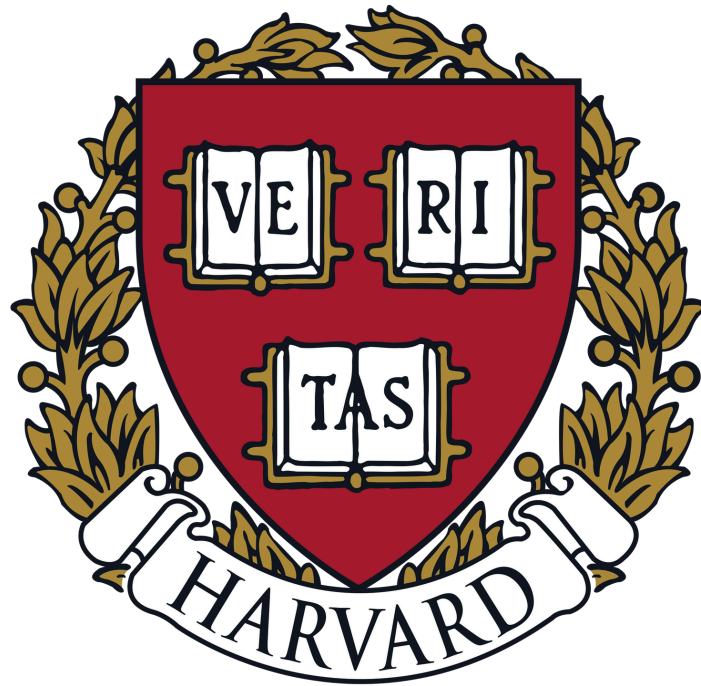




**MEETING OF THE HARVARD CORPORATION AND
THE BOARD OF OVERSEERS**

BACKGROUND GUIDE

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LETTER FROM THE EXECUTIVE BOARD

The Executive Board welcomes delegates to the Meeting of the Harvard Corporation and the Board of Overseers, to be simulated at La Martiniere Model United Nations 2025. In this council, delegates will assume the roles of key members within the Harvard community during a period of heightened crisis. Delegates will guide the University - primarily the President, along with the Board of Overseers and the Fellows - through a critical juncture, with the aim of restoring stability and excellence to Harvard. Before presenting key contextual information and committee procedures, the Board deems it important to outline the significance of this period and its expectations of delegates.

Between 2023 and 2025, Harvard University experienced one of its most turbulent eras, situated at the center of national cultural and political debates. The 2023 Supreme Court ruling against affirmative action dismantled race-based admissions, sparking widespread discourse on merit and diversity. Campus tensions escalated following the Israel– Hamas conflict, with allegations of antisemitism and Islamophobia further polarizing the community. In 2025, the Trump administration exerted additional pressure, demanding sweeping reforms—including the elimination of DEI programs, merit-only admissions, and stricter oversight—threatening federal funding and international student visas when Harvard resisted compliance. Concurrently, Harvard’s leadership in research areas such as climate and artificial intelligence drew both acclaim and political criticism. By mid-2025, the University had become a flashpoint in U.S. culture wars, compelled to defend its autonomy, diversity, and academic freedom.

The Board emphasizes the critical importance of delegates analysing and employing all available tools and strategies in the art of statesmanship to guide the University. Members of the Board of Overseers and the Fellows should recognize that their influence extends beyond representing the Harvard community, impacting multiple colleges, arenas, and institutions.

In summary, the Executive Board expects delegates to carefully consider all facets of a crisis, understanding that the most obvious negotiatory paths are not always the correct ones, and that not all challenges require identical solutions. Delegates are advised to select and implement the most effective strategies while responding to a dynamically evolving crisis.

This Background Guide provides details of the ongoing challenges, the social and political context, institutional structures, key historical events, and past relationships between the University and federal authorities. It also outlines the significance of individual portfolios and sets forth the procedural framework to be employed within the committee. Delegates are expected to review the Background Guide to acquire foundational knowledge of the crisis; however, the information provided is not exhaustive, and delegates are encouraged to conduct additional research beyond the hyperlinks included.

Any questions regarding the committee may be directed to harvard.lmun2025@gmail.com.

