



**Odette Binder**

*Operations and Events Coordinator*  
Department of Sociology

**Gary Cormier**

*Senior Director of HR Consulting*  
Human Resources

**Sarah Elwell**

*Director of Research Operations for  
Science and Engineering*  
Division of Science

**Alex Ferguson**

*Manger of Equipment Operations*  
Department of Athletics

**A. Maryorie Grande**

*Administrative Coordinator*  
Department of Earth and Planetary  
Sciences

**Nancy Hegarty**

*Assistant Director for Sponsored  
Research*  
Department of Molecular and  
Cellular Biology

**Peggy Herlihy**

*Department Administrator*  
Department of Astronomy

**Garth McCavana**

*Dean for Student Affairs*  
Graduate School of Arts and  
Sciences

**Erika McDonald**

*Associate Registrar of Academic  
Planning*  
Registrar's Office

**Michael Paterno**

*Senior Facilities Manager*  
Department of Chemistry and  
Chemical Biology

**Hector Ruben Paz Nadal**

*Executive Chef Manager*  
Dumbarton Oaks

**Rosaline Rabi Salifu**

*Program Manager*  
Center for African Studies

**Clayton Scoble**

*Multimedia Specialist*  
Harvard College Library

**Amy Thompson**

*Director of Media and  
Technology Services*  
Media & Technology Services



# Welcome, Introductions and Budget Updates

**Mary Ann Bradley**

*Associate Dean, FAS Administrative  
Operations*

**Jay Herlihy**

*Associate Dean, FAS Office of Finance*



# Agenda

**Welcome, Introductions and Budget Updates**

Mary Ann Bradley, Jay Herlihy

**Allston Update**

Marika Reuling, Leslie Schaffer

**Performance Management  
Minors Policy Update**

Chris Ciotti  
Jennifer Shephard, Eliza Brown

**DUO for Email**

Christian Hamer

**Administrative Systems Overview  
Research Portal Update**

Stephanie Nasson  
Simone Alpen

**Revised Independent Contractor  
Policy**

Karen Kittredge, Polly Scannell

**Closing / Q & A Session**

Mary Ann Bradley



# Welcome New FAS ORG

PAST

Visual &  
Environmental  
Studies

PRESENT

Art, Film, and  
Visual Studies





# Allston Update

**Marika Reuling**

*Managing Director, Allston Initiative*

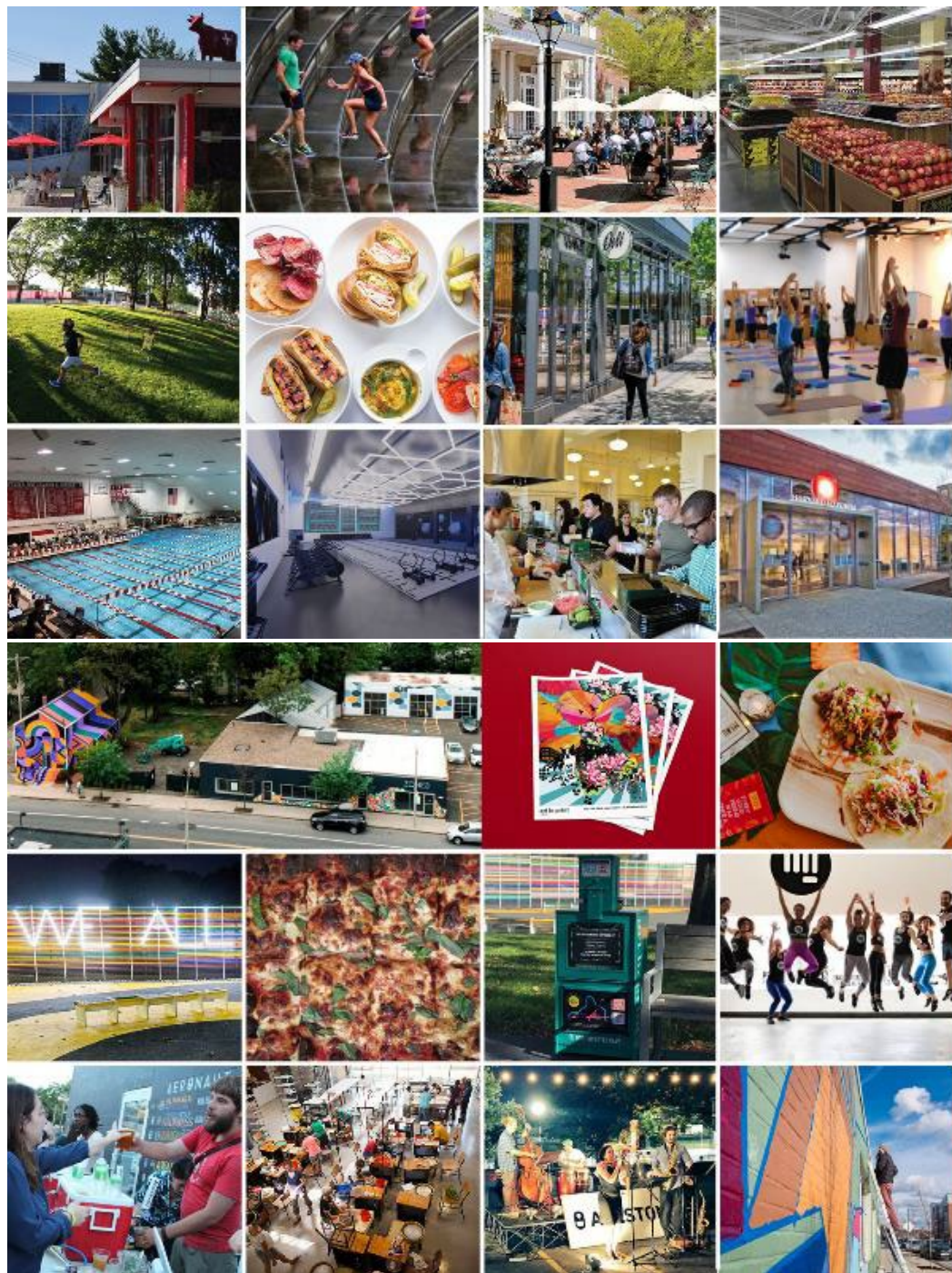
**Leslie Schaffer**

*Senior Director, Expanded Campus  
Strategy*

# WELCOME TO ALLSTON

1. Context
2. Mobility
3. Institutional Projects
4. Amenities & Programs
5. The Future

May 23, 2019  
FAS Administrators' Town Hall



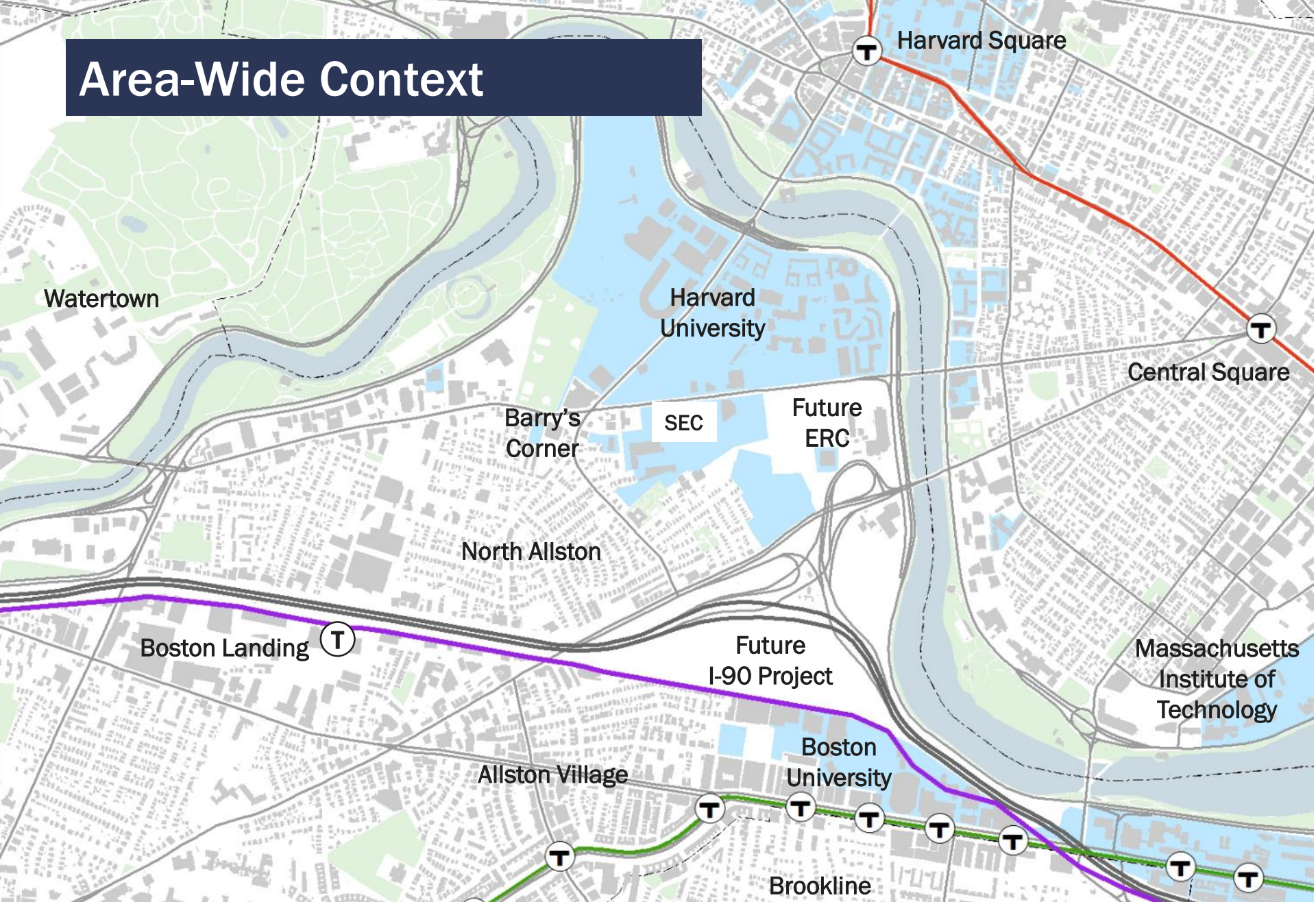


# 1 CONTEXT





# Area-Wide Context





# Harvard Context





# Transformation

Western Avenue is becoming a place for people, creativity and innovation



1990's



2013



2017





# Making Headlines

## The Boston Globe

WEDNESDAY, FEBRUARY 20, 2019



PHOTOGRAPH BY JAMES H. HARRIS

Harvard University's new Science and Engineering Complex is under construction in Allston.

### WHERE'S THE NEXT KENDALL SQUARE?

Developers in and around Boston and Cambridge are vying to create lucrative life-sciences districts

#### Overflow demand

Developers hope to capitalize on the popularity of Kendall Square by attracting life sciences and tech companies to other areas in and around Boston.



FRIDAY, DECEMBER 18, 2015

## Boston's latest hot new neighborhood: **WESTERN AVENUE, ALLSTON (REALLY)**

New development is rising along the once-ragtag stretch, leaving some dreaming of cashing in and others worried about change



#### Charlesview Residences

■ ADDRESS: 370-400 Western Ave. (includes townhouses in back on Litchfield and Holton streets)  
■ USES: 240 rental units, 15,000 square feet of retail, 10,000 square feet for community center  
■ COMPLETED: June 2013  
■ DEVELOPER: Charlesview Inc. and The Community Builders

# 2 MOBILITY





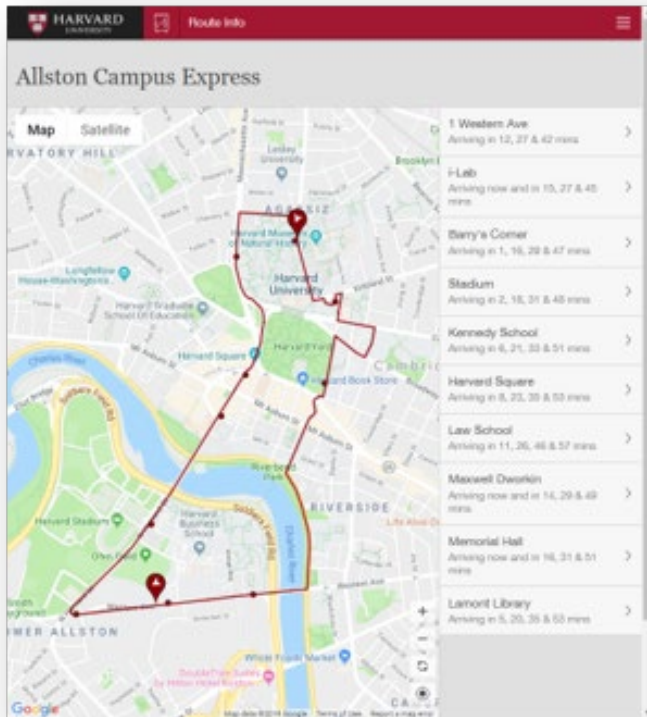
# Transit Context

- SHUTTLES**  
Allston Express  
Barry's Corner  
M2
- MBTA BUS**  
70 & 70A  
86  
64  
66
- MBTA SUBWAY**  
Red Line
- COMMUTER RAIL**  
Worcester-Framingham  
Line

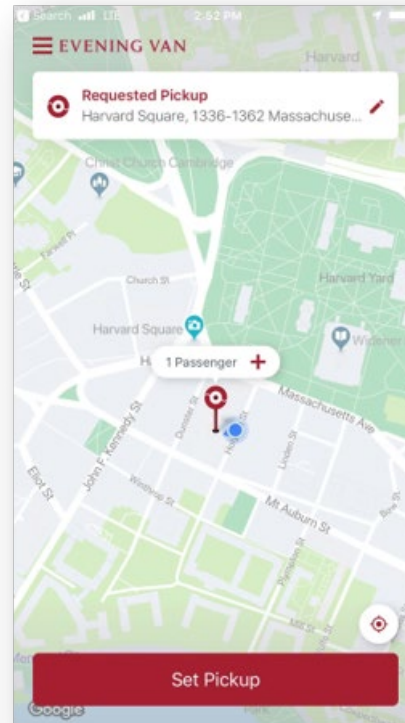


# Trip Planning Resources / Tools

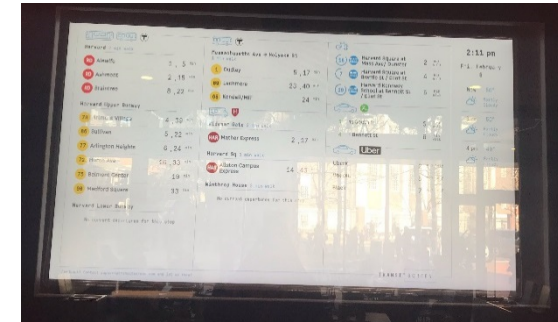
## Shuttle Tracker Web or App



## Evening Van Service App



## Transit Screens Within Buildings



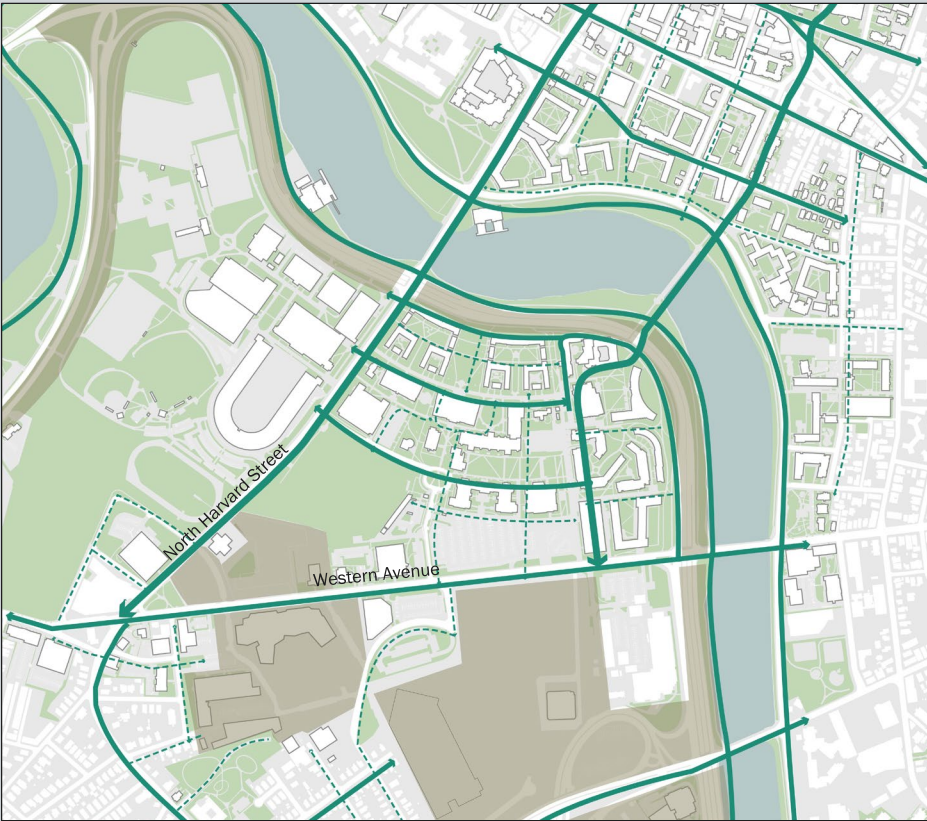
**Future**  
Science & Engineering Complex  
i-Lab

