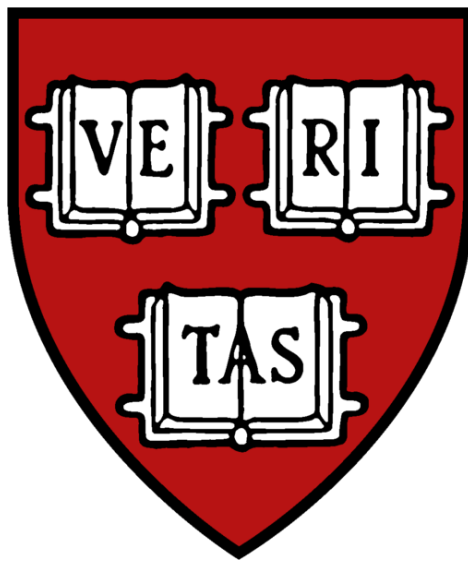


Arts & Humanities Administrative Onboarding Handbook



**Harvard University
Faculty of Arts and Sciences
Arts & Humanities Division**

Compiled by Arts & Humanities Administrative Services (AHAS)

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Chapter 1. Introduction

1.1. Scope and Limitations of This Onboarding Handbook

This onboarding handbook is intended to familiarize new Department Administrators or Directors of Administration with general Harvard University policies, procedures, and available resources. It is not designed to serve as a comprehensive training guide, nor does it provide detailed instructions on job-related tasks or responsibilities. Please refer to designated training programs, departmental guidelines, and supervisors for in-depth training and role-specific information.

Onboarding is a multi-step process involving university-wide protocols as well as specific procedures for the individual school or department. This onboarding handbook incorporates elements from various Harvard resources linked throughout this document.

General onboarding for all new Harvard University staff:

- **Accept job offer:** New hires must formally accept their digital offer to begin the onboarding process.
- **Complete new-hire paperwork:** New hires will receive and need to fill out tax forms and complete an [I-9](#) form for employment eligibility.
- **Obtain Harvard ID (HUID):** Schedule a visit to the [Campus Service Center](#) to get an official university ID card. This will require bringing a government-issued photo ID. The Campus Service Center is on the 8th floor of the Richard A. and Susan F. Smith Campus Center, at 1350 Massachusetts Ave, Cambridge, MA, 02138.
- **Transportation:** The [Harvard Transportation](#) website provides information on different commuting options such as subsidized MBTA passes, parking permits, BlueBikes memberships, and campus shuttles.
- **Campus map:** Harvard University has an [interactive campus map](#) and a [PDF campus map](#). The Visitor Center in the lobby of the Smith Campus Center offers guided tours of campus.
- **Computer setup:** Claim your [HarvardKey](#) login credentials and setup [Okta](#) for two factor authentication. Contact [Harvard University Information Technology \(HUIT\)](#) for assistance in setting up work computers and other equipment. HUIT also has a [welcome guide](#) for new employees.
- **Attend orientation:** Register for the university's [New Employee Welcome and Orientation](#) program, typically held online.
- **PeopleSoft:** Use [PeopleSoft](#) to set up direct deposit, manage benefits, and enter personal information.
- **Complete online training:** This includes required trainings on subjects such as information security and preventing sexual harassment, available on the [Harvard Training Portal](#).
- **Sign up for emergency alerts:** Register for the [MessageMe](#) emergency notification system.

1.2. The Arts & Humanities

[The Division of Arts & Humanities \(A&H\)](#) is one of the four academic divisions of the [Faculty of Arts & Sciences \(FAS\)](#) at Harvard University. It encompasses a wide range of departments and programs dedicated to the study of literature, languages, philosophy, history, religion, and the arts, supporting both undergraduate and graduate teaching, research, and creative practice across the University. The [Arts & Humanities Administrative Services \(AHAS\)](#) group provides centralized administrative support to these departments, helping with areas such as finance, human resources, faculty support, and operations, with the goal of streamlining processes and allowing faculty and academic units to focus on their core academic and scholarly work.

If you find any information that might be missing, unclear, duplicative, inaccessible, or could otherwise use improvements, please reach out to [Genesee Johnson](#).

1.3. FAS Planning Guide

The AHAS team has developed a [FAS Planning Guide](#) that breaks down typical DA tasks by topic area and their typical timing within the year. It is a comprehensive monthly calendar designed to assist administrators and faculty with operational planning throughout the academic and fiscal year. The guide outlines key deadlines and tasks across various administrative units, including:

- **FAS Finance (FIN):** Covers fiscal year closings, budget forecasting, strategy discussions, and budget workbook submissions.
- **FAS Human Resources (HR):** Tracks performance goal setting, reviews, staff mentoring programs, salary increases, and recognition events such as Dean's Distinction.
- **FAS Faculty Affairs (FAC):** Manages the academic review process for promotions, new faculty onboarding, faculty searches, leave applications, and activity reports.
- **Curriculum/Courses (CUR):** Details deadlines for course catalogs, classroom requests, registration periods for Fall and Spring, and teaching fellow (TF/TA) appointments.
- **Graduate Program (GRD):** Lists deadlines for degree applications, dissertation submissions, admissions, and student check-ins.
- **Undergraduate Program (UND):** Schedules registration periods, declaration of concentration deadlines, new admit orientations, degree recommendations, and commencement activities.

The guide serves as a central timeline for managing the cyclical requirements of university administration, from the start of the fiscal year in July through commencement and year-end closing in June.

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Chapter 2. Administration

2.1. Systems Overview

This page provides an overview of Harvard's systems in a given area of work, and what they do.

Personnel

- [PeopleSoft](#): Payroll
- [Aurora](#): Create and update appointments, reporting
- [PREP](#): Position-related change requests
- [ARLeS](#): Faculty/academic hiring
- [HSR Portal](#): Harvard Sponsored Roles
- [Faculty Leave Request Application](#)

Finance

- [HART](#) Dashboard: View financial data reports
- [Buy2Pay](#): Purchasing, receipts
- [Concur](#): Reimbursements, PCards, corporate cards
- [Chart of Accounts Validator](#): Create and confirm coding strings
- [General Ledger](#): Manage transfer of income, expenses, coding
- [HUBS](#): Budgeting
- [FESSCA](#): FAS tool for tracking faculty supplemental pay, effort reporting
- [FCOI](#): Financial conflict of interests

Academic

- [My.Harvard](#): Manage courses, register for classes
- [Canvas](#): Learning management system for students
- [Section Allocation Tool](#): Communicate about section allocations
- [CATS](#): Makes teaching fellow opportunities visible to grad students
- [CARAT](#): Travel and research fund requests
- [NORA](#): Manage GSAS student leave of absence

Research

- [eCert](#): Effort certification and reporting
- [GMAS](#): Sponsored project proposals and tracking
- [PI Dashboard](#): Reporting and projection
- [Sponsored Budget Tool](#): Manage sponsored budget

Travel

- [Preferred travel agencies](#)
- [SOS Travel Registry](#): For international travel

Other

- [PRESTO](#): Work orders for buildings and facilities
- [RoomBook](#): Schedule rooms

2.2. Applications Security

[Applications Security \(AppSec\)](#) grants access to Harvard's systems. Access is typically granted only to the data/systems that are needed for a particular role. For general inquiries, the System Access team can be reached at appsec@fas.harvard.edu. Requests for AppSec changes can only be made by Authorized Requestors; typically the Authorized Requestor is the DA (Director of Administration), or designee, in a department/unit.

The [System Access Request Forms](#) website gives access to the forms as well as an overview of which trainings a person has to have completed before getting certain access permissions.

[Office of Finance System Access Request Form](#): this requires creating a SmartSheet account, or logging in via a g.harvard account in order to access this form.

2.3. Training

The [Center for Workplace Development \(CWD\)](#) offers benefits-eligible employees a variety of professional development opportunities, ranging from instructor-led workshops to online courses through platforms like LinkedIn Learning and Harvard ManageMentor. All university-wide compliance and skill-building resources are centralized in the [Harvard Training Portal](#).

Harvard Training Portal resources:

- [FAS New Hire Training Portal](#) (within first 30 days, 60 days, etc. and by role)
- [Accounting & Finance Learning Portal \(AFLP\)](#) (by role and competencies)
- [Finance Fundamentals I – VI](#)

[Administrative Systems Assistance Program \(ASAP\)](#) provides administrative and training support to departments across FAS. They offer guidance on financial and HR systems, policy interpretation, and best practices to help staff improve efficiency, compliance, and accuracy in daily operations. Contact ASAP directly for guidance on system transactions, reimbursement processing, or administrative policy questions.

ASAP Drop-In Office Hours: Fridays 11 - 11:30 am

Contact: fasasap@fas.harvard.edu

[Admin Ops Training Calendar](#)

[Admin Ops Training Opportunities](#)

[Financial Administration Training Resources](#)

2.4. Technology

[Harvard University Information Technology \(HUIT\)](#) is the University's central IT organization, providing core technology services and support—including networking, cybersecurity, teaching

and learning tools, research computing, and enterprise systems—to enable Harvard’s academic, administrative, and research missions.

Computers

- FAS Computers are owned by HUIT but used by departments.
- They are “refreshed” every 4 years - computer and all components must be returned in good condition.

Printers

- Harvard currently has a service contract with Ricoh USA to provide maintenance, supplies, and support for many of its copiers, printers, and multifunction devices used across campus; under this agreement Ricoh handles repairs, parts, and meter-based billing for covered machines. The managed print environment at Harvard is tied into the university’s [Crimson Print](#) program, which lets faculty, staff, and students print, scan, and copy securely and conveniently from Ricoh-branded devices as part of the broader university IT-supported printing
- Harvard University Information Technology (HUIT) and local school IT departments, such as the SEAS Service Center, provide support and information for the Ricoh devices.

Digital Accessibility

- Harvard University is committed to making University Information Technology and University Digital Content accessible.
- [Harvard’s Digital Accessibility Policy](#) is established to promote equal access to information technology and digital content and to improve the user experience of IT and digital / online media for all users, including persons with disabilities.
- [University Disability Resources](#) serves as a central resource for students, faculty, staff, researchers, and visitors on disability-related information, procedures and services for our community.
- The [Digital Accessibility Services \(DAS\)](#) team offers [live instructor-led trainings](#) for the Harvard community on topics such as content creation, development, documents, and testing. They have also curated a series of [self-paced training courses](#) that provide quick overviews of popular accessibility topics, and offer [weekly office hours](#) to answer questions and provide guidance and support.

2.5. Data Security

Harvard affiliates share responsibility for appropriate data security and privacy practices:

- [Information Security and Data Privacy](#): General info on data security
- [University Risk Classifications](#): Harvard’s 1-5 Security Levels classification
- [Data Handling](#): Physical and Digital Records Standards, Collaboration Tools Matrix showing which Harvard systems are safe/approved for each data level

- Sensitive information (e.g., vendor's SSN) that is not "Harvard" information (e.g., Harvard employee's SSN), can be stored on Level 3 SharePoint, though it should not be stored long-term, only to fulfill the task at hand.