The Executive Board looks forward to engaging with all delegates during the conference.

Best Regards,

Naman Mishra
President, Harvard University
(Chairperson)

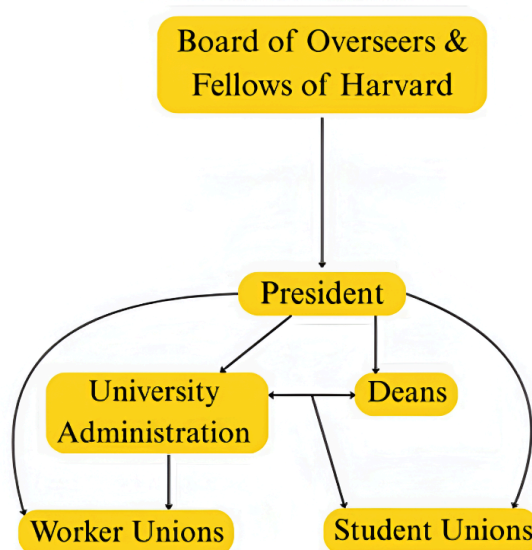
Vinayak Tandon
President, Harvard Board of Overseers
(Vice-Chairperson)

HARVARD UNIVERSITY ORGANIZATIONAL STRUCTURE AND HIERARCHY

Harvard University is primarily governed by two central bodies: The Harvard Board of Overseers, which provides external oversight, long-term strategy guidance, and plays a role in major policy decisions, and The Fellows of Harvard College (Harvard Corporation) – the oldest corporation in the Western Hemisphere, responsible for fiduciary and administrative governance. The President of Harvard, together with the Fellows, constitutes what is formally known as the Harvard Corporation.

For the purposes of this committee, the scope has been broadened to include student unions, faculty representatives, and Deans of Harvard's schools. This ensures that delegates have a wider range of perspectives to debate, reflecting not only the official governance bodies but also the diverse voices – academic, administrative, and student – that shape Harvard's response to government scrutiny.

The Board emphasizes the critical importance of delegates analysing and employing all available tools and strategies in the art of statesmanship to guide the University. Members of the Board of Overseers and the Fellows should recognize that their influence extends beyond representing the Harvard community, impacting multiple colleges, arenas, and institutions.



This by no means indicates the chain of command or the hierarchical structure/reporting structure in committee however represents the structure of the day-to-day operations.

HARVARD'S FUNDING POLICIES

Harvard University, as the wealthiest academic institution in the world, has attracted scrutiny over how it manages, invests, and distributes its resources. With an endowment valued at over \$50 billion, its financial decisions influence not only the university itself but also the broader relationship between academia, government, and the private sector. Harvard's funding model relies on a combination of tuition, research grants, alumni donations, and endowment returns. However, the sheer scale of the endowment, and the secrecy surrounding its management, has often placed Harvard at the center of political and ethical debates.

Harvard Management Company (HMC):

The Harvard Management Company (HMC) was created in 1974 to oversee the university's endowment. It functions as a wholly owned subsidiary of Harvard, responsible for generating returns that fund scholarships, faculty salaries, research, and infrastructure. HMC's investment strategies have been both innovative and controversial.

A notable scandal emerged in 2002, when reports surfaced linking HMC investments to Harken Energy Corporation, a Texas-based oil company once connected to then-President George W. Bush. While Bush had served as a board member of Harken before his presidency, the revelation that Harvard's endowment managers had invested in the firm during periods of alleged financial irregularities sparked a controversy.

Office for Sponsored Programs (OSP):

Beyond the endowment, Harvard also relies heavily on federal and state research funding, much of which flows through the Office for Sponsored Programs (OSP). The OSP is tasked with administering grants and contracts from external sponsors, particularly the U.S. government, which is Harvard's largest source of research money. Agencies such as the National Institutes of Health (NIH), the Department of Defense (DoD), and the Department of Education provide billions in funding for cutting-edge work across medicine, technology, and the social sciences. The OSP, therefore, becomes a key site of negotiation between academic freedom and governmental oversight.