**Existing**  
Smith Campus Center,  
784 Memorial Dr,  
Currier House, Continuum, etc.

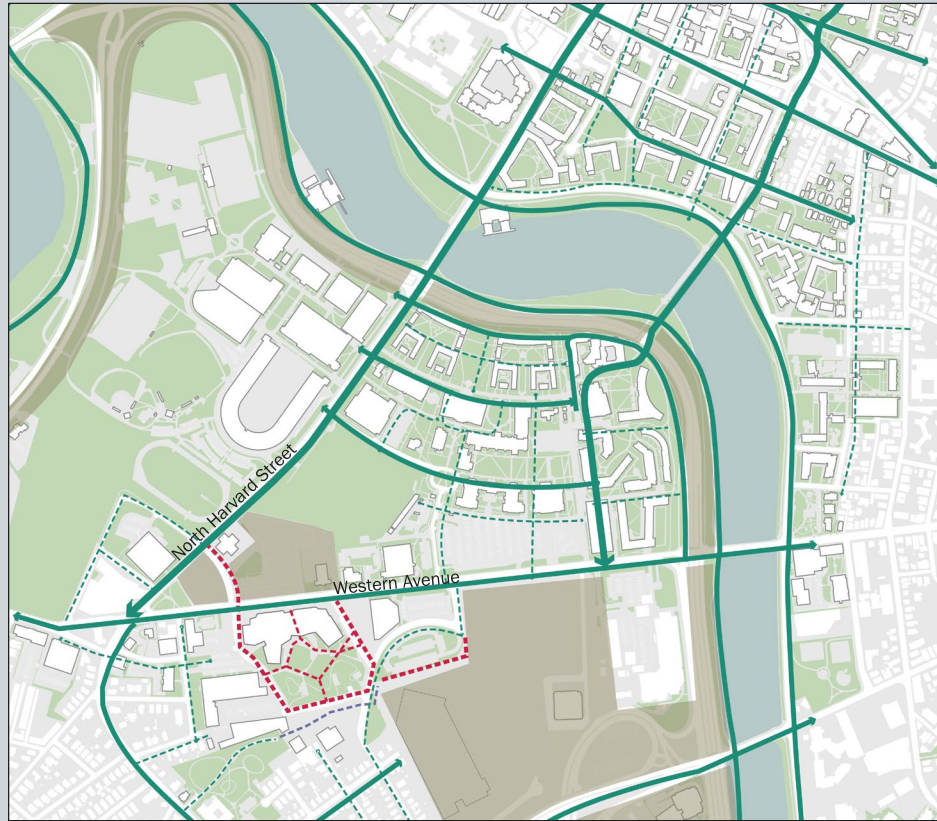


# Pedestrian Realm

Today

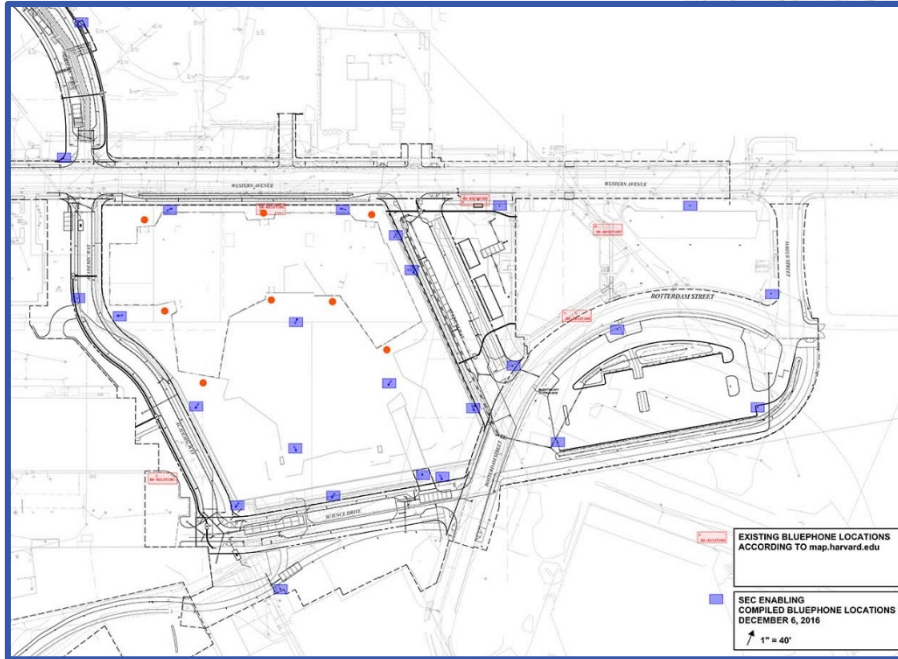


Opening of SEC

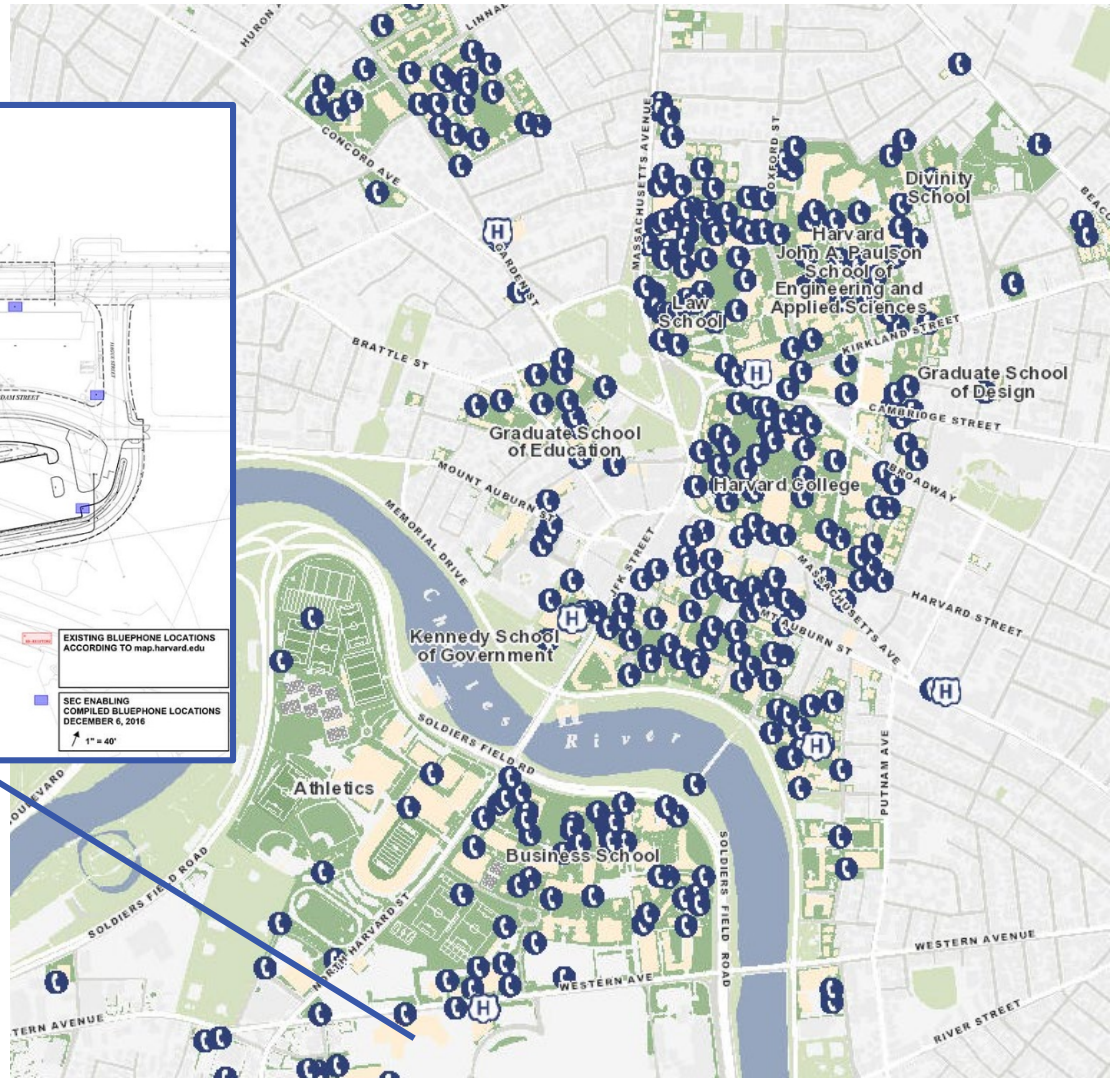


- Future Connection
- - - Secondary Connection
- Primary Connection
- - - New Pedestrian Connection at Time of SEC Opening
- Impenetrable Area

# Campus Safety



New Emergency "Blue" Phones  
SEC & 114 Western Ave

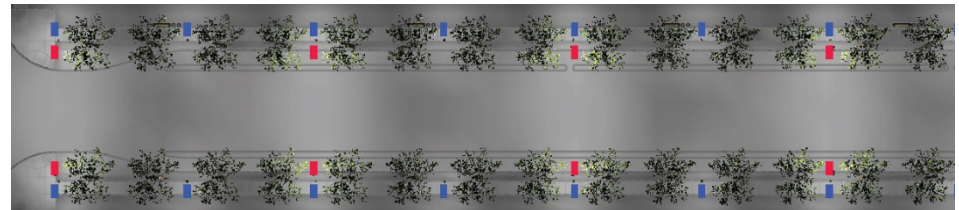


Existing Emergency "Blue" Phones



# Pedestrian System

- Generous sidewalks and paths
- High quality materials
- Accessible/smooth pedestrian zone, brick within edge zones
- New street trees, porous pavers, enlarged tree pits
- Dual-height LED lighting for safety

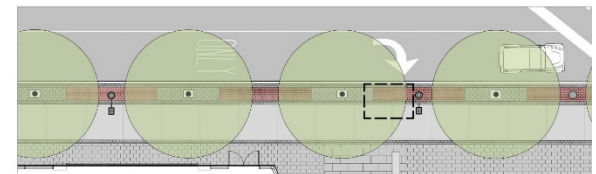
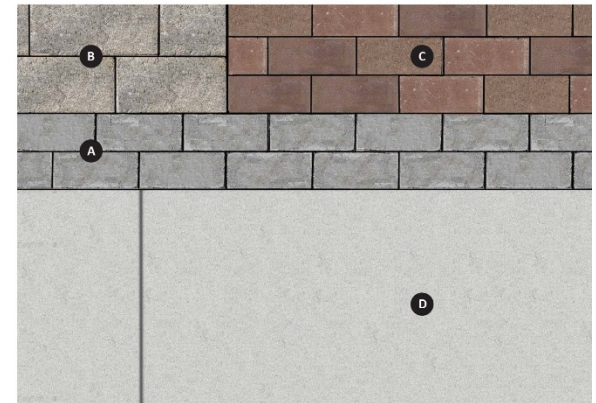


## FURNISHING ZONE

- A** 4"x 8" Traditional Square Edge Concrete Prest Brick. Color: Natural Finish: Natural
- B** 6"x 12" Traditional Style Concrete Prest Brick. Matrix: 92649 Finish: Tumbled
- 4"x 8" Traditional Square Edge Concrete Prest Brick. Color: mix of Russett Blend (40%), Terracotta (20%) and Quarry Red (40%) Finish: Natural
- C**

## PEDESTRIAN ZONE

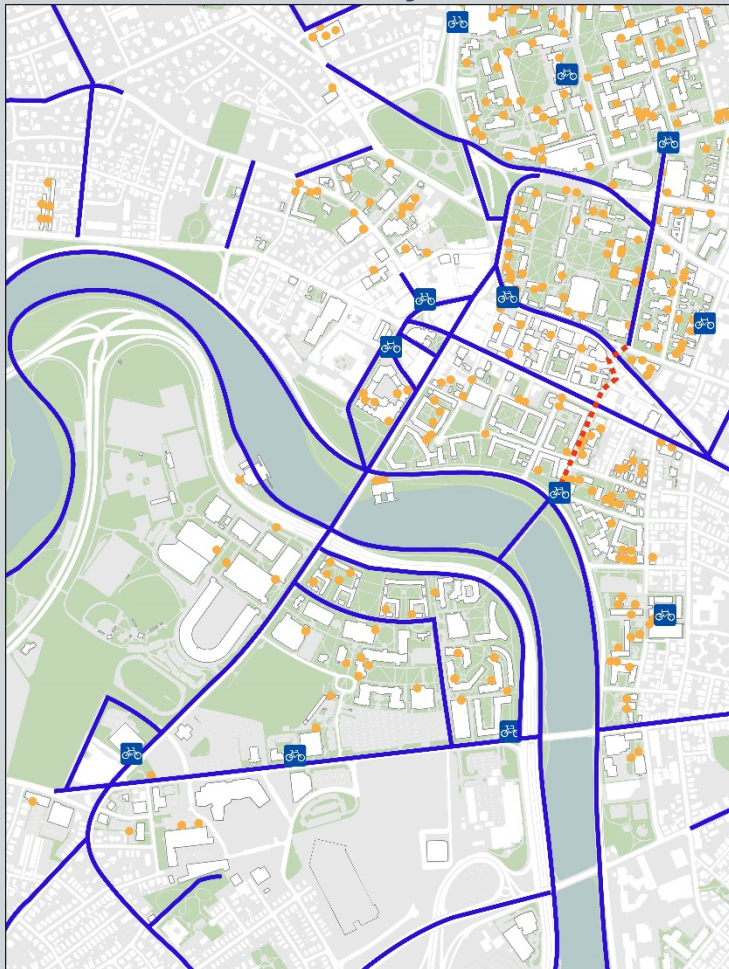
- D** CIP Concrete Sidewalk



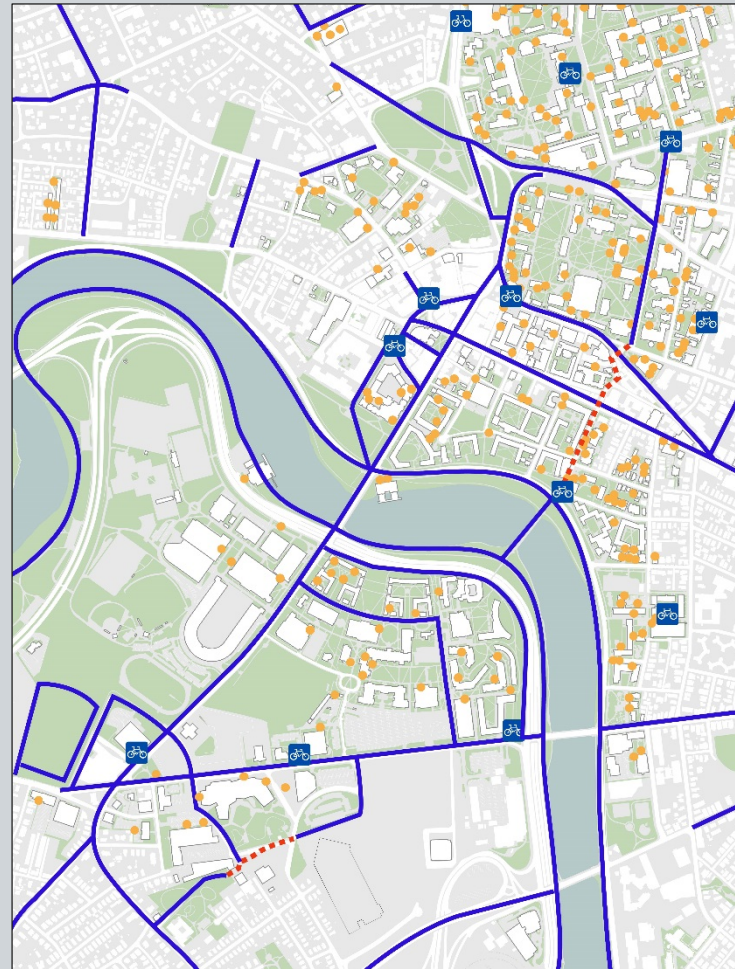



# Evolution of Bike Network

Today



Opening of SEC



- Bike Infrastructure Existing
- - - Bike Infrastructure Future
-  Blue Bikes
- Harvard Bike Parking