2.6. OPRP – Office of Physical Resources and Planning

The [FAS Office of Physical Resources and Planning \(OPRP\)](#) provides complete and integrated planning and design services, construction management, and building renewal, maintenance and operations management.

Key contact for A&H: Maryellen Fitzgibbon (mfitzgib@fas.harvard.edu)

Staff and services of the OPRP may be further defined by the groups listed below.

- Space Allocation and Campus Planning
- Capital Construction Project Management
- Building Operations and Maintenance
- Life Safety, Security and Access Control
- Local Emergency Management
- Sustainability Program
- Finance and Administration for Physical Asset Management

Submit a work request and/or furniture request through [PRESTO](#). Examples include:

- Water filter changes
- Air conditioning and heating
- Hanging items on walls
- Moving offices
- Pests
- Furniture

A list of FAS Building Managers is maintained on the [OPRP website](#). Please contact your building manager to be added to their mailing list.

Harvard Yard Operations is a division of OPRP. Yard Ops handles the following services: card access, lost key replacement, lost and found for the Yard Classroom buildings, cleaning supplies, toilet paper, dorm inspections, and yard vehicle access. Additionally, Yard Ops is responsible for preparing the buildings for incoming students, reunions, commencement, and summer school.

Yard Ops is located in Weld Hall, room B1, and is open Monday-Friday, 8:00 a.m. - 4:30 p.m.

Email: yardops@fas.harvard.edu

Phone: (617) 495-1874

Daytime immediate requests:

- Jonathan Savilonis: Jonathan_savilonis@harvard.edu; 617-495-9851
- Helena Sousa (Yard Ops): hsousa@fas.harvard.edu; 617-495-1874

After hours requests: Call the [Harvard Operations Center](#) at 617-495-5560

If you are locked out of a building or office, please contact **Securitas** at 617-496-9370.

Recycling/Freecycle: Harvard operates a [Recycling and Surplus Center](#) in Allston that is open to the public. All items there are free for pickup. For a Harvard unit, pickup can be arranged by OPRP (charged to the requesting department/unit).

2.7. Photocopying, Printing, Scanning

The [AHAS copy center](#) provides photocopying, printing, and scanning services, especially large volume copying for classroom teaching or events. The copy center is open Mondays - Thursdays 9:00am - 4:30pm, and closed Fridays, weekends, and university holidays unless otherwise noted. All requests sent after 4:00pm will be processed the next day. Copies can be picked up from 1414 Mass Ave, Room 526, or delivered to Barker Center or Boylston Hall upon request.

Please submit requests to ahas@fas.harvard.edu with as much advance notice and as much detail as possible:

- Pickup date/time/location in the email subject line
- Number of copies required
- Format Instructions: 1- or 2-sided printing, stapled or loose pages, 3-hole punching, paper size, etc.
- Whether or not your order contains tests or other confidential items
- Turnaround time is usually 1-2 business days. For course pack requests, please allow a minimum of 2 weeks turnaround time.
- Please note that AHAS does not provide color copies.

[Harvard University Mail Services](#) offers several design and print services, including black-and-white and color copying, variable-data printing, and consulting services to help guide community members through the graphic design and mailing processes. In addition, they offer intercampus delivery of printed materials at no additional cost. Please contact HUMS@harvard.edu or (617) 496-6245 to inquire about their services.

Additional services:

- [FlashPrint](#)
- [FedEx Office Print & Ship Center](#)

2.8. Mailing lists

- FAS A&H DA (Department Administrators) email list: maintained by the A&H Dean of Administration.

- The Harvard Administrative Systems News [e-News](#) mailing list is sent to all current users of the financial, human resources, grants management, and reporting systems, which translates into roughly 10,000 users.
- [FAS ASAP mailing list](#): provided by the FAS Admin Ops team.
- [HUIT Mailman](#): search for and subscribe to mailing lists.
- Department-specific mailing lists (e.g., faculty of the department, grad students of the department, etc.).

2.9. Record Retention

Record retention is required for compliance and auditing reasons.

Many of the Harvard systems function as “System of Record,” so that what is uploaded and approved in that system will function as the official record of that business process. This means that the local business unit (e.g., department) does not have to create additional documentation for that business process.

Harvard’s [Records Schedules](#) detail which records need to be kept and how long they need to be kept to meet compliance and audit expectations. An [overview](#) is available on the Harvard Library website.

2.10. Export Controls

[Export Controls](#) is a set of compliance rules in response to regulations that enforce economic and trade sanctions based on U.S. foreign policy and national security goals.

Harvard is required to screen all international learners, attendees, speakers, panelists, vendors, clients, hosts, banks, universities, and other individuals or entities that participate in any educational program that Harvard plays a role in organizing, hosting, or sponsoring either online or outside the United States. The screening requirement supports enforcement of economic and trade sanctions put in place by the U.S. Treasury Department and the U.S. Department of State. Their sanctions lists are regularly updated, so screening must take place prior to the start of each program.

Each School has an Export Control Administrator (ECA) who can be contacted for screening of speakers or other visitors. To initiate the screening process, email rcp_exportcontrol@harvard.edu with the list of individuals/entities to be screened.

Please note that an entity (individual, company) is automatically screened when having received a Harvard-sponsored visa, or by having been onboarded in Buy2Pay.

2.11. GSS – Global Support Services

Harvard affiliates are required to register a Harvard-related business trip through [Global Support Services](#) (GSS) with the service called [International SOS](#). Each trip needs to be registered with SOS, even if only part of the trip qualifies as Harvard business. The traveler will need to provide documentation of their SOS Travel Registration at the time of processing the travel expenses, whether they have used a corporate card or are getting reimbursed for out-of-pocket travel expenses.

If a traveler forgets to register their trip with International SOS, or if they cannot find the proof of registration confirmation, they will need to complete a [Missing International Travel Registration Form](#). They need to submit the completed form with their expense request (corporate card or out-of-pocket).

International SOS provides access to medical, security, and travel assistance and insurance for emergency evacuations; it does not, however, provide health insurance coverage or travel agency services. Before they leave, the traveler needs to check with their health insurance provider about their international coverage options.

2.12. HIO – Harvard International Office

[Harvard International Office \(HIO\)](#) is part of the University's Central Administration and offers services to international students and scholars at Harvard College, the graduate and professional schools, as well as the numerous research centers and affiliated teaching hospitals, to minimize the difficulties they may experience both upon arrival and later during their stay at Harvard. Each school/program is assigned a specific [HIO advisor](#).

HIO provides information on immigration issues ([work permits](#), [travel](#)), financial questions, adjustment to life in the United States (U.S.), and [resources at Harvard](#) and in the community. International graduate students are given the opportunity to participate in the HIO's [Host Program for International Students](#), which connects them with local volunteer hosts living in the Cambridge and Boston areas.

To process visas, the HIO uses a system called International Scholar Dossier (ISD). The HIO does not get updated as rapidly as ISD and visa processing requirements change. To get access to ISD, contact the HIO. Please consult the [ISD Manual](#) for instructions on using ISD.

HIO's [website for Harvard Administrators](#) assists staff with information about the U.S. government regulations affecting the appointments of international scholars and faculty members.

2.13. Harvard Community Resources

Harvard Community Resources

- [Office of Community and Campus Life](#)
- [Harvard College Community Events Calendar](#)
- [Harvard College Community and Access](#)
- [GSAS Office of Culture, Community, and Engagement](#)
- [Office for Community Support, Non-Discrimination, Rights and Responsibilities \(CSNDR\)](#)
- [Disability Access Office](#)
- [University Disability Resources](#): UDR serves as a central resource on disability-related information, procedures and services for the University community and provides expertise in the development, implementation, and acquisition for best and promising disability-related University practices, procedures and resources.
- [Harvard College Office of Culture & Community](#)
- [SHARE](#) (24/7 crisis line): If you are experiencing a crisis and need immediate assistance, SHARE maintains a confidential hotline, (617) 495-9100, which is staffed 24 hours a day, 7 days a week by SHARE counselors.
- [Chaplain Services](#): Individual chaplains offer religious, spiritual and moral support.
- [Harvard University Health Services](#) (HUHS): 24-hour urgent care - (617) 495-5711

Reporting Resources

- [Reporting Resources \(Office of Community and Campus Life\)](#)
- [Report a Concern \(CSNDR\)](#): Uses a multipronged approach to addressing issues of sexual harassment and other sexual misconduct, such as prevention and education initiatives, support through confidential SHARE counseling, making a disclosure to a Title IX resource coordinator, submitting an anonymous disclosure, or filing a formal complaint.
- [File a formal complaint with the University Title IX Office](#)
- [University-Wide Anonymous Reporting Hotline](#)
- [Harvard Ombuds Office](#): Confidential resource available to anyone from Harvard's community.

2.14. Website Maintenance

[Harvard Web Publishing \(HWP\)](#) assists departments and programs in creating, managing, and maintaining websites using a common set of tools, templates, and design standards, helping ensure consistency, accessibility, and security across Harvard's web presence.

[Drupal](#) is Harvard's default website system. In some cases, departments/units use other website management platforms, such as WordPress.

For assistance with departmental website maintenance, please contact [Forbes Graham](#), the Web Developer & Communications Coordinator and [Digital Accessibility Liaison](#) for the Division of Arts & Humanities.

2.15. FAS Terms and Acronyms

[Harvard Terms and Acronyms \(Harvard College\)](#)

[Harvard Speak \(GSAS\)](#)

Chapter 3. Finance

3.1. Chart of Accounts

The [Chart of Accounts \(CoA\)](#) is the financial coding structure used to record all transactions. Each transaction is assigned a 33-digit code composed of seven segments—Tub, Org, Object, Fund, Activity, Subactivity, and Root—which together identify the source of funds, the purpose of the expense, and how the transaction should be reported. CoA codes may also be referred to as billing codes or costing strings and are required for all financial activity.

Accurate use of the Chart of Accounts is essential for budget tracking, financial reporting, and compliance with University policy, donor restrictions, and sponsor requirements. Department Administrators are responsible for ensuring that all seven segments are valid, appropriate, and properly combined, with particular attention to object codes, fund restrictions, and required activity or sub activity values. CoA values are subject to cross-validation and security rules, and incorrect coding may result in reporting errors, audit findings, or the improper use of restricted funds. When questions arise, DAs should consult Finance or Applications Security before proceeding.

[Chart of Accounts FAQ](#)
[ATS Client Services - Chart of Accounts](#)

The [Chart of Accounts \(COA\) Validator](#) verifies the accuracy of a 33-digit financial account string before submitting a payment or budget entry. It checks each of the seven segments—ranging from the high-level School or “Tub” down to the specific activity—to ensure they exist and that Harvard’s specific accounting rules allow them to be used together. This tool identifies exactly which part of the code is broken and whether the specific combination is active in the system. It is the primary way to prevent financial “misfires” by confirming that the money is coming from a valid source and being spent on a permitted category.

