of alcohol at the event.

### **Student Event Services Team**

The Student Event Services Team (SES) is an organization Harvard graduate school students who are employed by the Office of Student Life to assist students with their events. Rates for SES service are very reasonable (2011-2012 rates are \$21.50 per hour), checks to “Harvard University” can be postdated to the week after your event to help ease the upfront costs associated with events.

To request SES Team service for your event, you must complete the Event Registration form through the Student Organization Portal ([usodb.fas.harvard.edu](http://usodb.fas.harvard.edu)). When you indicate that alcohol will be present at the event or the OSL indicates a need for an SES Team, and your event is approved, the Office of Student Life will help you secure a team for your event.

SES members may fill different roles to support student events:

*Beverage Servers:* SES Team members will serve alcohol at events, are TIPs trained and certified, understanding all applicable laws regarding alcohol, and college policies regarding safe and proper service of alcohol.

*Event Supervisors:* SES Event Supervisors are trained in College policy and safety procedures, and best practices for event management. SES Team members assist student organizations with successfully and safely executing their event plan through:

- Pre-event set up checklists
- Implementation of event plans
- Line control and management
- Emergency response

More information can be found at [www.ses.fas.harvard.edu](http://www.ses.fas.harvard.edu)

## **Food**

Student organizations may wish to have food at events. Please keep in mind that any food can potentially cause a food-borne illness. Foods high in protein – meat, fish, poultry, shellfish, cheeses, eggs, milk – and carbohydrates can support rapid bacterial growth if they are not prepared or served at a proper temperature. The situation can be made even more hazardous if a food handler fails to properly wash his/her hands, sanitize cutting boards, or uses contaminated utensils.

As these conditions can present a serious risk of liability for a student organization, the OSL recommends that student organizations serve food prepared by licensed foodservice establishments or those that are pre-packaged. Organizations may choose to serve homemade food at events limited to their membership, although they take on a significant liability in doing so. Food provided at events open to the wider Harvard community or the public, whether charging money or not, should be prepared by a licensed foodservice establishment such as a restaurant or caterer. In rare circumstances, organizations may be permitted to prepare their own food for events under the supervision of a Serve-Safe trained food safety manager in a licensed kitchen and under the auspices of a temporary foodservice permit from the City of Cambridge. For more information, please contact the OSL.

### **Bake sales**

Student organizations may not prepare and sell their own food products. The sale of food by a student organization is limited only to non-perishable and pre-packaged foods, (i.e., wrapped candies, bags of chips, cans of soda) and food prepared by a licensed foodservice establishment (restaurant, caterer, etc.)

Any event that includes a plan to sell food must be registered.

### *Food Safety Resources*

If you have questions about Massachusetts Food Codes, the Massachusetts Office of Health and Human Services (EOHHS) website provides helpful food safety resource guides.

<http://www.mass.gov/?pageID=eohhs2subtopic&L=6&L0=Home&L1=Consumer&L2=Prevention+and+Wellness&L3=Disease+Prevention&L4=Communicable+Diseases&L5=Foodborne+Illness&sid=Eeohhs2>

## **Ticketing and Program Fees**

All events, including dances, lectures, and performances, with an admission fee that are advertised and open to the College at large and the wider community must be ticketed

through the Harvard Box Office. It is not required that conference, camps, and other like activities with program fees be ticketed through the Box Office. For more information, see the OSL website or <http://ofa.fas.harvard.edu/boxoffice/>

### **Inviting Speakers, Guests, and Honorees**

When extending an invitation to any speaker, award recipient, or guest, it is important that a student organization accurately represent its relationship with the University. Therefore, from the initial correspondence onward, organizations should clearly articulate that they are a student run organization at Harvard College.

The Harvard community honors freedom of speech and expression of all kinds of opinions. There are no political restrictions preventing Deans, faculty members, administrators, and student leaders from inviting foreign and American visitors to speak at or visit Harvard University. If an organization would like to invite a prominent or famous individual, including those who may draw a large audience, a government official or head of state, or anyone whose views may draw attention or controversy, you should first contact the OSL to discuss your plan. Depending on the specifics, the OSL may connect you with the Office of the University Marshal.

The Office of the Dean of Harvard College reserves the right to cancel an event which it deems to pose a risk to the safety or learning environment of Harvard College.

### **Accessibility**

When planning events that are open to the public, make sure that your organization's events are accessible for students with disabilities. Your organization's event may require a sign language interpreter, large print handouts, or simply making sure that the room you reserve is easily accessible. Please follow the guidelines below with these accessibility needs in mind:

- **Clearly list contact information** - Clearly list on all signs, posters, and event advertisements the contact information for the member of your organization who is aware of and responsible for accessibility concerns: wheelchair accessibility, seating arrangements, audio-visual capabilities, alternative print options, podium access, sign language availability, accessible van and elevator services as they relate to your event. Details can be found below.
- **Wheelchair Accessibility** - Be aware of the physical accessibility of the building and specific rooms in which events are held, as well as the accessibility of nearby bathrooms. Note the presence/absence and locations of functioning elevators and unobstructed ramps. Also observe entrances and exits to the event, reception, and refreshment areas, as well as proximity of bathrooms to these locations. Consider also the possibility of extra-wide wheelchairs. For more information about the accessibility of event locations, please consult the Accessible Education Office (AEO). The AEO is the administrative liaison for students in Harvard College and the Graduate School of Arts and Sciences who have physical, emotional, and/or learning disabilities and health conditions. They can also be contacted at 496-8707 or [aeo@fas.harvard.edu](mailto:aeo@fas.harvard.edu).
- **Seating** - Determine the locations of seats free of line-sight obstruction or ambient-noise interference. Try to choose rooms with ramp platforms to most, if not all, parts of the room.

- **Audio-Visual Equipment** - Technological capabilities available include film and video open captioning, FM microphones, printed or print alternative copies of dialogue and scripts of media presentations, monitors and boards fully visible from all seats, and amplification appropriate for particular rooms. For more information, please contact Media and Technology Services at 495-9460. For events in Sever Hall, please call 495-9470.
- **Alternative Print** - Consider print alternatives, including handouts in large print or on discs (for persons who have requested this with advance notice). Please also post printed materials electronically, if possible, for reference after your event.
- **The Podium** - It is impossible to assume in advance the needs of all your participants. If the event includes members of the public as presenters or speakers, be sure to consider access to the podium and all event activities.
- **Sign Language** - Sign language interpreter arrangements must be made in advance and interpreters must be certified. Interpreter services can be arranged with sufficient notice with the Accessible Education Office. For more information, please contact Kellie Stewart at 496-3720 or [Kellie\\_Stewart@harvard.edu](mailto:Kellie_Stewart@harvard.edu).
- **Van Access** - Harvard Accessible Van Transportation is available for students with appropriate documentation and with advance registration. For more information, please contact Transportation Services at 495-0400.
- **Elevator Access** - Check that the elevators are in working order the day before and the day of the event. If not, contact 495-9338.

*Other considerations*

- Confirm any requests with Media Technology Services and pick up any needed equipment. Assure nearest bathrooms are unlocked. Locate seats for optimal viewing and listening.
- For more information, contact:

The Accessible Education Office (AEO) - The AEO advises College and GSAS departments and student organizations about appropriate access and accommodations associated with their activities. 617-496-8707 or [aeo@fas.harvard.edu](mailto:aeo@fas.harvard.edu).

*Residential Events Relocation Policy*

(The full text is available at: [www.aeo.fas.harvard.edu](http://www.aeo.fas.harvard.edu)) Harvard College seeks to ensure that students with disabilities have appropriate access to House-based events, regardless of sponsor, as reflected in its Residential Relocation Policy. The Office of Student Life is committed to this goal and is available to work with any student organization concerned with making appropriate accommodations for persons with disabilities.

There are many ways to ensure accessibility of a House event, including by such means as auxiliary aids and services, technology, equipment, personal assistance (described above), or, where programs or activities initially are scheduled in inaccessible locations, by relocation upon request to an accessible location where other methods of providing access are not feasible or practical.

Whenever feasible, events should be scheduled in accessible locations in the first instance (except in the case of events that are open only to House residents, where there are no House residents with disabilities). In the case of events that are open to the Harvard community or the general public (including but not limited to high profile and widely publicized events), it is important that the sponsors of events plan ahead and make every

reasonable effort to schedule events in accessible venues, given the challenges posed by a need to relocate large events. In advance of selecting a particular venue, event sponsors should contact either the University Disability Coordinator or the Director of the Accessible Education Office (AEO) for information concerning the accessibility of the proposed venue.