- Facilities on North Harvard and Western Avenue
- Separated facilities where possible
- Proximate to Riverfront paths

## BARRY'S CORNER EXPRESS

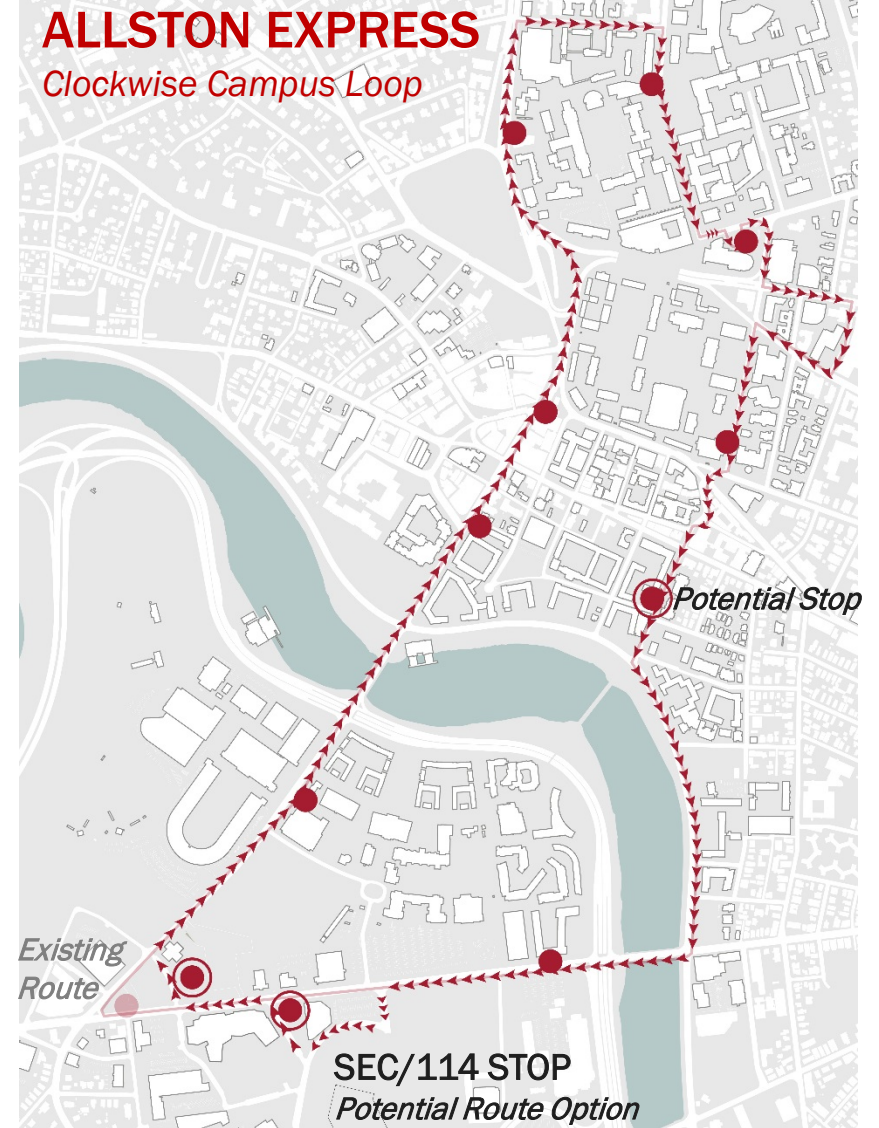
to/from Harvard Square



## Harvard Shuttles

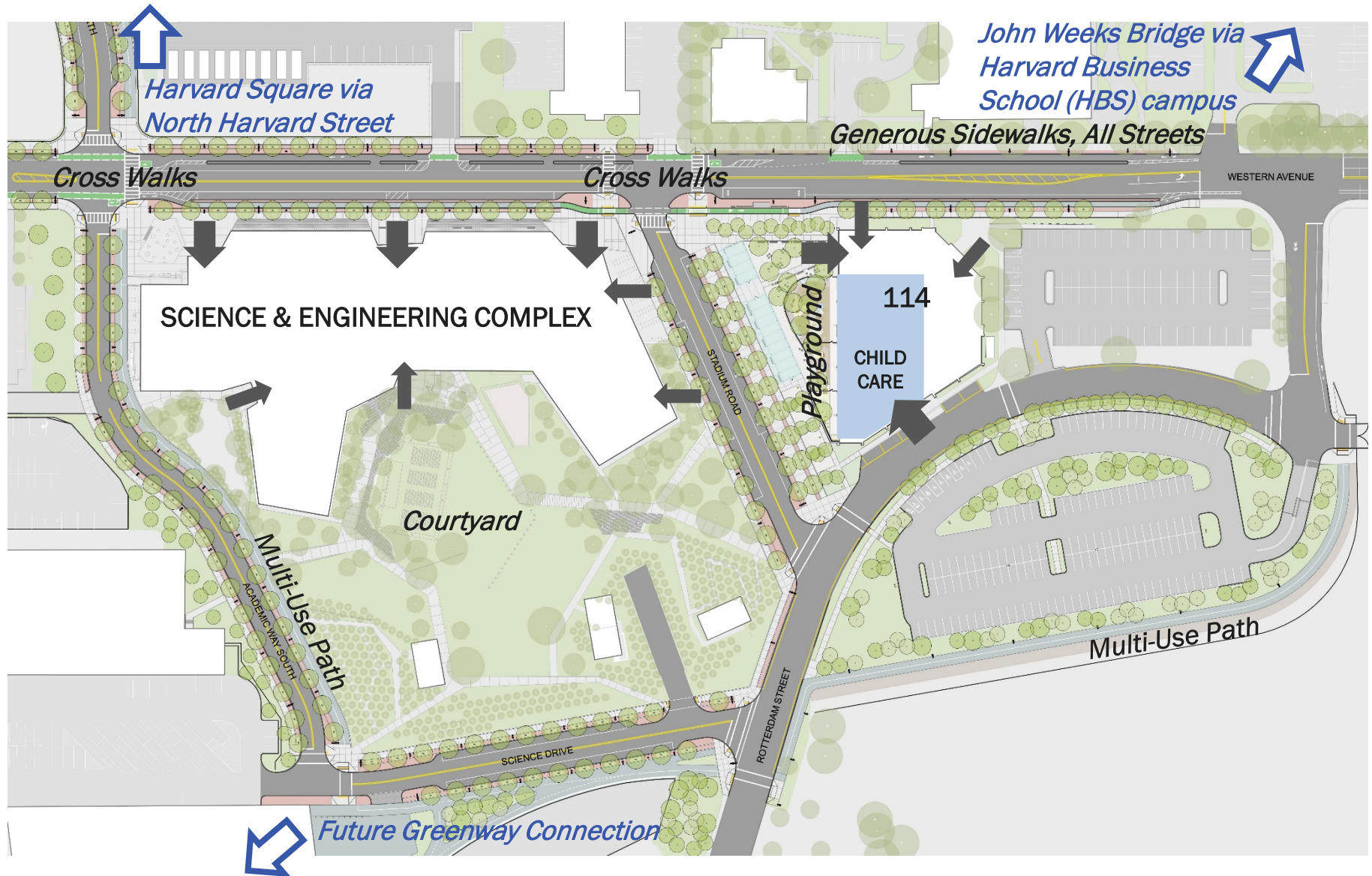
### ALLSTON EXPRESS

Clockwise Campus Loop



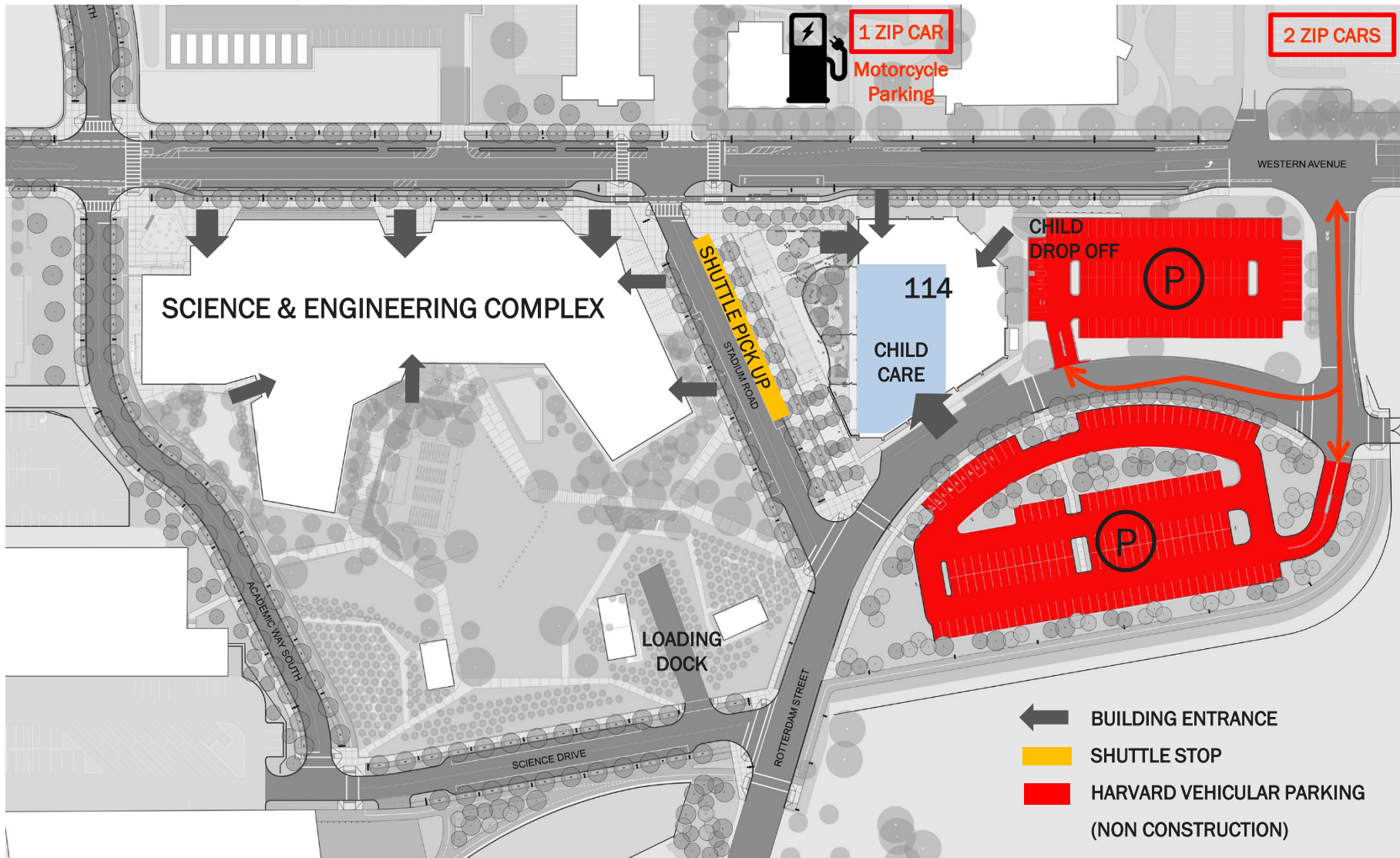


# Site Access - Pedestrians

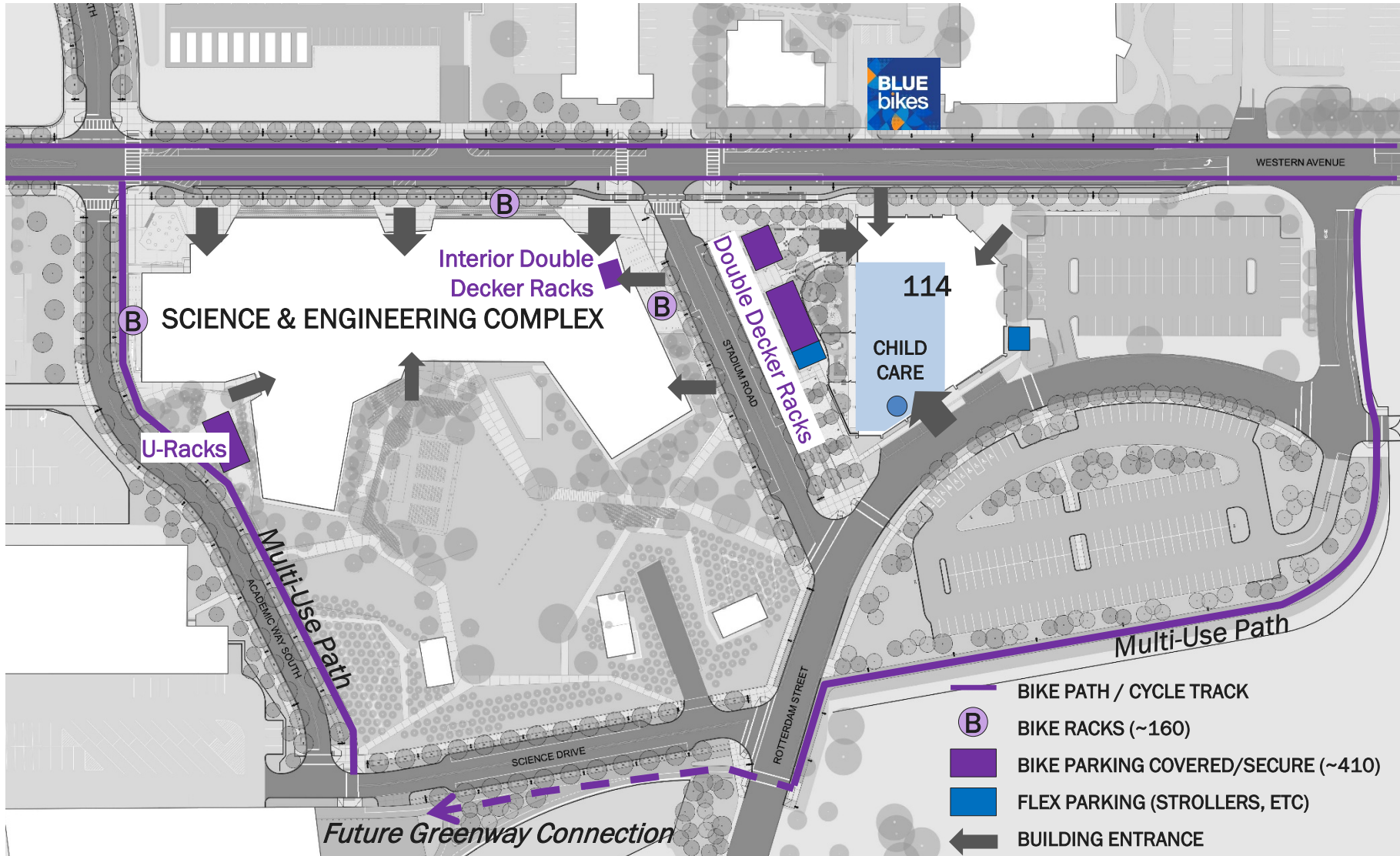




# Site Access – Vehicular & Shuttle



# Site Access - Bicycles (570 Parking Spaces)





# 3 HARVARD INSTITUTIONAL PROJECTS



HBS Klarman



ArtLab



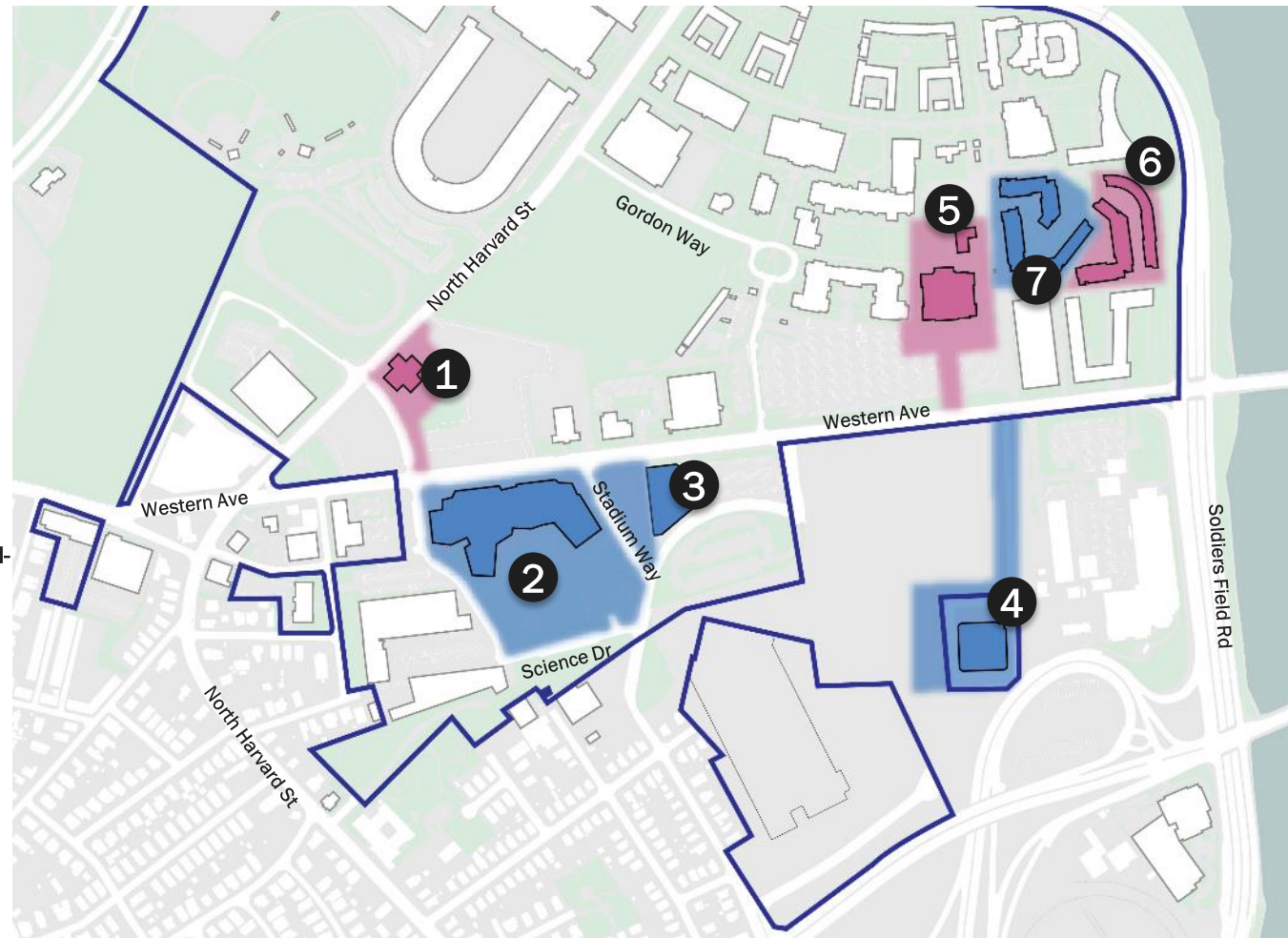
District Energy Facility



Soldiers Field Park

# Active - Institutional Master Plan Projects

- 1 Art Lab**
  - Recently Completed
- 2 Science & Engineering Complex**
  - Construction underway
  - Anticipated opening 2020
- 3 114 Western Avenue**
  - Renovation underway
  - SFP childcare Jan 2020 (temp)
  - Staff summer 2020
- 4 District Energy Facility**
  - Construction underway
  - Anticipated to be operational in mid-2019
- 5 Klarman Hall / Common & Pavilion**
  - Recently completed
- 6 Soldiers Field Park Phase 1-2**
  - Recently completed
- 7 Soldiers Field Park Phase 3**
  - Phase 3 underway  
Aug 2018 – Nov 2019
  - Phase 4 to follow  
Nov 2019 – Aug 2020



- IMP Boundary
- Recently Completed
- Project Underway



# 4 AMENITIES & PROGRAMS





# Spotlight: Zone 3

<http://www.zone3westernave.com/>



## HAPPENING AT ZONE3

ZONE 3 IS A HARVARD-SPARKED INITIATIVE TO FURTHER ACTIVATE AND ENERGIZE WESTERN AVE WITH CREATIVE PROGRAMS, EVENTS, AND RETAIL.



### ART IN PRINT

RECEPTION + SHOW, FRIDAY MAY 3 • 6-9PM • FREE

Join us as we unveil Volume 3 of Art in Print! Meet the artists, see all 30 prints, and enjoy beverages and light snacks. This installation of limited release posters, created by local artists and designed to make owning art more accessible to the public, are available in newspaper bins located around Allston for 25¢.

[zone3westernave.com/artinprint](http://zone3westernave.com/artinprint)



### DRINKING + DRAWING

WEDNESDAYS THROUGH MAY 8 • 5:30-8:30PM • FREE

& SPECIAL SATURDAY EDITION, MAY 4 • 6-9PM • FREE

Have a drink and doodle your brains out! Gather your friends for pizza, refreshments, and creative inspiration presented by a different local artist every week. RSVP Required.

[zone3westernave.com/drinking-drawing](http://zone3westernave.com/drinking-drawing)



### COMEDY PARTY

FRIDAY 4/12, 4/26, 5/10 • 7:30PM (Doors) 8:00PM (Show) • \$10

An exclusive Friday night stand up comedy series in collaboration with Zone 3, featuring comedians seen on Late Night with Stephen Colbert, Conan O'Brien, Comedy Central and more.

[zone3westernave.com/comedy-party](http://zone3westernave.com/comedy-party)



### TENDER TABLE

SATURDAY 5/18, 6/8, 10/5 • 4-6PM • \$5-10

Sweet, savory, sour & bitter stories by women, trans men, & nonbinary folks who identify as black, indigenous, or POC

[zone3westernave.com/tender-table](http://zone3westernave.com/tender-table)



### AERONAUT ALLSTON

WED 5-9:30PM, THURS 5-10:30PM, FRI 5-11PM

MAY 17 - SEPTEMBER 13

A summertime musical beer garden series hosted by Aeronaut Brewing Co.

[zone3westernave.com/aeronaut](http://zone3westernave.com/aeronaut)



### PRX PODCAST GARAGE

A community recording studio and classroom dedicated to the craft of audio storytelling while hosting talks, workshops, listening events and more.

[podcastgarage.org](http://podcastgarage.org)

# Spotlight: Ed Portal

<https://edportal.harvard.edu/>

## Events

Harvard Faculty Lectures  