When validating coding using the Validator, if it says “Success: Y” but “CCID: Not Yet Created,” the coding is correct but currently not usable. You will then need to click the “Create Account Coding” button to activate it for use. Activation usually takes about 24 hours to sync with systems such as PeopleSoft or Concur.

3.1.1. Coding Reference Guide

The **Coding Reference Guide** serves as a working departmental resource for documenting the funds, activity codes, and special coding practices most frequently used for financial transactions. Department Administrators are responsible for maintaining this guide to reflect current FAS Chart of Accounts values, departmental funding sources, and any approved coding exceptions. Regular updates help ensure consistency, accuracy, and continuity, particularly when multiple staff members support financial processing.

All transactions are coded using 33-digit coding strings. Departments should document commonly used funds, recurring activity and subactivity codes, and any special or situational coding instructions that fall outside standard combinations. Maintaining clear notes on appropriate use, restrictions, and approvals supports compliance with University and FAS financial policies and provides a reliable reference for ongoing operations.

[FAS Chart of Accounts & Financial Reporting Guidance](#)

3.1.2. Object Codes

Object Codes are numeric values within the Chart of Accounts used to classify the type of financial transaction recorded in the general ledger. Each object code identifies the nature of an expense, revenue, asset, liability, or internal transfer, such as office supplies, travel, professional services, payroll, or equipment. Accurate object coding is essential for consistent financial reporting, effective budget monitoring, and compliance with University financial policies and internal controls.

Staff are responsible for selecting the correct object code for each transaction by consulting official Finance reference materials and verifying allowability before submission. Object codes should not be estimated or substituted with a “closest match,” as incorrect coding may result in reporting errors, processing delays, or the need for corrective journal entries. Regular review of commonly used object codes, comparison with similar historical transactions, and consultation with Finance when questions arise support accurate reporting and reduce corrections.

[FAS Finance Reference Guides - Object Codes & Reporting](#) [ATS Client Services - Chart of Accounts and Object Codes](#)

3.2. Buy2Pay

[Buy2Pay \(B2P\)](#) is the procurement and payment system used to purchase goods and services and to process payments and reimbursements. All submissions are processed by Department Administrators or designated program staff on behalf of faculty. Common uses include vendor and consultant payments, honoraria, event and catering invoices, and research-related purchases. All supporting documentation, including receipts and a clear business purpose, must be provided to the department for processing.

The [In Lieu of Invoice Form](#) is used for honoraria payments to individuals. The completed [Nonemployee Reimbursement Form](#) must contain all relevant receipts and be signed by the supplier for nonemployee reimbursements. For reimbursements containing multiple currency types, a screenshot from the [Oanda Currency Converter](#) is used as supporting documentation for the converted expenses.

Before any payment can be issued, vendors or individual payees must be registered through the [Buy2Pay Supplier Portal](#) using their legal name and required tax documentation. Once

registration is complete, payments and reimbursements are processed following departmental and central approvals, with typical processing timelines dependent on completeness and compliance. Expenses must align with University and FAS financial policies, and unallowable or personal expenses are not permitted. Department Administrators serve as the primary point of contact for B2P submissions, policy guidance, and issue resolution.

Payments to individuals must pass the Independent Contractor Test according to the [Independent Contractor Policy](#). More information about Independent Contractors can be found in [Chapter 7](#).

[Strategic Procurement Office](#)
[Buy2Pay \(B2P\) – Procurement & Payments](#)
[FAS Finance Forms](#)

3.2.1. Buy2Pay Payment Methods

By default, payments processed via Buy2Pay are sent as paper checks via mail. If a supplier would like to receive payment via direct deposit, they have the following options:

- Domestic Individuals may register for direct deposit via Zelle using a US address and phone number.
- Domestic Companies may register for direct deposit via Paymode-X.
- International Individuals and Companies may register for payment via wire transfer; a wire transfer form will need to be filled out and attached to the requisition as an internal attachment with the corresponding Special Handling section toggled accordingly.

USD and foreign currency wire transfer forms and instructions are available on the [Office of Treasury Management](#) website. Questions about outbound wires can be sent to [Wire Transfer Inquiry](#).

3.2.2. International Payee Tax Compliance

The [International Payee Tax Compliance \(IPTC\)](#) office standardizes how departments onboard and pay international payees to ensure compliance with federal regulations, University financial policies, and international tax requirements. Departments are required to verify payment eligibility for all foreign individuals using the [Visa Type and Immigration Status Payment Eligibility Tool](#). Verification of visa status and activity must occur before initiating any payment or reimbursement, including for J-1 students, who require prior approval from the [Harvard International Office \(HIO\)](#) before engaging in paid activity.

IPTC establishes a standardized onboarding and payment workflow that includes supplier registration in Buy2Pay, tax determination in Sprintax Calculus, and departmental initiation of

payment. Consistent application of IPTC procedures supports timely payments, regulatory compliance, and accurate financial reporting.

International payees may need to complete a profile in [Sprintax Calculus](#) for tax determination. The IPTC office schedules 1-on-1 meetings to assist international payees with the Buy2Pay and Sprintax registration process.

3.3. Concur

[Concur](#) is the expense management system used to process out-of-pocket reimbursements, travel and business expenses, and the reconciliation of Purchasing Card (PCard) and Citibank Card transactions. Department Administrators review, submit, and monitor expense reports to ensure compliance with University and FAS financial policies. Responsibilities include confirming allowable expenses, verifying accurate Chart of Accounts coding, ensuring required documentation is attached, and following up on pending or returned reports to prevent processing delays.

All expense reports must be submitted within 90 days of the expense date or travel end date to avoid tax implications, and supporting documentation must be retained in accordance with University record retention requirements.

[FAS Finance – Concur Resources](#)

[Harvard University Travel & Reimbursement Policy](#) ([Financial Policy Office](#))

3.4. Card Services & Reimbursements

All new card applications must be submitted using the updated Card Services application forms to reduce submission errors and align with system automation requirements. Citibank Corporate and Department Cards are issued solely to support legitimate University business expenses within FAS. All card use must serve a clear business purpose, comply with University and FAS financial policies, be allowable under the funding source charged, and be supported by appropriate documentation. Personal use of Citibank Cards is strictly prohibited.

Citibank transactions feed into Concur daily, and cardholders are responsible for timely expense reporting with a clear business purpose, accurate Chart of Accounts coding, and required receipts. Statements are issued on the 15th of each month, with payment due 25 days later; balances must be paid in full by the due date to avoid a 2.5% late fee. Citibank enforces a strict, non-reversible closure policy: any card with an unpaid balance more than 60 days past the statement date is permanently closed on day 61, regardless of pending payments or approvals, and cannot be reinstated. Department Administrators are responsible for communicating card policies, monitoring aging balances, following up on unsubmitted or unapproved expense reports, ensuring accurate coding, escalating issues before the 60-day threshold, and

maintaining continuity of approvals through designated backup coverage. These responsibilities support compliance and consistent financial operations across departments.

Card Application Forms

- [Purchasing Card \(PCard\) Application](#)
- [Corporate Card Application](#)
- [Department Card Application](#)

Card Services & Reimbursement Resources

- [Card Services Portal](#)

3.5. Cash Receipts Processing

[Cash Receipts Processing](#) outlines the procedures Department Administrators must follow to properly handle, record, and remit funds received on behalf of Harvard University. This applies to all forms of receipts, including cash, checks, coin, credit vouchers, and electronic payments collected for University business such as event fees, registrations, or program income.

Departments are responsible for promptly securing funds, maintaining accurate collection logs, preparing deposits with correct general ledger coding, and forwarding receipts to the Office of Treasury Management (OTM) Cash Receipts unit in accordance with University policy.

Department Administrators play a critical role in ensuring internal controls and compliance throughout the cash receipts process. Responsibilities include safeguarding funds, segregating duties when feasible, preparing deposits in a timely manner, retaining required documentation, and reconciling departmental records to posted revenue in the general ledger. Coordination with the OTM Cash Receipts unit is required for physical deposits, direct bank deposits, ACH or wire receipts, and special circumstances. Adherence to published procedures, accurate documentation, and regular reconciliation support audit readiness and responsible stewardship of University funds.

3.6. Budget Cycle & Budget Management Practices

Harvard's fiscal year begins on July 1st and ends on June 30th. For example, FY27 begins July 1st, 2026 and ends on June 30th, 2027. The FAS follows a structured winter/spring budget cycle that supports multi-year financial planning and alignment with academic and administrative priorities. Budget guidance and planning assumptions are typically issued in early February, followed by departmental preparation of budget workbooks and narratives. Department Administrators coordinate internal planning by reviewing historical spending data from HART. Some examples include personnel expenses, analyzing object code usage, identifying recurring vendors, and comparing prior-year actuals to budget plans. A high-level budget summary is developed to reflect available funds, major spending categories, year-to-date activity, prior-

year comparisons, and applicable endowment income allocations. While financial data is primarily found in HART, Aurora can also be helpful for referencing salary and FTE data.

Throughout the fiscal year, departments rely on HART to support ongoing oversight of actuals versus budget, and forecasting as the fiscal year progresses. Monthly reconciliations confirm accuracy and identify discrepancies. Financial data is used to provide regular updates to department leadership, supporting informed decision-making, compliance with FAS financial policies, and responsible financial stewardship.

[Planning Cycle and Building a Budget](#)

3.7. Budget and Actual Summary Dashboard

The **Budget and Actual Summary Dashboard** in [HART](#) is used by Department Administrators to compare approved budgets, revised budgets, and actual spending for Arts & Humanities departments. Using FAS Finance—published A&H departmental workbooks within HART, DAs can retrieve standardized financial data that supports budget monitoring, reconciliation, and planning. The report provides visibility into variances between budgeted and actual activity and helps departments assess financial performance across funds, object codes, and organizational units.

For analysis and reporting, HART data is commonly exported and used to create custom views, such as PivotTables. Preserving Chart of Accounts values during export and applying consistent filters or groupings improves accuracy and readability. Budget and Actual Summary reports are frequently used for monthly review, leadership updates, and preparation for budget discussions, supporting informed decision-making and responsible financial oversight throughout the fiscal year.

3.8. Year-End Close

The [Year-End Close](#) is the annual process used to finalize financial activity for the fiscal year ending June 30. FAS provides a downloadable Year-End Calendar that outlines required deadlines, close cycles, and departmental responsibilities. During this process, departments are responsible for ensuring that all revenues, expenses, accruals, deferrals, prepaid items, and adjustments are recorded in the correct fiscal year. Accurate completion of these steps supports the preparation of audited financial statements and confirms final fund balances, including surpluses or deficits.

Department Administrators play a central role in year-end close by adhering to published deadlines, reviewing fund balances for deficits, reconciling transactions, and confirming accurate Chart of Accounts coding. Departments must run designated financial reports, follow internal control and journal approval requirements, and coordinate with central offices on fixed assets, gifts, endowments, and capital-related activity. Training sessions and reference

materials are provided annually to support departments through close activities and audit preparation, ensuring compliance with University and FAS financial policies.

3.9. Journal Transfers

Journal transfers adjust existing financial transactions to correct coding or move amounts from one string to another.