HARVARD'S FUNDING POLICIES

Division of Harvard's Funding:

Harvard divides its funding across a few major channels:

- **Endowment Payouts** – A portion of the HMC-managed endowment is released annually (usually around 5% of total value) to support professorships, scholarships, and infrastructure. These payouts vary by donor restrictions — some funds are earmarked specifically for student aid, while others are tied to certain schools or programs.
- **Government & Sponsored Research** – Roughly one-fifth of Harvard's annual revenue comes from sponsored programs, most of it from federal sources. This makes the university highly exposed to political shifts in Washington, from budget cuts to foreign funding restrictions (e.g., limitations on Chinese research collaboration).
- **Tuition & Fees** – While tuition is a visible revenue source, it represents a relatively small share compared to endowment and government funding. Harvard's generous financial aid program, however, depends heavily on the stability of its investments.
- **Philanthropy & Corporate Partnerships** – Alumni donations and private corporate partnerships remain critical. Yet they also spark controversy when funding sources such as oil companies, pharmaceutical firms, or politically influential billionaires are seen as compromising academic freedom.

Find attached the Harvard, FY 2024 funding and spending distribution breakdown:

Sources of Operating Revenue for Fiscal 2024

Philanthropy: Endowment Income made available for operations and Gifts for current use	45%
Education: Degree seeking education and Continuing & executive education	21%
Research: Federal and Non-Federal sponsored revenue	16%
Other	18%

Operating Expenses for Fiscal 2024

People: Salaries and wages, Benefits	52%
Space: Space and Occupancy, Depreciation, Interest	17%
Other: Services purchased, Supplies & equipment, other	31%

[Read the full FY24 Financial Overview from the Vice President for Finance and the Treasurer](#)
[Learn more about Harvard's endowment](#)

AFFIRMATIVE ACTION

Affirmative action refers to government-mandated, government-approved, or voluntary private programs that give special consideration to groups historically excluded, especially racial minorities and women to redress discrimination.

Major Supreme Court Cases / Legal Milestones:

- Regents of the University of California v. Bakke (1978): ruled that strict racial quotas in admissions are unconstitutional, but held that race may be considered as one factor for diversity
- Grutter v. Bollinger (2003): upheld race being one of many factors in admissions (a holistic review), provided programs are narrowly tailored.
- Gratz v. Bollinger (2003): struck down admissions policies that were too mechanical or formulaic in using race.
- Fisher v. University of Texas (2013, 2016): clarified that race-conscious admissions must satisfy strict scrutiny and that workable race-neutral alternatives must be considered.
- Students for Fair Admissions v. Harvard (2023): Supreme Court ruled that Harvard's race-conscious admissions program violated the Equal Protection Clause, disallowing non-individualized racial preferences in civilian university admissions.

Policy as highlighted in the 2003 modus operandi:

Harvard University committed to equal opportunity in employment for all qualified individuals. It prohibited discrimination based on race, color, religion, creed, sex, sexual orientation, national origin, ancestry, age, veteran status, disability, or other legally protected categories. All employment decisions (hiring, compensation, promotion, layoffs, training, benefits, tuition assistance, etc.) were to be governed by equal opportunity principles.

Relevant Employment Laws:

- Title VII of the Civil Rights Act (1964, amended): Prohibits employment discrimination on race, color, religion, sex, or national origin.
- Executive Order 11246: Requires federal contractors (like Harvard) to take affirmative action for equality.
- Civil Rights Act of 1991: Expanded relief for victims of intentional discrimination; includes jury trials and damages.
- Massachusetts General Laws Ch. 151B: Prohibits workplace discrimination on sex, age, orientation, disability, and genetic information.
- Equal Pay Act (1963): Prohibits wage discrimination based on sex.
- Age Discrimination in Employment Act (1967): Protects against age-based employment discrimination.
- Rehabilitation Act (1973) & ADA (1990): Protects individuals with disabilities, requiring reasonable accommodations.
- Vietnam Era Veterans Readjustment Act (1974): Imposes affirmative action for Vietnam-era and disabled veterans.
- Immigration Reform and Control Act (1986): Prohibits hiring discrimination based on national origin or citizenship status.