Art & Music Performances,  
Economic Development & Workforce  
Workshops

Opportunities to connect with the  
Allston Brighton community.

Several existing SEAS partnerships &  
collaborators (Pia Sorenson, Kathryn Hollar)  
Example: Science & Cooking



CAMPUS & COMMUNITY

## Mouthwatering science



Grad students turn Ed Portal into a lab to shed light on ingredients in action





# Spotlight: Ceramics

<https://ofa.fas.harvard.edu/ceramics>

Courses for public and Harvard  
Registration begins April 17 for  
Summer 2019: May 28 - August 10



Exhibitions in Gallery 224



Show and Sale – December & May  
Upcoming May 9-12



# Spotlight: Arts First (May 2 - 5)

<https://ofa.fas.harvard.edu/arts/allston>

## 2019 Allston Events

### Friday - May 3

**Boston Ballet Panel** - Klarman Hall

**Mentoring Showcase** - Harvard Ed Portal

**Art in Print Gallery Show + Reception** - Zone 3

### Saturday - May 4

**Ice Cream Social** - iLab

**Western Ave Arts Walk** - depart from Ed Portal

**Gallery 224 Ceramic Demos** - Ceramics

**Bauhaus Exhibition Reception** - Ed Portal + ArtLab

**Drinking and Drawing** - Zone 3



**ON POINTE**  
TRANSFORMING BOSTON BALLET IN MODERN TIMES

**FRIDAY, MAY 3 2019**  
**1:30 – 3:00 PM**  
**KLARMAN HALL**  
HARVARD BUSINESS SCHOOL

Join us for a panel discussion to peek behind the curtain with the masterminds setting strategy for Boston Ballet's future and gain insights into what it takes to lead an arts organization in a rapidly changing world.

**PANELISTS:** Artistic Director Mikko Nissinen, Executive Director Meredith "Max" Hodges (MBA 2010), Chief of Staff Ming Min Hui (MBA 2015), and Chairman of the Board of Trustees Jack Meyer (MBA 1969)

**MODERATORS:** Harvard Business School professor Rohit Deshpande and senior lecturer Henry McGee

Harvard Community and Friends of Harvard Welcome  
Registration required: <https://hbsonpointe.eventbrite.com>

HARVARD | BUSINESS | SCHOOL

Connects &  
Social Enterprise Initiative



# Spotlight: Harvard Innovation Labs

<https://innovationlabs.harvard.edu/>



The Harvard Innovation Labs are a vibrant, cross-disciplinary ecosystem in which the Harvard community explores innovation and entrepreneurship including public events and engagement opportunities for innovators and entrepreneurs from across Greater Boston.

**70–100**

Harvard ventures in residence at any given time

**159**

Experts-in-Residence hold regular office hours to mentor and advise Harvard student entrepreneurs

**1,200**

community partner-sponsored events held at the i-lab\*

**7,000**

events have been held\*

\* AS OF SUMMER, 2018



# Spotlight: Harvard Athletics & Recreation

<https://www.gocrimson.com>

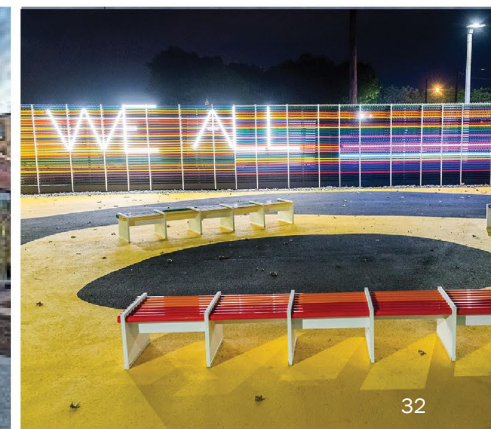
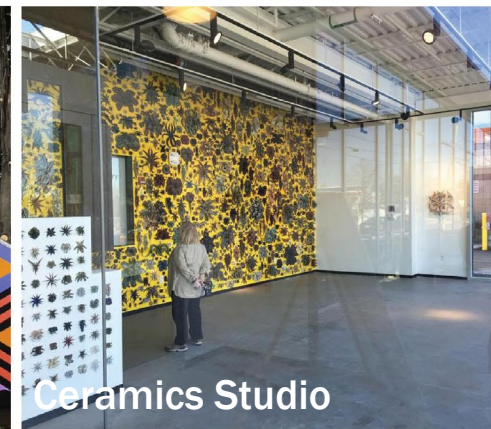
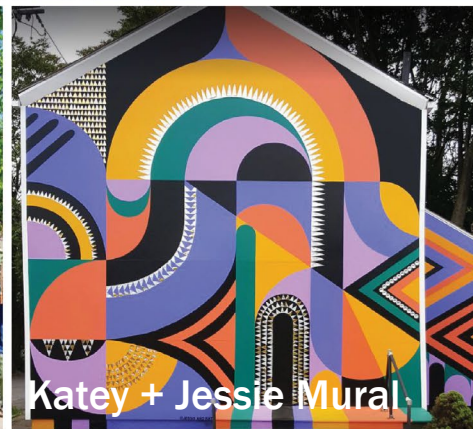
<https://recreation.gocrimson.com>

- **Sporting Events**
- **Facilities**  
Gymnasiums, Tennis, Squash, Pool, Stadium, Basketball, Tracks, Fields, Ice Rink, Boathouses
- **Space Rentals**
- **Fitness Programs**  
Stadium Masters, Triathlon Training, etc.
- **Outings**  
Kayaking Trips, Brooklyn Boulders, etc.
- **Swim Classes**
- **Wintersession Programming**
- **Kids Club, Camps, Birthday Parties**





# Allston is full of possibilities for creativity and invention





# The potential is demonstrated in public spaces that are *alive*





## Where to...

—KEY—

Harvard Facility OR Tenant

Non-Harvard

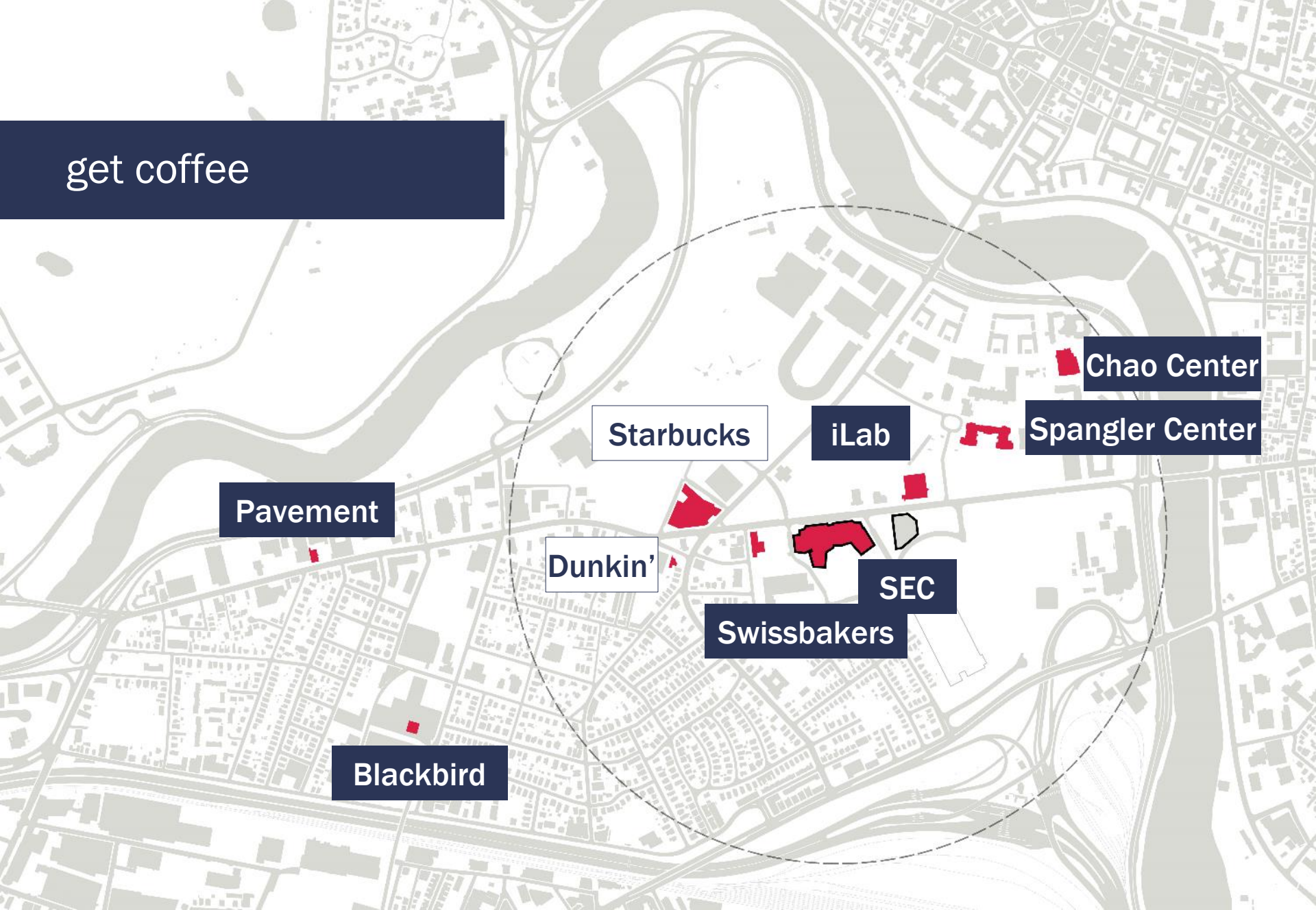
\*In Process

10 MIN WALK = 5 mile

NORTH HARVARD ST

WESTERN AVE

get coffee



Pavement

Starbucks

iLab

Chao Center

Spangler Center

Dunkin'