Journal transfers between departments or organizations outside of the DA's home org use the **ADI journal template**. These journals require coordination with FAS Finance and must be submitted by emailing finjrnl@fas.harvard.edu, along with complete documentation and a clear business purpose.

For journals within a DA's own org, the preferred method is **HUGL – Journal Adjustment**. HUGL provides a streamlined and controlled workflow for internal adjustments and is mandatory for all Payroll-related journals. Using HUGL helps ensure consistency, proper routing, and alignment with payroll and financial controls.

Scenario	Recommended Method
Correction or reclassification within your own org	HUGL – Journal Adjustment
Payroll-related journal (any type)	HUGL – Journal Adjustment (Required)
Transfer between departments or orgs	Journal ADI
Journal not within your org	Journal ADI + finjrnl@fas.harvard.edu
Unsure which method applies	Contact FAS Finance before submitting

[Create Online Journal Voucher Instructions](#)

[FAS Office of Finance](#): Guidance on financial controls, journal usage, and coordination with FAS Finance.

[FAS Finance Journal Support](#): Contact for Journal ADI submissions and interdepartmental or cross-org journal coordination.

[ADI Journal Worksheet Guide](#)

[ADI, TLX, TLA Journal Templates](#)

3.10. FinReport

FINReport is the reporting environment for FAS department administrators. Reports include financial reports that include actuals, budgets and forecast, security access reports, fund information including terms and gift advices, as well as audit reports for expired confidentiality agreements and phone listing.

Access to the report folders is managed by the intersection of Role and Department (Org). If you need to update your access, please complete the [Access Security Request Form](#) and forward to appsec.fas.harvard.edu.

3.11. Internal Billing

Internal Billing is used when one Harvard department charges another Harvard department for goods or services provided. These transactions support the reallocation of costs for shared services, recharges, or expenses incurred on behalf of another unit and must reflect the true cost of the activity without creating University-wide revenue or expense. Internal billing should be used only when the underlying activity represents a legitimate internal charge and not as a substitute for standard purchasing or reimbursement processes.

Department Administrators are responsible for ensuring that internal billing transactions are accurately coded using the correct 33-digit chart of accounts, clearly describe the nature and timing of the goods or services provided, and include appropriate supporting documentation. Departments should coordinate in advance to confirm agreement on amounts and timing before submission. Internal billing entries must be recorded promptly and in accordance with FAS fiscal year-end deadlines to support accurate financial reporting, transparency, and compliance with University policy.

[Internal Billing Transactions – Financial Policy Office](#)
[Internal Billing Accounting Quick Reference](#)
[FAS Year-End Close](#)

3.12. Central Payroll Calculator

The FAS [Payroll Calendar](#) is a key planning and reference tool used by Department Administrators to manage payroll activities throughout the academic year. The calendar outlines pay periods, processing timelines, and approval cutoffs for monthly and weekly employees, including staff, faculty, postdoctoral fellows, students, and contingent workers. The Central Payroll Calendar now includes biweekly academic payroll processing for the MFC (Monthly Faculty), MEP (Monthly External Post Doc), and MIP (Monthly Internal Post Doc) pay groups, ensuring consistent visibility across payroll types.

For FAS-specific payroll questions, departments may contact faspayroll@fas.harvard.edu.

3.13. Short-Term Operating Account (STOA) Overview

A [Short-Term Operating Account \(STOA\)](#) is a centrally managed FAS account used to temporarily fund departmental operations, projects, or faculty activities when a permanent funding source has not yet been finalized. STOAs allow departments to continue essential

activity while awaiting the setup of a sponsored account, gift fund, or other long-term funding source. These accounts are established through FAS Finance with appropriate departmental approval and are intended to be short-term in nature, typically for one fiscal year or less.

Department Administrators are responsible for monitoring STOA activity, ensuring that charges are appropriate, temporary, and supported by a clear plan for reassignment. STOAs may be used for routine operating expenses, salary or stipends pending permanent funding, and vendor payments awaiting fund setup, but are not intended for capital projects or expenses without an identified future funding source. Monthly review and reconciliation are required, and all charges must be transferred to the correct funding source prior to fiscal year-end. Any remaining deficit is the responsibility of the department and must be cleared using unrestricted funds in accordance with financial policy.

[FAS Planning Cycle & Budgeting](#) (Budgeting, Planning, and STOA Context)

Chapter 4. Faculty

4.1. Office for Faculty Affairs

The [Office for Faculty Affairs \(OFA\)](#) is a home base of support for faculty and research scholars in FAS. Its network of deans, appointment administrators, and other staff members extends throughout each of the academic divisions and the Harvard John A. Paulson School of Engineering and Applied Sciences. OFA provides information and advice on appointments, promotions, professional development opportunities, leave, retirement, and other aspects of academic life.

OFA manages the [Resources for FAS Faculty and Researchers](#) which includes key handbooks and guides related to the appointment and promotion of faculty and researchers in the Faculty of Arts and Sciences.

[Handbooks and Resources](#)
[Faculty Resources, Events](#)
[Handbooks and Guides](#)

4.2. Appointments and Promotions

The [FAS Appointment and Promotion Handbook](#) provides detailed guidance on faculty appointments. All procedural questions regarding faculty hiring, reviews, promotions, and leaves should be directed to the appropriate associate dean, and the associate dean should receive a copy of all documentation regarding these procedures. For more detailed listings on whom to contact, please see the [FAS Contacts by Topic](#) guide.

NOTE: Exact timelines, dossier requirements, etc. will vary each year as handbook is updated. Always check handbook for specifics.

General overview of the search:

- Late summer/early fall: Job posted via [ARIES](#)
- Next create ads on [Chronicle of Higher Education](#)
 - Include link to ARIES posting in these ads, so that candidates submit their applications in ARIES.
 - October: job posting closed via ARIES
 - Download application materials and send around to search committee members
 - Have faculty make notes of WHY they are not interviewing other candidates who will not move forward to interviews, as you will need to put that into ARIES
- November: Initial interviews with candidates
 - Will schedule over Zoom
 - Get faculty availability and then offer slots to candidates
- December: Faculty decide on finalist candidates
 - DA will likely need to compile dossier and submit to Faculty Affairs

- Must have approval from Faculty Affairs before next steps
- January/February: Job talks
 - These are in-person visits to campus in which the candidate meets with graduate students and non-search committee faculty one-on-one, and then closes out the day by giving a general lecture on their field
 - After dates are picked, you will need to move quickly
 - Travel arrangements
 - Create day-of schedule:
 - Meeting slots with professors and grad students
 - Lunch/breaks
 - Remember travel time between meetings, bio breaks, etc.
 - Prep time for lecture
 - Consider providing an hour before the talk starts to let the candidate get a break
 - Lecture
 - Dinner
 - Should be a nice dinner reservation with all faculty plus the candidate
 - Book space and technology for presentation
 - Note: do not send information about next candidate's job talk until after the prior candidate has already finished their presentation
 - Note: keep information that these ARE job talks within the department - do not widely advertise
- March: Finalist chosen and offer made

Consult with the Chair of the department and the Associate dean for Faculty Affairs, review documentation- offer letter, CV, signed VPA and process the new faculty appointment in Aurora, choosing the correct categories.

4.3. ARleS Faculty Search/Job Posting

Sign up on the [Harvard Training Portal](#), or click the links below to go directly to a class registration page.

Training 1 – Going Live with your Search

- Workflows – Posting
- Navigating ARleS
- Customizing Views of Postings
- Creating a Posting
- Getting Approval and Posting to the Job Board
- Editing a Posting
- Tour of the Applicant Portal

Training 2 – Managing your Search

- Workflows - Candidate
- Customizing Views of Candidates
- Viewing and Downloading Application Materials
- Managing reference letter submissions
- Reactivating an Application
- Reviewing Applications – Staff or Faculty
- Moving candidates through the workflow

Training 3 – Closing your Search

- Dispositioning Candidates
- Emailing unsuccessful candidates
- Closing the search
- Running Reports
- Viewing posting and candidate History Logs

Note: There can be no ARIeS postings visible to candidates that do not have a valid salary range.

All external job ads placed by your unit (department sites, lab sites, external publications or job boards, etc.) must include either the minimum and maximum salary expected to be paid for the role OR a link back to an ARIeS job posting that lists the pay range.

For guidance about salary ranges for a given position, please contact your [faculty affairs office](#).

4.4. Faculty Onboarding Resources

[Onboarding Overview for New Faculty](#)

[Onboarding Checklist: Action Items to be Followed by New Faculty](#)

[Faculty Onboarding Links for Administrators](#)

[Dossier Checklists for Multi-Year Renewable Appointments](#)

[Office for Faculty Affairs](#)

4.5. Absences, Leaves, and Extensions of Appointment

The following is an overview of the leave request process:

TIMELINE:

- **September:** Announcement that the form is open to faculty (template will be provided by the Associate Dean for Faculty Affairs).
- **December 1:** Deadline for submitting requests.
- **December 15:** Deadline for chair approval.
- **Spring:** Final approvals provided by Kendra's office.

Checking eligibility:

Data Hub --> Faculty --> Faculty Member Details --> (Select tub, department, and current fiscal year) --> scroll down to Faculty Leave Eligibility

(key: ST = spring term, FT = fall term)

Application: leaves.fas.harvard.edu. Chrome is the preferred web browser.

Approvals: All leave requests will need to be approved by your chair *and* the associate dean for faculty affairs, so they must be submitted via the website above.

As part of retirement agreement: do not submit to above form. Jerrine Milke in Faculty Affairs will enter retirement leaves on your behalf.

Eligibility: [Leave policies](#) for your appointment type. If you are still unsure, please contact Kendra Barber, Associate Dean for Faculty Affairs in the Arts & Humanities Division at kendrahbarber@fas.harvard.edu.

Postponing: With *prior written approval from the divisional office*, tenured faculty may postpone a leave for 1-2 terms without penalty for curricular or administrative reasons. Leaves that are postponed without prior approval will require 6 terms in residence before a subsequent leave may be taken. Please see the [Banking Sabbaticals](#) page for more details. Requests to postpone a leave for curricular or administrative reasons should be sent to Kendra Barber, Associate Dean for Faculty Affairs at kendrahbarber@fas.harvard.edu.

