

Report and Recommendations

By the Harvard University Review Committee established April 30, 2018

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Executive Summary

On the evening of April 13, 2018, a black male Harvard College student was taken into custody by Cambridge Police on Massachusetts Ave. The incident took place off campus, very near Harvard Law School. Videos posted online showed that Cambridge police officers punched the student several times while taking him into custody.

In a message to the Harvard Community after the student's arrest, President Drew Faust described the incident as "profoundly disturbing," and, focusing more broadly, noted that it spoke to "important issues about the relationship between police and the communities they serve, student health resources, and the manner in which University units operate with each other and with our partners in the community."

In response to the incident, President Faust established a committee to review the incident and identify opportunities for improvement at Harvard. This report presents the findings of the Review Committee to President Lawrence Bacow.

Before summarizing the Committee's principles and recommendations, which are explained in greater detail in the pages that follow, it is important to acknowledge the national context in which this event occurred. Bystander videos of incidents of police violence against persons of color, sometimes resulting in their deaths, have made painfully clear how high the stakes can be when police are called to the scene, and how differently police involvement is experienced by Americans depending on their race, ethnicity, gender, and citizenship status. As President Faust recognized in her April 16 statement, the student's "arrest occurred against the backdrop of increasingly urgent questions about race and policing in the United States." It is difficult to overstate the impact that this context has on the sense of safety and security of members of our community. It is necessarily a lens through which the arrest must be understood.

The Review Committee established a set of guiding principles that ground a series of specific recommendations, which are summarized below. These respond to 1) the context in which the event took place and the conditions out of which it emerged, 2) Harvard's participation in the response to the incident as it unfolded, and 3) issues raised in the aftermath of the incident. These recommendations were meaningfully shaped by input from the community, and we are particularly grateful to the students who took the time to write to the Committee and to participate in focus groups and other discussions with the Committee.

Foundational Commitment: As an academic institution committed to expanding opportunity and creating a diverse community that enhances the learning of every student, Harvard should be proactive, innovative, and resourceful in its efforts to create the conditions that allow the members of our community to reach their highest potential.

Principle 1: When members of our community need help, they should have the information they need to confidently access university and other emergency services, and to have an accurate understanding of what to expect from the response.

Recommendations

- Harvard University Police Department (HUPD) should communicate clearly and accurately, especially with undergraduates, about what members of the community can expect from HUPD in emergency situations. This work should include updating and expanding the information provided in First-Year Student Orientation Programs. HUPD should work to ensure that the community understands the role of police in responding to medical and mental health emergencies.
- HUPD should communicate clearly and accurately about what students can expect when incidents occur off campus, including when HUPD will respond and when other departments or responders may also respond, with the understanding that both HUPD and members of the community have said that they would prefer that HUPD be on the scene when possible. The expansion of the campus into Allston, and across multiple local and state police jurisdictions, makes this need especially urgent, although students who regularly pass from the Quad to the Yard are already sensitive to these concerns.
- Harvard University Health Services (HUHS) and HUPD should assess the viability and desirability of including mental health professionals as first responders to mental health crises across campus.
- HUPD should build upon its existing efforts to work with the surrounding police departments to ensure that there are clearly understood roles, responsibilities, and practices in place for incidents in which HUPD responds to the scene when events are occurring outside of Harvard's campus, and therefore outside HUPD's primary jurisdiction.

Principle 2: All members of our vibrant and diverse academic community should be well served by our resources.

Recommendations:

- HUHS should expand existing evaluation and training programs with the goal of being a campus health service that consistently demonstrates expertise and excellence when meeting the needs of our diverse community.
- HUHS should build on existing efforts and undertake a robust and ongoing outreach program within the Harvard community to promote awareness of their services (including the Office of Alcohol and Other Drug Services (AODS)), build personal relationships, and take on the role of visible advocate for, and forward-

leaning partner in, efforts to promote wellness on campus, beyond the role of insurer and provider of medical services. This program should:

- Expand efforts to seek input from students on Counseling and Mental Health Services (CAMHS) to identify and address barriers to seeking care for students across the University;
 - Expand and promote informal counseling resources (“Let’s Talk”), with feedback from residential staff and students;
 - Expand the CAMHS residential liaison programs in Harvard College; and
 - Expand regular case reviews between CAMHS and the House and Yard staff in Harvard College.
- Harvard College should undertake training for multi-cultural competency in mental health support for all House and Yard staff and clarify roles and responsibilities between CAMHS and residential staff.
 - Harvard Schools should assess their protocols for students to report incidents of racial bias to ensure that they are clear and accessible to students.
 - Harvard College should evaluate student understanding of the Amnesty Policy, and consider whether expanded training and/or renaming the policy would lower barriers to help-seeking behavior among undergraduates.
 - HUPD should expand existing evaluation and training programs with the goal of being a campus police department that consistently demonstrates expertise and excellence when meeting the needs of our diverse community.
 - HUPD should build on existing efforts and undertake a robust and ongoing outreach program within the Harvard community to:
 - Broadly and consistently communicate with students, faculty, and staff with the purpose of ensuring that they are aware of the procedures that HUPD operates within and the practices officers employ to ensure the safety and security of the members of the Harvard community, including procedures used when individuals pose a threat to the safety of themselves or others;
 - Seek input, perhaps by way of a student advisory group, on the expectations students and HUPD should have of one another; and
 - Proactively create learning opportunities, especially with vulnerable groups on campus.

Principle 3: In anticipating and managing demands on Harvard infrastructure, the first priority should be to ensure community safety.

Recommendations

- As first responder resources are predictably pressured on Friday and Saturday nights, the College should schedule Yardfest at other times, with a preference for Sunday afternoon, as has been done in past years.
- The College should evaluate potential options to establish a more secure event boundary at Yardfest—including the location of the event, and alternative gating options—and discontinue the practice of permitting re-entry to the event.
- The College should evaluate the appropriateness of adopting an Emergency Operations Center event management approach.
- The College, working with HUPD, should examine the ratio of officers to attendees at large events and benchmark against the practices at peer institutions.
- The College should ensure that water is available for the duration of Yardfest and like events.
- The College should institute a strict “no bag” policy that does not allow backpacks or large purses to be brought into the event area.
- The College, working with HUPD, AODS, and/or HUHS, should monitor the impact of these interventions on dangerous drinking at Yardfest and other similar events.

Principle 4: We are at our best when we coordinate, cooperate, and communicate across school boundaries as One Harvard.

Recommendations

- HUHS should evaluate opportunities to further develop and expand critical incident management infrastructure across the University to learn from incidents and share best practices.
- Harvard Public Affairs and Communications should evaluate options for early acknowledgement of emergent events, understanding that an event that occurs in one School can quickly and seriously affect the wellbeing of students in other schools across the University.
- Harvard Public Affairs and Communications should explore opportunities to increase coordination across Schools on communications regarding quickly-developing events.

For purposes of this report, when we refer to the “incident” or the “event,” we are referring to the arrest of a Harvard College student on Massachusetts Avenue on the night of April 13, 2018.

The Review Committee's Efforts

On April 30, 2018, Harvard University President Drew Faust announced the creation of this committee and charged us with reviewing the circumstances surrounding the incident that occurred on April 13, engaging the community, and developing recommendations before the start of the fall 2018 semester.¹

Members of the Review Committee

President Faust selected and appointed the members of the Review Committee. **Annette Gordon-Reed**, Charles Warren Professor of American Legal History at Harvard Law School and Professor of History in the Faculty of Arts and Sciences, was selected as chair of the Committee.

