



Supporting Harvard's Mission
Benefactor Handbook



Faculty of Arts and Sciences

HARVARD COLLEGE

GRADUATE SCHOOL OF ARTS AND SCIENCES

SCHOOL OF ENGINEERING AND APPLIED SCIENCES



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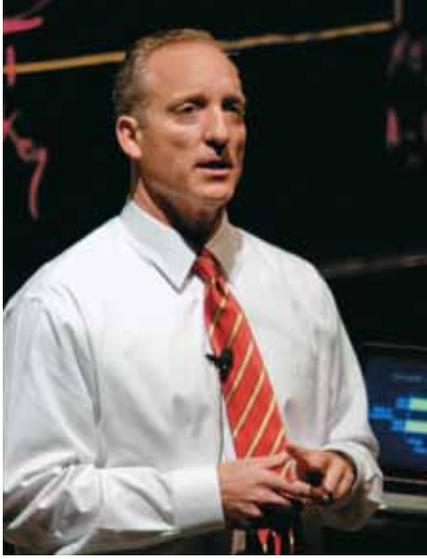


PHOTO: ROSE LINCOLN, HARVARD UNIVERSITY

DEAR ALUMNI, PARENTS, AND FRIENDS,

Harvard is an exceptional place, made so by outstanding students and faculty in Cambridge and a community of loyal alumni, parents, and friends around the world. Every day, our undergraduate and graduate students bring seemingly limitless energy and ambition to their Harvard experiences—in labs and study groups, on stages and athletic fields. Similarly, our faculty dedicate themselves to the highest levels of teaching and research, creating a lasting impact on the lives of their students and on society as a whole.

None of this could be achieved, of course, without the enduring support of alumni and friends like you. More than ever before, the Faculty of Arts and Sciences relies on endowment and immediate-use fundraising to meet its ambitious goals—from financial aid and undergraduate research to professorships and graduate fellowships.

As you consider a gift to the Faculty of Arts and Sciences, we hope you will find this publication helpful—it is our intent to be as transparent as possible about what it means to be a significant benefactor to Harvard. This guide highlights the impact of your potential gift and provides a clear description of our responsibilities as steward of your philanthropy.

The importance of donor support is especially evident to me—our students and programs are thriving, we are able to foster a Harvard experience that is unparalleled in its richness, and we continue to expand the boundaries of knowledge. I am truly grateful for the dedication of benefactors like you who care so deeply for this university.