4.6. Teaching and Advising Resources

[Bok Center for Teaching and Learning](#)
[Harvard Initiative for Learning and Teaching](#)
[Info for Faculty, Teaching Resources](#)
[Advising Programs Office](#)
[Graduate Student Advising](#)
[Academic Resource Center \(Bureau of Study Counsel\)](#)
[Education Support Services \(ESS\)](#)
[Harvard Library System](#)
[Harvard University Information Technology](#)
[Mignone Center for Career Success](#)
[Office of International Education](#)
[Office of Undergraduate Research and Fellowships \(URAF\)](#)
[Writing Center](#)

4.7. Funding Opportunities

[Faculty Startup Funds](#)

- These are spent by faculty for their own research and Harvard-related activities that are not covered by the department.
- This often includes payroll/benefits for their lab workers.
- Also for research travel, supplies, books, tech, etc.
- Most Concur expenses from Faculty cards will be attached to this account.
- FUND is the same for ALL faculty: 016110
- ROOT is what differentiates each account

[Research Funds Policy](#)

[Funding Opportunities](#)

Collaboration

- [Provostial Fund for the Arts and Humanities](#): This fund is intended to support creative, innovative initiatives in the arts and humanities for projects led by ladder and non-ladder faculty within the Faculty of Arts and Sciences and/or other schools.
- [Provost Fund for Student Collaboration](#): The Provost Fund for Student Collaboration (PFSC) supports extracurricular academic collaborations that bring together students from at least three Harvard schools to explore a particular subject.
- [Provost Fund for Interfaculty Collaboration](#): The Provost's Fund for Interfaculty Collaboration (PFIC) supports faculty collaboration across multiple Harvard Schools.

Innovation

The Office of Technology Development provides researchers with funding opportunities to advance research toward commercial impact through strategic corporate partnerships and translational funding programs.

- [Strategic Corporate Partnerships](#): OTD facilitates industry sponsorship of individual research projects and multi-year, university-wide strategic research alliances to advance research. Strategic corporate partnerships accelerate research in various disciplines across the university, addressing critical unmet needs in multiple research areas.
- [Translational Funding Programs To Advance Research](#): OTD manages three accelerator programs that combine translational funding, investor and industry connections, and business development expertise to propel research toward real-world solutions with a global impact.

Research

Harvard's Office of the Vice Provost for Research seeks to create an environment that fosters the success of Harvard's researchers. See their [Funding](#) page for an overview of research funding opportunities and guidelines, including [Internal Funding](#), [External Funding](#), and [Corporate Engagement](#).

Work/Life

- [Dependent Care Fund](#): The Dependent Care Fund provides funding to help with caregiving costs during short-term professional travel for Harvard ladder faculty.
- [ACCESS Program](#): The ACCESS Program is an initiative to help tenured, tenure-track, and senior non-ladder faculty meet their family care-giving needs while succeeding in their academic careers.
- [Research Enabling Grant](#): Research enabling grants are intended to provide financial assistance to eligible faculty facing work/life or personal/family challenges that threaten to impede their academic research and/or their progress at Harvard.

4.8. FESSCA/Supplemental Salary

FAS allows faculty to receive supplemental salary, with limits and a formal request process.

Supplemental salary can come from sponsored grants or “Dean’s ninths” and is requested through [FESSCA](#) once per fiscal year for a total of up to three months’ pay. There are policies regarding outside activities, conflicts of interest, and the total compensation received from all sources.

“Dean’s ninths” are supplementary salaries for Harvard faculty, allowing them to be paid for research conducted outside the standard academic year. These payments compensate faculty for up to one-third of their annual academic salary and are particularly helpful for covering costs when research funding is terminated.

- **Purpose:** To provide supplemental income for faculty to conduct research during the summer and other non-academic periods, as planned for in grant budgets.
- **Eligibility:** Available to faculty who have budgeted for supplemental pay from a terminated grant but still have funds available to use.
- **Administration:** Faculty request these payments through the FAS Supplemental Pay, Effort Commitment Tracking and Request Application (FESSCA) system, with the request reviewed and approved by the Department Administrator and FAS Finance.
- **Recent changes:** Recent initiatives by Harvard have expanded support for faculty, including allowing more flexibility in how “Dean’s ninths” can be used in certain circumstances, such as when federal grants are terminated.

Note: Supplemental salary may be converted to research funds with permission from Associate Dean for Faculty Affairs. Once this occurs, those same funds cannot be converted back to Dean’s Ninths.

Note: If a faculty member takes a sabbatical at ½ pay, if they took some ninths, would that also be at half the amount or full pay?

Ninths would be paid at the full amount even if the person was on a sabbatical at half pay.

4.9. Department Faculty Meetings

Schedule:

- Schedule times/place each academic year

DA Responsibilities:

- Note taking during meeting
- Send draft agenda to Chair during prior week
- Once approved by Chair, send final agenda to attendees day prior
- Send meeting notes to Chair after meeting for approval to send
- Once approved by Chair, send final meeting notes to attendees

Invite list:

- Faculty
- Grad/Undergraduate Coordinator
- Head Tutor
- Affiliated Faculty

Notes:

- When taking notes, try to avoid attributing comments to particular attendees when possible (for privacy)
- Do not need to take detailed notes about all topics
 - Consider checking with Chair to see if there are particularly sensitive areas
 - You may not need to take detailed notes on all topics. Check with your chair if there are particularly sensitive areas that should not be recorded in detail, such as individual student progress.

4.9.1. Meeting Minutes Template Examples

Template 1.

Faculty Meeting Minutes Template

Meeting: [Department Name/Faculty Council]

Date: [Month, Day, Year]

Time: [Start Time] – [End Time]

Location: [Room Number or Zoom Link]

Chair: [Name]

Note Taker: [Name]

1. Attendance

- Present: [List Present Members]
- Absent: [List Absent Members]
- Guests: [List other attendees, e.g., Student Representatives, Guest Speakers]
- Quorum Confirmed: [Yes/No]

2. Call to Order

The meeting was called to order at [Time] by [Chair's Name].

3. Approval of Minutes

- Motion: To approve the minutes from the [Date of Last Meeting] meeting.
- Amendments: [Note any corrections made to the previous minutes, or write "None."]
- Outcome: Approved [unanimously / by majority vote].

4. Announcements / Dean's Report

- *Summarize administrative updates, grant deadlines, or university-wide news shared by the Chair/Dean.*
 - [Point 1]
 - [Point 2]

5. Committee Reports

- [Committee Name, e.g., Undergraduate Curriculum] – *Presented by [Name]*
 - Report Summary: [Brief summary of the report]
 - Motions/Votes:
 - Motion: [e.g., To approve the new course HIST 101]
 - Discussion: [Briefly note key arguments for/against; do not record verbatim comments.]
 - Action: [Motion Carried / Defeated / Tabled]
- [Committee Name, e.g., Faculty Search] – *Presented by [Name]*
 - Update: [Current status of searches, interview schedules, etc.]

6. Old Business

Items discussed at previous meetings that require further discussion or a final vote.

- Item: [Topic]
- Discussion: [Summary of discussion]
- Decision/Next Steps: [Action item or vote outcome]

7. New Business

New items brought to the floor for the first time.

- Item: [Topic]
- Presentation: [Who presented it?]
- Discussion: [Key points raised]
- Action Items:
 - [] [Name] to research [topic] by [date].
 - [] [Committee] to draft a proposal for next meeting.

8. Executive Session (Optional)

Used for confidential matters such as tenure reviews, appointments, or sensitive student issues.

- Time Entered: [Time]
- Topic: [General topic only, e.g., "Faculty Promotions"]

- Outcome: [Record the final vote or decision only; do not record the confidential discussion.]
- Time Exited: [Time]

9. Adjournment

- Motion: To adjourn.
- Time: Meeting adjourned at [Time].
- Next Meeting: [Date, Time, Location]

Best Practices for Academic Minutes

- Record Actions, Not Transcripts: Do not write “Professor Smith said...” followed by “Professor Jones argued...” Instead, write: *"The faculty discussed the merits of the new requirement, focusing on student workload and credit equivalence."*
- Handling Votes: For standard business, “passed unanimously” is usually sufficient. For contentious items or formal faculty business (such as curriculum changes), record the exact count: *Yes: 15, No: 4, Abstain: 2.*
- Action Items: Bold these or place them in a separate sidebar so faculty members can easily scan to see what they have been assigned to do.
- Confidentiality: If your meeting moves into “Executive Session” (common for personnel/tenure decisions), keep a separate, confidential set of minutes for that portion, or record only the final vote in the public minutes.

Template 2.

YYYY.MM.DD Faculty Meeting

MEETING NOTES TEMPLATE:

Attendees:
(list)

Start - (time)

(Heading) - (time) - (presenter)

Notes

Notes

Notes

(Heading) - (time) - (presenter)

Notes

Notes

Notes

End - (time)

Action Items:

Date - person – task

Date - person – task

Chapter 5. Academics

5.1 DGS/DUS/Instructor's Handbook/Information

Directors of Undergraduate Studies (DUS) and **Directors of Graduate Studies (DGS)**, roles most often held by department faculty, act as important connections between Harvard College, the Harvard Kenneth C. Griffin Graduate School of Arts and Sciences (Harvard Griffin GSAS), and academic programs, guiding students toward the resources they need to thrive in their academic programs.

Faculty who take on administrative duties—such as DGS, DUS, department chair, program director, or similar roles—can sometimes receive course relief (fewer teaching responsibilities) or other adjustments to recognize the additional workload. In some Harvard divisions, documentation about faculty workload includes references to roles such as DUS or DGS as components of faculty service responsibilities, indicating these duties are considered in workload planning.

[Information for Faculty Offering Instruction in Arts and Sciences](#) is a reference guide for FAS educational policies. In addition to a discussion of instructors' responsibilities, course administration, and problems often encountered by students, this publication includes a summary of teaching resources and a direct link to the official FAS academic calendar.

All members of the FAS are urged to consult this publication as issues arise in the administration of their courses and in their work with students. New instructors should acquaint themselves with the various policies and regulations before the upcoming term. Avoiding misunderstandings before the fact can save time and spare unnecessary embarrassment.

[Responsibilities of Instructors](#)

5.2. Academic Planning

Each fall, the department Chair, Director of Graduate Studies, Director of Undergraduate Studies, and Department Administrator participate in an academic planning meeting with the Dean. Typically, the Chair serves as the primary presenter, while the DA plays a crucial supporting role in preparing for this important meeting.

Key Roles & Preparation:

- The Chair leads the presentation and discussion with the Dean.
- The DA assists by:
 - Pulling reports from the [FAS Data Hub Dashboard](#).
 - Gathering data relevant to the year's specific questions, goals, and guidance for academic planning.
 - Providing feedback and revisions on written statements.

- Completing the non-ladder faculty Excel sheet.
- Please note: Requests for non-ladder faculty are an essential part of this planning process.

Sample Topics for Discussion:

- **Budget Requests:** Identifying additional resources needed to advance interdisciplinary teaching, research, and program sustainability.
- **Space Allocation and Accommodations:** Evaluating current and future space requirements, including facilities and accommodations for students, faculty, and staff.
- **Interdisciplinary Collaborations:** Strengthening partnerships with other departments, schools, and units to support areas such as literature, visual and performing arts, culinary arts, film, sustainability, history, immigration, education, bilingualism, sociolinguistics, language pedagogy, and technology-enhanced learning.
- **Personnel and Recognition:** Prioritizing faculty and staff promotions, recognition of achievements, and new position and non-ladder faculty requests to foster innovation and meet increased student demand.

Timeline Overview:

- **Late August:** Dean's Office circulates information regarding academic planning topics and deadlines.
- **Early September (tentative):** Meeting with Faculty Affairs to address non-ladder faculty needs prior to the main session.
- **Early October:** Submission deadline for written statements and non-ladder faculty request forms to the Dean's Office.
- **October (date TBD):** Official academic planning meeting with the Chair and Dean.