AFFIRMATIVE ACTION

Equal Opportunity in Education:

- Title IX (1972): Bars sex-based discrimination in federally funded educational programs and employment.
- Section 504 of the Rehabilitation Act & ADA: Prohibit disability discrimination in admissions and educational access.
- Massachusetts Equal Rights Law: Ensures equal rights regardless of sex, race, color, creed, or national origin.
- Massachusetts Fair Educational Practices Law: Prohibits discrimination in student admissions, programs, scholarships, athletics, and activities.

READ HERE IN DETAIL

In June 2023, the U.S. Supreme Court ruled that Harvard's and UNC's race-conscious admissions policies were unconstitutional. The Court found that using race as a factor in admissions violated the Equal Protection Clause of the Fourteenth Amendment because:

- The goals of diversity were too vague and not measurable.
- Race was being used in a way that could disadvantage some applicants (especially Asian Americans).
- The programs relied on stereotypes and were not "narrowly tailored" as required by law.

The Court did allow students to write about how race shaped their personal experiences, but universities can no longer give automatic preference based on racial identity.

CONSEQUENCES OF THE JUDGMENT – END OF AFFIRMATIVE ACTION IN ADMISSIONS

All U.S. universities that receive federal funding were directed to drop drop race-based admissions policies. Institutions must explore race-neutral alternatives like considering socioeconomic status, geography, or being first-generation college students.

Impact on Diversity: Data from states that banned affirmative action earlier (e.g., California, Michigan) show that Black and Latino student enrollment dropped at elite universities. Critics warn this ruling will reduce diversity in incoming classes nationwide, especially at selective schools like Harvard.

Supporters (mostly conservatives) argue this is a win for meritocracy and “color-blind” fairness. Opponents (civil rights groups, progressives) argue it ignores systemic inequality and will widen opportunity gaps.

The ruling may encourage challenges to diversity, equity, and inclusion (DEI) programs in workplaces and government. Leaves uncertainty for military academies, which may still justify race-conscious admissions for national security reasons.

DISCRIMINATION, BIASES & PREJUDICE ON CAMPUS

In recent years, Harvard has found itself at the center of intense debates over bigotry, discrimination, and free expression, especially in the wake of the 2023 Israel– Hamas war. The conflict reignited longstanding campus tensions, with both Jewish and Israeli students reporting a surge in antisemitism, and Muslim, Arab, and Palestinian students pointing to Islamophobia and political bias. Task force reports in 2025 confirmed that many students across these communities felt unsafe, judged, or silenced in classrooms and public spaces, with some describing incidents of harassment, stereotyping, and exclusion. Lawsuits and federal investigations forced Harvard to adopt stricter anti-discrimination policies, such as affirming the IHRA definition of antisemitism and reviewing complaint procedures, but the damage to campus trust was evident. These developments highlight how elite universities have become flashpoints in broader cultural and political conflicts, where issues of identity, academic freedom, and government oversight collide.

“On January 19, 2024, President Alan M. Garber announced two presidential task forces: one devoted to combating antisemitism and one devoted to combating anti-Muslim and anti-Arab bias. Though differently focused, the groups were similarly charged with: Examining recent history and current manifestations of bias; Identifying the causes of and contributing factors to bias-based behaviors on campus; Evaluating evidence regarding the characteristics and frequency of these behaviors; and Recommending approaches to combat bias and to mitigate its impact on campus.”

Learn More:

- [Harvard University Presidential Task Force on Combating Antisemitism Preliminary Recommendations](#)
- [Presidential Task Force on Combating Anti-Muslim, Anti-Arab, and Anti-Palestinian Bias](#)

The two reports diverge and even work against each other. The anti-Muslim, anti-Arab, and anti-Palestinian bias task force (hereafter referred to as the anti-Muslim task force) recommended increasing the study of Palestine; the antisemitism and anti-Israel task force (hereafter referred to as the antisemitism task force) criticized the University for offering one-sided, pro-Palestine courses. The anti-Muslim task force relayed student concerns about a “Palestine exception to free speech,” where speech related to Palestine is overpoliced; the antisemitism task force refuted the existence of such a standard, instead saying that pro-Palestine perspectives are frequently available, whereas Israel is widely criticized in courses. The anti-Muslim task force asked the University to consider its stance on “divestment, disclosure, and engagement” with Israeli companies; the antisemitism task force noted that the divestment movement on campus heightened tensions and that the culture of divestment alienates Israeli and Jewish students.