SEC

Swissbakers

Blackbird



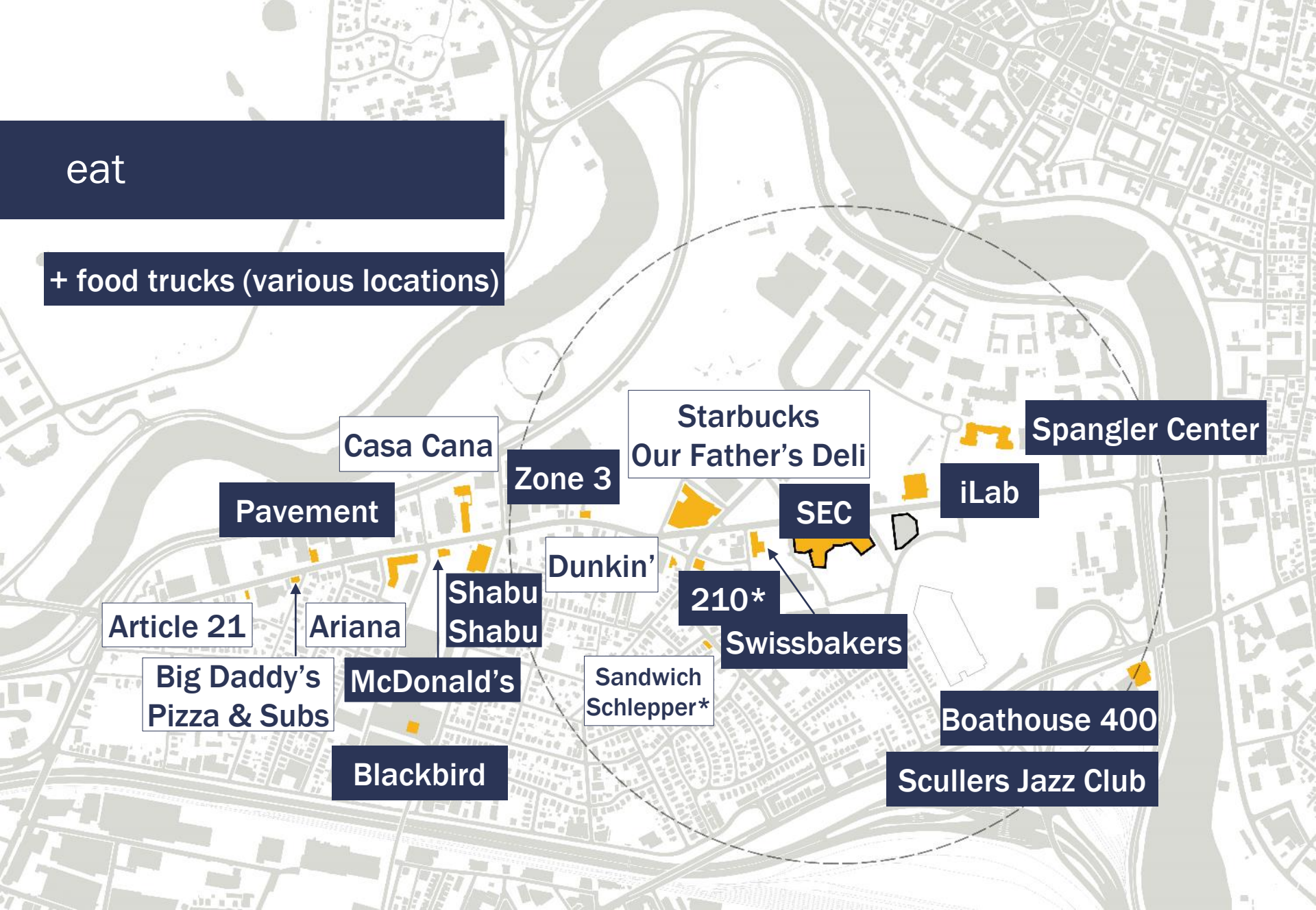
get coffee





eat

+ food trucks (various locations)





eat





run errands

+ many more non-Harvard

**Mahoney's  
Garden  
Center**

**Charles River  
Community Health  
+pharmacy  
+vision**

**Petco**

**Star Market  
+pharmacy**

**Rockland  
Trust**

**Trader Joe's  
ATM\***

**Flint  
Cleaners**

**ATM\***

**COOP  
Post Office  
ATMs**  
HU Credit Union  
Bank of America

run errands





exercise

Charles River  
Canoe & Kayak

Harvard  
Recreation  
Facilities

Charles River  
Paths

Zone 3  
Fitness  
Classes

Smith  
Field

BKBX

Skating  
Club

Ed Portal  
Yoga

Boston Boxing  
Boston Fencing Club  
CrossFit



# exercise





enjoy the outdoors

Charles River  
Canoe & Kayak

Athletic  
Area

Charles River  
Reservation

HBS Campus

Smith  
Field

ArtYard

Beer Garden @ Zone 3

Walls on Western

Arts Walk

Grove

SEC Courtyard

Rena Park

Ray Mellone Park



enjoy the outdoors





attend an event

Herter Park  
Amphitheater

Sporting, Music  
& Art Events

HBS Events

Podcast

ArtLab

iLab

Zone 3

Ed Portal

SEC

Scullers Jazz Club



## attend an event



**BOSTON CALLING**  
MUSIC FESTIVAL

**TWENTY ONE PILOTS** FRIDAY, MAY 24  
GRETA VAN FLEET · JANELLE MONÁE · LORD HURON  
CHRISTINE AND THE QUEENS · BLACK STAR (YASIN BEY & TALIB KWELL)  
TANK AND THE BANGAS · MURA MASA · YAEJI · GANG OF YOUTHS  
TURNSTILE · PALE WAVES · NAEEM · ADIA VICTORIA  
FRED ARMISEN · SAM JAY · LAMONT PRICE

**TAME IMPALA** SATURDAY, MAY 25  
ODESZA · ANDERSON . PAAK · HOZIER  
BIG RED MACHINE · KING PRINCESS · MITSKI · CLAIRO · DENZEL CURRY  
PRINCESS NOKIA · YOUNG FATHERS · SUPERORGANISM · SHAME  
PILE · WHITE REAPER · SASHA SLOAN · DESSA · SIDNEY GISH  
JENNY SLATE · IMOGEN HEAP · BOSTON BALLET · MARINA FRANKLIN · LAMONT PRICE

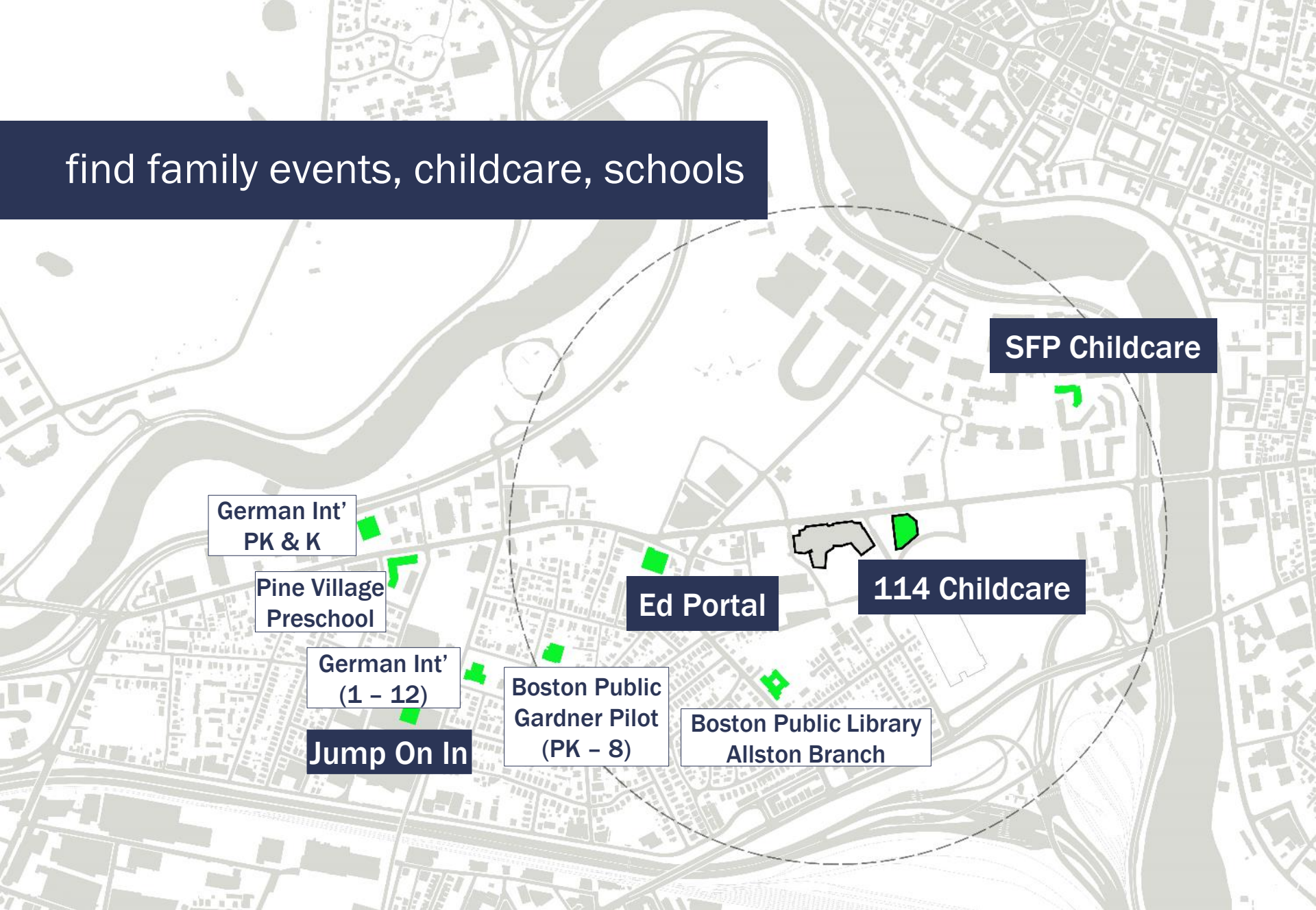
**TRAVIS SCOTT** SUNDAY, MAY 26  
LOGIC · BRANDI CARLILE · SHECK WES  
RAINBOW KITTEN SURPRISE · MARINA · GUSTER · CHROME0 (DJ SET)  
SNAKEHIPS · SNAIL MAIL · SOB X RBE · RAYVN LENAE · CAUTIOUS CLAY  
ROLLING BLACKOUTS COASTAL FEVER · KILO KISH · SKEGSS · EASY LIFE  
MICHAEL CHE · IMOGEN HEAP · BOSTON BALLET · MELISSA VILLASEÑOR · LAMONT PRICE

MAY 24 - 26, 2019 · ALLSTON, MA  
HARVARD ATHLETIC COMPLEX





find family events, childcare, schools



find family events, childcare, schools

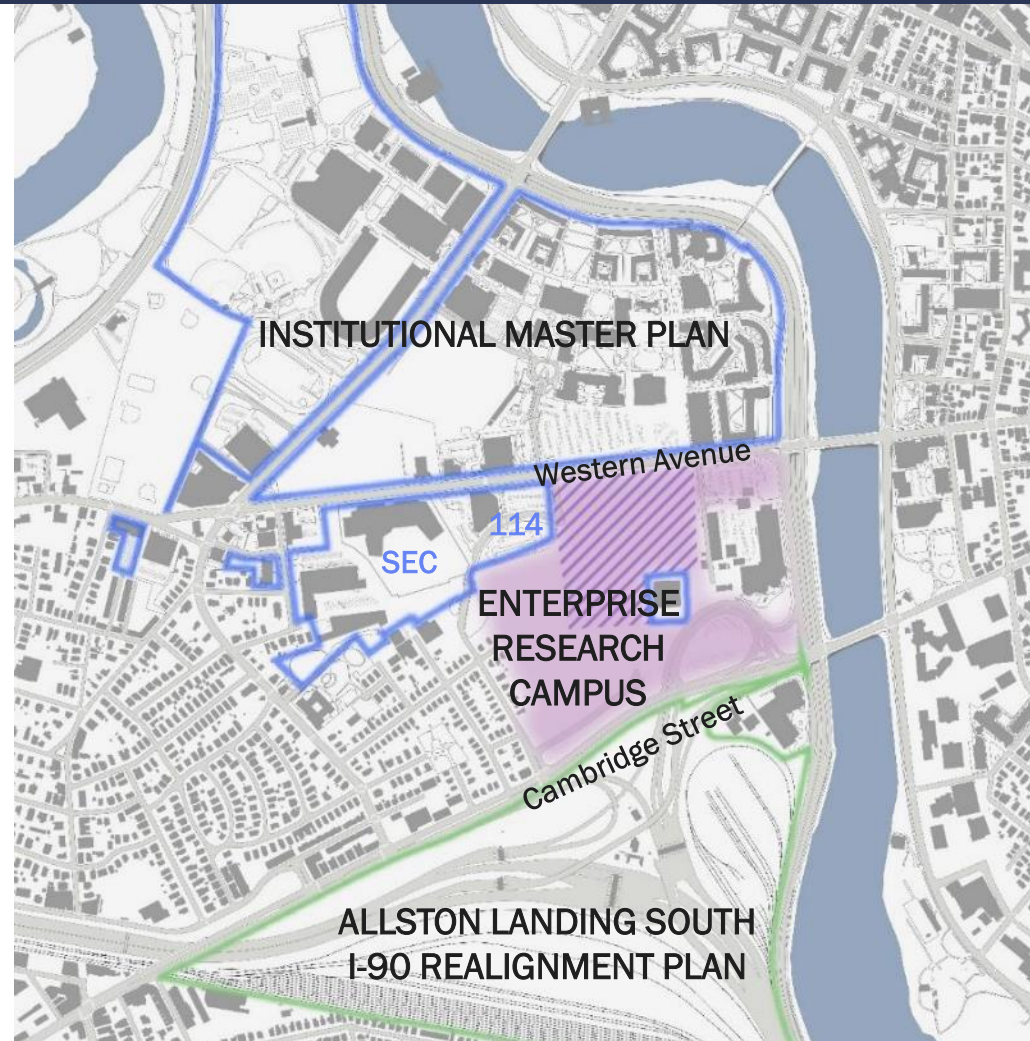




# 5 The Future

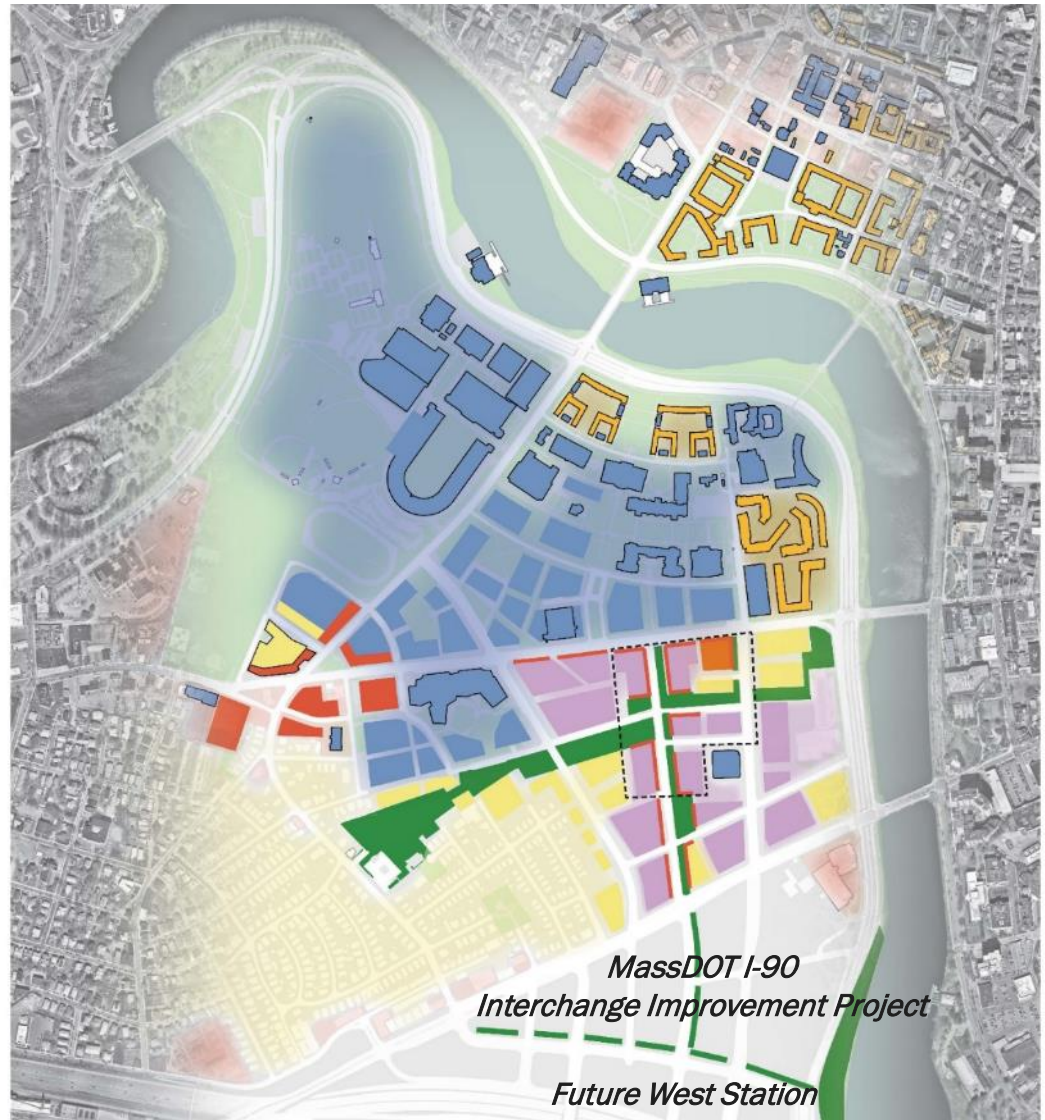
*“Harvard’s planned Enterprise Research Campus will comprise a **vibrant and exciting urban district** focusing on research, entrepreneurship and innovation.”*

- ERC Framework Plan (2018)



# Long-Term Framework

- ACTIVE GROUND FLOOR FOCUS
- RESIDENTIAL
- HARVARD INSTITUTIONAL
- HARVARD RESIDENTIAL
- HOTEL & CONFERENCE CENTER
- OPEN SPACE
- ENTERPRISE RESEARCH CAMPUS







# Performance Management

**Chris Ciotti**

*Associate Dean, FAS Human  
Resources*



# FY19 Performance Management Update



## Timeframe

- Performance management began in October of 2018 and will close on July 31, 2019. The last part of the cycle, the summary conversation, kicked off last month.