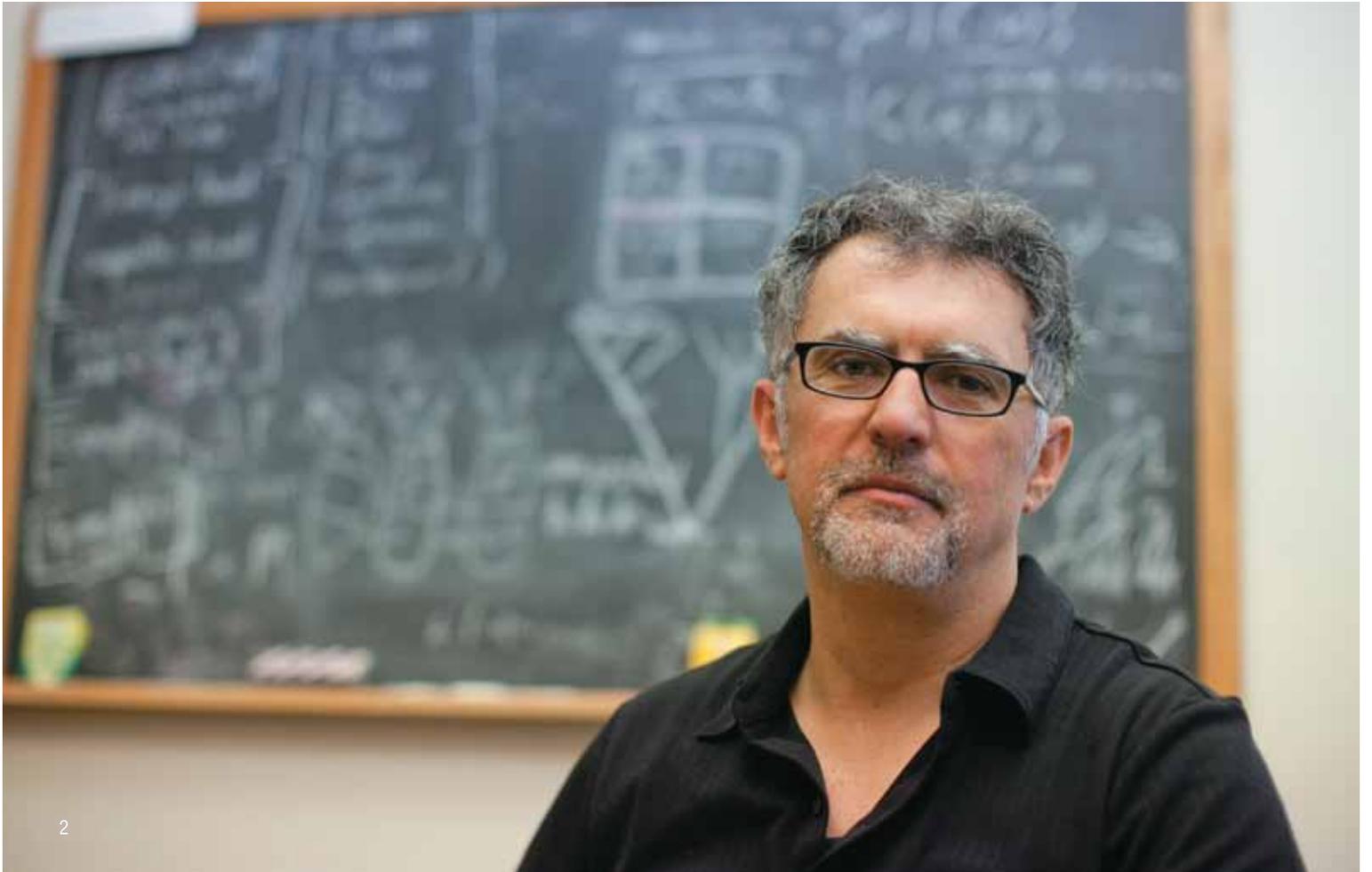
Sincerely yours,

MICHAEL D. SMITH

*Dean of the Faculty of Arts and Sciences, John H. Finley, Jr.
Professor of Engineering and Applied Sciences*



TOP & BOTTOM PHOTOS: STEPHANIE MITCHELL, HARVARD UNIVERSITY



RECOGNITION AND STEWARDSHIP

As a part of Harvard's vital community of supporters, you can expect to receive communications that reflect our gratitude for your contributions and keep you informed about Harvard-related activities in Cambridge and beyond. We will recognize and honor your generosity in a range of ways, including publications, society memberships, and events throughout the year.

KINDS OF RECOGNITION

Acknowledgments

Harvard places great importance on thanking donors in a timely and meaningful way for their support. Various University officials send letters of appreciation for gifts, pledges, and major pledge payments. Acknowledgments are signed by administrators such as the president of the University, the dean of the Faculty of Arts and Sciences, the associate dean for development, and the executive director of the Harvard College Fund, as well as alumni volunteer leaders. Harvard aims to provide acknowledgments that truly recognize the remarkable generosity of our donors and convey the warmest appreciation on behalf of the Faculty of Arts and Sciences.

The Recording Secretary's Office issues tax receipts to the legal donor of the gift (that is, individual, foundation, donor advised fund, or corporation). Tax receipts are mailed within approximately two weeks of Harvard's recording a gift.

Communications

The *Harvard College Fund Annual Report of Giving* is the primary publication that highlights giving to the Faculty of Arts and Sciences. Gifts of \$1,000 and above to the Harvard College Fund and the Harvard College Parents Fund receive recognition in the *Harvard College Fund Annual Report of Giving*. Similarly, donors to the Graduate School Fund are highlighted in donor lists communicated to fellow alumni. Donors may also receive recognition in various other print and electronic communications.