Reports:

- [Presidential Task Force on Combating Antisemitism and Anti-Israeli Bias](#)
- [Presidential Task Force on Combating Anti-Muslim, Anti-Arab, and Anti-Palestinian Bias](#)

RESEARCH BREAKTHROUGHS AT HARVARD IN 2024:

Used here to emphasize the importance of federal funding and endowments received by Harvard University:

Harvard's research in 2024 produced breakthroughs across medicine, climate science, technology, and social policy — but many of these findings also pushed the university into contested political terrain.

- **Medical and Public Health Research:** Advances in reversing hair loss from autoimmune disease and repurposing weight-loss drugs for heart health reflect Harvard's dominance in biomedical research, much of it supported by federal grants. Yet these discoveries reignite debates over pharmaceutical regulation and drug pricing areas where the federal government faces lobbying pressure and public scrutiny.
- **Artificial Intelligence:** Harvard researchers emphasized making AI more transparent and accountable. While aligned with global calls for AI safety, such work can place Harvard in conflict with a U.S. government that often prioritizes innovation speed and national security applications over ethical guardrails.
- **Climate & Environment:** Studies on carbon storage, sustainable materials, and ecosystem resilience reinforced Harvard's role in climate leadership. However, they also clashed with federal rollbacks on environmental protections and the ongoing partisan divide over climate change, making the university a prominent voice in opposition to some government stances.
- **Policy & Inequality:** Harvard Kennedy School scholars produced evidence supporting paid parental leave and publicly funded childcare as ways to reduce inequality and support working mothers. These findings directly challenge U.S. federal policy, especially under administrations resistant to expanding the welfare state, turning Harvard into a focal point of ideological battles over social spending.
- **Global Health & Equity:** Harvard's advances in malaria prevention and reducing health disparities extend U.S. global influence in public health.

Harvard's 2024 research exemplifies how the university not only generates knowledge but also sets policy agendas that can contradict or pressure the U.S. government. This tension underscores the broader theme of your committee: whether universities should act as independent critics of government policy or align more closely with national priorities.

Learn more:

[What We Learned in 2024 - Harvard University](#)

HARVARD PREVIOUS FUNDING CUTS

During the 2008 financial crisis, Harvard's endowment lost almost 30% of its value (from \$37 billion to \$26 billion), leaving the University strapped for cash. It issued \$2.5 billion in bonds, raised its debt above \$6 billion, and took six years (until 2015) to recover. The crisis forced budget cuts, slowed campus expansion projects, and even eliminated hot breakfasts in student houses. Harvard began reviewing discretionary spending, capital projects, consultants, and supplier contracts to control costs. Harvard has also taken other steps to cut costs, including keeping salaries flat for more than 9,000 faculty and staff in the 2009-10 academic year. Since 2018, Harvard schools had been conducting recession simulations under their deans to prepare for diminished revenues.

Find more:

THE FINANCIAL CRISIS AND COLLEGE ENROLLMENT: HOW HAVE STUDENTS AND THEIR FAMILIES RESPONDED? Bridget Terry Long Harvard University

HARVARD UNDER BIDEN

Though not of much use to the issue at hand, find attached an edition of the Harvard Crimson identifying the consequences of Jan 4 Capitol Hill Riots with reference to the Harvard Democrats, Republicans and the Bipartisan clubs in lieu of finding solutions, joint statement and representation of parties on the campus:

Conservatives on Campus Attempt to Find Their Footing As Trump Presidency Ends | News | The Harvard Crimson

HARVARD GRADUATE STUDENT UNION

The National Labor Relations Board (NLRB), under a Democratic majority in 2016, ruled that graduate students at private universities are employees with the right to unionize (Columbia University case). In 2018, the Harvard Graduate Students Union–United Auto Workers (HGSU-UAW) was certified, becoming Harvard’s first student union.