Harvard has resources that can provide guidance as to how to plan events to maximize the opportunities for participation by persons with disabilities, including how to respond to requests for accommodations, such as requests for relocation, for interpreters, or for other forms of accommodation. Within the Faculty of Arts and Sciences (FAS), the following office provides this expertise in support of students with disabilities:

Director of Accessible Education Office

Telephone (617) 496-8707

TDD (617) 496-3720

Fax (617) 495-0815

E-mail [aeo@fas.harvard.edu](mailto:aeo@fas.harvard.edu)

In addition, the Office of the University Disability Coordinator is a resource available both to FAS and to the broader Harvard community:

University Disability Coordinator

Telephone (617) 495-1859

TDD (617) 495-4801

Fax (617) 495-8520

E-mail [disabilityservices@harvard.edu](mailto:disabilityservices@harvard.edu)

*Access Statement*

The College requires organizations to include the following statement on all posters for events open to the Harvard Community or General Public:

Individuals with disabilities requiring accommodations or information on accessibility should contact the University Disability Coordinator 617-495-1859; [disabilityservices@harvard.edu](mailto:disabilityservices@harvard.edu) or the Accessible Education Office (617) 496-8707; [aeo@fas.harvard.edu](mailto:aeo@fas.harvard.edu) as soon as possible, preferably at least two weeks in advance.

Organizations may also consider using the following Access Symbols:



*International Access Symbol*

The International Access Symbol may be used for two purposes. In pre-event publicity, this symbol should be used to indicate that an event is being held in a wheelchair accessible location. At appropriate event locations, this symbol should direct people to accessible features of a facility or to access information. A photocopy of the symbol enlarged for 8" x 11" paper, mounted on cardboard, is an acceptable means of reproducing the symbol for use at events.



### *Teletypewriter Device for the Deaf and Hard of Hearing (TTY)*

A TTY is a keyboard device that transmits typed messages over phone lines. The TTY symbol may be appropriately used in pre-event publicity to indicate a TTY phone number that can be called for information or accommodation requests, if such a device is available. If a facility is not equipped with a TTY, the TTY symbol may appear with the phone number of the Massachusetts Telephone Relay Service (1-800-439-2370).



### *Assistive Listening Devices*

Assistive Listening Devices are headsets that amplify or filter sound. The symbol for Assistive Listening Devices should be used in pre-event publicity to indicate that an event will be held in one of the Harvard auditoriums equipped for assistive listening devices, and to indicate how people may reserve/request them.



### *Sign Language Interpreters*

Pre-event publicity should invite participants to request sign language interpreters in advance of an event. However, if it is known that sign language interpreters will be available at an event, then the symbol should be used in event publicity.

NOTE: These and other access symbols may be downloaded from the following site:  
<http://www.gag.org/resources/das.php>

## **Publicity**

Where and how student organizations publicize activities and events should be reflective of who is invited. Organizations should consider their targeted population (members only, College Community, or public), when formulating their plan for advertising.

All advertising, including posters, at a minimum should include the sponsoring organization's name, ticketing information (if applicable), who to contact for more information, and accessibility information (see *Access Statement*). Advertising should also be free of copyrighted materials.

If your event requires registration, do not begin to advertise your event until your registration has been processed.

### *Advertising Events with Alcohol*

Events may mention alcohol in printed and electronic posters, provided they use specific and approved language. The standard language is:

“Non-alcoholic beverages available. Beer and wine 21+”

or

“Non-alcoholic beverages available. Beer 21+”



These are the only acceptable phrases that are permitted on printed and/or electronic materials without prior permission from the OSL. Posters may not mention price of alcoholic beverages or specify types of beers and wines available. No photos or logos of alcoholic beverages may be used in printed or electronic materials nor may students reference alcohol (BYOB, Kegs, Beer Mugs, etc) in their advertising of the event.

### *Postering*

Recognized student organizations in good standing with the College have the privilege of posting on University bulletin boards and kiosks. The following policies govern postering on campus:

- Posters may be placed only on bulletin boards and kiosks or sandwich boards reserved by an organization.
- "Restricted" bulletin boards (inside classrooms or buildings) are maintained by departments or offices, therefore postering on these bulletin boards must first be approved by the bulletin board's owner.
- Posters should not be placed on doors, fences, entry posts, gates, utility poles, waste containers, sidewalks, or other similar places.
- Tape, staples, or pushpins should be used. Do not use glue or other adhesives.
- Prior permission of the Office of Student Life is required for posters larger than 11" x 17", with the exception of those places on reserved sandwich boards.

Organizations violating these rules can be fined up to \$200 per daily violation and may lose postering privileges by the College.

### *Balloons*

Student organizations are prohibited from advertising events by use of balloons in Harvard Yard. In rare circumstances, permission may be granted by the OSL.

### *Chalking*

Chalking is strictly prohibited on any University property. Organizations that chalk will be fined and charged for the total costs related to clean up.

### *Banners*

Banners are not permitted on the exterior of any University building.

### *Science Center Publicity*

Student organizations are required to register in advance for any tabling, flyering, or postering that occurs outside of the Science Center. For safe egress and noise control, only five organizations can flyer outside of the Science Center at any given time. Requests for a slot are made through the Student Organization Portal ([usodb.fas.harvard.edu](http://usodb.fas.harvard.edu)). Out of concerns for noise, no organizations are permitted to advertise outside the science center prior to 10am and only battery-operated devices can be used for music or voice amplification.

### **Screening Commercial Films, Documentaries, and other Copyrighted Material**

Student organizations are expected to be in compliance with copyright laws that govern commercial films and documentaries.

If the copyrighted material will be screened outside of a House, then the public performance rights will need to be secured by renting the film from a distributor, utilizing a copy of the film with the public performance rights, or obtaining the public performance rights from the copyright holder in writing. If admission will be charged, any surplus revenue must be used to further the educational goals of the sponsoring organization, as outlined in its charter or constitution. See the Handbook for Students for all policies related to public performance rights.

### **Free Speech Guidelines**

If a student organization is hosting an event where principles of free speech may be compromised, a member of the Office of Student Life staff can serve as a moderator to ensure that this Harvard value is upheld. Please contact the Office of Student Life with any concerns and/or to seek assistance with controversial speakers or programs.

*As adopted by the Faculty of Arts and Sciences on February 13 and May 15, 1990.*

“Free speech is uniquely important to the University because we are a community committed to reason and rational discourse. Free interchange of ideas is vital for our primary function of discovering and disseminating ideas through research, teaching, and learning. Curtailment of free speech undercuts the intellectual freedom that defines our purpose. It also deprives some individuals of the right to express unpopular views and others of the right to listen to unpopular views.

“Because no other community defines itself so much in terms of knowledge, few others place such a high priority on freedom of speech. As a community, we take certain risks by assigning such a high priority to free speech. We assume that the long-term benefits to our community will outweigh the short-term unpleasant effects of sometimes-noxious views. Because we are a community united by a commitment to rational processes, we do not permit censorship of noxious ideas. We are committed to maintaining a climate in which reason and speech provide the correct response to a disagreeable idea.

“Members of the University do not share similar political or philosophical views, nor would such agreement be desirable. They do share, however, a concern for the community defined in terms of free inquiry and dissemination of ideas. Thus, they share a commitment to policies that allow diverse opinions to flourish and to be heard. In the words of the Resolution on Rights and Responsibilities, the University must protect ‘the rights of its members to organize and join political associations, convene and conduct public meetings, publicly demonstrate and picket in orderly fashion, advocate and publicize opinion by print, sign, and voice’.

“There is a broad consensus about the central principles of free speech in this community. However, there is often ambiguity about where the line should be drawn in terms of the rights of speakers, protestors, and audience. These guidelines are intended to supplement and clarify the administration of the Faculty of Arts and Sciences’ Resolution on Rights and Responsibilities. Clearer procedures are needed to assist student organizations wishing to sponsor speakers as well as to inform students of the acceptable limits of protest. In addition, this Faculty must be prepared to pay extra security to protect controversial speakers, to make provisions for reconvening disrupted speech, and to ensure that new

members of the community are aware of and have an opportunity to discuss their obligations.

“Speech is privileged in the University community. We are equally committed to the individual’s pursuit of inquiry and education. There are obligations of civility and respect for others that underlie rational discourse. Racial, sexual, and intense personal harassment not only show grave disrespect for the dignity of others, but also prevent rational discourse. Behavior evidently intended to dishonor such characteristics as race, gender, ethnic organization, religious belief, or sexual orientation is contrary to the pursuit of inquiry and education. Such grave disrespect for the dignity of others can be punished under existing procedures because it violates a balance of rights on which the University is based. It’s expected that when there is a need to weigh the right of freedom of expression against other rights, the balance will be struck after careful review of all relevant facts and will be consistent with established First Amendment standards.