## What Should Managers and Staff Be Doing?

- **Reflect on previous conversations and prepare for final summary conversation** (*review priorities for the year, reflect on past conversations, familiarize yourself with the performance rating definitions*)
- **Have a summary conversation** (*discuss highlights and key themes from the year, review outcomes, and talk through what the performance rating means*)
- **Document your summary conversation in PeopleSoft** (*record a brief summary, managers enter a performance rating and click “complete annual”*)





# Updates For This Year

## Same as FY18

- Staff should set goals/priorities in the “priorities” tab. Most staff set their FY19 priorities last fall
- Ongoing conversations throughout the year between managers and staff
- Final summary conversation (formerly known as the annual review)

## New for FY19

- **Changes to performance form:** Substantial changes made to the PeopleSoft form to simplify and streamline it, with tabs across the top of the form for easier navigation. Form now built into PeopleSoft instead of a separate Word document that is uploaded
- **Ratings:** Due to the Massachusetts Equal Pay Act (MEPA), managers need to assign performance ratings



# FY19 Performance Management Resources

## Check out this year's resources including:

- *Podcast on spot coaching*, a fresh approach to in-the-moment performance coaching **\*NEW\***
- *Compassionate Directness* - Lynda.com course
- FAQs, many on the PeopleSoft form itself
- Webinars on topics like “*Why ongoing performance conversations matter*,” “*Practical tips for coaching conversations*,” and “*When performance conversations are challenging*”
- MEPA resources, including webinars and guides **\*NEW\***

<https://hr.fas.harvard.edu/resources-managers-and-staff>







# FY19 – Pay Increases – Very Slight Differentiation

*The salary review program applies to all benefits-eligible, exempt staff and non-HUCTW, non-exempt staff hired before April 1, 2019. **It does not apply to HUCTW staff members whose salary increases are contractually specified.***

## 1. Employees who meet acceptable performance levels:

- **3% increase to base salary.** Assessed by their managers as having “*Exceptional Impact*” or “*Full/Consistent Impact*” performance.

## 2. Employees new to their role:

- **1.5% increase to base salary.** Employees who have been in their roles 12 months or less will be assessed by their manager as “*Learning/Building.*” (Managers can make an exception if, in their judgment, the employee is truly performing at a “*Full/Consistent Impact*” or “*Exceptional Impact*” level. In this case, the employee would be appropriately assessed, and s/he will receive a 3.0% increase.)

## 3. Employees who are not meeting acceptable performance levels:

- **No increase to base salary.** Assessed by their managers as “*Needs Improvement.*” Staff members who receive no increase may be part of a formal or informal progressive discipline process or currently on a performance improvement plan.



# Looking ahead: FY20 Performance Management

## Will Stay the Same for FY20

- University-wide approach to performance management
- Setting priorities at the beginning of the year
- Continuing coaching conversations throughout the year
- PeopleSoft form with tabs at top, and part of Peoplesoft
- Performance ratings

## New or Different for FY20

- Full Compliment of Resources and training for Spot Coaching





## Harvard Policy for the Safety and Protection of Minors

<https://youthprotection.harvard.edu/>

Jennifer Shephard  
FAS TSO for Academic Units  
*[jmsheph@fas.harvard.edu](mailto:jmsheph@fas.harvard.edu)*

# Minors Policy - Contacts



## FAS Tub Sponsoring Officers (TSOs)

Jennifer Shephard | **Academic Depts & Labs**

Duane Reeves | **Athletics**

Varsha Ghosh | **College & PBH**

Rob Neugeboren | **DCE**

Ann Marie Acker | **HR**

## Youth Protection Officer

Eliza Brown, [youthprotection@harvard.edu](mailto:youthprotection@harvard.edu)

## Lab Safety

Mary Corrigan, [lab\\_safety@harvard.edu](mailto:lab_safety@harvard.edu)





# Minors Policy - Highlights



- Compliance with guidelines for interacting with minors
  - reporting suspected abuse or neglect
- Registration of youth programs, including internships
- Risk mitigation
  - “minors in labs” (hazardous environments)
  - program administrator training
  - screening and training of “responsible adults”
- Obtaining agreements from lessee organizations



# Minors Policy – Youth Programs



## Examples (representative, not all-inclusive) of FAS Academic Youth Programs

- Job shadowing
- Internships (paid/unpaid)
- Visits and tours
- Classes for kids
- Mentoring programs





# Minors Policy – Dept Admin Role



1. Remind unit faculty and staff of Minors Policy
2. Poll the unit regarding presence of minors
3. Ensure programs are registered; contact Jennifer with questions about best practices

Jennifer Shephard

617-495-7906, [jmsheph@fas.harvard.edu](mailto:jmsheph@fas.harvard.edu)

<https://youthprotection.harvard.edu/>





**HARVARD UNIVERSITY**  
Information Technology

## **Two-Step Verification for Office 365**

FAS Admin Town Hall  
May 23, 2019

Presented by: Christian Hamer



# Agenda

- Problem-Solution
- Timeline
- User Experience
- Conclusion

# The Problem: Hacked Email Accounts

## Impacts:

- In the past six months, over 230 email accounts were compromised by cyber criminals. In most cases, the goal was to get money through various scams.
  - Up to 34 accounts detected as compromised in a single day
  - Initiated \$250,000 in fraudulent wire transfers
  - Exposed sensitive data
  - Loss of personal credibility/reputation

## Causes:

- Phishing (made more effective when using compromised accounts)
- Password re-use





# Small Actions. Big Difference.

You help keep Harvard secure.

The Internet isn't safe, but you have the power to make it much safer. Your small actions can make a big difference for your security, both at home and at Harvard.

## Click Wisely



Click only links and files that are expected, and only from people you trust.

## Apply Updates



Set your software to auto-update. Install updates, and restart if needed.

## Use Strong Passwords



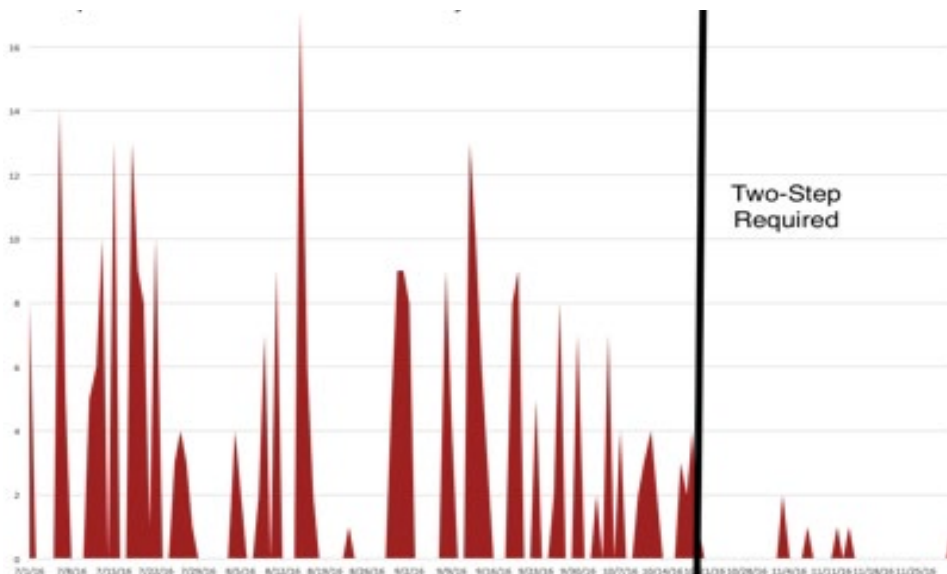
Create passwords that are unique and hard to guess. Use 2-step verification where it is available.

## Know Your Data



Follow the policy to secure sensitive data. If you don't need it, delete it!

## The Solution: Two-Step Verification



Bring the same protection you enjoy for HarvardKey to your email account.

### Minimal Impact:

If you use:	You will need to:
Microsoft applications on computer or tablet/phone	Do nothing, and you will notice the occasional Duo prompt with the same ability to “remember me for 30 days”
Mac Mail on computer	Disconnect then reconnect your email account to reset, or use Microsoft Outlook
Another email program on computer	Use Microsoft Outlook
iPhone/iPad email	Disconnect then reconnect your email account to reset, or use the Outlook app
Android email	Use the Outlook app



## The Timing: 2SV for Office 365 Rollout Strategy



# Office 365 Two-Step

## Computer/Phone Requirements

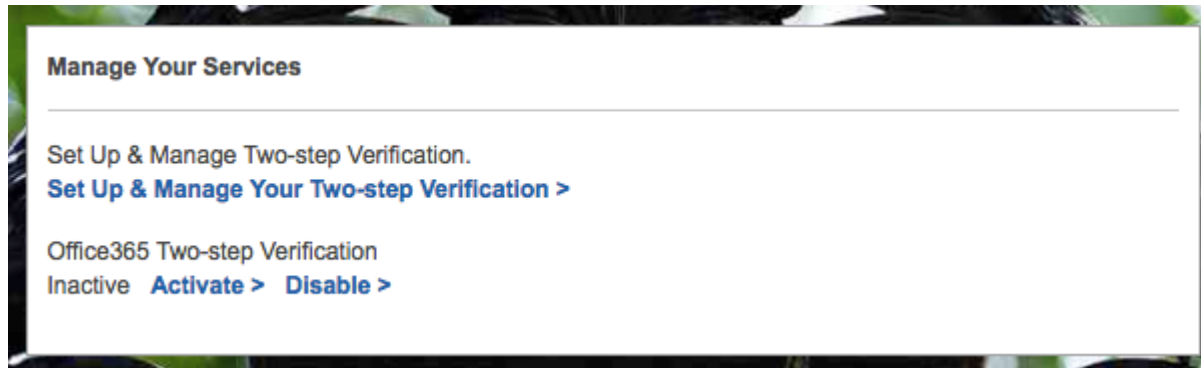
- Accessing Office 365 with HarvardKey login
  - Generally excludes HBS, HMS, HSDM
- Must have claimed HarvardKey and setup Two-Step Verification
- Must be using supported client software
  - Microsoft Office 2016 preferred
  - Microsoft Outlook for mobile preferred
  - Other native Microsoft mobile apps such as Teams, Skype, etc.
  - Native Apple Mail and Calendaring
    - Apple iOS 11.0 or greater
    - Apple Mojave 10.14 or greater
- [KB0014339](#) What is Two-Step Verification for Office 365?
- [KB0014232](#) Two-step verification for Office 365 (O365) FAQs

<https://huit.harvard.edu/twostep>

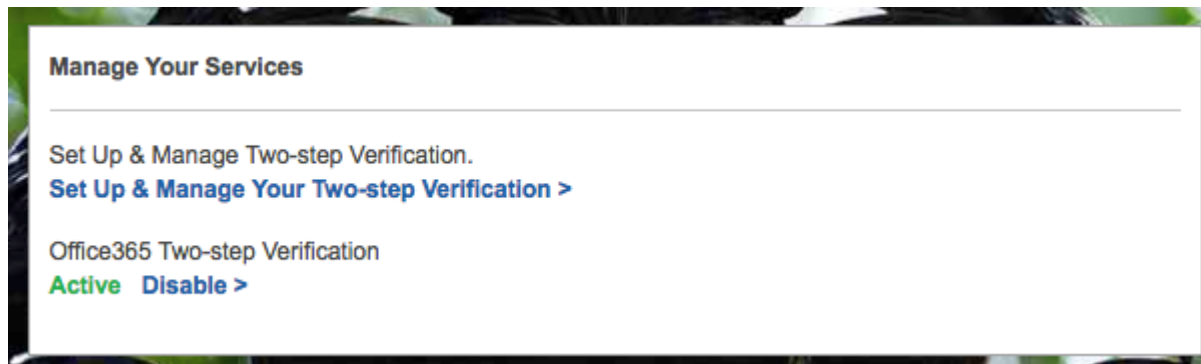


# User Experience

- Users will have the option to the user to Activate the service or to Opt-out of the two-step for Office 365.



- Once Activated, the user has the option to deactivate two-step



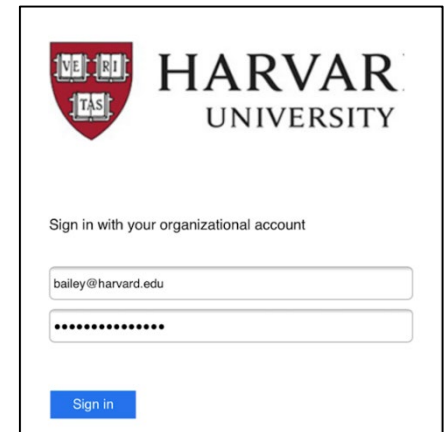
# Office 365

## User Login Experience

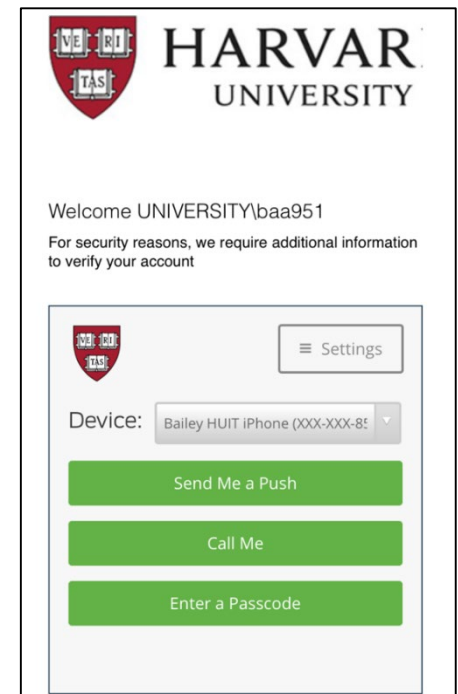
- Provides the familiar DUO user experience after the Office 365 login.
- Login will fail for non-supported clients
- Supports fresh desktop software installation

## Remember Device Option is complex

- Web browser option to select '30 day'
- Desktop and mobile clients use credential caching that result in a very infrequent Login or DUO prompts



The image shows the Harvard University login page. At the top left is the Harvard crest, and to its right is the text "HARVARD UNIVERSITY". Below this, the text "Sign in with your organizational account" is displayed. There are two input fields: the first contains the email address "bailey@harvard.edu", and the second contains a series of dots representing a password. A blue "Sign in" button is located at the bottom right of the form.