Trump-Era Challenges:

- By 2019, the NLRB (with a Republican majority) proposed a rule to overturn the 2016 decision, threatening graduate students’ employee status.
- Student unions avoided bringing disputes to the NLRB, fearing it would use cases to strip away union rights.
- At Harvard, union leaders accused the University of “hiding behind the Trump administration” to avoid fair bargaining.
- The union demanded stronger grievance procedures (including for harassment and discrimination) and a “union shop” system, but Harvard resisted.
- Biden was expected to restore a Democratic majority at the NLRB by late 2021, reshaping the legal climate in favor of student unions. This would legally compel Harvard to bargain in good faith and prevent regressive tactics. Broader labor reforms (like the PRO Act) remained uncertain due to a divided Congress, but union leaders planned to lobby for debt relief, immigration protections, and Title IX reforms.

NLRB Rules Graduate Students Are Employees With The Right To Unionize : The Two-Way : NPR

IMMIGRATION

Trump-Era Restrictions (2017–2020):

- Muslim travel ban (2017) barred several Harvard affiliates from entering the U.S.
- DACA threatened termination, alarming undocumented students.
- Family separation and “zero tolerance” border policies.
- Termination of Temporary Protected Status (TPS) for El Salvador, Haiti, Nicaragua, and Sudan — affecting over 200 Harvard affiliates.
- Tighter visa rules: social media disclosure, biometric data, and scrutiny of students (e.g., a Palestinian freshman deported at Logan Airport in 2019).
- 2020: DHS tried to expel international students at online-only universities; Harvard and MIT successfully sued to overturn the rule.

Impact on Harvard:

- Students faced deportation risks, blocked visas, and lost opportunities.
- International freshmen in 2020 barred from coming to campus.
- Harvard repeatedly challenged Trump’s immigration actions through lawsuits, lobbying, and public opposition.

IMMIGRATION

Under Biden:

From his first day in office in January 2021, President Biden moved quickly to reshape immigration policy. He halted construction of the U.S.–Mexico border wall, ended the Trump-era "Muslim bans," and created a task force to reunite families separated at the border. He also reinstated Deferred Enforced Departure (DED) protections for Liberians and began dismantling barriers that had slowed legal immigration and naturalization.

H-1B Visa Modernization:

- Biden halted Trump's lottery wage-ranking rule (which would have prioritized higher salaries in H-1B selection).
- Proposed reforms to make the lottery system more predictable and less restrictive.
- Expanded flexibility for workers stuck in green card backlogs.

F-1 Student Visa & OPT (Optional Practical Training):

- Protected OPT and STEM OPT extensions, which Trump had threatened to limit or remove.
- Streamlined employment authorization procedures to make it easier for graduates to work temporarily in the U.S.

Reversals of Trump-Era Restrictions:

- Rescinded plans to end "duration of status" for student visas (which would have imposed fixed visa time limits).
- Reversed attempts to cap or restrict OPT for F-1 students.
- Dropped proposals that would have cut back H-4 work permits (for spouses of H-1B holders).
-

Executive & Administrative Actions:

- DHS and USCIS issued guidance to ease processing delays and reduce backlogs for student and work visas.
- The administration encouraged more predictable adjudication standards to prevent sudden denials that were common during Trump's term.

[Effect of Biden's administration on international students' choice of major and long-term career planning.](#) | Capstone, The UNC Asheville Journal of Undergraduate Scholarship

[Easing the Nonimmigrant Visa Process for U.S. College Graduates](#)

[Biden Administration Moves to Make It Easier for Most International Students to Come to the U.S. This Fall](#)
[Biden Administration Revises Regulations to Ease Entry for International Students](#)

[Biden Administration Reshapes H-1B Visa Rules: What Employers Need to Know](#) | Fisher Phillips

Education Espionage:

Under Trump, U.S.-China relations worsened thus academic exchanges became entangled in national security concerns. Cases of alleged academic espionage:

- Zaosong Zheng (Harvard-affiliated researcher) deported after smuggling cancer research.
- Charles M. Lieber (Harvard chemist) arrested for ties to China's Thousand Talents program.