The other members of the Committee are: **Roberto Gonzales**, Professor of Education at Harvard Graduate School of Education; **Sean Kelly**, Teresa G. and Ferdinand F. Martignetti Professor of Philosophy in the Faculty of Arts and Sciences and Faculty Dean of Dunster House of Harvard College; **Herman “Dutch” Leonard**, George F. Baker, Jr. Professor of Public Management at Harvard Kennedy School and Eliot I. Snider and Family Professor of Business Administration at Harvard Business School; **Stephanie Pinder-Amaker**, Director of the College Mental Health Program at McLean Hospital and Instructor in Psychology in the Department of Psychiatry at Harvard Medical School; **Jasmine Waddell**, Resident Dean of First-Year Students for Elm Yard and Assistant Dean of Harvard College; and **Sarah Wald**, Senior Policy Advisor and Chief of Staff at Harvard Kennedy School.

Scope of review and recommendations

President Faust charged the Committee to identify “opportunities for improvement across a range of institutional activities.” The Review Committee understood this language as directing a review of *Harvard’s* activities and protocols, and to make suggestions as to how the distressing events of April 13 might be avoided in the future by changes in our own institutional practices.

The arrest of the student on April 13 brought a great deal of attention to Harvard’s emergency response, raising a variety of questions and issues. The way that events unfolded was concerning and highly distressing for members of our community. It resulted in an experience for the student and the community that no one wants to see ever again. We recognize and acknowledge the range of strong feelings that were caused by this event.

Although members of the Harvard community are understandably upset and concerned by videos of actions by the Cambridge Police Department (CPD), the Review Committee was not directed to evaluate the appropriateness of CPD’s actions that night. Indeed, we have no jurisdiction over the CPD. We were not given access to information from the CPD, and we asked to meet with them, but

¹ See Appendix I for the charge to the Committee.

they declined to talk with us. We understand that there is an independent review underway of the CPD's actions in this incident,² and that reviewing body is a more appropriate one to undertake that task.

The Review Committee focused exclusively on making recommendations that will foster institutional improvement within Harvard, where needed. We are aware that in some cases these recommendations give directions to specific entities within Harvard that will require further work by the unit involved. The Review Committee fully expects that this work will continue well after this focused period of its review has concluded.

Overview of work

In order to structure our understanding of the events that led to the Review Committee's formation and our recommendations, the Review Committee identified its work as addressing three distinct time periods: 1) before the incident, including the circumstances on campus that led up to this situation; 2) the incident itself, from the time HUHS received its first call until the student was taken into custody; and 3) after the incident, focusing on how the Harvard community reacted to the events.

The Committee met regularly over the summer, primarily to gather a great deal of information and documentation from various parties with knowledge of the April 13 incident and related Harvard services and programs. We also conducted research and outreach through smaller working groups focused on specific topics.

For the full Committee meetings, we invited representatives from relevant departments and groups to give us their perspectives and answer clarifying questions from us. The meetings were organized around the following topics:

Session 1: Planning, review of survey data, prior reports, requests for all protocols and documentation

Session 2: Student support and Yardfest

Session 3: HUPD

Session 4: HUHS

Session 5: University efforts on Inclusion and Belonging; discussion with Black Students Organizing for Change

² Cambridge Police Department, Press Release, "City of Cambridge Hires Chief Justice Ireland to Conduct Independent Review," available at <http://www.cambridgema.gov/cpd/newsandalerts/Archives/detail.aspx?path=%2fsitecore%2fcontent%2fhome%2fcpd%2fnewsandalerts%2fArchives%2f2018%2f05%2fcityofcambridgehireschiefjusticeirelandtoconductindependereview>.

Session 6: Review of Committee Working Groups (Student Support, Communications, Event Management and Emergency Response, Outreach)

Session 7: Discussion of Draft Recommendations

Session 8: Discussion of Focus Groups, Community Feedback, and Final Recommendations

Both as part of, and in addition to, these full-committee meetings, we met and spoke with representatives of Harvard University Police Department (HUPD), Harvard University Health Services (HUHS), College student services, Black Students Organizing for Change (BSOC), residential staff in the House where the student lived, members of the Office of Alcohol and Other Drug Services (AODS), the Harvard College Institutional Research Office, members of Harvard Public Affairs and Communications, and members of the Office of the President. We also organized focus groups to solicit broader feedback from the community.³

We devoted several long sessions to develop our preliminary thinking and recommendations and also deliberated in between meetings. In the fall, we met to synthesize extensive feedback received from the community and to finalize our recommendations.

Background and the Incident

A note about student privacy

The arrest of a Harvard student on April 13, 2018 was widely reported both in the press and on social media. Videos of the arrest went viral online. Although many reports of the incident included the name of the student, the Review Committee has intentionally not used the student's name in this report. This decision was driven by a commitment to prioritize the dignity and privacy of the student, who was not given the opportunity to decide whether to be publicly identified in the hours and days that followed the incident. We recognize that our decision not to publish his name cannot and will not erase his name from the public record. However, we hope to limit the extent to which our work will further amplify the public focus on this individual, while acknowledging that this report may inevitably do so.

In the wake of the student's arrest, news outlets, including *The Harvard Crimson*, reported on the timeline of events that evening.⁴ These were found by the Committee to be largely accurate. However, our focus groups with students, tutors, and proctors revealed that despite the detailed reporting on the student's arrest and the events that led up to it, many students remain unsure about the sequence of events that night and are seeking clarification from the University.

³ These are discussed in greater detail below on pages 10-12.

⁴ See, for example, "52 Minutes: Inside the Arrest of a Black Harvard Student," *The Harvard Crimson*, <https://features.thecrimson.com/2018/insidethearrest/>.

In an effort to ensure that our recommendations are properly contextualized, this report includes a high-level narrative about events that evening. Again, we do so reluctantly, with the understanding that in so doing we are expanding the public record about this event and may be contributing to further unsolicited attention on the student.

While we gathered significant information and documentation about the evening, the facts we recite about the incident are those that were already publicly available and were confirmed to be accurate through our review.⁵

Friday, April 13, 2018

Harvard played important roles in the event through its participation in the response as it unfolded, and in its aftermath (both in direct engagement with the student and in communication about the event within and beyond the community). Harvard and its community also contributed to the context in which the event took place and the conditions out of which it emerged. In particular, in the Committee's view, the event and Harvard's response during the event, cannot be understood without considering the multiple effects of the large-scale College social gathering that was happening that same day and night—"Yardfest."

Yardfest

The event in question occurred on the same evening as Yardfest. The Committee's review revealed that this timing is critical context for understanding how the event unfolded. Yardfest was not only the backdrop of the event, but it imposed significant, unexpected—and potentially unprecedented—demands on College, police, and emergency medical resources both on campus and in Cambridge.

Yardfest is an annual spring outdoor concert event for all undergraduates in Harvard College, which is held in Tercentenary Theatre in Harvard Yard. For the first time in a number of years, the weather was good for Yardfest in 2018. Attendance was high, with approximately 5,400 entries to the event area. For comparison, there were approximately 3,000 attendees in 2017.

Yardfest began at 5 p.m. with dinner and musical performances in the Yard. At 7 p.m., dinner service ended, and both food and water were removed from the event. From 7 p.m. until the event ended around 9 p.m., there was no water available to students attending Yardfest.

In interviews with the Committee, HUHS, HUPD, and Harvard College all expressed great concern about the level of intoxication at Yardfest. The clearest objective measure of the level of student intoxication is the number of students requiring emergency transportation to hospitals (commonly

⁵ The Review Committee received records of the events of that night from HUPD and the College. HUHS declined to provide records about the evening to the Committee, citing privacy concerns relating to medical records. As previously stated, CPD did not participate in this review and provided no records.

called “medical transports”) from the event. In 2018, there were 17 calls for medical transports from Yardfest, all due to intoxication or overdose. This is significantly higher than in previous years; there were three calls for intoxication medical transports in 2017, eight in 2016, eight in 2015, and zero in 2014.