The image shows the Duo authentication screen after a successful login. At the top left is the Harvard crest, and to its right is the text "HARVARD UNIVERSITY". Below this, the text "Welcome UNIVERSITY\baa951" is displayed, followed by "For security reasons, we require additional information to verify your account". The main content area is a light gray box containing a "Settings" button in the top right corner. Below the settings is a "Device:" label followed by a dropdown menu showing "Bailey HUIT iPhone (XXX-XXX-85)". There are three green buttons stacked vertically: "Send Me a Push", "Call Me", and "Enter a Passcode".



## Two-step verification for Office 365 is coming!

- Effective the evening of May 22, all new users are now provisioned with two-step verification for Office 365 enabled by default
  - They will have the option to disable in HarvardKey self-service
- Also effective the evening of May 22, all non-activated users have the option to enable two-step verification displayed in HarvardKey self-service
  - To be clear, no changes were made to the status of these users
  - Users who have already been activated will see no change at this time
- This Fall, we will begin to require two-step verification for Office 365
- **Sign up now to apply this important protection to your account!**
- Expect to see a campaign to support this starting next month

<https://huit.harvard.edu/twostep>

# Thank You



**HARVARD UNIVERSITY**  
Information Technology





# Administrative Systems Update Research Portal Update

**Stephanie Nasson**

*FAS Administrative Operations*

**Simone Alpen**

*Associate Director, Administrative  
Technology Services*

*HUIT*



# Mark your calendars!



HARVARD  
Faculty of Arts and Sciences  
ADMINISTRATIVE OPERATIONS

- **Year End Review Session**
  - June 6<sup>th</sup> from 10:00 a.m. to Noon, Forum Room @ Lamont Library - No signup necessary
  - Fixed Assets Mass Additions cleared by July 10<sup>th</sup>
  - Last day for Journals for all – July 17<sup>th</sup>
  - Outlook calendar, checklist
- **June training offerings:**
  - OBI/HART reporting (with new Copy & Paste demo)
  - General Ledger w/TLX macro
  - Spectra Drop in sessions
  - Chart of Accounts, Concur and more!
- **Summer Training Survey**
  - July & August offerings?
- Please visit [adminops.fas.harvard.edu](http://adminops.fas.harvard.edu) for additional information





# Important Reminders



HARVARD  
Faculty of Arts and Sciences  
ADMINISTRATIVE OPERATIONS

- **Supplier Portal Update**

- Go live is scheduled for **June 3<sup>rd</sup>**, Last day for VRF is **May 28<sup>th</sup>**
- Admin Ops - ASAP will continue to offer training in June
- Job aids and videos to be made available as additional training resources – please join the Buy2Pay group!
- Please register via the Harvard Training Portal

- **Onboarding Checklist**

- <https://adminops.fas.harvard.edu/onboarding-toolkit>
- Updated to include PeopleSoft onboarding tile
- Includes workflow diagram & new employee welcome letter template
- Feedback welcomed



# Important Reminders

- **Aurora Support Resources**

- For how-to questions, contact the Administrative Systems Assistance Program (ASAP) at [fasasap@fas.harvard.edu](mailto:fasasap@fas.harvard.edu)
- For specific questions regarding a faculty or research appointment, please contact Faculty Affairs or refer to the FAS Appointment and Promotion Handbook <https://academic-appointments.fas.harvard.edu/>
- For system access, contact the Applications Security (AppSec) Group [appsec@fas.harvard.edu](mailto:appsec@fas.harvard.edu)
- For technical support, email [aurora@fas.harvard.edu](mailto:aurora@fas.harvard.edu)





# Important Reminders

- **Person Of Interest Request (POI)** – New workflow coming soon
  - Department Administrators and Executive Directors will now be notified by HUIT when POI requests are submitted by someone other than the lead administrator identified in Aurora.
  - DAs and EDs will now be the final approver to ensure safety, security and compliance requirements are met as well as appropriate access rights are reviewed.
  - More information will be shared in June!



# Important Reminders

- **iLab Update**
  - Several FAS core facilities will be transitioning to iLab Operations Software to streamline the reservation and billing process.
  - The Harvard Center for Biological Imaging (HCBI) and animal per diem billing at the Office of Animal Resources will begin using iLab on July 1, 2019.
  - Information for PI's, financial administrators, and researchers who use HCBI and OAR facility services will receive instructions for iLab access and use via email.
  - Please contact Shanna deBlieck, Assistant Director of Science Operations, at [shanna\\_deblieck@harvard.edu](mailto:shanna_deblieck@harvard.edu) or 4-5433 for more information.





**HARVARD UNIVERSITY**  
Information Technology

## **ITCRB Research Administration and Compliance System Project**

### **FAS Administrators Town Hall**

5.23.2019

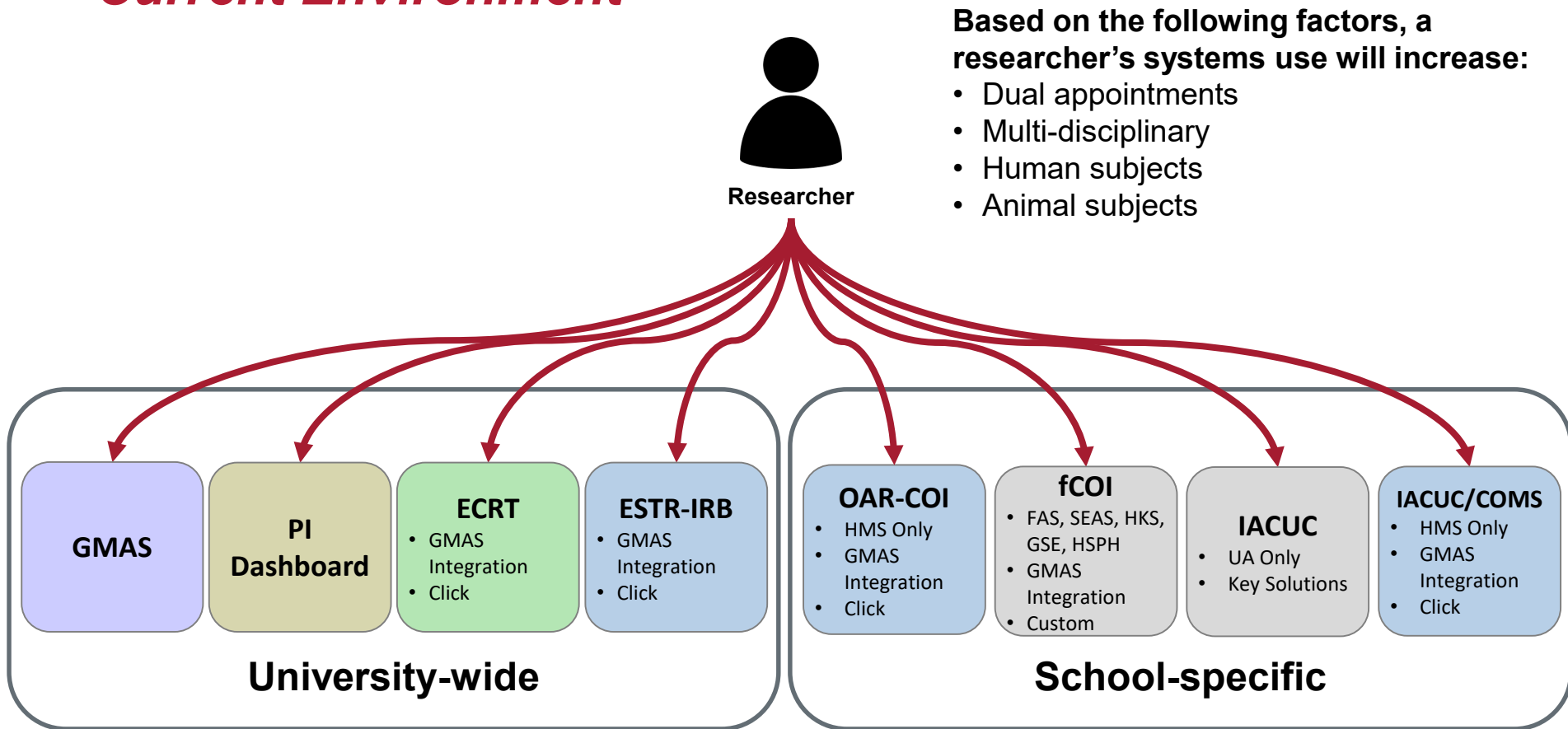
# Overview: Research Administration and Compliance Portal Project

- The project will take a programmatic approach and deliver a collection of projects tied together in service to the research community
- **Main objectives**
  - **Improving faculty experience**
  - **Enhancing compliance**
  - **Reduction of administration burden**
- Three-year ITCRB investment spanning a variety of compliance areas
- High impact and benefit to the research administration and compliance community



# Research Administration and Compliance Project

## *Current Environment*



### Downside of current, stovepipe implementation:

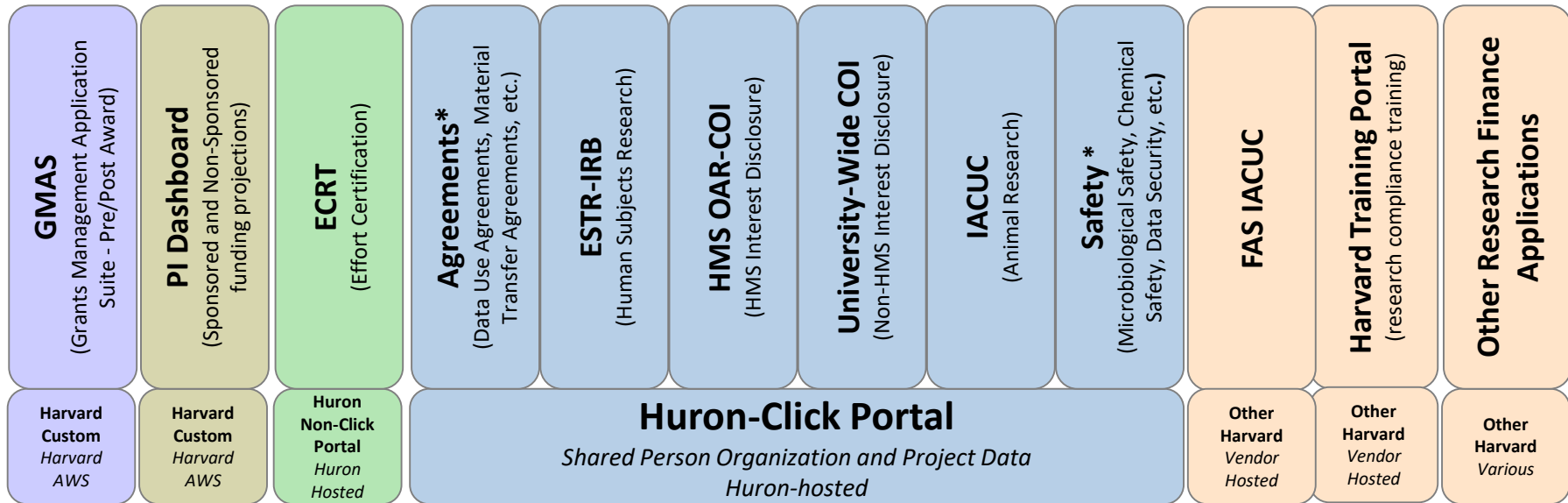
- Lack of consistent, cohesive user experience
- Multiple log ins
- Lack of ability to report across research compliance areas effectively
- Multiple data exchanges and integrations
- Challenging to maintain
- Multiple systems contracts University-wide

# Research Administration and Compliance Project Proposed Future State



## University-Wide Compliance Site

*Single point of access with partial unified "to do"*



## Integration Across Systems

Selected relevant project, finance, and compliance integration data (ex. via API or Harvard Data Warehouse)

\* One or more components not yet in use at Harvard or by existing Research Administration and Compliance systems.

# Active Project Tracks

Track	What is it?	Stage / Activities
<b>Agreements – Data Use Agreements</b>	New application designed to support the request, negotiation, and signing of Data Use Agreements (DUAs).	<ul style="list-style-type: none"> <li>• Live as of December '18</li> </ul>
<b>Data Safety &amp; Security</b>	New application intended to support tracking, monitoring, and compliance requirements for research data sets.	<ul style="list-style-type: none"> <li>• Requirements gathering and design in progress</li> <li>• Summer/Fall 2019 go live</li> </ul>
<b>Conflict of Interest (COI)</b>	Consolidation of several COI systems into a single application. Likely to combine COI and outside activities processes.	<ul style="list-style-type: none"> <li>• Summer 2019 – planning</li> <li>• Late FY20/early FY21 – potential go live</li> </ul>
<b>Central Portal &amp; Data Integrations</b>	A central web portal to provide access and deep integration across research admin and compliance systems.	<ul style="list-style-type: none"> <li>• Initial iteration launched 12/10/18</li> <li>• Deep linking between GMAS and research compliance modules (example: ESTR-IRB)</li> </ul>



## Current “Portal” View

Below is a representation of phase 1 of the integrated portal. As of 12/10/2018, users can access [dua.harvard.edu](http://dua.harvard.edu) (with HarvardKey) and get:

- Tabs for Agreements and ESTR-IRB
- Shared “in-box” for Agreements and ESTR-IRB
- Links to all systems in the research administration and compliance domain



**HARVARD UNIVERSITY** Agreements - DUA Hello, Sharon Valerii ▾

» My Inbox Agreements IRB Links

Component

▸ Agreements  
▸ IRB

**My Inbox**

Filter <sup>2</sup> ID ▾ Enter text to search for Go + Add Filter × Clear All

ID	Name	Date Created	▼ Date Modified	State	Coordinator
DUA18-0160	Ice cream and coffee	12/5/2018 10:02 AM	12/7/2018 12:01 AM	Pre-Submission	
DUA18-0156	RT#7 Nov 29 2018 Copy of Terminated DUA	11/29/2018 7:08 PM	12/5/2018 12:01 AM	Pre-Submission	
DUA18-0141AM3	Amendment for RT#3 Nov 29 2018 External with Route Test 3	12/4/2018 10:48 AM	12/5/2018 12:01 AM	Pre-Submission	
IRB18-1244	AJ - Regression testing 1.23.3 - Study 2	10/24/2018 9:50 AM	12/3/2018 11:02 PM	Pre-Submission	
IRB18-1245	AJ - Regression testing 1.23.3 - Study 3	10/24/2018 9:52 AM	12/3/2018 11:02 PM	Pre-Submission	
DUA18-0129	Data Use Agreement Test	11/14/2018 8:52 AM	11/14/2018 10:49 AM	Pre-Submission	
IRB18-1249	Testing copy - new submission	10/28/2018 8:49 AM	11/4/2018 11:02 PM	Pre-Submission	

7 items

◀ page 1 of 1 ▶

25 / page

# Questions?

Project Director: [simone\\_alpen@harvard.edu](mailto:simone_alpen@harvard.edu)





# *High-Level Summary of Revised Independent Contractor Policy FAS Town Hall*

Karen Kittredge, Manager Policy and Business Process, Policy Office, Office of the Controller  
Polly Scannell, Deputy Director, Office of Labor & Employee Relations

FAS Town Hall 5/23/19





# Key New Elements

- Effective date of Revised Policy – July 1, 2019
- Revised Policy clearly sets forth legal test for appropriate IC classification
- Mandates that review and approval of IC classification must occur *before* IC is retained, any services are rendered, and/or payment made
  - Presumption of employee status unless 3-part Massachusetts IC test is met
  - A worker or department's preference **is not relevant** to the classification determination
- Clarifies roles and responsibilities for local hiring department or unit, HR and accounts payable approvers; specifies required documentation, review process, and approval steps needed before any services are performed
- Clarifies that compliance is the obligation of the local department or unit
- Revised IC Questionnaire reflects Massachusetts law and is easier to complete and analyze
- Identifies lower risk engagements as exceptions to IC Questionnaire requirement (but must still comply with the law)



# Three-Part Legal Test Requirements

- Under Massachusetts law, every individual receiving payment for services to the University is **considered to be an employee** of the University unless all of the factors in the 3-part Massachusetts legal IC test are satisfied
  - Massachusetts IC test is among most restrictive – more restrictive than IRS test with the familiar “20 questions” analysis
- The Massachusetts IC 3-part test (all 3 prongs must be met)
  - Part 1: The worker must be free from Harvard’s control and direction in connection with the performance of the service, both under a contract for the performance of the service and in fact
  - Part 2: The service performed by the worker must be outside the usual course of Harvard’s business, and not a regular and continuous part of business operations
  - Part 3: The worker must be customarily engaged in an independently established trade, occupation, profession, or business of the same type as the service being performed for Harvard

Mass. Gen. Laws Ch. 149, sec. 148B



# When to Complete an Independent Contractor Questionnaire (ICQ)

- An independent contractor questionnaire (ICQ) must be completed regardless of where the work is being completed (including those performing work inside and outside of Massachusetts) and prior to engaging the individual to start work.
  - For work outside of the U.S., *Harvard must follow the rules and regulations based on the country in which the work is taking place.* These provisions may be different than MA law and are occasionally more stringent (Europe) or entail tax withholdings on payments to contractors. The local school or unit's HR office will work with Global Support Services (GSS) to determine international IC status.
- An ICQ is required for the following engaged to perform a service for Harvard
  - An individual engaged to perform a service for Harvard (see exceptions)
  - Single-Employee Limited Liability Company (LLC), Unincorporated or Incorporated Company
    - An ICQ is required when a company is a single-employee company (even if it subcontracts additional workers)
  - Third-Party Entity that Act as Freelancer Marketplace (W2 no ICQ)
    - If the third-party entity does not go through a formal classification process but rather acts as a freelancer marketplace (an intermediary which advertises and coordinates individuals selling their services such as freelancer.com or TaskRabbit) an ICQ must be completed





## University Independent Contractor Questionnaire (ICQ) Exceptions Process

See FAS specific exception processes on the following slides

Under limited circumstances, the formal completion of an ICQ is not required

- The local department or unit must still confirm that the classification satisfies the three-part legal test
  - A written contract is still required
  - The local department or unit must provide the accounts payable approver with a written exception attestation form or statement of why an ICQ is not required
- 1) Guest Speaker or Guest Lecturer receiving an honorarium or speaking fee for a one-time speaking engagement (performers/musicians also fall into this category). This exception cannot be used for individuals teaching or co-teaching a substantial portion of a course, those listed as instructors in the course catalog, or those who hold a Harvard appointment for their teaching role
  - 2) Single, Short-Term Engagements for Less than \$3,000 - An ICQ is not required if the engagement satisfies the three-part Independent Contractor test; the engagement will last no longer than three months (90 calendar days); AND total payments to the IC will not exceed \$3,000

Individual schools and units may have more restrictive policies or internal processes; contact your tub human resources or finance department for more information.