TIMELINE

On January 29, 2025, the White House issued a presidential action titled “Additional Measures to Combat Anti-Semitism.” It reaffirmed Executive Order 13899 and directed all federal agencies to use every available legal tool to address anti-Semitism, particularly on campuses after October 7, 2023. Within 60 days, agencies were ordered to submit reports detailing their legal authorities, pending complaints, and actions related to anti-Semitism; the DOJ had to review relevant lawsuits, while the Department of Education had to inventory Title VI complaints. The Secretaries of State, Education, and Homeland Security were also tasked with recommending ways for universities to monitor and report foreign students or staff whose activities might raise national-security or immigration concerns.

Additional Measures to Combat Anti-Semitism

- On March 10, 2025, the U.S. Department of Education’s Office for Civil Rights (OCR) sent letters to 60 universities warning them of possible enforcement actions under Title VI if they failed to adequately protect Jewish students from harassment and discrimination. The letters emphasized that institutions receiving federal funds are legally obligated to ensure uninterrupted access to campus facilities and educational opportunities, without discrimination based on shared ancestry (which covers Jewish identity).

Department of Education investigating 60 colleges and universities over antisemitism claims | CNN

U.S. Department of Education’s Office for Civil Rights Sends Letters to 60 Universities Under Investigation for Antisemitic Discrimination and Harassment

U.S. Department of Education Probes Cases of Antisemitism at Five Universities

U.S. Department of Education’s Office for Civil Rights Launches Initiative to Address Backlog of Biden Administration-Era Complaints Alleging Antisemitism

- On March 31st: The departments of Education; Health and Human Services; and the US General Services Administration announced Monday they are reviewing \$8.7 billion in grants and more than \$255 million worth of contracts between Harvard, its affiliates and the federal government, according to a news release.

Trump administration to review \$9B in contracts, grants with Harvard - POLITICO
Harvard threatened by Trump with \$9 billion of funds at risk - The Economic Times

TIMELINE

Letter sent to Harvard by the General Service Administration in lieu of freezing federal funding.

Letter

On April 11, a letter was sent to Harvard from the General Service Administration, US Dept Health & Human Services & US Dept of Education demanding a 10 point change from the University which is as follows, the wordings have been taken from the actual letter:

1. Governance and leadership reforms. By August 2025, Harvard must make meaningful governance reform and restructuring to make possible major change consistent with this letter, including: fostering clear lines of authority and accountability; empowering tenured professors and senior leadership, and, from among the tenured professoriate and senior leadership, exclusively those most devoted to the scholarly mission of the University and committed to the changes indicated in this letter; reducing the power held by students and untenured faculty; reducing the power held by faculty (whether tenured or untenured) and administrators more committed to activism than scholarship; and reducing forms of governance bloat, duplication, or decentralization that interfere with the possibility of the reforms indicated in this letter.

2. Merit-Based Hiring Reform. By August 2025, the University must adopt and implement merit-based hiring policies, and cease all preferences based on race, color, religion, sex, or national origin throughout its hiring, promotion, compensation, and related practices among faculty, staff, and leadership. Such adoption and implementation must be durable and demonstrated through structural and personnel changes. All existing and prospective faculty shall be reviewed for plagiarism and Harvard's plagiarism policy consistently enforced. All hiring and related data shall be shared with the federal government and subjected to a comprehensive audit by the federal government during the period in which reforms are being implemented, which shall be at least until the end of 2028.

3. Merit-Based Admissions Reform. By August 2025, the University must adopt and implement merit-based admissions policies and cease all preferences based on race, color, national origin, or proxies thereof, throughout its undergraduate program, each graduate program individually, each of its professional schools, and other programs. Such adoption and implementation must be durable and demonstrated through structural and personnel changes. All admissions data shall be shared with the federal government and subjected to a comprehensive audit by the federal government—and non-individualized, statistical information regarding admissions shall be made available to the public, including information about rejected and admitted students broken down by race, color, national origin, grade point average, and performance on standardized tests—during the period in which reforms are being implemented, which shall be at least until the end of 2028. During this same period, the dean of admissions for each program or school must sign a public statement after each admissions cycle certifying that these rules have been upheld.