“Hard choices regarding appropriate time, place, and manner should have a presumption favoring free speech. For example, concerns about time, place, and manner should ordinarily not be interpreted to prevent signs or expressions of political views that are not disruptive or pose no threat to maintaining public order at athletic events. While the following guidelines deal primarily with the problems of disruption of speech, it is important to note that there are other policies (for example, those relating to racial and sexual harassment) relevant to the administration of the Resolution on Rights and Responsibilities.

“The guidelines listed at:

[http://isites.harvard.edu/fs/docs/icb.topic847338.files/FS\\_Guidelines\\_1990.pdf](http://isites.harvard.edu/fs/docs/icb.topic847338.files/FS_Guidelines_1990.pdf) are intended to apply to all gatherings under the auspices of the Faculty of Arts and Sciences, but they are not intended to govern classroom procedures. The classroom is a special forum, and the teacher should be the one who determines the agenda of discourse in the classroom.”

### **Contracts**

Student organizations do not have the authority to sign contracts on behalf of the University or any of its faculties or departments. Therefore, all contracts should clearly and accurately state the organization’s relationship with the College. Organizations should ensure the following are present in every contract into which they enter:

- The full, official name of the student organization
- “The parties hereto agree and understand that Harvard University is not a party to this contract and that Harvard University is not responsible, under any circumstances, for performing any obligations of this contract.” (If this language is not included, and as a result there are negative consequences to Harvard University or any of its faculties or departments arising from a contract signed by members of a student organization, Harvard University will seek to hold those students who signed the contract and the student officers of the organization personally responsible.)
- “[Party]’s use of the name “Harvard” (alone or as part of another name) in advertising or promotional materials is not permitted.”

Since Harvard University is not a party to any contracts, Harvard University will not assume any contractual obligations should the organization be unable to meet them. Therefore, it is in the best interest of the organization to carefully review any contracts in the following ways:

- Utilize the contract checklist found on the OSL website.
- Have each contract reviewed by the OSL. (Please submit at least two business days in advance.)
- Always have two officers, one of whom must be the Treasurer, review and sign a contract.

## **Event Insurance**

### *Special Events Insurance and/or General Liability Insurance*

This insurance may be required for some events due to the size of the event, the nature of the student activity (if the activity poses an extreme or excessive risk or exposure to the University), or due to contract requirements with a third party. Harvard's Insurance Office will work with student organizations and the Office of Student Life to determine when this insurance is necessary and then will assist in obtaining the appropriate insurance coverage. If you have questions, or you are uncertain if your event would require special events insurance coverage, please do not hesitate to contact the Office of Student Life.

### *Equipment/Contents Insurance*

Coverage is available through Harvard's Insurance Office for items of value owned by a student organization or for items rented or leased by a student organization (musical instruments, sound equipment, staging, etc). The Insurance Office's website for more information.

<http://vpf-web.harvard.edu/rmas/insurance.html>

### *Automobile Insurance*

The University does not provide automobile insurance for students using personal vehicles for student organization business. If an incident or accident occurs, the owner of the vehicle would be required to use his/her personal automobile insurance to cover the incident. If the owner of the vehicle does not have adequate limits of insurance, a claim could be made against the individual operating the vehicle. Any student using his/her own vehicle, a family vehicle, or a friend's vehicle should be aware of this prior to agreeing to drive for a student activity. Student organizations that are uncomfortable with this personal responsibility are encouraged to rent car, van, or bus through an agreement we have with a local rental company. (For more information, see Transportation Options)

## **Emergency Protocol for incidents that occur during student organization trips or off campus activities:**

In the event of an accident, emergency, sickness, or hospitalization affecting any Harvard students during a student organization trip, it is important that you immediately contact HUPD at 617.495.1212 to notify the College of the incident. The purpose of this protocol is improve communication and ensure that the College can arrange appropriate support for the individual student(s) affected by the incident.

### **Section III: Financial Management**

There are many elements that contribute to sustainable organizations. Strong financial management, combined with adequate resources, can go a long way toward achieving sustainability for your organization. To emphasize the importance of strong financial controls, the College requires officially recognized student organizations to submit a copy of their previous year's financial report along with the proposed budget for the coming year as a part of annual re-registration in October.

The Office of Student Life may also request your organization to submit its bank statements for review. It may also require an audit of your organization's finances by an independent accounting firm or Harvard's Risk Management and Audit Services Department. An audit is a good way to re-educate your organization about proper financial management and can provide suggestions on improving your organization's financial management techniques.

#### **Officers' Responsibilities: Checks and Balances**

Your organization is responsible for its own finances and financial records. The College will provide guidance, if needed, but the responsibility rests with the leadership of the student organization. In order to maintain good financial control, it is necessary for more than one person to hold responsibility for financial transactions. The philosophy of checks and balances is an important one to maintain because Harvard College holds all officers responsible for any debts incurred on behalf of the organization if the organization does not have sufficient funds to pay for an expense.

#### **Sample Financial Documents**

The Office of Student Life has provided sample financial documents on its website, located under the Finances and Fundraising Section.

#### **Tax Reporting Regulations**

##### *Tax-Exempt Status*

Student organizations are not Federally Tax-Exempt Non-profit Organizations. Only the federal government can confer charitable status on an organization. Filing for charitable status (501(c)(3) status) is a lengthy legal procedure which then commits the organization to the rigorous annual reporting procedures required by the IRS. Because of the annual reporting requirements and the frequent turnover of student leadership, we do not encourage student organizations to file for charitable status.

If your organization is registered with the IRS as a non-profit 501(c)(3) corporation, you must file special financial reports annually with the Secretary of State in the Commonwealth of Massachusetts (Form PC) and with the IRS (Form 990). (PLEASE NOTE: being a charitable non-profit organization is NOT the same thing as being tax-exempt in Massachusetts.) [www.sec.state.ma.us/cor/coridx.htm](http://www.sec.state.ma.us/cor/coridx.htm)

##### *Consultant Payments*

Most student organizations do not pay salaries to their members, or hire consultants. No earnings of an undergraduate organization may accrue to individual members. (If your

organization would like to pay a salary to a member or provide another form of remuneration, you must first obtain approval from the Office of Student Life. Salaries will ordinarily conform to the standard wage for student employment, although special consideration may be given for an organization's manager.)

If you hire or contract with someone for a service to your organization (e.g. a coach, an accompanist, or an event planner) and that person's single or cumulative payments exceeds \$600 in a year, you must submit a 1099 Form reporting that payment to both the consultant and the IRS. (This threshold amount is determined annually by the IRS and should be confirmed by your organization.) Form 1099 can be obtained at [www.irs.gov/pub/irs-pdf/f1099msc.pdf](http://www.irs.gov/pub/irs-pdf/f1099msc.pdf).

### **Student Organization Gift Accounts**

Student organizations receive vital financial support from alumni/ae and private contributors as well as corporate donations each year. Because most of Harvard College student organizations are not incorporated as 501(c)(3) organizations and are therefore unable to accept tax-deductible contributions, some student organizations may want to open Gift Accounts with the College. By opening a Gift Account and depositing donor contributions directly into this account, Harvard University accepts tax-deductible contributions from donors on behalf of the student organization. The donor receives an acknowledgement of the receipt of the gift from the University's Recording Secretary's Office.

In order to establish a gift fund with the University, you must first receive permission from the Office of Student Life. Once approval is given, you must bring your first donation check in person to the Office of Student Life for processing. This first gift will be used to establish the fund and all subsequent gifts will be placed into this new account. Each account has a number and will be given to the officers of the organization. This account number needs to be referred to when making requests for withdrawal. The College will consider requests to establish a gift account for those organizations that have a proven and sustained contribution to the Harvard College community. Rarely will a request to open a gift fund for a new student organization be approved. For information about how to make a gift account deposit, please see the Office of Student Life website.

#### *Tax Deductible Contributions*

Funds raised and deposited into Gift Accounts must be solicited in compliance with the tax-exempt status of Harvard University, furthering the mission of an educational institution. Only contributions and gifts may be deposited into these gift funds (no sales income, ticket profits, etc). Contributions need to be for activities of the organization, and, usually, no goods or services may be provided in exchange for these gifts (subscriptions, tickets, tee shirts, etc), If goods or services are provided to a donor, the donor must be notified of the cost of those services so that he or she may deduct them from the overall total gift for tax deduction purposes. (IRS Publication 526 describes certain membership benefits and tokens that do not affect tax deductibility.)

Please remember that sales from advertising and other goods are not donations and should be deposited directly into your Harvard University Employee Credit Union bank account.