Societies and Programs

The following societies and programs exist to honor various kinds of generosity directed toward the Faculty of Arts and Sciences:

The Harvard Yard Society recognizes donors who choose to support Harvard annually by making flexible, immediate-use gifts of \$50,000 or more to the Harvard College Fund, Harvard College Parents Fund, Graduate School Fund, or the School of Engineering and Applied Sciences. Annual membership includes listing on the Harvard Yard Society donor wall in University Hall and a report from the dean of the Faculty of Arts and Sciences about how the FAS has benefited from this kind of support.

Top: Maya Shwayder '10 from Farmington, Michigan, served as a student columnist for the *Harvard Gazette*.

Bottom: Professor of Philosophy Peter Godfrey-Smith is an expert in the philosophy of science who has focused recently on octopuses and intelligence.



Russian journalist Maria Yulikova (center) speaks to Jane Unrue (center right) and her Freshman Seminar as part of the Scholars at Risk program.

The 1636 Society honors the Harvard College Fund's most loyal donors who contribute year after year. Membership in this special community begins with a donor's fifth consecutive annual gift (or third for recent graduates) and continues with ongoing yearly support. Gifts of any amount qualify a donor for the Society.

The John Harvard Society recognizes individuals who have made a life income gift or bequest provision (and notified Harvard of their intentions) for Harvard College, the Graduate School of Arts and Sciences, or the School of Engineering and Applied Sciences.

The Associates Program honors donors who have made gifts of \$1,000 or more to the Harvard College Fund. (Recent graduates qualify with a lower amount.) The program is the cornerstone of the Fund's annual giving efforts, championing the need for consistent support from every class during non-reunion years. Associates donors furnish leadership support on an annual basis, helping to provide steady funding for the College.

Named Spaces and Funds

In many cases, it is possible to name a fund or physical space in recognition of a donor or someone the donor would like to honor. For example, professorships, buildings, research centers, and scholarships can all be named. Consult with your gift officer if you are interested in learning more about this kind of opportunity.

Events

We endeavor to honor donor generosity throughout the year in a variety of settings. In addition to the sampling of regularly scheduled events listed below, we host donors in more intimate gatherings, as appropriate. For example, donors may be invited to share a meal with the dean of the Faculty of Arts and Sciences, a scholarship recipient, or a faculty member supported by a named chair.

Harvard College Fund Assembly: The largest development gathering of the year, this annual fall event congregates alumni leaders and reunion classmates to celebrate the beginning of a new fundraising year. Receptions and symposia mark the event, along with a Harvard football game.



LEFT & RIGHT: PHOTOS: STEPHANIE MITCHELL, HARVARD UNIVERSITY

Professor of Psychology and Maury Green Fellow Daniel Gilbert (left) and doctoral candidate Matthew Killingsworth (right) used a special “track your happiness” iPhone app to gather research. The results: We spend at least half of our time thinking about something other than our immediate surroundings, and most of this daydreaming doesn’t make us happy.

Harvard College ReConnect: This event brings together alumni leaders and classmates located in the western United States.

President’s Associates Dinner: Held on the evening before The Game, this annual dinner for President’s Associates members (donors who contribute \$10,000 and above) alternates locations between New York and Cambridge.

Celebration of Scholarships: This festive gathering brings together financial aid benefactors and undergraduates who benefit from their support.

Harvard Yard Society Dinner: This annual event celebrates Harvard Yard Society members who provide the Faculty of Arts and Sciences with the most flexible kind of contributions.

Parents Leadership Weekend: This spring event convenes key supporters of the Harvard College Parents Fund, sometimes coinciding with Harvard’s student arts festival, ArtsFirst.

Stewardship

Harvard believes in keeping its supporters apprised of their commitments to the University. Our stewardship programs aim to demonstrate to donors that we are using their support responsibly and as they intended. In this regard, the FAS provides periodic narrative stewardship reports for capital gifts in various areas including:

Undergraduate and Graduate Financial Aid: Annually, the director of financial aid reports on undergraduates funded by endowed scholarships, while the dean of the Graduate School of Arts and Sciences reports on students who benefit from endowed fellowships. In addition, donors who have given an immediate-use gift of \$25,000 or more to financial aid receive a one-time report for the year as part of the Harvard College Fund Scholars or the Graduate School Fund Fellows programs.