5.3. Curriculum Coordination

The [FAS Registrar's Office](#) provides academic support to faculty, students, staff, and alumni in the Faculty of Arts and Sciences. The Registrar's Office is located on the fourth-floor suite of the Smith Campus Center at 1350 Massachusetts Avenue.

The Registrar's Office uses the [my.Harvard](#) system to provide a seamless digital experience for courses, enrollment, student records, and advising.

[FAS Office of Student Services](#)

[FAS Disability Access Office](#)

[College Office of Academic Integrity and Student Conduct](#)

[College Housing Office](#)

5.3.1. Catalog

In early spring, department faculty and staff meet to discuss the next academic year's curriculum and which courses they propose to teach. With guidance from the DA, DUS and DGS, undergraduate and graduate course requirements must be considered and accounted for. Courses are then added to the catalogue in the spring in time for pre-registration.

[FAS Registrar's Office Training and Documentation SharePoint Curriculum management workflow](#)

5.3.2. Classrooms/EMS

The Registrar's Office manages the scheduling of [spaces for courses](#). Classroom preferences are entered in the EMS RoomBook application and accessible via the Academic Browser. The Registrar's Office Classrooms [SharePoint website](#) provides documentation for submitting preferences, titled "[Instruction – Course Preferences for Classroom Coordinators](#)." Account access is requested by contacting classrooms@fas.harvard.edu.

Download/access EMS via the following links:

- [Desktop client download instructions](#) (for Windows/PC computers exclusively)
- [Online version of Academic Browser](#)

The [Message Center](#) on the Registrar's Office website posts communications sent out to department coordinators containing updates and information about upcoming deadlines.

5.3.3. Canvas

[Canvas](#) sites are created automatically when courses are added to the catalogue on time. If a course is added late, the Canvas site will not be automatically created and a request to create the Canvas site must be placed with [Academic Technology](#).

Faculty should edit their Canvas sites with appropriate syllabi and course materials in time for students to review and consider their courses during pre-registration.

DAs with new Visiting Faculty may contact AHAS for assistance with Canvas. Requests for new Visiting Faculty Canvas support should be sent directly to [Genesee Johnson](#).

5.4. Undergraduate Program

[Harvard College](#) is the undergraduate division of Harvard University.

Academic Structure

- **Concentrations:** Students choose from over 50 concentrations (majors) in the arts, humanities, social sciences, natural sciences, and engineering.
- **General Education Requirements:** The curriculum emphasizes breadth through a set of General Education courses designed to expose students to diverse methodologies and ways of thinking.
- **Advising:** Every student receives guidance from a network of academic advisors, faculty, and peer mentors throughout their undergraduate journey.

Instruction and Opportunities

- **Faculty:** Students learn from and conduct research alongside distinguished faculty who are leaders in their fields.
- **Research:** Numerous opportunities for independent research, funded projects, and faculty-led collaborations are available to undergraduates, often starting as early as the first year.

For information on concentrators, demographics, fields, etc:

[FAS Data Hub](#) --> HCOL Students --> Division/Tub

5.5. Graduate Program

[Harvard Griffin Graduate School of Arts and Sciences \(GSAS\)](#) is the graduate division of Harvard University.

Administrators and Graduate students can refer to the Harvard Griffin Graduate School of Arts and Sciences [Handbook for Students](#) for most questions (gsas.harvard.edu). Students can also call GSAS directly and arrange for an appointment with their Financial Aid Officer or with another member of the GSAS staff, as needed.

- [Financial Aid Office](#)
- [Graduate Admissions Office](#)
- [Fellowships & Writing Center](#)
- [Culture, Community, and Engagement](#)
- [Office of Student Affairs](#)
- [Office of Student Success](#)
- [Office of Student Services](#)
- [Office of Residential Life](#)
- [The Student Center at Harvard Griffin GSAS](#)

[Top-Up Stipend](#): PhD students in the humanities and social science programs of the Faculty of Arts and Sciences are eligible to receive four terms of the Top Up stipend. Students can use their Top Up stipend to supplement teaching sections, research funding, traveling fellowships, research assistantships, or other income sources that support their academic progress and align with the GSAS employment policy. The Top Up stipend allows students to supplement their primary income source in the chosen term(s).

Students supported by research or traveling fellowships should confirm that the fellowship terms allow for combination with other stipend funding. Students will be awarded the Top Up stipend in the G3 and G4 years. Students may decline use of the Top Up stipend in the Student Aid Portal and defer the use of the award to a term no later than the end of the departmental G6 year.

[SLATE](#): GSAS Admissions Application Portal: Secure online portal for graduate student applications, where admissions decisions are also posted.

[CARAT](#): Database for Grants and Fellowships: Through the CARAT database, graduate and postdoctoral students can access information about grants and fellowships.

5.5.1. Teaching Fellow Section Allocation

The [Harvard Section Allocation Tool \(SAT\)](#) is an online platform used by FAS for department administrators to request and record section allocations for upcoming academic year courses. Department staff use it to submit their section requests, and the [Office of Undergraduate Education \(OUE\)](#) uses it to communicate approved section numbers for courses, which informs Teaching Fellow (TF) or Teaching Assistant (TA) hiring.

How it works:

- **Submission:** Each March, department administrators submit their requests for discussion and lab sections into the SAT for the upcoming academic year.
- **Allocation:** The OUE reviews these requests and provides preliminary allocations based on historical and estimated enrollment data, as well as FAS target section sizes.
- **Communication:** The tool serves as a central place for the OUE and departments to communicate about section allocations.
- **TF/TA Hiring:** Approved section numbers from the SAT help departments determine the number of TFs/TAs they need to hire.

5.5.2. Teaching Fellow/Teaching Assistant Hires

Part 1: Course Submission and Section Allocation Process: Preliminary Data

1. Faculty instructor sends course information to the Catalog Coordinator.
2. Catalog Coordinator submits the information into the course catalog section. Catalog data and course enrollments are fed into the Section Allocation Tool (SAT).

3. Department staff submits section requests, estimated enrollment and the total Full-Time Equivalent (FTE) (including if there will be a head TF appointed), into the SAT based on prior terms' enrollment.
4. Office of Undergraduate Education (OUE) will approve or decline requests based on historical data and current information submitted in SAT.

Part 2: Assigning TAs/TFs and Entering Assignments: May/June- begin entering appointments for the Fall

1. Staff works with the Director of Graduate Studies or Languages to identify TFs for courses.
2. Letters are sent to the prospective TFs offering them section appointment(s).
3. Once accepted, the staff appoints the TFs/TAs in [Aurora](#) with employee information, appointment information, costing, and assignments. Offer letters are required for all appointments. For TAs, CVs should be attached.
4. There is a TF/TA appointment workflow in Aurora:
 - Data submitted
 - Departmental approval
 - Back-office approval
 - Awaiting PeopleSoft submission
5. Staff should monitor the Actions in Aurora to keep track of the TF/TA appointment process.

Part 3: Post-enrollment– September/October

1. When courses enrollments are confirmed, staff may work closely with OUE to update the sections and the total FTE based on current enrollment in SAT.
2. Depending on the department, the Centralized Application for Teaching Sections (CATS) may be used to assist priority students with finding available course assignments.
3. Once assignments are determined and confirmed for, staff may update and modify any changes in Aurora as needed.

Part 4: Reappointment Process- October DAs may begin entering Spring appointments

1. Repeat parts 1-3 as above for Spring courses.

[Office of Undergraduate Education, Instructional Support](#)

Information about pay rate, schedule, and other rules governing eligibility, workload, and duration of appointments can be found on the [OUE/Instructional Support SharePoint](#).

You should check with Financial Aid to determine your department's guarantee of teaching for its students. For most Arts & Humanities departments, PhD students are guaranteed teaching appointments at the 2/5ths level. This occurs after the first two years of study, generally in years three and four. This can vary, and students are permitted to port the guarantee of teaching to a later year (for instance, if they win a fellowship in year three).

Departments vary in how actual appointments are assigned. Some departments have many teaching opportunities within the department itself; smaller academic departments may need

to direct students elsewhere for opportunities (including CATS - the [Centralized Application for Teaching Sections](#)). Most departments make hiring decisions for the upcoming academic year during the previous spring, after the catalog of courses for the upcoming year has been determined.

Before assignments can be made, departments must request permission to hire for a section of a course through the use of the [Section Allocation Tool \(SAT\)](#). Ordinarily, the deadline for these requests is in late March for the following academic year. The OUE will review these requests and will grant the hiring of teaching staff based on history of enrollment, as well as other factors. You will use the SAT again post-study card day, once enrollments are known, to adjust your teaching staff requests.

TF appointments are typically made for the fall term and spring term separately. Fall teaching appointments begin in August, and Spring teaching appointments in January. Paychecks are disbursed biweekly.

Department staff enter fall teaching fellowships and assistantships in [Aurora](#) before the end of the spring semester ensure an on-time August paycheck; Spring teaching fellowships are entered in Aurora by a date in late October (watch for communications from [OUE](#) for the deadline) to ensure an on-time January paycheck. Department staff should make arrangements with those students who have not yet completed an I-9 (usually first-time teaching fellows) to complete an I-9 before the student leaves campus for the summer. Instructions for the I-9 process can be found on the [I-9 Office](#) website.

TF and TA (Teaching assistant) appointments are entered in Aurora. TF appointments require an appointment letter and TA appointments require an appointment letter and a CV. These documents must be attached to the Aurora appointment. You should arrange for Aurora training for detailed instruction on entering teaching appointments in Aurora. Additionally, the OUE will email instructions, updates and notification of upcoming deadlines, with plenty of FAQ and helpful memos and schedules.

Remember that offer letters must be attached to TF/TA appointments (and any later job data change actions), but should not be sent to the employee until the appointment is complete in PeopleSoft. You can find an [HGSU Appointment letter template for TFs](#) and an [offer letter for TAs](#) on the [Instructional Support Resources for Administrators SharePoint](#) website.

[TF/TA Pay Rates](#)

[Aurora TF/TA User Guide](#)

[Aurora TF/TA transactions](#)

[Hiring a TA](#)

To be added to the OUE newsletter and mailing list, email instruct@fas.harvard.edu.

5.6. Visiting Fellows

[Visiting Scholars/Visiting Fellows](#) are considered full-time research students at the Harvard Kenneth C. Griffin Graduate School of Arts and Sciences (Harvard Griffin GSAS), with access to Harvard University's libraries and facilities. They may only affiliate with one department or program based on their academic interests.

While they do not take courses for academic credit, they may audit courses with the approval of the instructor and seek faculty guidance as they conduct independent research. They may also audit courses at Harvard Business School, Harvard Divinity School, and Harvard Law School (Harvard Business School charges auditors a cross-registration materials fee) with instructor permission. They may also audit courses at MIT and the Fletcher School of Law and Diplomacy at Tufts University with permission from the course's instructor. Please note that visiting fellows are normally not permitted to audit basic skills courses such as beginning languages or computer science.