Membership dues are also not considered gifts, are not tax deductible, and cannot be deposited into Gift Accounts.

If your organization is conducting a phone-a-thon, you should not at anytime accept a donor's credit card number. Rather, you should direct your donor to the Harvard University credit card site. If the donor is having difficulty charging on-line, direct them to contact the Recording Secretary's Office at (617) 495-1750 for assistance. In accordance with the University's Data Security policies and vendor credit card certification compliance rules, organizations should not accept, store, or transact credit card gifts.

#### *Gift Account Policies*

Donations are being made to Harvard for your student organization and therefore Harvard has the fiduciary responsibility for those gifts on behalf of your organization. Acting for Harvard, the Assistant Dean of Student Life must approve all expenses made with these funds to confirm that gifts are spent for appropriate expenses. All receipts and invoices should be kept, as these may be required for IRS auditors.

It is important for student organizations to allow plenty of time for a check to be cut from these accounts once your request for funds is made. Typical processing from the time funds are requested to the time a check is ready for deposit into your Credit Union bank account is three weeks. There are periods of the University's fiscal year when processing time may take longer. Please plan ahead. For information about how to make a gift account withdrawal, please see the Office of Student Life website.

University Gift Accounts earn interest on any unspent balances, which is credited at the end of each fiscal year in August. Student organizations are not charged a tax on their gift funds. As of 2010-11 this exemption from the FAS Policy on taxing gift funds remains.

#### **Student Organization Endowment Funds**

The Office of Student Life will entertain requests by student organizations to establish an endowment fund with the University. The College will consider requests to establish an endowment account for those organizations that have a proven and sustained contribution to the Harvard College community and for which their history at the College suggests that they will be in existence for many years to come. Rarely will requests to establish an endowment fund by new organizations be approved. Endowment funds are accounts, which are established with a long-term goal of providing yearly income to subsequent generations of student organization officers.

Endowment gifts are held in perpetuity and only the income generated by investing the gift may be spent by the student organization. A donor does not expect to receive any benefit in return for giving such a gift to the organization. In most cases the principal is invested in the endowment pool and units are assigned to individual endowment funds.

Income generated by investing the principal (gifts) becomes available for the organization for current use spending. The income must be spent according to the terms set forth by the donor.

Income is distributed annually based on the University spending policy and the units held by

the fund. The annual income is called the treasurer's distribution and it is posted to the individual endowment accounts in August of each fiscal year. The President and Fellows of Harvard College ("The Corporation") sets the treasurer's distribution rate each year. This rate is non-negotiable. Endowment income is also subject to an Administrative Expense Allocation (AEA) charge each fiscal year of 11.10% of the annual treasurer's distribution. For example, if the payout in August were \$100, the Administrative expense would be \$11.10 for the year. The income available to the student organization, then, would be \$89.90. This charge is also posted in August each year. Because only a percentage of the income is paid out each year, the remaining income earned by the fund may be added to the principal of the fund.

#### *Establishing an Endowment Account*

To establish an endowment fund at the University, the student organization must raise a minimum of \$25,000 from charitable contributions. Gift fund accounts that have reached this level may also be converted into an endowment account.

Student organizations that wish to establish an endowment must first receive permission from the Office of Student Life. Then, they may begin raising the funds needed to establish the endowment. The organization must also agree to the terms of the endowment, which will be used as legally-binding terms for how the fund and its income will be used for perpetuity. All terms must be approved by the Student Organization President, a Dean of Harvard College and the Recording Secretary.

#### *Endowment Account Policies*

Once the endowment income payout is credited to the fund, it can be used upon request, using the student organization withdrawal request form. Just like student organization gift accounts, the Assistant Dean of Harvard College must approve all requests for spending, ensuring that the funds are used according to the terms of the fund and the educational mission of Harvard University. For information about how to withdraw funds from your endowment account, please see the "Finances and Fundraising" section of the OSL website.

Student organizations may request the balance of their fund at any time. If a student organization does not spend all of the income paid out in a given year, the balance will carry over to the next year and be available for spending. Additionally, any income balance carried forward from a prior fiscal year (June 30th) will earn interest, which will also be credited in August of each year. If a fund carries a deficit balance forward from a prior fiscal year, it will be charged interest (at the same rate interest is earned). This charge is also posted in August.

### **Banking with Harvard University Employees Credit Union**

Officially recognized student organizations are required to bank only with the Harvard University Employees Credit Union (HUECU) located at 16 Dunster Street. The Office of Student Life has negotiated an agreement with HUECU to provide free checking and savings accounts for all officially recognized student organizations of Harvard College. HUECU provides:

- Free, electronic statements, along with images of cancelled checks, electronically delivered monthly to your student organization. Your organization may save these statements to a storage media or print them out for record keeping.



- Free, automated 24-hour telephone banking to check your organization's account balances, make account transfers (from savings to checking and vice versa), and more.
- Six months of searchable statements available online.
- Dual signature checks, which comply with the Office of Student Life requirement that two officers of the student organization must sign all checks (ideally the President and Treasurer of the organization).
- Availability of higher interest-bearing accounts for student organizations with substantial assets. (See HUECU for more details.)
- A dedicated account service representative for all student organizations.
- Satisfaction of working with a not-for-profit credit union.

#### *ATM/Debit Cards*

Student organizations are permitted to use ATM/debit cards with their accounts. Student organizations must request a debit card from HUECU and the card must be in the name of the President, thus allowing sufficient accountability of the expenditure of those funds. Only one card per student organization will be issued. Each card will expire at the end of the semester unless otherwise notated at the time of application. Each replacement card will cost \$5 and be deducted from the organization's checking account. (The President should make all purchases and, all purchases should be verified by the Treasurer during monthly account reconciliation. Organizations should not allow purchases to be made by the same person who reconciles the account.)

Student organizations should limit the use of ATM and debit cards since they rarely provide the paper trail that is helpful in accounting. The use of an ATM to withdraw cash to purchase supplies should also be discouraged since mis-management of organization funds may occur more easily. Subsequent officers may also find it difficult to understand organization expenses without paid invoices and appropriate paperwork. ATM and debit cards should be limited to purchasing on-line merchandise or to provide a deposit for a service. Daily limits for ATM and debit cards are \$1,000 for cash withdrawals and \$3,000 for point-of-sale purchases (retail stores and vendors).

#### *Changing Account Signers*

At least one current signer must be present to add or remove additional signers to an organization's account. To add or change signers, student organizations should obtain an account change letter from the Office of Student Life and complete a new deposit resolution form and signature card at the HUECU. This ensures that HUECU has the most updated information for each account and signer. If all current signers on file have graduated and left the College, please bring documentation proving the signer's elected position to the organization to the Office of Student Life and obtain an account change letter.

The Office of Student Life requires at least two signers on each account; however, there is a limit to the number of signers that can be listed on an account. However, each time there is a change to any of the signers listed on the account, the new signers will be required to sign the deposit resolution and signature card. It is recommended that each account have only two to three signers at a given time.

Due to state and federal banking regulations, the HUECU cannot provide checking reserve lines, credit cards, or any lending products to organizational accounts.

A representative from the student organization may pick up the paperwork necessary to initiate an account from the Harvard University Employees Credit Union branch located at 16 Dunster Street, or on-line at [www.huecu.org/student-banking/huecu-student-organization-account,84.html](http://www.huecu.org/student-banking/huecu-student-organization-account,84.html). All student organizations will be required to have two co-signers for each account, an EIN number and a letter from the Office of Student Life verifying that your organization is officially recognized by Harvard College.

### **Obtaining an Employer Identification Number (EIN)**

An Employer Identification Number (EIN) is a nine-digit number that the Internal Revenue Service uses to identify those required to file various business tax returns. EINs are used by a wide variety of employers, sole proprietors and corporations, as well as by non-profit organizations (which most student organizations at Harvard College are considered to be for banking, but not tax, purposes).

Student organizations wishing to open a bank account must apply for an Employer Identification Number (EIN) by completing the SS-4 form "Application for Employer Identification Number" published by the Department of the Treasury. (Student organizations should apply for and receive an EIN online at [www.irs.gov/businesses/small/article/0,,id=102767,00.html](http://www.irs.gov/businesses/small/article/0,,id=102767,00.html).) Most types of organizations can be found under the option to "View Additional Types, Including Tax-Exempt and Governmental Organizations."

Once you receive this EIN from the electronic process above, your organization can use this EIN number to open a checking account at HUECU.

Organizations should not open a checking account using an individual's social security number. The financial burden of that account then rests with that individual and they become responsible for claiming any interest accrued on that account on their own taxes. They also become responsible for the account if there is a problem with the account.