Above: The Jeremy R. Knowles Undergraduate Teaching Laboratory in the Northwest Science Building was a gift from C. Kevin Landry '66 and his wife, Barrie.

Left: Dean of the Faculty of Arts and Sciences Michael D. Smith and Kevin and Barrie Landry are given a tour of the Knowles Lab by Richard Losick, Maria Moors Cabot Professor of Biology and head tutor in molecular and cellular biology.

Dean's Flexible Resources: Donors of flexible, endowed gifts of \$100,000 or more receive an annual report. Donors who make immediate-use gifts of \$25,000 or more receive a one-time annual report the following year.

Professorships: On the appointment of a new incumbent to a named chair, donors receive a letter from the dean of the Faculty of Arts and Sciences describing the professor's background, followed by annual letters about his or her achievements.

Buildings and Spaces: Benefactors receive periodic reports about the activities made possible in the building or space they have funded.

The Undergraduate Experience: Donors receive periodic reports on Dean's Funds for Undergraduate Life, Advising, Innovative Teaching, and Undergraduate Arts Programming, as well as Undergraduate Travel and Research Funds.

The Development Office is also happy to organize facility tours or coordinate meetings among donors and the beneficiaries of their generous support. Donors may wish to meet with undergraduate scholarship recipients, undergraduate study-abroad-funding recipients, fellowship recipients, and professors and other faculty beneficiaries. In all of these cases, you may contact your gift

officer, who will serve as your primary point of contact and facilitator in keeping you connected to Harvard.

Financial information for both endowed and immediate-use gifts is also available. The University will provide an annual financial report to all donors who have established endowment funds. For all other endowment funds, the FAS Development Office will provide financial statements on an ad hoc basis. The FAS Development Office can also provide financial information for immediate-use funds, such as balance and expenditure information, on request.

MAKING A GIFT OR PLEDGE

Harvard is deeply appreciative of all gifts received from our alumni and friends. The generosity of donors has sustained Harvard's excellence over several centuries and ensures our ability to educate the students of today and of future generations.

Gifts to Harvard can take many forms and serve different purposes. Some gifts provide immediate-use, flexible support to allow for the funding of new initiatives, while others are established to support a continuing need, such as financial aid, in perpetuity. Regardless of a gift's structure or designation, Harvard works diligently with donors to make certain that a gift will have maximum impact, benefiting Harvard and, following the intentions of you, the donor.

GIFTS AND PLEDGES DEFINED

Gifts

A gift is a contribution of cash or another asset received by Harvard for unrestricted or restricted use in the furtherance of our institutional mission. In agreement with the donor, the University commits to use the gift as specified.

Donors can make a gift and satisfy a pledge with a wide variety of assets. Recognizing that wealth can be in liquid or illiquid form, we encourage you to have a frank conversation with your gift officer early in the process.

Moreover, since different assets have different tax implications, your gift officer may refer you to our gift planning staff to help you and your advisers consider how to maximize the economic and tax benefits of your gift.

Pledges

Pledges are commitments to make future gifts. Only the individual or entity controlling the assets to be given should make the pledge. For commitments of \$10,000 and above, a donor will be asked to confirm his or her intentions to support Harvard in writing. The requested

information will include:

- Donor's name (or the legal donor if different)
- Amount of the pledge
- Designation for use
- Pledge due date or payment schedule (five years or less)
- Special circumstances as necessary (anonymity, for example)

A pledge becomes an asset of the University akin to an account receivable. Harvard's pledge-fulfillment rates are very high. However, pledges that are not paid must be written off and deducted from current-year fundraising activity.

What to Expect Once a Pledge Is Made: The pledge is processed and in short order the donor receives a confirmation statement to ensure that both the donor and Harvard are in agreement about how the pledge will be realized and how the gift will be used. We will provide periodic reminders reflecting amounts paid as well as any balance on the pledge. If changes in personal circumstances require a change to the terms of your pledge, gift officers can provide assistance.