Visiting fellows may submit a new application to extend their program. Extension is not automatic; reapplications are considered on a case-by-case basis.

5.7. Harvard Language Center

[Harvard Language Center:](#)

- A hub for Harvard language departments in the FAS that supports the teaching and learning of languages at Harvard College through technological and pedagogical support.
- A locus for information for students (language policies, language course offerings, and language study opportunities) and faculty (peer support, research opportunities, language teaching events and workshops).
- Hosts spaces that can be reserved for language courses and events.
- A member of the Foreign Language Advisory Group, whose mission is “to advise the administration on issues related to language study and pedagogy” and “continue to build a community of language instructors across all programs and in close collaboration with the Language Center”.
- A member of the [Consortium for the Learning and Teaching of Languages](#).

Chapter 6. Research

6.1. FAS Office of Research Administration

[FAS Office of Research Administration](#) (FORA) advances the research and scholarly mission of the Faculty of Arts and Sciences through expert guidance, comprehensive support, and seamless collaboration with researchers and administrative colleagues.

Support areas include:

- [Funding Opportunities](#)
- [Research Finance](#)
- [FASTRAC](#)
- [Pre Award](#)

[Budget Templates for Grants](#)

[Harvard Grants Management Application Suite \(GMAS\)](#) is the university's central system for managing all sponsored funding, from initial proposals to financial reporting and closeout. It is the system of record for managing the entire lifecycle of a sponsored project, including proposals, awards, financials, and related documentation, and is integrated with Harvard's other financial and compliance systems.

- **Proposal management:** GMAS allows for the development, internal review, and submission of proposals and requests for funding.
- **Award administration:** It supports the creation of project accounts, updating award terms, and managing the award lifecycle.
- **Financial tracking:** The system handles financial reporting, invoicing, and is integrated with the university's general ledger.
- **Documentation:** It acts as a repository for all related documentation, such as award documents received from sponsors.
- **User access:** Access to GMAS is controlled and granted to individuals based on their role in the grant administration process, such as the Principal Investigator (PI) or a Sponsored Research Administrator.

Aurora Actions for new Visting Research Scholars: Visiting scholar appointments may be entered up in Aurora to six months in advance of the start date. For more information, please consult [Academic Appointments](#).

6.2. Postdoctoral Affairs

[The FAS Office of Postdoctoral Affairs](#)

Postdoctoral fellows and research associates are both non-ladder academic appointments that support faculty-led research, but they differ in purpose, experience level, and research authority.

Postdoctoral appointments are primarily training-focused, intended to allow early-career scholars to continue developing under the supervision of Harvard faculty. Postdocs generally do not hold independent research authority and may only serve as a principal investigator or project director with explicit dean-level approval and a compelling justification.

Research associate appointments, by contrast, are professional research roles intended to provide experienced scholars—typically with several years of postdoctoral experience—with paid research services in support of faculty projects. Research associates may serve as co-principal investigators and, with the same dean-level approval process, may also be designated as principal investigator or project director.

[Postdoc Resources for Administrators](#)

Chapter 7. Personnel

7.1. Aurora

[Aurora](#) is an administrative system for hiring and managing appointments for staff, faculty, and other roles within the Faculty of Arts and Sciences. The [Aurora Knowledge Center](#) page provides helpful information and downloadable user guides.

7.2. Staff Hiring

The following is a typical staff hire workflow:

1. Conversation with Admin Dean regarding vacancy
2. DA provides the HR consultant with a job description, position title, and relevant details
3. Upon satisfactory review and approval from HR, DA completes [Classification Review Form \(CRF\)](#)
4. DA emails completed CRF to HR for review with hiring committee
5. HR replies with response, and if approved will include the associated job code, position number, etc.
6. DA posts/uploads CRF into Position Request and Review Form ([PREP](#))
7. After PREP (HR, Budget & Decanal) approval, it is assigned a requisition number
8. DA posts position to Careers@Harvard
9. DA reviews applications and chooses candidates for interviews
10. Conducts interviews via available options (in person, virtual, video recordings) - multi step process
11. Chooses finalists and sends report to HR on candidates who were not chosen to move forward
12. DA makes verbal offer and begins salary discussion
13. Upon satisfactory negotiations and agreement between DA, applicant and HR, HR sends welcome packet with official job offer letter and benefits information
14. New hire acknowledges and agrees to terms of offer letter, I-9 process begins
15. DA amends the position description, job code, position number in Aurora to reflect approved CRF entered into PREP for consistency
16. DA enters new hire information in Aurora

[Search Open Positions](#)

[FAS Onboarding Toolkit](#)

[New Employee Onboarding Checklist](#)

[PREP Approval Grid](#) (HR Action Notification and Approval Process)

7.3. Human Resources

FAS [Human Resources](#) serves both organizational interests, such as the development of an inclusive and talented workforce, and individual interests, such as career growth and work/life balance.

Their responsibilities include establishing and communicating personnel policies and procedures, including compensation programs; maintaining compliance with employment laws; and creating and supporting recruitment and training efforts. Each center and department is assigned a [HR Consultant](#) with detailed knowledge of the clients served and of the FAS' HR policies and resources.

The Senior Human Resources Consultant for the Division of Arts & Humanities is the first point of contact for making any hire.

[Talent Acquisition](#)

[Harvard Careers](#)

[Harvard FAS Leaves Office](#)

Each Harvard school has its own local Human Resources office, which works alongside Harvard's central [Human Resources](#). These local HR offices offer a wide range of consulting services to school leaders, managers, faculty, and staff. Their expertise spans areas such as recruitment and onboarding, compensation and grading, training and development, performance management, employee relations and conflict resolution, organizational design, manager effectiveness, and employee recognition.

In addition, the local HR offices collaborate closely with central HR on University-wide initiatives aimed at fostering a supportive and empowering employee community. These efforts ensure that every Harvard employee has the resources to thrive in their roles and reach their full potential, contributing to a high-functioning and engaging workplace.

[Local Payroll Representatives by department/unit](#)

7.4. Staff Benefits and Resources

Harvard offers a comprehensive package of benefits to help staff meet individual and family needs. In addition to health benefits, FAS employees may take advantage of flexible savings accounts and several retirement plan options, along with many other benefits and services from tuition assistance to entertainment and retail discounts. Please visit [Harvard Benefits](#) to learn more about enrollment and eligibility.

There are programs dedicated to [support your mental and physical health](#). The [Employee Assistance Program \(EAP\)](#) offers free, confidential help for all Harvard employees and their

adult household members. They offer workplace consultation, help with legal and financial issues, assistance with parenting or elder care resources and more.

Harvard's [Office of Work/Life](#) offers a robust calendar of events and wellbeing resources for Harvard faculty and staff. The [Center for Wellness and Health Promotion](#) offers classes, massages, acupuncture, and workshops.

7.5. Staff Unions

The [Harvard Union of Clerical and Technical Workers](#) (HUCTW), also known as AFSCME Local 3650, is a labor union made up of more than 5,000 skilled and committed staff working in every corner of the University — in Harvard's offices, laboratories, libraries, museums, houses, and clinics. The [HUCTW Contract \(Personnel Manual and Agreement\)](#) describes the HUCTW salary increase program and benefits, as well as detailing the policies, protections, and programs Harvard and HUCTW have agreed to.

The [Harvard Academic Workers-United Auto Workers](#) (HAW-UAW) is a labor union for non-tenure-track academic workers at Harvard — including lecturers, preceptors, researchers, postdocs, and others involved in teaching and research.

The [Harvard Graduate Students Union \(HGSU-UAW\)](#) is a labor union for student workers from all schools, campuses and departments at Harvard.

[Academic Unionization](#)
[Union Contracts](#)

7.6. LHT, Temp/Contingent and Student Hires

Harvard University uses [PeopleSoft](#) to hire the following categories:

LHT, Temp/Contingent and Student Hires are three types of non-permanent, non-faculty hires, that serve different needs:

- **LHTs: Less than Half Time** - ongoing help at very low hours. LHTs now at 14 hours for non-exempt (from overtime) - if one of them shows up on a violation report 3 times, they WILL be terminated.
- **Temps:** Short-term help for immediate needs. Temps can work 3 months - after that, nonexempt transferred to LHT or terminated / exempt can be a little longer.
- **[Contingent Workforce](#):** Contingent workers are individuals who provide independent services to client organizations. Contingent workers can include temporary employees, independent contractors, freelancers, consultants, advisors or other outsourced workers hired on a per-job and non-permanent basis. Note that the words "contingent worker" and "temp" are oftentimes used interchangeably.

- **Student Hires:** Enrolled students working part-time while in school. Students are hired directly through PeopleSoft. Funding source is often faculty startup/research funds. Confirm with faculty/lab manager before approving student hours.

7.7. Independent Contractor Policy

It is Harvard's policy that an individual who is paid to provide services to Harvard must be hired as an employee unless the engagement satisfies the three-part [Independent Contractor](#) test.

An Independent Contractor (IC) is generally an individual who is in an independent trade, business, or profession and offers services to the general public. An IC may work as an individual or through a business entity such as a sole proprietorship, partnership, or limited liability corporation. ICs are sometimes also referred to as consultants, 1099s, contractors, or vendors.

A worker's preference is not relevant to the classification determination, nor is that of the local department or unit wishing to engage the individual.

Employees can take a web-based training giving an overview of the Independent Contractor Policy. The **Independent Contractor Policy Overview (University-Wide, Online)** course gives an overview of the policy and the [Independent Contractor Questionnaire \(ICQ\)](#) and provides guidance and clarification on roles and responsibilities and when and how to classify an individual as an employee or independent contractor. The course can be found on [Harvard's Training Portal](#).

7.8. Learning & Development

[Learning & Development](#): You may be eligible for a variety of courses, workshops, and degree programs ranging from GED to Ph.D.—some at no cost, and many at a greatly reduced cost.

Navigate to our [Dynamic Work at FAS page](#) to find career development opportunities while working remotely or in a hybrid model.

For information on incorporating professional development into your department or unit's budget, please review the [Professional Development Guidelines](#).

7.9. Performance Management

[Performance management](#) provides FAS staff and managers time to reflect on progress, clarify expectations, and discuss priorities and potential career paths. Performance management is intended to foster individual success, to engage managers in the development of their staff, and to support the priorities and goals of the FAS.

Performance management is comprised of two basic parts:

- The What: Continuous coaching conversations throughout the year
- The How: Tracking of highlights of continuing conversations, to set priorities and goals, and summarizing themes at the end of the academic year.

Performance Reviews:

- Encourage goal setting, with continuous coaching
- Annual reviews take place around May/June

Salary Review Process

- Every year HR does salary review through ASIP portal
- HUCTW will be entirely handled by HR

7.10. Student Employment Office Process

[Student Employment Office](#) (SEO)

To find and start a student job at Harvard, students should search the [SEO's Jobs Database](#) to find openings and apply. Once hired, students complete the [I-9 form](#) for employment verification and the [W-4](#) and [M-4](#) tax forms in the university's [PeopleSoft](#) system. They then report hours weekly, and supervisors approve them in PeopleSoft.