While the online SS-4 form requires the individual to enter his/her Social Security Number (SSN), it is still the EIN that is used to open a checking account, not any individual's SSN.

If filling out the paper SS-4 form, simply leave blank lines 7a and 7b.

Student organizations are not permitted for any reason whatsoever to use Harvard University's EIN, tax ID, or tax-exempt numbers for these same reasons.

### **Financial Training Seminars**

Each fall semester at least one officer of each student organization must attend a financial training seminar offered by the Office of Student Life. This required training will cover general accounting concepts, important information about keeping records, and other critical business information regarding contracts, annual filing requirements, etc. Information regarding these workshops will be sent to all student organization Presidents and Treasurers in the early fall term. All Officers are responsible for understanding the information in this

Handbook for Student Organizations and for any additional information presented at the training seminar.

### **Planning for the Fiscal Year**

The officers of each student organization must determine for themselves an optimal time at which the finances for the organization should be wrapped up for the year. This decision may be based on any number of factors such as the primary activity of the organization, the end of the academic year, or prior to or after the election period of new officers. Harvard University's fiscal year is July 1–June 30.

### **Periodic Reporting**

Officers should and must know the financial standing of the organization (income, expenses, encumbrances, etc.) at all times throughout the year in order for the organization to make accurate decisions about future events and expenses. Depending on the complexity of your student organization, the Treasurer should make no less than one formal report each semester to the other officers of the organization (and/or members, depending on the organization's constitution). The report must be reviewed and approved by the officers. All officers should give signed approval of these reports. (Please note that officers will be held responsible whether or not these approvals are made.) The lack of attention and accountability of financial matters is viewed by the Office of Student Life as neglect by all officers of the organization. (See below for a sample financial report.)

### **Budgeting**

At the beginning of each fiscal year, the officers should plan the potential activities of the year and create a budget for each of these activities. This budget will then provide a general basis to determine how all funds of the organization will be used in the coming year. Be certain to document the key assumptions you have made in creating your budget, including ticket price, projected number of sales, etc.

The document should include:

- Last year's actual expenses and income.
- The present year's budget (projected expenses and expected income).
- The present year's actual year-to-date-total expenses and income.
- The variance between budgeted and actual expenses and income.

A detailed budget must be uploaded to the Student Organization Portal once a year as a requirement of re-registration.

### **Collecting Income**

Cash receipts include all revenue collected by your organization including cash, checks, wires and Paypal transactions. Whenever possible, it is important that actual cash not be used by your organization—using cash for transactions prevents accountability of officers and is difficult to track and document. Your organization should request that income to your organization be in the form of a check or cashier check, made payable to your organization. (N.B. If you have a Harvard University Gift or Endowment Account, donation checks should be made payable to “Harvard University” with the name of your organization in the memo line.) All revenue must be deposited in the organization's bank account and recorded in the organization's Cash Receipts Log Sheet (see below) immediately upon receipt. Checks

should be deposited frequently (at least weekly or as cash accumulates during a collection week).

Tickets to events are like cash and you are encouraged to use the Harvard Box Office whenever possible.

It is important for individual members selling tickets to understand that they are responsible for the tickets in their possession and for the income generated by the sale of those tickets. Similarly, they are responsible for the cost of these tickets if they are not returned. Tickets should have consecutive numbers pre-printed on them as a means of monitoring the number of tickets sold. If your student organization is not using a professional box office, the Treasurer should record the run of numbers distributed to each individual ticket seller. The seller is then responsible for those tickets and the income generated by their sale.

A Cash Receipts Log Sheet (see below to download) can help individuals selling tickets maintain clear records of their total sales. The seller should reconcile the Cash Receipts Log Sheet with any unsold tickets and return the log sheet, income, and the remaining unsold tickets to the Treasurer. The Treasurer should review any discrepancies.

Individuals responsible for selling items must:

- Immediately record all cash and checks received on a log sheet. Cash and individual checks must be entered separately. Checks must be made out to the organization.
- Endorse all checks immediately in the name of the organization. (Your organization should obtain a rubber stamp that reads: “For deposit only, {name of organization, Harvard University Employees Credit Union and account number}”.)
- Secure all cash and checks in a locked box or drawer. The Harvard University Police Department is able to secure cash receipts in its office overnight following evening events, if advance notice is given.
- Observe the principle of checks and balances when tallying and depositing the cash receipts through the separation of duties.
  - Individuals responsible for tallying receipts must maintain a copy of the log sheet and provide the original copy, with all cash and checks, to a second officer, to be deposited. Both the second officer and the individual must be present when the final count and transfer occurs. Never count cash alone.
  - The second officer must deposit the receipt immediately. The log sheet must be filed with the month’s documentation for reconciliation.

### **Paying Bills**

Cash disbursement (or “accounts payable”) is the process of paying the expenses of your organization and entering those payments in your financial record. (Organizations might wish to consider purchasing financial management software to simplify record keeping and reconciliations.) Payments or reimbursements should only be used for expenses that are for the purpose of the organization, as the organization has defined its mission in its constitution. In other words, student organizations are not permitted to use the organization’s bank accounts for individuals’ expenses.

By following some simple guidelines, your organization will be well on the way to good financial management.

## DO

- Pay bills with checks, not cash.
- Require two signatures to make a check valid.
- Keep good documentation of bills received and paid.
- Pay within the vendor's terms and avoid interest charges.
- Stamp or mark invoices "paid" to avoid double payments.
- Reconcile checkbook register and bank statement balances monthly. (Student organizations can facilitate this by viewing their statements online at any time through their Harvard University Employees Credit Union account.) The President of the organization should sign the reconciliation documenting their review.

## DON'T

- Pay for personal expenses with organizational funds.
- Pay bills twice (always mark invoices PAID once payment is sent).
- Pre-sign blank checks.
- Write checks payable to cash (except in the case of petty cash).

## Procedures

### *Invoices*

To pay an invoice (bill) directly to a vendor, the member requesting the payment must submit a completed "Check Request Form" to the Treasurer (download below). The form must be submitted with the original invoice, which clearly documents the nature of the expense, and packing slip (if applicable). In order to avoid duplicating payments to vendors, never pay from invoice copies or statements. This is a common error by student organizations. Always request new invoices from the vendor if necessary. Keep invoices on file for five years.

### *Personal Reimbursements*

To reimburse a member of your organization, the member must submit to the Treasurer a completed "Check Request Form," an original receipt that clearly documents the nature of the expense, and a copy of the canceled check.

### *Paying Invoices*

The Treasurer should pay invoices on or before the invoice due date or within 30 days, using the following procedures:

1. Approve the expense.
2. Match the "Check Request Form" to the invoice and packing slip or receipt and canceled check.
3. Complete the check and request a signature from the co-signatory.
4. Write the invoice number on the check for payment or attach a copy of the receipt to the check.
5. Place the check number and the date paid on the "Check Request Form".
6. Send the check to the vendor or to the member requesting reimbursement.
7. Enter payments into the checkbook register.
8. File the invoice/receipt with the "Check Request Form" by vendor name.
9. Mark invoices 'PAID' with date to reduce risk of double payment.

### *Voiding Checks*

If a check is written incorrectly, void it immediately by writing “VOID” across the face of the check and crossing out the signatures. Then file the voided check in sequential order with the canceled checks. Enter the check in the checkbook register as usual and write “VOID.”

### *Petty Cash Fund*

If the officers of an organization strongly believe that some readily available cash is necessary to effectively run the organization, clear procedures must be instituted to track the flow. Petty cash disbursements are the only cash disbursements your organization should permit.

A petty cash fund simplifies reimbursements for small or unexpected expenditures. Do not use a petty cash fund as an operating fund—such as for paying invoices for goods or services, or making advances or loans to any person. Petty cash funds must be kept separate from other funds.

- For a one-time, special event petty cash fund, organizations may have money on hand to pay for travel expenses, to make change at an event, or to use overseas. The organization should keep detailed records of these petty cash fund expenses and close out the fund at the end of the event.
- For more on-going petty cash funds, organizations should not have funds in excess of \$50 and should only use these funds to reimburse members for small expenses. To establish a petty cash fund, the Treasurer prepares a “Check Request Form” made out to “Cash,” documenting the check in the checkbook register.
- The petty cash fund must be kept in a secure location where only its custodian (the Treasurer) can obtain it and a separate ledger for the petty cash fund must be created.
- Petty cash is a separate fund from all others, requiring a distinct form, the “Petty Cash Voucher,” (download below) to disburse the funds. These vouchers must be stored in a separate location from the petty cash fund as must the ledger of transactions.
- To withdraw from the petty cash fund, the person requesting the reimbursement fills out a “Petty Cash Voucher” and attaches the supporting original receipts.
- The completed form and receipts are then submitted to the Treasurer who reviews and approves the voucher before disbursing the cash. The person receiving the cash also signs the form to confirm acceptance of the cash payment. The Treasurer files the voucher.
- Replenish the petty cash fund when the cash level is low (around \$10). The Treasurer must first reconcile the fund and then complete a “Check Request Form.” The second authorized signer would review the Petty Cash Reconciliation Form (download below) and then write out a check for the necessary amount.