HARVARD MANAGEMENT COMPANY

By making a commitment to the Harvard endowment, you add to a legacy dating back to John Harvard's bequest in 1638. While it is managed for investment purposes as one pool, the Harvard endowment includes over 11,000 discrete funds set up to support a wide variety of current and future programmatic ends.

To provide world-class investment management of these gifts over time, Harvard established a wholly owned investment management subsidiary, Harvard Management Company (HMC), in 1974. Harvard University is HMC's only client. HMC pursues innovative investment strategies and strong results to support the educational and research objectives of the University. HMC's global investment strategy is designed to maintain the real value of the resources entrusted to Harvard over time, while funding a portion of the University's current programs and operations.

Specifics regarding HMC's investment structure, management philosophy, and investment performance are available from your gift officer and can be found online at hmc.harvard.edu. You will also receive annual fund-specific reporting so that you can track the ongoing impact of your generosity.



KINDS OF GIFTS

Capital Gifts versus Annual Gifts

Capital gifts are the largest gifts Harvard receives. They are typically several times the size of an annual gift, are often made in honor of a reunion or capital campaign, and are sometimes, though not always, designated to a particular area or activity. A capital gifts officer will often work closely with the donor to ensure that the gift will have maximum impact. Capital gifts are particularly important in building a strong base for Harvard's most critical core priorities, such as our undergraduate and graduate student financial aid programs. Above all, making a capital gift to Harvard can be a powerful and transformative experience for many donors. Harvard seeks to steward such wonderful philanthropy so as to demonstrate its meaning and benefit to both the donor and the University.

Annual gifts are generally made on a recurring basis to the Harvard College Fund, the Harvard College Parents Fund, or the Graduate School Fund. Annual gifts provide the FAS with crucial funds for both immediate activities and new initiatives requiring seed grants. Many donors choose to support Harvard both through capital gifts and separate annual gifts, understanding that both kinds of gifts enable Harvard to sustain its excellence in different, but equally important, ways.

Current-use Gifts versus Endowed Gifts

Current-use gifts, also called immediate-use gifts, are not invested in Harvard's endowment, and the full amount of a current-use gift is typically spent in the fiscal year it was given. As such, flexible, current-use gifts are able to have immediate impact—going to the students, faculty, and programs that require them most. All annual gifts are current use, whereas capital gifts can take the form of current use or endowment.

Endowed gifts are often given for Harvard's timeless priorities, such as professorships and financial aid, serving Harvard for generations to come. Endowed gifts are invested in Harvard's endowment. Harvard will spend the annual income generated by the principal of the endowed gift, accessing the principal only as defined by the donor's gift agreement and Massachusetts state law.

Right: Professor of Classics and of History Emma Dench is a Harvard College Professor, an honor that recognizes contributions to undergraduate teaching, advising, and mentoring.

Left: Members of the Harvard Band perform on the Sanders Theatre stage for parents of freshman students.



PHOTO: STEPHANIE MITCHELL - HARVARD UNIVERSITY

INDIRECT COSTS

Although Harvard's administrative services provide the essential infrastructure that allows programs, people, and initiatives supported by endowed funds to flourish, they seldom attract gifts in and of themselves.

Critical functions necessary to provide high-quality services—such as libraries and information technology, student services, academic planning, finance and human resources, and public relations and alumni affairs, as well as other aspects of general administration—are often referred to as “indirect costs.”

These costs are defrayed in part by using a portion of a current-use gift or an endowment's annual distribution. The FAS's indirect costs can be recovered in an amount not to exceed 15 percent of a current-use fund or 20 percent of an endowment fund's annual income distribution. In addition, the University assesses .5 percent of the year-end market value of each endowment fund to cover a portion of University central administration costs.

These assessments ensure that each individual fund plays a role in sustaining the FAS and the University so that the

institution is able to admit and support the very best students, hire and retain a world-class faculty, and conduct cutting-edge research. The practice of recovering indirect costs is not limited to current-use and endowment funds; federal government research awards are also charged for a portion of their associated overhead costs based on specific overhead rates Harvard negotiates with the federal government, a practice common to other colleges and universities.