As described in more detail below, Yardfest, and the student behaviors associated with it, generated intense and geographically concentrated demands for oversight and services. HUPD reported that the unexpectedly large number of medical transports resulted in first responder resources being spread thin on the night of April 13. Substantial amounts of Harvard’s supervisory and operational resources were consumed by Yardfest, focusing HUPD, medical, and College administrative resources onto a small area of Harvard Yard. The severity of these demands significantly affected the degree of flexibility Harvard officials had to respond to the off-campus event involving a Harvard student.

The arrest of a Harvard student

On Friday, April 13, while Yardfest was ongoing, HUHS received a phone call requesting assistance for a Harvard College student in Cambridge Common, an area outside of Harvard’s campus boundary but very near the Law School. The caller, who was a friend of the student, told HUHS that the student was naked and “tripping.” HUHS does not provide emergency response service outside of the HUHS locations. Instead, it relies on other emergency responders like the HUPD and/or local EMTs and police to respond to medical emergencies, including mental health and drug- or alcohol-related emergencies.

Consistent with its policies, at 8:39 p.m., HUHS called HUPD about the request. HUPD records show that because the incident was occurring off campus, and because police resources were being stretched thin due to the high volume of calls for service relating to Yardfest, it transferred HUHS to the City of Cambridge’s Emergency Communications, which provides dispatching for police, fire, and emergency medical services. HUPD did not dispatch an officer to respond to the call at that time.

According to HUPD, after speaking with HUHS, the Cambridge dispatcher spoke with the original caller, the student’s friend. The friend told the Cambridge dispatcher that help was no longer needed; Cambridge Emergency Communications cancelled the call for service. After the call was cancelled, Cambridge Emergency Communications received multiple 911 calls regarding the student and requesting assistance.⁶ In response to those calls, CPD was dispatched to the scene; CPD officers arrived at approximately 9:08 p.m. At 9:17 p.m., CPD contacted HUPD to request that HUPD respond to the corner of Massachusetts Ave. and Waterhouse, where CPD officers were with the

⁶ The Review Committee did not have access to records of the substance of these calls to 911 and cannot describe the information conveyed in those calls.

student. At 9:24 p.m., an HUPD officer arrived at the scene. The student was in custody in an ambulance when the HUPD officer arrived.

Videos posted online by bystanders and the CPD depict some of what happened between when CPD officers arrived and when the student was placed in an ambulance. The videos show the student, a naked black male, standing in the center median of a heavily-trafficked Massachusetts Ave., with several CPD officers around him. Ultimately, CPD officers forcibly took the student to the ground and punched him several times while attempting to handcuff him.

Feedback from the Community

The Review Committee was asked to solicit extensive community input as part of our substantive charge, and we agreed that such input was critical to our deliberations. However, the event that triggered this review occurred at the end of the spring semester and the Review Committee launched its work at the start of final examinations in the College—a time when students were either studying or leaving campus. While some community input was possible over the summer, the options for feedback were greatly limited compared to what can take place during the academic year. Therefore, the work of the Review Committee was extended through the first several weeks of the 2018 fall semester to enable the committee to hear directly from students across the University.

Our summer outreach activities included review of extensive feedback from members of the community to the Committee's email account, reviewcommittee@harvard.edu, consultation with the president and vice president of the Undergraduate Council, discussion with leadership of Black Students Organizing for Change, and review of survey data, prior reports, and requested documentation, in addition to the discussions outlined in the description of the sessions above.

When students returned to campus for the fall semester, we worked with the Deans of Students of each of the Harvard Schools to extend an invitation to participate in focus groups to all of their enrolled students. Additionally, an invitation was sent to the tutors and proctors of Harvard College to participate in a dedicated focus group. From the responses received, we were able to populate six focus groups of approximately ten participants each. Two groups were composed entirely of undergraduates, three included primarily graduate students from across the Schools, and one was made up of tutors and proctors, who are often also graduate and professional school students at Harvard. Each group was facilitated by someone not affiliated with the Review Committee, and was observed by a member of the Review Committee.

The purposes of the focus groups were to better understand the range of perceptions, concerns, and assumptions that students have regarding the incident itself, emergency response, security on campus, and access to medical care (physical and mental) and wellness support, and to solicit

student-input for possible recommendations. Each group was asked the same questions.⁷ Participants were informed that their statements could be used or quoted by the Committee, but would not be attributed to them.

Ultimately, the focus groups provided immeasurable value and meaningfully shaped the recommendations of the Committee. We are deeply grateful to all those who took the time to write to the Committee and to participate in the focus group discussions.

In particular, these discussions revealed a widely varying spectrum of reactions to the event and University's response to it. Before turning to the recommendations, we feel it is important to acknowledge and characterize the range of responses relayed to our committee.

Of those who wrote to the Committee or participated in focus group discussions, the vast majority perceived the University's response as dismissive of institutional responsibility and the event itself as another in a series of failures on the part of the University to include, support, and protect members of its community who are people of color.

- *“There is a strain between this institution and people of color. And the institution didn't realize the lack of trust. This [event] has strained whatever trust was there, and the powers that be have not understood that.”*
- *“The university could have acknowledged that it's possible that we did not support this student as well as we could have. That this is an anomaly and we will learn from this. Instead, there seemed to be a distancing. Not an extension of the benefit of doubt [to the student]. Is he going to be okay? Does Harvard have his back? Harvard 'disowns' you, Harvard takes care of you, which was this? It was not clear that the University would take care of him going forward.”*
- *“It's just like we're not going to be – like, students of color are not going to be safe in any of these spaces, and once you leave the Harvard bubble, like, Harvard suddenly just doesn't really care about you as much, and will leave you up to – will leave it to other institutional powers to take care of, and criminalize you more than actually – as has been mentioned, the student needed medical treatment, and the response from CPD was to actually criminalize the student.”*

However, some others saw the reaction to the event by the University and the Harvard community as not adequately holding the student accountable for his own actions.

- *“College students make mistakes, and they should be given second chances. But students should be aware that when they make serious mistakes, they face serious consequences. If a*

⁷ See Appendix II for the questions asked during the focus groups.

student were to drink and drive, we wouldn't call a Harvard mental health professional to chase him down....

This isn't to say this student shouldn't be supported by our community. But the administration should emphasize the difference between supporting a student who makes a mistake and the consequences of making that mistake. It's one thing to say that a student should be given a second chance; it's another to say that his actions don't merit any consequences. Here, the University should make it clear that students should expect to face serious consequences when they leave campus and break the law."

In addition, a number of students wrote to the Committee to express hesitation about participating in discussions of this incident and engaging differing points of view. As an institution that pursues its teaching and research mission by bringing together a community of diverse experiences and points of view, we should be particularly concerned if there are indications that our capacity to engage one another on difficult topics is hampered.

Findings and Recommendations

In this Report, the Committee reflects on Harvard's role prior to, during, and after the April 13 student arrest and makes recommendations of institutional improvements to be made. The Review Committee has articulated a series of principles that guided its work and shaped its specific recommendations. These principles are meant to frame and contextualize the recommendations, and their aspirational objectives, for the community.

The principles that guided our recommendations are:

Foundational Commitment: As an academic institution committed to expanding opportunity and creating a diverse community that enhances the learning of every student, Harvard should be proactive, innovative, and resourceful in its efforts to create the conditions that allow the members of our community to reach their highest potential.