### *Purchasing*

One or more individuals in your organization, usually only officers, should be authorized to order goods and services. Only those people should make purchases on behalf of your organization. If your organization is continuously ordering a large quantity of goods, contact different vendors to get estimates. Student organizations should compare for the best prices and service for your order. It might also make good financial sense to apply for membership to a wholesale club.

## **Financial Reporting**

### **Year-To-Date Financial Reports**

The Treasurer must prepare a financial report at least each semester and at the end of the term of office. The financial report provides information about that period's financial activity and a year-to-date summary. One copy should be submitted with the student organization's fall re-registration with the Office of Student Life. The financial report should include the following:

- Balance sheet as of the end of the previous month.
- Statement of income and expenses for the entire fiscal year or fiscal year-to-date.
- Comparison of budget and actual income and expenses.
- Explanation of significant variances from budget.

### **Transition of Officers**

The outgoing Treasurer should complete the following checklist prior to leaving office:

- File all financial records for the past year (receipts, monthly statements, etc.). Student organization records should be kept a minimum of five years.
- Complete the financial report.
- Review the financial report with the new Treasurer; submit one copy to the Office of Student Life upon annual re-registration. Discrepancies and resulting actions should be documented in writing.
- Reconcile all debts or have a written plan on file describing how any debts will be settled in the future.
- Change co-signers on the organization's bank accounts at Harvard University Employees Credit Union.
- Deliver all bank statements, checkbooks, and other financial information to the new Treasurer.

One of the most important ways of supporting an organization is through the maintenance of good financial records. Clear financial records and procedures help to ensure that the funds are used in accordance with the goals of the organization and ensure that officers of your organization prioritize the activities for the year. The documents can also act as historical records, providing information on which past events were successful, which vendors had the best prices, and when activities took place.

### **Student Organization Filing Requirements**

Student organizations are viewed as legally distinct from Harvard University and must independently comply with federal and state laws, including various filing requirements. A memorandum from the Office of General Counsel provides a summary of certain basic legal requirements affecting student organizations. The memorandum can be found at: [www.ogc.harvard.edu/legal\\_info.php](http://www.ogc.harvard.edu/legal_info.php)

## Section IV: Fundraising

Fundraising is not an end in itself. Funds should always be raised to support an organization's mission or to underwrite operations or programs, based on current or forecasted needs.

All student organizations need resources. Sustainable organizations have developed sound processes that can ensure a consistent flow of resources over time.

Resources can include:

- in-kind contributions (food, equipment, space, technical assistance)
- awarded contracts (agreements to accomplish specific actions)
- pledges (agreements to provide resources at a specific time in the future)
- sales of tickets or merchandise; and contributions (restricted or unrestricted) from people, businesses, and/or foundations.

These resources can be obtained both on-campus and off-campus and through a variety of techniques including proposals, telethons, direct mail, annual giving, endowment campaigns, events, and sponsorship.

Student organizations sometimes want to raise funds for their own organizations or to help nonprofit organizations. Organizations must first receive permission from the Office of Student Life in order to fund raise. If funds are being raised for a nonprofit organization, documentation of the tax-exempt status of the organization will be required. Permission from each House is required in order to distribute information or to collect funds.

### Fundraising in the Houses

Fund raising in House dining halls is at the discretion of the Houses.

Houses do allow information distribution and occasional fund raising, by permission only. Student organizations should contact each House Office individually: mass e-mails to Masters are not appropriate or permitted. Whenever possible, contributions collected for nonprofit organizations should be made by checks, made payable to the agency.

### Harvard Rules and Regulations

As a recognized student organization, you need the permission of the Office of Student Life in order to raise funds from: alumni or other individuals; businesses or corporations; foundations; government grants and contracts; and special events (on campus or off). The Office of Student Life is here to help you. Requests for permission to fundraise should be submitted to the Assistant Dean of Harvard College for Student Life. Appointments can be scheduled by contacting [osl@fas.harvard.edu](mailto:osl@fas.harvard.edu).

#### *Budgets and a Plan*

Before you make an appointment to speak with someone in the Office of Student Life about your fundraising needs and plans, your organization must develop and document a plan including current budgets for the entire organization and the specific project if applicable. Project budgets should include both projected expenses and income. Please use the budget template provided on the Office of Student Life website.



### *Scope*

Depending on the scope of your fundraising plan, the Office of Student Life will advise you of next steps. For example, if you plan to contact alumni of your organization, no special provision is needed (unless you are planning a major endowment campaign). If you plan to hold a fundraising event on campus, you will need to register your event and obtain the permission of the House or building where the event will take place as well as all appropriate City of Cambridge licenses. (See section on Acquiring Licenses for Events).

### *Alumni and Other External Constituents*

If you plan to contact other alumni, individuals, foundations, or corporations, the Office of Student Life will connect you with the Harvard College Fund (HCF) after meeting with your organization to review the plans. (The HCF is the department that raises funds from alumni to benefit areas such as financial aid, faculty salaries, and the undergraduate experience). HCF will schedule a time to meet with you to discuss your plans. Since Harvard is an active fundraising organization, it takes pains to be sure that outside organizations and persons do not receive multiple requests from Harvard.

### *Disaster Relief, Charity Good Drives, and Raising Funds for Others*

Students sometimes want to collect goods to help domestic and emergency relief drives. However, without adequate collaboration with an established relief agency that can distribute the collected goods, such efforts are often a waste of time and goods. By collaborating with an established relief agency, you can be sure that the goods you collect are needed and that a means of distribution is available. Do not collect cash: instruct donors to make checks payable to the relief agency with which you are collaborating. Make certain that you have obtained permission from building supervisors before setting up collection points in Harvard buildings. Be sure to establish a pick-up date and get appropriate permissions for parking from the House or University Operations for Harvard Yard.

***Student organizations that raise funds to give to other non-profit organizations or NGO's must exercise care in selecting their recipient organizations. You are responsible for accurate representation of the recipient organization to the donors and due diligence in seeing that the donated funds are used as represented. Research and documentation of the recipient organization's charitable status should be on file with the student organization and available to the Office of Student Life.***

### *Maintaining financial records*

It is particularly important for organizations to keep scrupulous records of all contributions and income received, and the purposes for which the money was donated. The Office of Student Life will provide financial training in the fall and spring semesters as well as advise organizations on recommended financial procedures.

## **Local, State, and Federal Regulations**

### *Tax Deductibility for Donors*

Your student organization cannot confer tax deductibility to donors who contribute to your organization unless your organization has an IRS determination letter and has become a 501c(3) charitable organization. If you have donors who require tax deductibility, make an appointment with the Assistant Dean to discuss the possibility of opening a Harvard College gift or endowment account for your organization. With such an account, contributions may

be made to Harvard University but restricted to your organization. Contributions to such accounts will be registered with the Recording Secretary of Harvard University who will send your donor an official receipt from Harvard University. (For gifts over \$250.00, the IRS requires that the donor have an official receipt on file from the charitable organization stating that no goods or services were received in exchange for the donation). Of course your organization should also send its own acknowledgment letter to the donor, again stating that “no goods or services were received in exchange for the donation”.

#### *Massachusetts Sales Tax Exemption*

Unless your organization is incorporated as a non-profit organization and/or has a determination letter from the IRS, your organization is not eligible for a sales tax exemption. If you are a non-profit organization, you must file for a Certificate of Exemption, Form ST-2.

Harvard University is exempt from paying state sales and use taxes for purchases of items and services used during the normal course of University business. Since Harvard’s sales tax exemption is for University business, the goods and services must be paid for with University funds in order to be granted the exemption by the vendor. Purchases are only exempt from sales tax when the Certificate of Exemption is presented to the vendor and the payment is made directly by the non-profit organization. Purchases made by individuals on behalf of an exempt organization are taxable, even if the individual is reimbursed later by the exempt organization.

#### *Public Sales, Solicitations, Admission Charges, or Raffles*

If you plan to earn income through a raffle, or through public sales of subscriptions, tickets to functions, or sales of recordings of recognized organizations, you need permission from the Office of Student Life AND from the manager of the facility being used (i.e. Campus facilities, a House, the Science Center).