Restricted and Unrestricted Gifts

Both immediate-use and endowed gifts can be unrestricted or restricted to a particular purpose.

Unrestricted Gifts: Unrestricted (or flexible) gifts, particularly immediate-use unrestricted gifts, are very valuable, as they allow the FAS to be nimble in funding new programs and initiatives as they arise. Unrestricted immediate-use funds support more than half of the operating budget of Harvard College's core academic and extracurricular programming, and nearly half of the graduate student aid budget, for example. Unrestricted funds help support activities including financial aid, new General Education courses, graduate research workshops, and undergraduate student life activities such as Yard Fest, House events, and the Fall Activities Fair.

Restricted Gifts: Harvard understands that, in certain instances, particularly when making a capital gift, a donor may wish to restrict that gift to a specific activity and/or area of personal interest or meaning. The Development Office coordinates with the dean and other administrators to ensure that Harvard accepts restrictions only on gifts that will enable maximum impact over time; that is, making certain that Harvard will always be able to spend the gift fund fully on its intended use while supporting the core academic mission of the University, regardless of how particular fields of inquiry may evolve. Harvard strives to permit only gift restrictions that benefit core areas of need, such as financial aid, faculty support, and funds to improve teaching, learning, and the student experience. Within these areas, restrictions to a particular field of study can be made only if there is need within that area.



Gordon McKay Professor of the Practice of Biomedical Engineering David Edwards founded the Idea Translation Lab, an educational program that supports student idea experimentation, as well as The Lab at Harvard, a three-year experimental exhibition program for transforming common University space into a catalyst for student idea development and learning.

GIFT ACCEPTANCE POLICIES

Harvard University accepts gifts using policies that ensure that the gifts are consistent with and support the mission of the School or department. Gift acceptance policies also ensure that proposed terms provide appropriate flexibility for current and future needs. The following is a partial list of principles guiding the acceptance of gifts and their terms.

Academic Freedom

Gifts align with the University's fundamental commitment to academic freedom and to the rigorous and independent pursuit of truth.

Content and Mission

Programs launched by a School or department are consistent with that entity's academic mission, as determined by its dean or director in consultation with the faculty.

Endowment Management

All endowment funds are managed by Harvard Management Company to ensure preservation of principal, maintenance of spending power over time, and growth of capital, in order to fulfill the philanthropic intent of the founding donor.

Donor Anonymity

For the mutual protection of Harvard and the donor, the Corporation requires that the donor be identified to the University for all substantial gifts. This information may be kept confidential if the donor so desires and with the approval of the recording secretary.

Use of Harvard's Name

Only programs with authorization by the University provost or his or her designee may carry the Harvard name.



Above: In a fall semester match, Winthrop House plays Adams House in intramural ultimate frisbee in the Harvard Stadium.

Right: The First-Year Outdoor Program is Harvard's largest and oldest pre-orientation program. A variety of weeklong hiking, service, and canoeing trips offers a learning environment for students prior to their arrival on campus.



GIFT TERMS

For all endowed funds and certain restricted immediate-use gifts, a donor may be asked to sign gift terms to establish a fund. Gift terms serve as an agreement between the donor and the University on how the gift fund may be used. Harvard is then legally bound to use the gift fund only as allowed in the terms.

Additionally, gift terms may describe why the donor is establishing a particular fund; for example, in honor of a family member. The gift terms, and therefore the language honoring an individual or personal interest, are then attached to the fund for the lifetime of the fund, or, in the case of an endowed fund, in perpetuity.

Harvard takes care to craft gift terms with an eye toward the future. Particularly for restricted endowment funds, the University seeks to ensure that the gift fund will continue to have maximum impact many generations from now, regardless of evolving academic fields or organizational structures. To avoid situations where a gift fund or its income cannot be fully spent, Harvard aims to make gift terms as broad as possible while still honoring the donor's area of interest. This approach ensures that the donor's generosity will support our students, faculty, and programs to the fullest.