**See FAS specific Independent Contractor Questionnaire Exception Processes**



## FAS Independent Contractor Questionnaire (ICQ) Exception Process

FAS requires a completed independent contractor questionnaire (ICQ) regardless of dollar amount or length of service with the exception of those who qualify as a guest speakers or guest lecturer (see next slide)

- Hiring departments should contact their HR Consultant for preliminary advice.
- If necessary based on HR Consultant guidance, send a completed ICQ to [ic-request@fas.harvard.edu](mailto:ic-request@fas.harvard.edu)
- Submit as detailed information as possible including detailed scope of work/duties, length of service, amount to be paid, etc.
- A draft contract must also be submitted in order to help HR classify the engagement correctly
- HR will classify the individual and return the completed ICQ to the hiring department

**FAS wide information sessions will be offered starting June 15, 2019. More information will follow shortly.**

**FACULTY OF ARTS  
AND SCIENCES**



# FAS Independent Contractor Questionnaire (ICQ) Exception Process

A completed IC questionnaire is not required for a guest speaker or guest lecturer receiving an honorarium or speaking fee for a one-time speaking engagement (performers/musicians also fall into this category). This exception cannot be used for individuals teaching or co-teaching a substantial portion of a course, those listed as instructors in the course catalog, or those who hold a Harvard appointment for their teaching role.

Examples include: Guest speaker or guest lecturer

Guest panelist

Guest performer, musician, entertainer

Guest speaker or guest lecturers meeting the exception criteria require a contract or agreement/confirmation letter, but do not need to be classified by HR.

- Departments processing these payments must submit the FAS Guest Speaker Exception Attestation Form to their local department payment approver

**FACULTY OF ARTS  
AND SCIENCES**





## Where Policy Does Not Apply and an Independent Contractor Questionnaire (ICQ) is not Required

- The Policy does not apply and an ICQ is not required for the following performing services for Harvard
  - Suppliers/vendors with more than one employee whose personnel are classified as employees (e.g., Cambridge Landscaping, Randstad)
  - Human Subject Payments (See [Human Subject Payments Policy](#))
  - When the University is contracting with a third-party entity (e.g., managed services provider, temp agency, payrolling service, IT staffing firm) to obtain personnel who are classified by those firms as employees or contractors to perform services
  - Schools and departments enrolled in the [Contingent Workforce Managed Services Program](#) (Fieldglass/Yoh) or who use the suppliers managed in the Yoh Managed Service Program meet the IC classification requirements of a managed services provider



# FAS Hiring Department or Unit and Department Approver Responsibilities

## Local Hiring Department or Unit Responsibilities

- Determine if the IC Policy applies and initiate any required procedures, including contact with HR consultant and completion of ICQ
- Obtain proper review and approval before contract is signed and before any services are performed
- If not using a Harvard contract template, be sure that any IC contract contains the following language: **[Consultant/Contractor/Vendor] shall be an independent contractor, free from Harvard's direction and control, and not an agent or employee of Harvard.** See OGC or SP website for contract templates or contact [adminops-procurement@fas.harvard.edu](mailto:adminops-procurement@fas.harvard.edu) if not using a Harvard template or other contract questions.
- Follow local school or unit's internal contract review and signature guidelines
- Collect required documentation to set individual up as a supplier vendor if required

## After services have been completed the Department AP preparer and approver must:

- Confirm ICQ and contract have been completed and are on file
- Review and prepare invoice for payment
  - Use appropriate object code for the service completed
  - Include with invoice any additional required documentation (e.g., Exception Attestation Form or [attestation form billing code 8692](#)). Some schools or units may require ICQ and contracts be submitted with invoice, others may store them at the local level
- If the department approver does not receive or have evidence of the above required documentation, the payment cannot be processed



# FAS CONTACTS

- **Questions around the ICQ and Classification Process:**
  - [FAS HR Guidance](#) and Materials can be found at: <https://hr.fas.harvard.edu/pages/independent-contractors-0> or email [ic-request@fas.harvard.edu](mailto:ic-request@fas.harvard.edu)
  - FAS HR will consult with the Office of Labor & Employee Relations, Office of the General Counsel, and Global Support Services as needed
- **Contract Guidance**
  - Contract templates, guidance and a contract checklist may be found on the Strategic Procurement or Office of General Counsel's website
  - Contact [adminops-procurement@fas.harvard.edu](mailto:adminops-procurement@fas.harvard.edu) for guidance if not using a Harvard template or other contract questions
- **Policy Guidance and Materials**
  - Contact [adminops-procurement@fas.harvard.edu](mailto:adminops-procurement@fas.harvard.edu) for general guidance. FAS HR or Finance may also consult with Financial Policy Office ([financialpolicy@harvard.edu](mailto:financialpolicy@harvard.edu)) Office of Labor & Employee Relations
  - Additional materials can be found at the [Financial Policy](#) website or [Human Resources Policies](#) website
  - A chart showing options to process payments for those that do not meet the IC test and are classified as employees as well as FAQs will be available by 7/1/19 on the above websites





# Appendices

[Responsibilities for Compliance](#)

[Exception Attestation Form](#)

[IC Process Workflow](#)

[IC Process for Guest Speakers or Lecturers](#)



# Responsibilities for Compliance

## Local Hiring Department or Unit

- Determine if the IC Policy applies and initiate any required procedures, including completion of ICQ
- Obtain proper review and approval before contract is signed and before any services are performed

## Local HR Office

- Review proposed IC engagements, including signing ICQ, and approve engagement as IC if three-part test is satisfied
- Ensure that departments are familiar with, and receive training regarding, IC policy requirements

## Local Department or Unit's Accounts Payable Approver

- Ensure that required documentation that supports IC classification is completed before a vendor is created in AP system or payment issued (signed contract, approved ICQ or written statement of why not required, and an invoice)

Individual schools and units may have more restrictive policies or internal processes; contact your tub human resources or finance department for more information

See [IC Process Workflow](#)





## FAS-Guest-Speaker-Exception-Attestation-Form

The Independent Contractor Policy allows for an exception when hosting a guest speaker, guest lecturer, performer, panelist, etc., receiving an honorarium or speaking fee for a one-time speaking engagement. (An honorarium is a payment provided as a token of appreciation for participation in an activity or event, rather than payment as a contractual obligation for services rendered.)

This exception cannot be used for individuals teaching or co-teaching a substantial portion of a course, those listed as instructors in the course catalog, or those who hold a Harvard appointment for their teaching role.

If an audio or video recording will be made of the event, the speaker must sign a consent form, which may be found on the [OGC's Model Documents](#) website.

This form is **required** and must be attached to the payment request in HCOM upon submission to your approver.

If you need additional information about the Independent Contractor Policy and FAS processes please refer to the FAS HR Website: <https://hr.fas.harvard.edu/pages/independent-contractors-0>

☐ Guest Speaker or Guest Lecturer

Name of Speaker/Presenter (Individual or Entity): → → → → → → → → →

Event Name: → → → → → → → → → → → → →

Event Description: → → → → → → → → → → → → →

Event Date: → → → → → → → → → → → → →

Event Location: → → → → → → → → → → → → →

Total Amount to be Paid: → → → → →

### Attestation:

I have read the exemptions above and certify that the engagement of services by the designated worker satisfy one of the above exemptions necessary to designate the service provider as an independent contractor/consultant.

Signature: → → → → → → → → FAS Dept: → → → → →

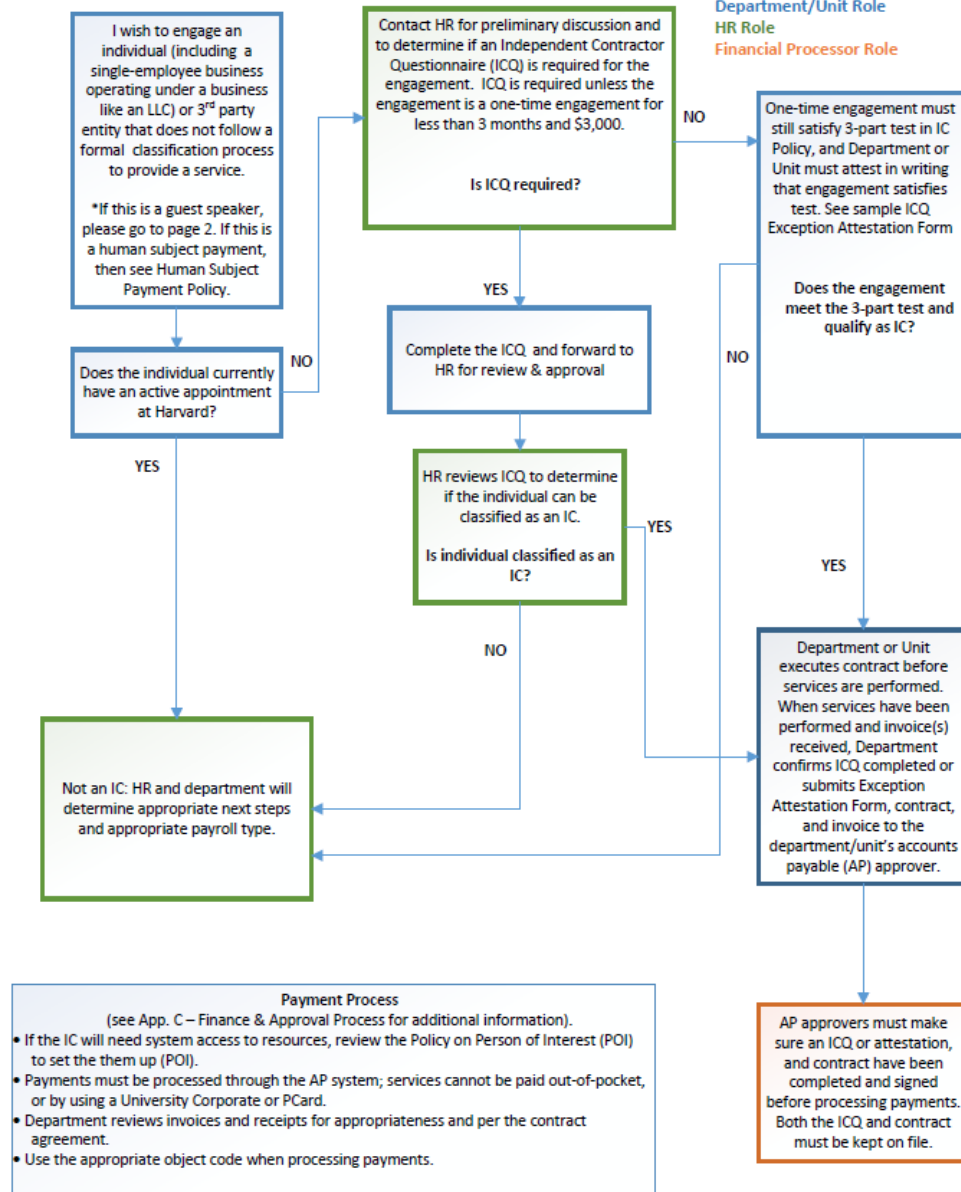
Print Name: → → → → → → → → Date: → → → → →





## Independent Contract (IC) Process

REV: 04/01/2019



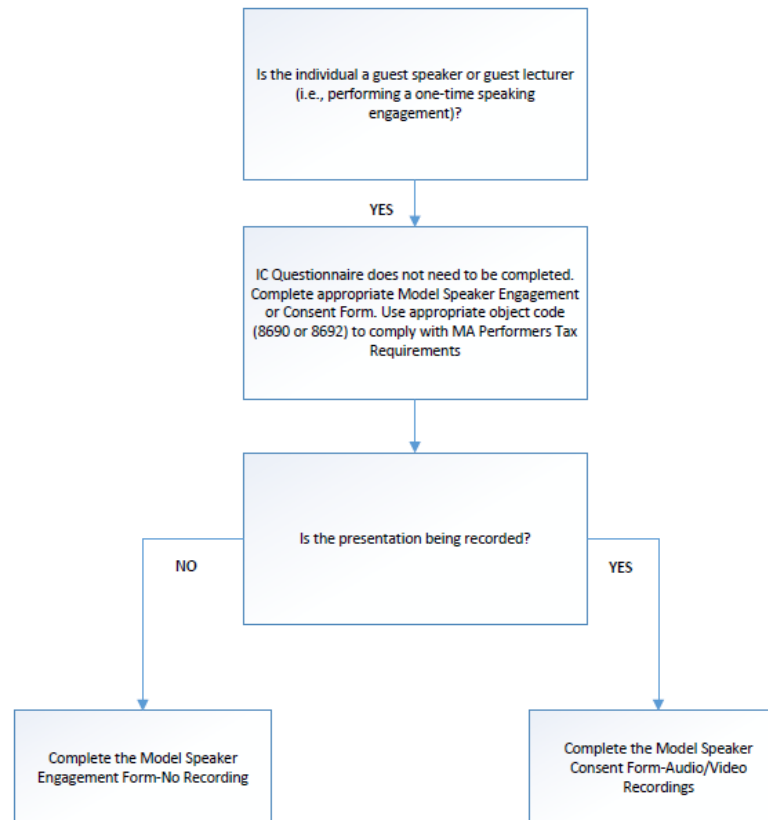
FAS Town Hall 5/23/19



**HARVARD**  
 Financial Administration  
 Human Resources Labor & Employee  
 Relations

## Independent Contractor (IC) Process for Guest Speakers or Lecturers\*

Rev: 04/01/2019



\*Guest speakers and lecturers do not require an ICQ when the payment is an honorarium provided as a token of appreciation (thank you) for participation in an activity or event where no fee is legally required and not as a contractual obligation to pay for services rendered. If the speaker determines or negotiates the payment amount, schools and units must follow the IC Policy or ICQ Exception Attestation Process. Be sure a foreign individual's visa status allows payments prior to offering an honoraria.

Examples would be a nominal payment and not required on an on-going basis and include:

- One-time lecture - Any individual teaching or co-teaching a substantial portion of a course, listed as an instructor in the course catalog or who holds a Harvard appointment cannot be classified as an IC.
- Guest speaker at an educational event, workshop, conference or other similar function.
- Panelist for a workshop or conference.
- Performing artist (though these are more commonly payment for services and must follow the IC Policy or ICQ Exception Attestation Process).