Register activities in front of the Science Center, through <http://usodb.fas.harvard.edu> and click on rooms.college. All solicitations and canvassing must be carried out between the hours of 10am and 6pm on weekdays only. No solicitations are allowed prior to the first day of classes for the fall term. Exceptions may be made only by the Office of Student Life.

#### **Poker Tournaments, Casino Nights, etc**

Per City of Cambridge ordinance prohibiting “games of chance,” poker and other gambling activities are not permitted. Because of this city law, the Office of Student Life will not permit any poker tournaments, charity benefits, or campus-wide social event with poker games present. Similarly, House Committees may not hold House poker tournaments or other games where gambling is present.

#### **Funding Sources**

There are many departments that have small grant programs for which your organization might be eligible. Be sure to check out the web sites of the Centers and Departments at the University also.

#### *Common Grant Application*

A Common Grant Application exists so that student organizations may apply to one or more of the 13 granting bodies without having to file separate grant requests. Information is available on the following types of grants:

- Ann Radcliffe Trust
- Club Sport
- COOP Public Service
- DAPA (Drug and Alcohol Peer Advisers)
- Dean of the College's Student Life Fund
- Harvard Foundation for Intercultural and Race Relations
- Harvard Office for Sustainability Student Grants
- Institute of Politics (IOP)
- Office for the Arts (OFA)
- President's Public Service Fund (PPSF)
- Student Organization Center at Hilles (SOCH)
- UC Retroactive
- UC Upfront

Do NOT apply for all grants at once. Please read the specific description of each grant to determine if your organization is eligible to apply. Each grant has its own deadlines and may require supplemental application materials. You must be certain to follow the specific instruction for each grant to which you apply. You can access the Common Grant Application at [grants.college.harvard.edu](http://grants.college.harvard.edu)

#### *Harvard College Grants Policy for Student Organizations*

Student organizations with Employer Identification Numbers (EIN) are eligible to receive checks issued prior to expenditures (if allowed by the granting organization). Checks should be made payable to the student organization, if the organization has a bank account. If the organization does not have a bank account, checks may be made payable to an individual member (if appropriate documents and an award letter from the granting body are submitted). Checks given to students must be accompanied by a statement indicating that it is the responsibility of the student organization receiving the grant money to retain documentation, including original receipts, for the money spent. Any expenditure not documented with a receipt must be returned to the awarding office.

Student Organizations Without EIN (as well as individual students and informal organizations of students) may be reimbursed for expenses incurred. The University has strict requirements for reimbursements and the office awarding the grant is responsible for guiding students through the process. A check request form voucher must be submitted to Accounts Payable, along with proof of payment documentation (original, itemized receipts for items purchased using cash or credit cards). For items purchased with a check, it is also necessary to submit a copy of the canceled check.

#### *Grant Writing Tips*

Successful grant writing requires preparation. By allowing adequate time to prepare your request, your organization can avoid making common mistakes.

### Most Common Grant Mistakes

- Inadequate or inaccurate financial information.
- Failure to meet the application guidelines.
- Poor organizational record keeping. Failure to print a copy of the submitted application for the organization's files.
- Incomplete information—missing dates, lack of contact information, etc.
- Poor project descriptions.

### Earned Income Opportunities

Student organizations have developed a number of ways to raise funds for their organizations through activities that allow other students to participate. Auctions, benefit concerts, donations by other student organizations, sales of t-shirts and merchandise all have the potential of raising funds for the student organization and publicizing the work of the organization through wide student-involvement.

### Dorm Crew

Student organizations should also consider engaging members in working for dorm Crew and donating wages to their organization. Fundraising work is available September - June. The student-run division of Harvard's Facilities Maintenance Operations offers a fundraising program to any student organization interested. Organizations come in for a training session and are then assigned to work in different Houses or dorms, Monday - Friday from 10am-4pm. Some weekend work may also be available. Students can work as many hours as needed for the fundraising project, so long as work is available. The pay rate is \$11.80 per hour. For more information, contact the dorm Crew Office at [dorm\\_crew@harvard.edu](mailto:dorm_crew@harvard.edu) or 495-5569.

### Individual Donors

One of the oldest and most important maxims in fundraising is that "people give to people". When you consider that nearly 90% of all money contributed to non-profit organizations in the U.S. (including bequests) comes from individual donors, it becomes abundantly clear why individual donors are extremely important.

In addition to the total amounts contributed, individuals also provide the most flexibility in their terms. Usually there are no special restrictions on the type of things to which individuals will donate, unlike most corporations and foundations. Individuals will give to support annual operating expenses, projects, salaries, special projects, or other needs. Individuals also are goodwill ambassadors for your organization, helping to spread the word about your organization to friends, family, and alumni. (Individuals also work in corporations and foundations and can influence decisions!)

### *Identifying Potential Donors (Prospects)*

Common sense suggests, and fundraising experience confirms, that people are more likely to give when they have a personal connection to the organization or the solicitor. It is also true that the person most likely to contribute to your organization is someone who has already donated once. Therefore, when generating a list of people to solicit, start with your organization's core supporters and work outward to friends, relatives, alumni, clients, and then to the friends of those people.

### *Asking Students for Contributions*

Your fellow students are frequently interested in supporting activities by their peers and often respond to special events (e.g. benefit concerts, films, dances) as well as requests to contribute their time. Just keep in mind two things:

- Fundraising on campus requires a variety of permissions, depending on the type of event.
- Mass e-mail messages, for whatever purpose, are prohibited by College regulations.

### *Asking Alumni for Contributions*

Successful fundraising starts with identifying your alumni, communicating with them regularly, and keeping accurate records of their contributions and their addresses. The Harvard College Fund (HCF) at the University Development Office can help by facilitating communication with your alumni. Contact [osl@fas.harvard.edu](mailto:osl@fas.harvard.edu) to initiate communication with the HCF.

### *Creating Alumni Lists*

You must get permission from the Office of Student Life to access alumni information for your organization. The HCF can only generate a list if your alumni are “tagged” in its database. To create a “tag”, you must provide the HCF with an electronic list of alumni, which must include first name, last name, and class year. In an effort to maintain the accuracy of your alumni records, your organization must send the HCF an electronic list of graduating members each year. If you are not sure that your organization has such a list in the HCF database and/or whether it is accurate, you may request a list and check it against your own records. (N.B. The HCF reserves the right to exclude certain alumni from a mailing list based on a number of considerations, including if the alumna/alumnus has asked to be removed from mailings or is being solicited by other Harvard fundraising entities. The latter is normally done only when large amounts are sought).

In order to obtain labels for your organization’s alumni, you must first have a draft of any correspondence you wish to send to them. Then, you must submit the content of the letter to the Assistant Dean of Student Life for review and approval. A meeting may be required to discuss the content, the purpose for mailing it, and your proposed timeline. You should allow at least one month between this meeting and when you anticipate sending the correspondence to alumni.

After approving the content of the letter as is or asking for edits to be made, the Assistant Dean will complete the necessary paperwork and request that you contact the Assistant Director of Undergraduate Programs of the HCF to gain his/her approval. Once he/she approves your correspondence and produces mailing labels, your organization must schedule a time to affix your mailing in the Harvard College Fund office.

Organizations with alumni already tagged in the database can expect labels in two-three weeks. Organizations who need to update alumni constituencies must send an electronic list of alumni to be “tagged” to the HCF. Once these alumni are tagged in the system, an organization can expect labels in three weeks. There is no fee for printing labels; however, student organizations must cover other expenses and labor associated with the mailing (i.e. postage).

**Please note that student organizations may not ask for more than \$5,000 from any individual donor. Special permission must be obtained from the HCF to solicit larger gifts.**

### **Electronic Fundraising**

#### *E-mail Fundraising*

You may contact your alumni and other donors by e-mail once you have received permission to fundraise from the Office of Student Life and the Harvard College Fund. However, the HCF does not supply e-mail addresses of alumni. Your organization must collect such information on your own. If you intend to solicit contributions by e-mail you should include an “opt out” link by which individuals can request to be removed from the e-mail list.

#### *Electronic Fundraising*

Harvard College student organizations may use the hcs.harvard.edu domain for web sites. These web sites should clearly identify the organization as a student organization. There are specific rules regarding web sites and corporate advertising. (See sections on Use of Harvard's Name and Corporate Sponsorship and Relationships).

If your organization plans to fundraise over the internet, you should be certain that you take all necessary precautions to protect the privacy of your donors' information and the security of their donations. Personal and financial information about donors' credit card numbers and SSN's are confidential and are protected by law and by Harvard Policy. Harvard's rules about protecting confidential information may be found at [www.security.harvard.edu](http://www.security.harvard.edu). No member of the Harvard community is permitted to store SSN's, credit card, or personal bank account numbers in any way relating to Harvard or Harvard-sponsored activities such as fundraising on any user computer. This information must be stored on protected servers or secure file systems. This rule applies whether the computer is owned by Harvard or not, whether the data is encrypted or not, and whether the computer is portable or desktop. This restriction also applies to Harvard vendors and contractors.