Principle: When members of our community need help, they should have the information they need to confidently access university and other emergency services, and to have an accurate understanding of what to expect from the response.

Principle: All members of our vibrant and diverse academic community should be well served by our resources.

Principle: In anticipating and managing demands on Harvard infrastructure, the first priority should be to ensure community safety.

Principle: We are at our best when we coordinate, cooperate, and communicate across school boundaries as One Harvard.

We discuss the observations and recommendations that flow from each principle below.

Foundational Commitment: As an academic institution committed to expanding opportunity and creating a diverse community that enhances the learning of every student, Harvard should be proactive, innovative, and resourceful in its efforts to create the conditions that allow the members of our community to reach their highest potential.

Harvard's excellence is rooted in creating the opportunity for all members of this community to realize their highest potential. If our faculty, students, and staff do not feel safe and supported, if they do not feel that the institution is committed to creating the conditions where they can succeed, then we must do better and we must act.

*President Drew Faust
Message to the Harvard Community
April 30, 2018*

The University has recently taken various steps that demonstrate its commitment to building and fostering a community that is inclusive and welcoming for its members—embracing their varied backgrounds, experiences, and viewpoints. The Presidential Task Force on Inclusion and Belonging, and its resulting report, highlighted the efforts already happening across Harvard's Schools to make these aims a priority. The appointment of John Wilson as the senior adviser and strategist to the President charged with advancing the recommendations of the Task Force is another promising indicator that the University is committed to the work required to ensure that these aims are fulfilled. As we heard again and again, the incident on April 13, and the concerns expressed in the days that followed, have demonstrated that there is work to be done, and, to be successful, that work must be ongoing and consistent.

Nurturing a thriving diverse community is not only a matter of resources, though appropriate investment is, of course, important. Success will depend just as heavily on adopting an institutional posture of active engagement with, and responsiveness to, the diverse perspectives of our community with the goal of spurring ongoing innovation and improvement. This will require new levels of transparency, an eagerness to communicate, and the willingness to be quick to come to the table.

This will also require continued work to develop a culture that supports our ability to have difficult conversations and to express points of view that may be different from those held by others. To engage in conversation about hard topics with respect for others and without judgment is a capacity that is important not only to having an inclusive community but also to enabling us to learn from one another in pursuit of our mission of teaching and research.

This understanding is critically important context for all of our findings and recommendations.

Principle: When members of our community need help, they should have the information they need to confidently access university and other emergency services, and to have an accurate understanding of what to expect from the response.

Interviews with students, staff, and observers revealed two contrasting views: “How could an obvious situation of medical distress result in police coming to the scene?” vs. an assumption by the University (and others) that students understand that when they are in distress and need urgent assistance, police will respond and will connect them with appropriate resources. This enormous gap in perspectives reveals that many in our community are not familiar with the protocols that are in place and do not know what to expect from police or other first responders.

Background

Community reactions to the incident have revealed that many members of the community are not aware of the full range of roles that HUPD plays in the university response to an emergency on campus. When on Harvard’s campus, a student who calls for emergency services to be brought to them can expect that HUPD will be the university unit to respond, and that the officers will see their role as evaluating the situation and, where appropriate, quickly facilitating connection with Harvard and non-Harvard emergency resources. Notably, HUPD’s posture in such incidents is not solely to respond to a potential crime. HUPD was described as a “branching point” of Harvard resources in a number of conversations. And, unlike HUPD, HUHS is not staffed or equipped to provide emergency response services outside of its facility.

In other words, current university protocols dictate that when a student calls HUHS and reports a medical or mental health emergency on campus, it is never a counselor or physician from HUHS who responds to the site of the emergency. It is police, often working with residential staff in the case of Harvard College and with Professional Ambulance (Pro EMS) in Cambridge, who respond to the scene regardless of the nature of the incident. Police can and do play many roles as responders, from counselors to safety officers. Indeed, even outside of Harvard, police are commonly the first responders to incidents involving medical and mental health crises.

As a number of students noted, the back of the Harvard ID lists different numbers to call in event of an emergency. Students make a deliberate decision regarding which number to call, and understandably might expect different outcomes depending on the number called. It is not clear that the units involved in emergency response at the University (HUPD and HUHS, specifically) understand the range of student concerns or the assumptions informing their choices. When asked why students would decide whether to call 911, HUPD, or HUHS (as opposed to the other numbers), the motivations articulated by HUHS and HUPD were either financial, as it relates to the cost of an ambulance—which could differ depending on whether the student calls 911 or the University

numbers—or whether a student’s parents would be alerted to the incident. While these issues were mentioned by students who spoke to the committee, there was no discussion from HUHS or HUPD of other concerns evident in discussions with students and others—namely, issues of identity or lack of trust in or discomfort with police. During focus group discussions, students of color, especially men, from various Schools expressed a lack of trust in police generally, and a sense that they are less safe when police are present.

In the immediate aftermath of the incident in April, Black Students Organizing for Change called for the creation of a University response team to go to the site of emergency calls without involving the police. This suggestion was also made in a number of focus group discussions. The trust gap suggested by this demand is concerning, given the range of roles that police are currently asked to play on campus. However, the proposed model is not entirely novel. Some major cities, including Boston and Washington, DC, have mental health professionals (often social workers) available to provide emergency response to mental health crises—either in lieu of or in addition to police. While there are undoubtedly many practical questions about creating such a model on a university campus, the Review Committee encourages HUHS and HUPD to assess these programs and whether there might be a role for mental health social workers in campus-based emergency response that could be beneficial to the University community. The Boston Emergency Services Team, under the leadership of Boston Medical Center, is one possible model to consider.

The Committee also heard from students, among others, that they would have preferred for HUPD to have responded to the scene from the outset, even though the incident occurred off campus. Of course, HUPD’s mission “is to maintain a safe and secure campus” at Harvard, and its focus must be responding to the needs of the community on its campus. Its ability to respond to off-campus incidents is inevitably limited where an on-campus event is demanding significant resources. When asked about what he would have done differently on the night of the incident, HUPD Chief of Police Francis “Bud” Riley stated that even without the demands from Yardfest, HUPD would have called Cambridge to respond to the incident, since it occurred off the Harvard campus. But, the demands of that night made the situation more complicated. If HUPD had been less busy, it ordinarily would have responded to an incident involving a student that close to campus and stayed at the scene until CPD arrived. A member of the Committee summarized this approach as a preference that, if a Harvard student is involved in an incident near campus and within reach, HUPD respond to the situation, but that such an option wasn’t available on April 13 because resources were stretched thin by the unexpected spike in student intoxication at Yardfest. Chief Riley agreed, and noted that he believes CPD would also prefer that HUPD be able to respond.

While the feedback that some members of the community wished that HUPD had been on the scene on April 13 can be interpreted as an indicator of trust, more importantly it is an indicator of what students think HUPD has promised them. We heard from undergraduate students that the message that HUPD has delivered during First Year Orientation—described as “we’ll come to you wherever you are if you need help”—is clearly not what happened in this incident. As one focus

group participant noted, “trust is built when promises are kept. When the messaging does not align with the conditionality of the reality, it feels that promises were broken and trust is eroded.” Student feedback suggests that the information provided by HUPD regarding what students can expect from them is vague, and contributes to confusion and lack of clear expectations.