Should a donor give a capital gift to Harvard but then need time to decide on a designation and/or to establish gift terms, the money will be held in

the Dean's Fund for Undesignated Gifts. This pooled fund holds gifts with terms to be determined, while giving the dean discretion to spend the income of the fund on areas of need within the Faculty of Arts and Sciences. This ensures that a donor's gift will have immediate impact on Harvard's people and programs, even if the final purpose of the monies is still being decided. Once a donor does settle on a designation or establishes gift terms, the gift will be transferred to the new designation or established fund as directed by the donor.

WAYS OF GIVING

Check

Donors may give by check made payable to the President and Fellows of Harvard College with the desired purpose identified in the memo section or accompanying documentation. Checks should be sent to the Recording Secretary's Office, the central gift acceptance office at the University, at:

Harvard University
Office of the Recording Secretary
124 Mount Auburn Street
Cambridge, MA 02138

Credit Card

Donors may give via credit card by visiting *alumni.harvard.edu* and clicking on the "Make a Gift" button. If you choose to make a large gift via credit card, advance coordination between you and your credit card company is strongly encouraged.

Wire Transfer

You may initiate a wire transfer directly from your bank. Your gift officer can provide the necessary instructions.

Publicly Traded Securities/Mutual Fund Shares

Gifts of shares in publicly traded companies and mutual funds are another common asset employed to support Harvard. In order to retain tax benefits associated with a gift of these securities, they should first be transferred into Harvard's account, where they are sold and the proceeds directed per your instructions.

In effectuating this transfer, please have your broker or adviser contact Harvard Management Company at 866-845-6596 or via email at *security_gifts@hmc.harvard.edu*. Advance notice is important and will help in facilitating your generosity. Your gift is valued on the date it is received in Harvard's account under prescribed IRS rules.

Illiquid Assets

Harvard often accepts outright gifts of complex, hard-to-value assets like closely held stock, partnership and LLC interests, and real estate. Prior to Harvard's confirming its willingness to accept a particular interest, added due diligence is required. As such, it is wise to communicate your desire to make a gift using assets from this broad category as soon as possible. In contrast to the public securities markets, gift value is determined by qualified appraisal commissioned by you subject to strict IRS rules.

Planned Gifts

A planned gift is a gift that can enable you to support the College and/or the Graduate School of Arts and Sciences while providing income and tax benefits to you and your family. The University offers a variety of giving vehicles that allow donors to support Harvard while receiving financial benefits from their gifts. Through a blend of charitable tax law and financial planning knowledge, Harvard Gift Planning staff can work closely with philanthropically motivated individuals to tailor strategies that meet their needs and those of Harvard. Gifts can be structured outright, deferred, or via bequest utilizing all of the assets outlined above and more. Some gift plans focus almost exclusively on tax savings (income, capital, gift, and estate tax), while other structures can provide additional financial benefit to the donor or other family members with a stream of income for life or a term of years.

Donor Advised Funds and Foundations

Please let us know if you have access to charitable resources from a donor advised fund or private foundation so that we can properly advise you on how to proceed with your gift.



TOP & BOTTOM PHOTOS: STEPHANIE MITCHELL, HARVARD UNIVERSITY



ALUMNI ENGAGEMENT

Alumni remain an integral part of the Harvard community long after they leave the Yard. A plethora of opportunities exists for staying involved. Below is a sampling of ways you can stay close to Cambridge even if you live far away and also some resources for making it happen. As a starting point, visit our alumni website: alumni.harvard.edu. If you have additional ideas that you would like to suggest or explore, please feel free to contact your gift officer for assistance.

VOLUNTEER

Volunteer as a fundraiser—contact your class officer for more information

Reunion Campaigns: Help lead your class fundraising effort as a class co-chair, vice chair, or participation chair, or join your class participation or special gifts committee.

Associates Program: During non-reunion years, remain involved as a class volunteer with the Associates Program, which raises annual immediate-use funds.

Harvard College Parents Fund: As a Harvard parent or grandparent, you can help raise immediate-use funds that directly benefit current students.

Graduate School Fund: Inspire others to support the Graduate School of Arts and Sciences by giving flexible, immediate-use funds for the recruitment and training of graduate students.