Student organizations with established gift accounts or endowment funds may use the electronic giving form on found at <http://alumni.harvard.edu/givenow>. Please see specific instructions under Gift Accounts and Endowment funds section of this handbook.

### **Special Events**

Another way to raise money and to increase awareness of your organization is to host a special event. (See Section II for detailed information on holding and publicizing events on campus). Past student events have included sales, auctions, concerts, movies, t-shirt sales, CD sales, student and faculty talent shows, raffles, and food tastings.

There are special considerations for hosting a special event designed to raise money. Since events involve a great deal of planning and take your volunteers away from other tasks, there is a large opportunity cost involved. Also, without advance planning, strict attention to a project budget, and focus on the initial goal of the event, a fundraising event may end up losing money.

An event should be appropriate for the resources and volunteers that are available to run it. And, if possible on the busy Harvard campus, the event should not conflict with similar events that may split your audience. Make sure your volunteers are excited about and committed to the event and will bring their friends.

### **Corporate Sponsorship and Relationships**

Harvard is committed to ensuring that students have an experience of college that is not overly commercialized. Relationships with corporations, businesses, and other supporters must be managed effectively and appropriately to ensure ongoing support for your organization as well as compliance with College policies. The Office of Student Life should be consulted when engaging corporate relationships.

#### *Sponsorship of Events and Activities*

The College requires that each student organization maintain local autonomy, having no institutional connections with outside organizations. Co-sponsorship of an event with non-Harvard organizations or individuals is not permitted on the Harvard campus.

Student organizations may not co-sponsor on-campus events with external or unrecognized organizations (e.g., non-profit organizations; businesses; independent contractors) and may not collaborate with unrecognized student organizations (final clubs, fraternities, sororities) on campus. Non-Harvard organizations and individuals may not hold events on campus by using a student organization as a vehicle to stage an event on campus property or to reserve a campus room for a function (i.e. running a workshop about the organization or product, or hosting an event aimed exclusively at recruitment). Any employment recruitment events should be coordinated in conjunction with the Office of Career Services.

Room reservation privileges granted to recognized organizations are non-transferable.

In special circumstances, unrecognized student organizations whose membership consists entirely of Harvard College undergraduates may, at the discretion of a particular Harvard office or department, be permitted to co-sponsor educational programs organized by that office or department.

### **Corporate Support**

Local business establishments and multinational corporations make contributions of goods and services and money out of a combination of altruism and self-interest. They give to build community relations, improve their image to shareholders and customers, return favors, obtain tax breaks, and improve the quality of life in the areas where they are located. Corporations also want to make certain that the programs they support will reflect well on them. There are major differences between soliciting from corporations and from local businesses, although both are part of the business sector. Local businesses are not likely to have large amounts of money to give away, but they are especially likely to participate in student initiatives, particularly through in-kind donations of goods or services.

Bear in mind that local businesses receive many requests from Harvard student organizations on a weekly basis. If you plan on submitting grant applications to large corporations, you must first check with the Office of Student Life for permission.

### *Soliciting Corporate Support*

The principle of accuracy governs all efforts to solicit corporate support for student organization activities and events. Most importantly, student organizations must clearly identify their affiliation with Harvard as “a student-run organization at Harvard College.”

Best practices for soliciting corporate support:

- Put all agreements in writing to clearly articulate what you will receive and what you will provide in return (see Acknowledging Corporate Support).
- When multiple members of your organization are soliciting support on behalf of the organization, specifically appointed leaders of the organization should sign all agreements. This will help to minimize confusion or inconsistency when finalizing terms of support and acknowledgment of support.

### *Acknowledging Corporate Support*

Typical support that student organizations seek from local businesses and corporations are:

- Cash contributions.
- Underwriting an event.
- In-kind contributions of products or services.

In return for their support, organizations may be asked to give recognition to the corporation. It is important for organizations to understand what they can and cannot provide in exchange for corporate support.

The College has specific regulations concerning appropriate ways of acknowledging corporate/business support. All forms of acknowledgment must clearly identify the role of the corporation/business/donor as “supporter” and not as “sponsor” or “co-sponsor” of the event itself. Student organizations may give public acknowledgement for support by:

- Oral acknowledgement at events.
- Printed recognition of support in a designated section of posters and programs, in mailings and press releases.
- Web site display of a corporate logo or link to corporate web site (with permission of the Office of Student Life). Corporate logos and links to corporate web sites should be in a separate section of the student organization’s web site clearly identified as recognition for support, not endorsement of the product. Corporate logos may not be placed on the home page of a web site.
- T-shirts with corporate logos where the logo is not used in conjunction with an official Harvard name or trademark.

Best Practices for following College policy when acknowledging corporate support:

- In all cases, appropriate language should be used: “Made possible through a gift from “X corporation/business/donor” or “With gratitude for the generous support of X, Y, and Z.”
- The following phrases are not appropriate: “X Event Brought to you by X Company” or “X Company Presents X Event”
- Do not place corporate logos or names next to or near the Harvard name or trademarks.
- Always be sure to promptly provide a written letter of acknowledgement and thanks.
- If you have questions about how best to acknowledge support, contact [osl@fas.harvard.edu](mailto:osl@fas.harvard.edu).



The College does not allow corporate recognition for contributions through:

- Hanging sponsorship banners from/in Harvard buildings.
- Corporate booths, tables or other promotional activities at Harvard College events
- Endorsement of products.

Other Policies Governing Corporate Sponsorship:

- Corporate support of events that take place in the Houses is not permitted.
- Alcohol companies, services, or distributors may not provide support (i.e. monetary, gifts in kind, products, etc.) for student organization events.

## **Foundations**

A foundation is a charitable organization with an endowment that exists to give money to other charitable organizations. (Some corporations have charitable foundations. Applying for grants from corporate foundations should be treated like applying for a foundation grant). If you plan to apply to foundations for support, you must first receive permission from the Office of Student Life. Foundations only make gifts to non-profit organizations. You are not eligible to apply for a grant unless your organization is incorporated as a non-profit organization under Section 501(c)(3) or you have established a Harvard Gift or Endowment Account.

### *Identifying and Approaching Foundations*

Getting grants from foundations requires a lot of research and preparation, and a long timeline. Foundations do not meet frequently to approve grants and it can take many months before your proposal is brought up for consideration. The Harvard College Fund reserves the right to exclude certain foundations from mailings if they are already being solicited by other Harvard fundraising initiatives or entities.

You should primarily consider small local foundations, since large foundations are unlikely to respond well to a request for \$5,000 for a grassroots program. Read the foundation profiles carefully, looking at the list of past grants, both programs funded and amounts awarded.

More and more foundations are asking for letters of intent to be submitted prior to a full proposal. This letter should include your mission, the needs you wish to meet, the outcome you expect from the project, and details on how the project will be conducted. If your organization is invited to submit a full proposal, be sure to consult grant-writing books and study successful proposals prior to writing your own.

There are three basic places at Harvard to look for books on foundations. The Office of Career Services has a few foundation and corporation directories available for use, as well as information on grant writing. The Shepard Room on the second floor of Phillips Brooks House has books on grant writing and some materials specifically relevant to small non-profits. If you are looking for fundraising resources, by far the most complete collection is at the University Development Office Library on the 4th floor of 124 Mount Auburn Street. The library is open to students Monday–Friday, 9am–5pm. You must contact the Harvard College Fund in advance to schedule a time to use the library. When signing up, name the organization you represent, the purpose of the library use, and proposed dates and times of

use.

### **Government Grants and Contracts**

From time-to-time, a few student organizations have successfully applied for funds from local, state, and/or federal agencies. The application process can be difficult and frequently the funds are only available as reimbursements, requiring an organization to spend its own resources first.

Government grants and contracts require the signing of a contract and frequently require back-up assurances (e.g. unemployment insurance, performance bonds) beyond the scope of student organizations without the cooperation of the College. Remember that student organizations may not sign any contracts that obligate Harvard in any way.

Student organizations sometimes apply for funds which, if awarded, would be in the form of a grant or contract (i.e. the funds would be received dependent upon successful completion of required tasks and/or filing of official expenditure reports). In most cases, such grants or contracts are attached to local, state, or federal funds, but some foundation grants make similar requirements. Student organizations must consult with the Office of Student Life prior to applying for or accepting grants that require financial reporting and/or which obligate Harvard in any way.