Related to the call for a non-police emergency response team at Harvard, Black Students Organizing for Change also called on Harvard to own and operate its own ambulance, staffed by student EMTs. Although MIT has had a student-staffed ambulance for many years, Committee interviews revealed that the City of Cambridge government has moved to a regulatory model that centralizes all ambulance responses through Pro EMS. The MIT program was grandfathered in and does not represent the current state of practice in the City. We were told that it is highly unlikely that an ambulance for a private institution would be approved today. Additionally, conversations with both HUHS and HUPD suggested that even if permission could be secured, a Harvard ambulance would not be desirable or practical given liability concerns and discomfort some students may feel with being treated by their peers. Given these limitations, we do not recommend this approach.⁸

Recommendations

- HUPD should communicate clearly and accurately, especially with undergraduates, about what members of the community can expect from HUPD in emergency situations. This work should include updating and expanding the information provided in the First-Year Orientation Program. HUPD should work to ensure that the community understands the role of police in responding to medical and mental health emergencies.
- HUPD should communicate clearly and accurately about what students can expect when incidents occur off campus, including when HUPD will respond and what other departments or responders may also respond, with the understanding that both HUPD and members of the community have said that they would prefer that HUPD be on the scene when possible. The expansion of the campus into Allston, and across multiple local and state police jurisdictions, makes this need especially urgent, although students who regularly pass from the Quad to the Yard are already sensitive to these concerns.
- HUHS and HUPD should assess the viability and desirability of including mental health professionals as first responders to mental health crises across campus.
- HUPD should build upon its existing efforts to work with surrounding police departments to ensure that there are clearly understood roles, responsibilities, and practices in place for incidents in which HUPD responds to the scene when events are occurring outside of Harvard’s campus, and therefore outside HUPD’s primary jurisdiction.

⁸ Harvard students do serve as licensed EMTs for CrimsonEMS, which provides standby EMT services at Harvard events. CrimsonEMS partners with Pro EMS for training student EMTs. However, CrimsonEMS does not provide transport services; Pro EMS would be called where an individual requires hospital care.

Principle: All members of our vibrant and diverse academic community should be well served by our resources.

Harvard University, and particularly the College, offers a wide range of medical, mental health, and environmental support for students. However, in the wake of the incident, some students have questioned whether these resources adequately serve all members of our community or take into consideration the full range of student concerns, most notably those having to do with issue of identity. That said, both HUPD and HUHS have undertaken outreach initiatives and new programs to enhance their work in the community. Information gathered through this review suggests that refining and expanding those efforts is warranted.

Perhaps as a byproduct of reluctance by some students to seek care when needed, we also heard that House and Yard staff are increasingly expected to assist students with situations that they feel ill-equipped to navigate. Enhanced training and role clarity, combined with continued trust and access-improvements by HUHS's Counseling and Mental Health Services (CAMHS), could help to relieve some of these pressures.

Background | HUHS

The April 13 incident relates to the perception of HUHS and CAMHS in two important ways. First, the initial call about the student's behavior came into HUHS. Some students articulated an expectation that HUHS should not call the police for something that had been identified as a medical incident. Second, in the wake of the incident, a number of students, particularly from marginalized groups, felt stress and a need for mental health services that they do not feel exist. Some students voiced concerns both about the availability of services, particularly mental health services, and about the demographics and multicultural competency of the clinical staff.⁹ Both were cited as significant barriers to students receiving the care they need. Additionally, concerns were expressed about the cost of mental health co-pays.

CAMHS has 42 clinicians and six trainees. These include social workers, licensed mental health counselors, psychologists, clinical nurse specialists, and psychiatrists. Of the clinical staff, 11 are persons of color, including two psychiatrists, and seven are BGLTQ identified. CAMHS has created specialty teams of clinicians that consult on particular cases depending on issues raised. These teams include the Eating Disorders Team, BGLTQ multidisciplinary team, Clinicians of Color, and clinicians working with students who have alcohol and substance abuse issues, in collaboration with the Office of Alcohol and Other Drug Services (AODS). While the cross-team collaboration is

⁹ See Letter to the Harvard Community from Black Students Organizing for Change, April 22, 2018, available at <https://www.thecrimson.com/PDF/2018/4/22/bsoc-open-letter-pdf/>.

welcome, all clinicians should have the cultural competency in mental health training needed to effectively support our diverse community.¹⁰

According to data provided by HUHS, about 4,000 students were seen by CAMHS during the 2017-18 academic year, and 20% of those were undergraduates. Total visits increased by 2% compared to the prior year. Dr. Barbara Lewis, Chief of Counseling and Mental Health Services at HUHS, stated that in fall 2017, CAMHS had lost staff, and, as a result, access to services began to extend to waits of four weeks or more. In an effort to improve access to services, in spring 2018, CAMHS launched a pilot program to streamline the booking of appointments and shorten wait times for appointments. In this program, which is now permanent, a new student patient completes a pre-assessment questionnaire and schedules a 30-minute in-person or phone assessment. The assessment may be booked through an online portal, which is available 24 hours per day. CAMHS created availability for 130-150 new student appointments each week, and monitored them to see if they were being used. Their goal was to have students seen within 48 hours at least 80% of the time—a goal which was met by early May.¹¹

As a means to allow expedited access to less formal care, CAMHS also added the “Let’s Talk” program in spring 2018. The program imbeds counselors around campus for walk-in appointments. Counselors are available for 20-minute “chats,” which are intended to be non-clinical encounters and can be anonymous. Pilot sites included Dudley House, Cabot Library, Sever Hall, Littauer Center, and Countway Library. CAMHS has added new spaces to the program this fall and is working to promote it more broadly with students.¹²

CAMHS also has a presence in the Houses and Yard. Each House and Yard Dorm has a CAMHS liaison. In the Yard, CAMHS representatives meet weekly with resident deans of freshmen to review student cases. This practice is not in place for the Houses, where all upperclassmen live.

Background | Alcohol and Drugs

The Office of Alcohol and Other Drug Services (AODS), a unit within the Department of Health Promotion and Education within HUHS, is a multidimensional resource for students—and for faculty, staff, and members of the larger Harvard University community who may have concerns about students. It offers a range of programs and services aimed at reducing the negative consequences associated with heavy, episodic drinking and substance abuse through prevention, education, intervention, policy development and coordination with treatment providers. AODS

¹⁰ CAMHS has already undertaken steps to enhance its cultural competency trainings for staff. It has scheduled a series of trainings during fall and spring semesters with experts on race and clinical work.

¹¹ HUHS reported that they try to have students meet with the same clinician for their assessment and first appointment in order to provide continuity of care. But if the student needs a different expertise, the clinician would refer them to a care coordinator who would assign them to an appropriate therapist. For weekly meetings with a counselor, they would be referred to a therapist in the community.

¹² Additional information is available at <https://huhs.harvard.edu/lets-talk>.

works with students and staff throughout the University to create a comprehensive substance abuse prevention program focused on the health and safety of Harvard students.

Though AODS works closely with HUPD and with residential staff in Harvard College, undergraduate students who participated in focus group discussions seemed largely unaware of the resources and programs of AODS. Some called for the creation of resources that, from discussions with HUHS, seem already to be in place.

Additionally, undergraduate students reported confusion regarding the “Amnesty Policy” in the context of this event. As outlined in the Harvard College Student Handbook, the Amnesty Policy states,

Any student may bring an intoxicated or drug-impaired friend to Harvard University Health Service or to a hospital, or seek assistance from College residential life staff or HUPD, and by doing this, neither they nor the friend will face disciplinary action from the College for having used or provided alcohol or drugs.¹³

Undergraduate students suggested “that the Amnesty Policy broke down” or was not applied in this case. That the policy is specifically about the application of disciplinary action by the College, and has no bearing on entities other than Harvard College, was not well understood. This lack of clarity may negatively affect how readily students in Harvard College seek help for friends who have been drinking and consuming alcohol.