For Students

1. **Find a Job:** Search for openings on the Student Employment Office's jobs database.
2. **Apply and Get Hired:** Apply for jobs and complete the necessary interviews.
3. **Complete Onboarding:**
 - **I-9 Form:** Complete Section 1 of the I-9 form to verify identity and eligibility to work in the U.S..
 - **I-9 Section 2:** Schedule an appointment with Central Payroll or the Student Employment Office to complete Section 2 of the form.
 - **PeopleSoft Setup:** Gain access to PeopleSoft to complete W-4 and M-4 tax forms.
 - **Direct Deposit:** Sign up for direct deposit in PeopleSoft to receive paychecks.
4. **Start Working:**
 - **Report Hours:** Log your work hours weekly through the PeopleSoft system.
 - **Approve Time:** Your supervisor will approve your time to ensure you are paid.
 - **Receive Pay:** Get paid weekly for the hours you reported.

For Employers

1. **Hiring Process:**
 - **Quick Hire:** Use the [PeopleSoft Quick Hire](#) process to hire students.
 - **Federal Work Study (FWSP) Students:** If hiring a FWSP student, complete a referral card and indicate "Work-Study Student" in PeopleSoft.

- **I-9 Verification:** Complete the I-9 employment eligibility verification process for the new hire.
2. **Time Approval:**
- **Approve Weekly Hours:** Supervisors will receive a link on Monday morning to approve student time reported in PeopleSoft.
 - **Approve by Monday Afternoon:** Ensure timely approval by Monday afternoon to prevent payment delays.

Key Information

- **PeopleSoft:** All on-campus student employment is processed through Harvard's PeopleSoft system for time reporting, tax forms, and paychecks.
- **Hours:** Undergraduates can work a maximum of 20 hours per week during the academic year.
- **International Students:** International students must have a valid visa or work authorization and should contact the [Harvard International Office](#) for guidance on employment eligibility.

7.11. Federal Work Study Program

The [Federal Work Study Program \(FWSP\)](#) is a federally-funded financial aid program available to US citizens and permanent residents. The goal of the program is to assist students with the cost of their college education by providing a subsidy to employers for part-time student employment. The program is dependent on the student applying for financial aid through the FAFSA and qualifying based on their financial need. While all students are welcome to work during their time at Harvard, “work-study” refers specifically to the federally-funded financial aid program designed to help students meet their education costs via subsidized hourly work.

FWSP may be used during the summer, and eligibility is based on the FAFSA for the following school term. Visit the [Summer FWSP](#) page for more information about using FWSP during summer break.

FWSP comes with rules and regulations for [student](#) and [employer eligibility](#). To comply with the law, the University has established guidelines and processes that must be followed by both students and employers.

As part of the Financial Aid Office, SEO administers the Federal Work Study Program university-wide and also provides undergraduate students with funding to pursue their own academic interests outside of the classroom through the Faculty Aide Program.

The SEO is a resource for job-seeking students and hosts an online [jobs database](#) accessible to enrolled Harvard graduate and undergraduate students as well as students enrolled in a degree-granting program at Harvard Extension School.

[Using the Jobs Database](#)

The SEO also hosts several annual [events](#) throughout the year, and administers the [Harvard Student Employee of the Year](#) program.

Learn more about hiring students through the [Federal Work Study Program](#) and the [Faculty Aide Program](#).

7.12. Time Management and Payroll Register Guidance

Harvard uses [PeopleSoft](#) for time and attendance management, allowing staff and student employees to enter, track, and approve work hours, overtime, and leaves in a centralized, secure platform that integrates directly with payroll and HR systems.

Payroll Register Reports: (Cost Center Register by Ee)

- Run for Weekly, Biweekly, Teaching Fellow
- Save ONLY cover sheets (signed) for 15 months
- Delete after 15 months
- For questions, contact your specific [Payroll Coordinator](#)
- For biweekly, have Department Chair sign as well.
- [PeopleSoft: Payroll Calendar](#)
- [FAS Payroll Office](#)
- [Payroll Register Report Instructions](#)

7.13. Office of the General Counsel

[Office of the General Counsel](#) performs a wide variety of legal services. These include advising University officials on regulatory compliance and other legal aspects of their duties; representing the University in litigation before federal and state courts and administrative agencies; advising on issues involving risk management; preparing, drafting, revising and negotiating contracts between the University and other entities; and representing the University in real estate and other commercial transactions. The Office also supervises the activities of outside counsel who may be retained to assist with particular matters requiring specialized expertise. The OGC does not “approve” contracts, nor does it sign contracts on Harvard’s behalf.

Principal areas of the Office’s practice include the following:

- | | |
|--------------------------------|----------------------------------|
| • Academic Affairs | • Corporate Governance |
| • Antitrust | • Disability and Handicap Law |
| • Athletics - Title IX | • Employment/OSHA/Wage-Hour Laws |
| • Charitable Giving | • Employee Benefits |
| • Commercial Transactions | • Environmental Law |
| • Construction | • Health Care Administration |
| • Copyright and Publishing Law | • Immigration |

- Insurance
- Intellectual Property
- Labor Law
- Litigation - Internal Investigations
- Museum Administration
- Personal Injury - Tort Defense
- Police and Security
- Race Conscious Admissions
- Real Estate and Land Use
- Records Access and Privacy
- Regulatory Compliance
- Scientific Misconduct
- Sponsored Research
- Student Affairs and Discipline
- Taxation
- Technology Transfer
- Telecommunications

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Chapter 8. Events

8.1. Event Planning

Event planning requires early coordination, appropriate approvals, and careful scheduling. Academic events such as lectures, panels, workshops, and symposia typically require planning well in advance, including confirmation of funding, room reservations, and coordination with co-sponsoring departments when applicable. Social events such as receptions, celebrations, or milestone gatherings also require early venue selection, conflict checks with other campus events, and consideration of accessibility. All events should be scheduled using RoomBook or through established A&H coordination channels, with attention to setup requirements and campus support needs.

Departments are responsible for managing catering, guest payments, audiovisual support, and risk considerations in compliance with University and FAS policies. Catering should use approved tax-exempt vendors, with appropriate documentation retained for payment and reimbursement. Speakers and guests must be screened during the planning process per the Export Control Policy in [Chapter 2](#). Payees such as speakers must be properly onboarded in Buy2Pay prior to payment, with additional requirements for international visitors. Audiovisual and technology needs should be requested in advance through Education Support Services or HUIT, and all materials must meet accessibility standards. Events involving alcohol must follow University safety and alcohol service guidelines, including the use of licensed servers and required approvals. Adherence to these practices supports compliant, well-coordinated events and positive experiences for faculty, staff, and guests.

- Harvard Events Office: (617) 384-9723 events@harvard.edu
- [Crimson Catering](#)
- [EMS RoomBook \(Venue Reservations\)](#)
- [Education Support Services \(ESS\)](#)
- [Harvard University IT \(HUIT\)](#)

The [AHAS Administrator Events Planning Guide](#) provides high-level guidance to support the planning and coordination of academic and social events within the Arts & Humanities Division. The guide outlines key considerations for defining event scope, budgeting, approvals, and timelines, with an emphasis on early planning—particularly for major lectures, symposia, or events involving external or international guests. Department Administrators are expected to coordinate with department chairs, faculty organizers, and central offices to confirm funding, space reservations, and compliance requirements before invitations or commitments are issued.

Event planning responsibilities include coordinating speaker travel and payments, reserving event space, arranging audiovisual support, catering, accessibility accommodations, and ensuring compliance with University policies related to contracts, alcohol service, accessibility, and risk management. All guest speakers and vendors must be properly onboarded in Buy2Pay

prior to payment, and international guests require advance verification of visa and work eligibility. Administrators must also ensure that event spaces are restored post-event and that all documentation, approvals, and reimbursements are processed in accordance with Faculty and University financial policies. AHAS serves as a central support resource for administrators throughout the event planning lifecycle.

8.2. Publicity & Harvard University Calendar

- [FAS Academic Calendar \(Registrar's Office\)](#)
Official term dates and academic deadlines.
- [Harvard College Academic Calendar](#)
Key term dates and academic milestones.
- [Arts & Humanities Division Events](#)
Arts & Humanities lectures, symposia, and divisional programming.
- [Mahindra Humanities Center – News & Events](#)
Interdisciplinary talks, seminars, and conferences in the humanities.
- [Harvard College Events Calendar \(Student Activities\)](#)
Student activities, academic programs, and campus events.
- [Harvard College Event Submission Form](#)
Submit events to the Harvard College public calendar.
- [GSAS Events Calendar](#)
Graduate School of Arts & Sciences programs, workshops, and events.
- [Harvard Gazette Event Submission](#)
Submit events or announcements for coverage from Harvard's official news website.
- [Harvard Gazette – University-Wide Events Calendar](#)
University-wide lectures, conferences, and featured public events.
- [Office for the Arts at Harvard – Events Calendar](#)
Arts performances, exhibitions, and student arts programming.
- [Hutchins Center for African & African American Research – News & Events](#)
Lectures, series, and community events.

8.3. Events 101 – FAQs for Department Administrators

Events 101 – FAQs for Department Administrators

1. **How far in advance should I plan an event?**
Begin planning 6–8 weeks in advance to secure venues, catering, and A/V support. Larger or high-profile events may require additional lead time.
2. **How do I book a room or event space?**
Use [RoomBook](#) to view, reserve, and request approval for classrooms and event spaces. Confirm any special setup or accessibility needs when submitting your request.

3. Who provides A/V and technical support?

Contact [Education Support Services \(ESS\)](#), email ess@fas.harvard.edu for audiovisual and media needs. For emergencies, call **(617) 495-9460** (8 a.m.–10 p.m., Mon–Fri).

4. Are there costs associated with events?

Most internal FAS academic events are covered by departmental funds. However, catering, outside vendors, and evening/weekend A/V support may incur additional costs.

5. What is required for catering or food service?

Use only Harvard-approved vendors through Buy2Pay. Submit catering requests early and follow EHS food safety and alcohol approval guidelines when applicable.

6. Can I pay guest speakers or performers?

Yes. Submit an honorarium or vendor payment request in Buy2Pay. Ensure the payee is a registered supplier.

7. What documentation do I need for reimbursements?

Include itemized receipts, a clear business purpose, and submit within 90 days of the expense. Receipts are required for any purchase over \$75.

References

We are grateful to every administrative unit we are referring to and/or directly referencing in this Handbook, including but not limited to their online resources, manuals, jobs aids, formal and informal trainings, as well as ad-hoc advice that is being graciously provided by their staff.

- [Arts & Humanities Division](#)
- [Aurora Knowledge Center](#)
- [Central Payroll Office](#)
- [FAS Administrative Operations](#)
- [FAS Education Support Services](#)
- [FAS HR Contingent Workforce](#)
- [FAS HR Learning & Development](#)
- [FAS Human Resources](#)
- [FAS Office for Faculty Affairs](#)
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