Volunteer with the Harvard Alumni Association

Harvard Serves: Visit alumni.harvard.edu/volunteer/serve for information on how to participate in a series of global public service opportunities and events.

Crimson Compass: Become a mentor for fellow alumni and current students via our online tool: alumni.harvard.edu/volunteer/crimson-compass. Share your expertise or career pathway. Expand your professional connections and enrich the Harvard mentoring network worldwide.

HAA Board of Directors: This advisory body comprises more than 350 Harvard alumni volunteer leaders representing Harvard Clubs, Shared Interest Groups, the College, and the Graduate Schools who are interested in strengthening the connection between the University and its alumni. Email haa_alumnihelp@harvard.edu or call 617-495-5731 to learn more.

Alumni Interviewing: Visit alumni.harvard.edu/volunteer/alumni-interviewing to get involved in recruiting and evaluating applicants to Harvard College.

Top: As part of the Gen Ed curriculum, undergraduates are introduced to the rich complexity of ceramics practice and archaeological evidence through hands-on experience and morphology analysis. Staff member Pamela Gorgone leads a demonstration with students Ayodeji Ogunnaike '10, Daniel Dimaria '12, Andres Camacho '10, and Hannah Cardiel '13.

Bottom: Four undergraduates, Tracy Han '11, Fabian Poliak '11, Annemarie Ryu '13, and Matthew Mulroy '12, participated in a January breakwater purification project in the Dominican Republic, near Pedernales, on the border with Haiti.



Reunion Planning: For information about getting involved with your College class reunion, visit alumni.harvard.edu/haa/college-alumni/reunions.

HAA Travels: The HAA offers nearly 50 programs a year led by Harvard academics to all seven continents. Learn more at alumni.harvard.edu/haa/travel.

Programs and Events: Visit alumni.harvard.edu/haa/programs-events to learn how you can participate in Global Networking Night or the January Experience, a program that gives you the opportunity to offer a job shadow or externship to a student during winter break.

Harvard Clubs and Shared Interest Groups: Join one of 190 Harvard Clubs in more than 70 countries throughout the world. Or connect with Harvard alumni around a particular student activity, identity group, specific profession, or cultural pursuit in one of 39 Shared Interest Groups (SIGs). Learn more at clubsandsigs.harvard.edu.

On Campus: Attend a lecture, performance, game, or other event, or visit Harvard's world-class museums and libraries. For more information, visit the websites below.

Gazette calendar: news.harvard.edu/gazette/section/calendar/gazette-calendar

Libraries: lib.harvard.edu

Museums: harvard.edu/museums

Athletics: gocrimson.com

Arts: harvard.edu/arts

Left: Zar Zavala '11, awarded a Rhodes Scholarship, is pictured in Harvard Stadium, where he played football as an undergraduate.

Right: Incoming students in the Freshman Arts Program conduct rehearsals for their annual pageant in the New College Theatre. From left: Charlotte Chang '12 of Hong Kong; Georgia Shelton '14 of Oklahoma; Xiaoxiao Wu '14 of New York; and Riana Balahadia '14 of New Jersey



HELPFUL RESOURCES

Alumni Affairs and Development Office

617-495-1636

alumni.harvard.edu

Alumni Records Office

617-495-2371

aro@harvard.edu

Bequests/Estate Gifts

617-495-5040 or 617-496-3205

Gift Planning:

alumni.harvard.edu/give/college/gift-planning

Bequests:

alumni.harvard.edu/give/college/gift-planning/bequests

Capital Giving

617-495-4075

Harvard Alumni Association

617-495-5731

alumni.harvard.edu/haa

Harvard College Fund

617-496-4393

alumni.harvard.edu/give/college/hcf

Harvard Management Company

617-523-4400

hmc.harvard.edu

Recording Secretary's Office*

617-495-1750

* The Recording Secretary serves on the Gift Stewardship Committee, which is another resource for donors who have questions about funds they have donated to the University.



Faculty of Arts and Sciences

Alumni Affairs and Development
124 Mount Auburn Street
Cambridge, Mass. 02138

1-800-VERITAS (1-800-837-4827)
FAS_DEVELOPMENT@HARVARD.EDU