Background | College Student Support

The Yard Dorms and the Houses are important settings for undergraduate students in the College, and a place where support resources come together through the engagement of residential staff. Each House is served by an Allston Burr Assistant Dean (sometimes referred to as the Resident Dean), who under the direction of the Dean of Harvard College and the Faculty Deans, is responsible for the well-being of the students in that House.¹⁴ The Allston Burr Assistant Dean represents House members at the Administrative Board, is the primary liaison to academic departments on behalf of students, and serves as a key resource for students who encounter personal or academic difficulty. The Allston Burr Assistant Dean contributes to the House as a scholar and participates fully in the life of the College community.

Proctors and Tutors, both resident and non-resident, provide counsel and serve as a resource for undergraduates. They are typically graduate students or staff whose primary roles are to provide academic and personal advice to students, as well as to participate in the life of the House. Tutors take initiative in organizing and participating in intellectual, cultural, and extracurricular activities in the House, such as discussion and language tables, intramural sports, drama, music, and art. Tutors often represent their departments and/or fields of study by teaching sections and advising students

¹³ The full text of the Amnesty Policy is provided in Appendix III.

¹⁴ A similar structure is in place in the Yard Dorms for first-year students.

interested in their fields. When Resident Deans, Proctors and Tutors become aware of a situation in which a student is confronting personal problems, it is not their role to provide clinical care. Instead, they are expected to connect the student to appropriate resources and to encourage the student to take advantage of them. Ensuring that the residential staff have the information and training they need to be successful, and a strong partnership with CAMHS, should be a priority.

Feedback from residential staff suggests that the level of interaction between CAMHS varies considerably across Houses and Yard Dorms. Some review cases regularly with CAMHS staff, and others do not. There was also the sense that a greater presence of CAMHS in the residential system would be welcomed and would lower barriers to students seeking care.

Additionally, consistent and systematic post-incident case review could offer learnings and opportunities for improvement to both CAMHS and residential staff. The Committee suggests that the College consider whether adopting consistent, formal critical incident management procedures to review cases with colleagues in CAMHS would be useful.

It was noteworthy that Harvard College has a clear and well-publicized protocol in place for reporting incidents of racial bias.¹⁵ This could be a model for other Schools.

Background | HUPD

HUPD reported to the Committee on the work they have undertaken to build familiarity and trust between the Department and members of the university community. HUPD uses a community policing approach, which includes assigning officers to particular locations like Schools and Houses, where they are instructed to build relationships with the community. HUPD wants its officers to spend as much time as possible getting to know students, faculty, and staff. These efforts include both formal and informal engagement, from self-defense courses and bike registration to meals in the dining halls. For example, HUPD has met with members of the men's basketball team to discuss what to expect when interacting with police.

HUPD aims for its officers to be approachable and friendly, out of their cars and on foot and bike, spending time with the community. HUPD reported that officers' community contacts feel comfortable bringing up safety and security concerns. As we heard from a focus group participant, "I trust HUPD because they eat with us in the House."

HUPD reported to the Committee that in 2015 it became the second university police department in the country to train all officers in procedural justice—a training recommended by the Obama Administration's Task Force on 21st Century Policing.¹⁶ Officers also receive training on implicit bias and de-escalation/use of force. Procedural justice focuses on the nature of the interaction between

¹⁵ The Harvard College bias incident reporting tool can be found at the following link: https://harvard.az1.qualtrics.com/jfe/form/SV_dbYjMYWQ4hFEhEN?Q_JFE=qdg.

¹⁶ Information about the recommendations of the Task Force can be found online at <https://ric-zai-inc.com/Publications/cops-p341-pub.pdf>.

police and the public, rather than the end result of that interaction. This approach is based on research showing that regardless of the end result of an interaction with police (e.g., ticket, arrest), individuals' views of those interactions are most heavily shaped by how they are treated by the officer. This is consistent with Chief Riley's view that HUPD is "only as good as its last interaction."

Additionally, Chief Riley described the changing demographics of the police department, with increased diversity and more multilingual officers. He sees this increasing diversity as an important asset to the department. These changes are welcome and should continue to be a priority for the department. It was suggested a number of times in focus group discussions that hiring more officers who are people of color would be welcomed by members of the community—particularly those who themselves are people of color.

The "beat" system of HUPD's community policing approach was seen by the Committee to be a step in the right direction, and student focus groups revealed strong support for HUPD's efforts to build familiarity and trust with members of the community. However, feedback from the House system indicates that officers do not always use their time in the House dining halls to actively talk with students, faculty, and staff. Additional discussion with officers about how best to use their time on their "beat" may be needed.

These efforts to build and maintain trust in the community are critical. It is worth noting again that some students expressed that they feel less safe when police are present at student meetings or campus events. One focus group participant noted that Harvard faculty have published research on how interactions with police can negatively impact health in certain populations.¹⁷

Recommendations:

- HUHS should expand existing evaluation and training programs with the goal of being a campus health service that consistently demonstrates expertise and excellence when meeting the needs of our diverse community.
- HUHS should build on existing efforts and undertake a robust and ongoing outreach program within the Harvard community to promote awareness of their services (including the Office of Alcohol and Other Drug Services (AODS)), build personal relationships, and take on the role of visible advocate for and forward-leaning partner in efforts to promote wellness on campus, beyond the role of insurer and provider of medical services. This program should:
 - Expand efforts to seek input from students on Counseling and Mental Health Services (CAMHS) to identify barriers to seeking care for students across the University;

¹⁷ An example of this research can be found online at <https://theforum.sph.harvard.edu/events/revisiting-race-criminal-justice-and-health/>.

- Expand and promote informal counseling resources (“Let’s Talk”), with feedback from residential staff and students;
- Expand the CAMHS House liaison program in Harvard College; and
- Expand regular case reviews between CAMHS and the House and Yard staff in Harvard College.
- Harvard College should undertake training for multi-cultural competency in mental health support for all House and Yard staff and clarify roles and responsibilities between CAMHS and residential staff.
- Harvard Schools should assess their protocols for students to report incidents of racial bias to ensure that they are clear and accessible to students.
- Harvard College should evaluate student understanding of the Amnesty Policy, and consider whether expanded training and/or renaming the policy would lower barriers to help-seeking behavior among undergraduates.
- HUPD should expand existing evaluation and training programs with the goal of being a campus police department that consistently demonstrates expertise and excellence when meeting the needs of our diverse community.
- HUPD should build on existing efforts and undertake a robust and ongoing outreach program within the Harvard community to:
 - Broadly and consistently communicate with students, faculty, and staff with the purpose of ensuring that they are aware of the procedures that HUPD operates within and the practices officers employ to ensure the safety and security of the members of the Harvard community, including procedures used when individuals pose a threat to the safety of themselves or others;
 - Seek input, perhaps by way of a student advisory group, on the expectations students and HUPD should have of one another; and
 - Proactively create learning opportunities, especially with vulnerable groups on campus.

Principle: In anticipating and managing demands on Harvard infrastructure, the first priority should be to ensure community safety.

Interviews with HUPD, HUHS, and Harvard College revealed a consistent theme: that Yardfest was a setting of high levels of dangerous drinking and drug use, which hampered the University’s ability to respond to the incident as it unfolded off campus at Cambridge Common. The scheduling of Yardfest for a Friday night was seen as a significant contributor to intoxication during and after Yardfest. The choices of individual students to engage in dangerous drinking had an impact, not

only on their individual well-being, but also on the ability of the University and first responders outside the University to respond to the needs of others.

Background

As discussed above, Yardfest is an annual spring outdoor event for all undergraduates in Harvard College. Although in some prior years, Yardfest had been held on Sunday afternoons, it has more recently been scheduled on Friday evenings.¹⁸ Friday and Saturday nights are predictably some of the busiest times of the week for first responders. The challenges in meeting the demands posed by the unanticipated jump in medical transports was seen to have been compounded by this timing.

Yardfest started at 5 p.m. with dinner and musical performances in the Yard. As in the two prior years, Yardfest was preceded by organized House neighborhood social events for rising sophomores that started approximately between 2 and 3 p.m. The purpose of these events is to build community among the Houses and also to ensure that students “have food in them” prior to Yardfest. These events offered alcohol for students 21 and older, served by staff who checked identification, in accordance with the Alcohol Policy. Other parties, not formally organized by the Houses, were occurring in Final Clubs and at the Houses. These organized House events were viewed by some as encouraging pre-gaming and consumption of alcohol over an extended period of time.

The Office of Student Life had requested 5 HUPD Officers for Yardfest. Additional security personnel were provided by Securitas. Between Yardfest and the House events, 12 officers (out of 53 total on the HUPD force) were deployed. A team that included representatives from the Office of Student Life, HUPD, Securitas, and CrimsonEMS were stationed at the event. Though there was not a formal Emergency Operations Center¹⁹ in place, as is used at the much larger Harvard-Yale game team members were in frequent contact via radio, text, and phone.

The lack of food and water at Yardfest after 7 p.m. exacerbated the intoxication of students at the event. In addition, the location of Yardfest in Harvard Yard, adjacent to the freshman dorms and with a relatively porous boundary, as well as the policy of allowing re-entry to the event, were also seen as enabling higher levels of alcohol and drug consumption.²⁰

¹⁸ Yardfest 2018 held on Friday; Yardfest 2017 held on Friday; Yardfest 2016 held on Sunday; Yardfest 2015 held on Friday; Yardfest 2014 held on Sunday; Yardfest 2013 held on Saturday. The College reported that because of activities at Memorial Church there have been fewer Sunday options for Yardfest in recent years, as this day is popular for spring weddings.

¹⁹ An Emergency Operations Center is a physical location at the event site where a representative from each support team is located. The EOC team has a comprehensive view of the event and can work together to quickly respond to emerging events or changing needs.

²⁰ Numerous universities, including the University of Chicago, maintain policies of “no re-entry” for large social events to enable student health and safety.

An HUPD lieutenant who was on duty at Yardfest provided a report after Yardfest that paints a troubling picture:

At 1730 hours I observed many students arriving that were intoxicated. At this time Professional Ambulance and CrimsonEMS were requested at several different locations in the theatre. One student was intoxicated and locked herself inside a porta potty. The door needed to be forced open to get her medical treatment. We were experiencing a high call volume for intoxicated students many who were vomiting between 1730 hours and 1930 hours. I requested 2 on shift officers (Sgt./patrol) to assist with incidents inside Harvard Yard.

At 1930 hours, I received a call from [the] Professional Ambulance Supervisor.... [He] requested to meet with me to discuss the volume of medical transports from Harvard Yard.... [He] stated, we currently have 9 students at Mt. Auburn Hospital and 8 students at Cambridge City Hospital. Both hospitals ER's [sic] have refused to accept additional intoxicated students. A decision was made to divert to Somerville Hospital. With the volume of medical calls all Professional Ambulance trucks in Cambridge were at Harvard University. [He] told me we are paralyzing the city.

Given the 17 medical transports that evening—so many that local emergency rooms were diverting ambulances from their hospitals—it is fortunate that no students died from alcohol poisoning or overdose. But this high level of intoxication by students had serious secondary and tertiary impacts. Harvard's neighbors throughout Cambridge had more limited access to emergency medical services because of the number of ambulances called to Harvard Yard. And HUPD reported that the high volume of calls regarding intoxicated students at Yardfest resulted in first responder resources being spread thin on the night of April 13. This left it less able to respond to a call about a student in distress in Cambridge Common.

The alcohol and drug use the night of Yardfest was part of a troubling larger trend. In the 2018 HUHS Well-Being Survey, 19% of surveyed students report they had been under the influence of more than one substance in the last 30 days—most frequently alcohol with another substance like marijuana—with a troubling increase in the use of multiple drugs at the same time. HUHS reported that in prior years the rate of use of more than one substance had been closer to 11%. The Director of HUHS, Dr. Paul Barreira, stated that over the past three or four years, HUHS has seen an uptick in reports of cocaine use. HUHS also reported increasing student use of hallucinogens, ketamine, “molly,”²¹ and others substances. The 17 transports from Yardfest brought these behaviors out into the open, but, according to Dr. Barreira, the behaviors that resulted in those transports are not unique to that event.

²¹ “Molly” is a term used to describe a synthetic recreational drug closely related to ecstasy. It has stimulant and hallucinogenic properties.

Recommendations

- As first responder resources are predictably pressured on Friday and Saturday nights, the College should schedule Yardfest at other times, with a preference for Sunday afternoon, as has been done in past years.
- The College should evaluate potential options to establish a more secure event boundary at Yardfest—including the location of the event, and alternative gating options—and discontinue the practice of permitting re-entry to the event.
- The College should evaluate the appropriateness of adopting an Emergency Operations Center event management approach.
- The College, working with HUPD, should examine the ratio of officers to attendees at large events and benchmark against the practices at peer institutions.
- The College should ensure that water is available for the duration of Yardfest and like events.
- The College should institute a strict “no bag” policy that does not allow backpacks or large purses to be brought into the event area.
- The College, working with HUPD, AODS, and/or HUHS, should monitor the impact of these interventions on dangerous drinking at Yardfest and other similar events.

Principle: We are at our best when we coordinate, cooperate, and communicate across School boundaries as One Harvard.

With the notable exception of responding to severe weather events, communications protocols at Harvard generally are designed for responding to events within one School. However, the incident on April 13 was experienced as an urgent event across multiple Schools at Harvard. Community reactions to the event demonstrate that there exist opportunities to make a more nimble, cohesive communications function across Schools at Harvard.

Background

In responding to the April 13 event and the community response to it, Harvard College communicated locally as early as Saturday, including emails to the community and face-to-face meetings that occurred in multiple locations and with a range of student groups. While students acknowledged that it was appropriate to emphasize support resources, some expressed dissatisfaction with the content of the communications, especially the lack of specific information about the sequence of events.

Beyond the College, students, faculty, and staff were reacting to reports of the incident. Because this event was being followed by students at all Schools, not just the College, many members of the community looked to the University for information and response. Although the leadership of a number of other Harvard Schools communicated with their own School communities about the

event, sometimes in coordination with Harvard Public Affairs and Communications, and the University provided statements to a long list of media outlets as early as Saturday morning, some perceived a lack of formal coordination among and across the Schools. Though there was much about this incident that was unique, and expansion of protocols or structures in reaction to this specific set of circumstances is likely not warranted, the Committee would recommend additional coordination across Schools using existing groups like the Public Information Officers in situations of emerging events.

More broadly, the Committee has heard that at least some portions of the community felt that Harvard's institutional voice was silent for too long in the wake of the event. Short of a community message from the president, which should not be rushed out in the heat of the moment, the Committee considered whether and how the University could have internally acknowledged the event earlier to signal to the community that its significance was recognized and that the leadership was engaged.

In the current social media-infused age, the student conversation about any salient, high-profile event will be immediate and intense. Indeed, many students reported in our focus groups that they learned about the incident through social media and group text message chains. But these fast-spreading, individualized information sources will inevitably have many different sub-streams. They will run on fragments of information, some of it right and some of it wrong. This will shape the campus response to events and may also shape campus and other media coverage. By not engaging quickly, the University loses the opportunity to participate in that conversation. Also, if the institution is perceived as choosing to stay silent, that choice can also become the subject of interpretation in ways that are detrimental to safeguarding trust.

The Review Committee recommends that Harvard Public Affairs and Communications review the staffing and protocols for responding to emerging incidents of intense community focus within the campus-based Harvard community specifically to consider the merits of engaging sooner than has been the traditional practice. This may include an assessment of how social channels are currently being used, and what changes might be needed to reach the intended audience in these contexts.

Additionally, there was some discussion in the Committee of how to best create formal structures across the University that facilitate learning from critical incidents to inform our policies and practices across student life, health care, and policing. There are a number of models for supporting critical incident management, and the Committee believes the University would be well advised to explore these to see if adoption of new infrastructure would be useful to ensuring that we are effectively identifying students in distress.

Recommendations

- HUHS should evaluate opportunities to further develop and expand critical incident management infrastructure across the University to learn from incidents and share best practices.

- Harvard Public Affairs and Communications should explore opportunities to increase coordination across Schools on communications regarding quickly-developing events.
- Harvard Public Affairs and Communications should evaluate options for early acknowledgement of emergent events, understanding that an event that occurs in one School can quickly and seriously affect the wellbeing of students in other Schools across the university.

Conclusion

The arrest of a Harvard student on April 13, 2018 led to important conversations on campus about issues of race, the role of police in responding to mental health crises, and the experiences of students from underrepresented groups in accessing student services. The Review Committee is grateful for the opportunity to contribute to these discussions. The recommendations provided here may not solve these issues, but we hope that they will help to further advance the guiding principles that we articulated above.

We thank President Drew Faust for forming this committee and President Larry Bacow for receiving our recommendations.

Appendix I

Letter from President Faust regarding the Review Committee

Dear Members of the Harvard Community,

On April 16, [I wrote to the community](#) about the troubling events culminating in the arrest of a Harvard student by the Cambridge Police Department. Since then, University officials have engaged in an extensive series of conversations with members of the community. Through open and frank dialogue, we have heard expressions of grave concern and of pain. We have heard genuine uncertainty about whether the healthy, safe, and supportive environment essential to an effective education is equally available to every member of the community. And we have heard a desire to understand the circumstances that led up to the incident, to delineate the roles and responsibilities of Harvard offices, and, as I noted in my letter to the community, to “determine what Harvard, as an institution, can learn from [it].”

The University takes these concerns—and the distress expressed by so many members of the Harvard community—seriously. As our work on belonging and inclusion has sought to underscore and to advance, Harvard’s excellence is rooted in creating the opportunity for all members of this community to realize their highest potential. If our faculty, students, and staff do not feel safe and supported, if they do not feel that the institution is committed to creating the conditions where they can succeed, then we must do better and we must act. It is clear, in light of the recent incident and the ensuing conversations, that there is work for us to do.

To that end, I have asked Annette Gordon-Reed, Charles Warren Professor of American Legal History at Harvard Law School and Professor of History in the Faculty of Arts and Sciences, to chair a review committee. Other members of the committee include:

- Roberto Gonzales, Professor of Education at Harvard Graduate School of Education
- Sean Kelly, Teresa G. and Ferdinand F. Martignetti Professor of Philosophy in the Faculty of Arts and Sciences and Faculty Dean of Dunster House of Harvard College
- Herman “Dutch” Leonard, George F. Baker, Jr. Professor of Public Management at Harvard Kennedy School of Government and Eliot I. Snider and Family Professor of Business Administration at Harvard Business School
- Stephanie Pinder-Amaker, Director of the College Mental Health Program at McClean Hospital and Instructor in Psychology in the Department of Psychiatry at Harvard Medical School
- Jasmine Waddell, Resident Dean of Freshmen for Elm Yard and Assistant Dean of Harvard College
- Sarah Wald, Senior Policy Advisor and Chief of Staff at Harvard Kennedy School

The committee will start by determining the sequence of events leading to the student's arrest. It will seek to gain an understanding of how the College, HUHS, and HUPD responded to (and were able to respond to) events such as those that occurred in this instance. That understanding, in turn, will inform a more systematic examination of opportunities for improvement across a range of institutional activities. This work must start with a focus on how the changing nature of our student body should influence the ways in which we address issues of College policy, mental health resources, and community policing.

The first stage of the review committee's work will entail hearing from members of the community and learning how other institutions address related issues. I have asked the chair to ensure broad levels of student engagement, while recognizing the importance of the confidentiality of student records. In the coming days, I expect that the committee will have more to say about its plans for community engagement. In the meantime, I encourage you to share your perspective with the committee at the following email address: reviewcommittee@harvard.edu.

As I emphasized in my letter of April 16, this work must proceed with a special urgency. In consultation with President-elect Bacow, I have asked the committee to work intensively during the remaining weeks of the semester, to complete its work over the summer, and to make findings and initial recommendations in time for action before the start of fall semester.

I am grateful to the members of the committee for undertaking this important examination. By casting a critical eye to our own actions, we seek to ensure that all of what Harvard does, administrative and academic, is aligned in service of the institution's commitment to creating an environment where every member fully belongs. As I have said in other settings, fostering a supportive community is everyone's work. So please join the committee in helping to advance this commitment, which rests at the heart of all that we do.

Sincerely,
Drew Faust

Appendix II

Focus Group Questions

To begin, please briefly state your name and how you became aware of the arrest of this student.

What is your understanding of Harvard's role in what happened on the night of the arrest? How do you feel about that response as you think about it now?

In Harvard's response to the event in the days that followed, what went well and what do you wish had happened instead?

How would you help us to better understand the current level of trust you have in Harvard University Health Services?

- Have you always felt this way or is this view shaped by this incident?
- What actions or changes would strengthen that trust?

How would you help us to better understand the current level of trust you and your friends have in HUPD?

- Have you always felt this way or is this view shaped by this incident?
- What actions or changes would strengthen that trust?

Going forward, what practical advice would you give to the University leadership to improve Harvard's practices and to restore trust, if you think that has been compromised? What would that look like?

If there is time: Is there anything I haven't asked you about Harvard's practices and how trust can be strengthened?

If there is anything you didn't get a chance to say today, please feel free to send additional thoughts to reviewcommittee@harvard.edu. Anything you submit will not be attributed to you.

Appendix III

Amnesty Policy

Any student may bring an intoxicated or drug-impaired friend to Harvard University Health Services or to a hospital, or seek assistance from College residential life staff or HUPD, and by doing this, neither they nor the friend will face disciplinary action from the College for having used or provided alcohol or drugs. Further, if the consumption of alcohol or drugs took place at an event held, sponsored, organized or supported by a student group and the person who seeks assistance for the intoxicated or drug-impaired student was a member or guest of the student group involved, the College will weigh this fact heavily as a mitigating circumstance with respect to any potential disciplinary action with respect to the other members of the group. Conversely, the College will consider the failure to seek assistance by members of the student group as a factor when determining the appropriateness of any such disciplinary action. The College also may consider as mitigating factors the student group's participation in the College's annual education and training about responsible social events, as well as any efforts made by the hosts or officers to prevent the harmful or potentially harmful situation and their cooperation with the College in its investigation of the situation.

Source: The Harvard College Handbook for Students, <https://handbook.fas.harvard.edu/book/drugs-and-alcohol#thirteen>

Appendix IV

Acronyms Used in this Report

AODS	Office of Alcohol and Other Drug Services
BSOC	Black Students Organizing for Change
CAMHS	Counseling and Mental Health Services
CPD	Cambridge Police Department
HUHS	Harvard University Health Services
HUPD	Harvard University Police Department