TIMELINE

4. International Admissions Reform. By August 2025, the University must reform its recruitment, screening, and admissions of international students to prevent admitting students hostile to the American values and institutions inscribed in the U.S. Constitution and Declaration of Independence, including students supportive of terrorism or anti-Semitism. Harvard will immediately report to federal authorities, including the Department of Homeland Security and State Department, any foreign student, including those on visas and with green cards, who commits a conduct violation. As above, these reforms must be durable and demonstrated through structural and personnel changes; comprehensive throughout all of Harvard's programs; and, during the reform period, shared with the federal government for audit, shared on a non-individualized basis with the public, and certified by deans of admissions.

5. Viewpoint Diversity in Admissions and Hiring. By August 2025, the University shall commission an external party, which shall satisfy the federal government as to its competence and good faith, to audit the student body, faculty, staff, and leadership for viewpoint diversity, such that each department, field, or teaching unit must be individually viewpoint diverse. This audit shall begin no later than the summer of 2025 and shall proceed on a department-by-department, field-by-field, or teaching-unit-by-teaching-unit basis as appropriate. The report of the external party shall be submitted to University leadership and the federal government no later than the end of 2025. Harvard must abolish all criteria, preferences, and practices, whether mandatory or optional, throughout its admissions and hiring practices, that function as ideological litmus tests. Every department or field found to lack viewpoint diversity must be reformed by hiring a critical mass of new faculty within that department or field who will provide viewpoint diversity; every teaching unit found to lack viewpoint diversity must be reformed by admitting a critical mass of students who will provide viewpoint diversity. If the review finds that the existing faculty in the relevant department or field are not capable of hiring for viewpoint diversity, or that the relevant teaching unit is not capable of admitting a critical mass of students with diverse viewpoints, hiring or admissions within that department, field, or teaching unit shall be transferred to the closest cognate department, field, or teaching unit that is capable of achieving viewpoint diversity. This audit shall be performed and the same steps taken to establish viewpoint diversity every year during the period in which reforms are being implemented, which shall be at least until the end of 2028.

6. Reforming Programs with Egregious Records of Antisemitism or Other Bias. By August 2025, the University shall commission an external party, which shall satisfy the federal government as to its competence and good faith, to audit those programs and departments that most fuel antisemitic harassment or reflect ideological capture.

- The programs, schools, and centers of concern include but are not limited to the Divinity School, Graduate School of Education, School of Public Health, Medical School, Religion and Public Life Program, FXB Center for Health & Human Rights, Center for Middle Eastern Studies, Carr Center for Human Rights at the Harvard Kennedy School, Department of Near Eastern Languages and Cultures, and the Harvard Law School International Human Rights Clinic.
- The report of the external party shall include information as to individual faculty members who discriminated against Jewish or Israeli students or incited students to violate Harvard's rules following October 7, and the University and federal government will cooperate to determine appropriate sanctions for those faculty members within the bounds of academic freedom and the First Amendment.
- The report of the external party shall be submitted to University leadership and the federal government no later than the end of 2025 and reforms undertaken to repair the problems. This audit shall be performed and the same steps taken to make repairs every year during the period in which reforms are being implemented, which shall be at least until the end of 2028.

TIMELINE

7. Discontinuation of DEI. The University must immediately shutter all diversity, equity, and inclusion (DEI) programs, offices, committees, positions, and initiatives, under whatever name, and stop all DEI-based policies, including DEI-based disciplinary or speech control policies, under whatever name; demonstrate that it has done so to the satisfaction of the federal government; and demonstrate to the satisfaction of the federal government that these reforms are durable and effective through structural and personnel changes. By August 2025, the University must submit to the government a report—certified for accuracy—that confirms these reforms.

8. Student Discipline Reform and Accountability. Harvard must immediately reform its student discipline policies and procedures so as to swiftly and transparently enforce its existing disciplinary policies with consistency and impartiality, and without double standards based on identity or ideology. Where those policies are insufficient to prevent the disruption of scholarship, classroom learning and teaching, or other aspects of normal campus life, Harvard must develop and implement disciplinary policies sufficient to prevent those disruptions. This includes but is not limited to the following:

- Discipline at Harvard must include immediate intervention and stoppage of disruptions or deplatforming, including by the Harvard police when necessary to stop a disruption or deplatforming; robust enforcement and reinstatement of existing time, place, and manner rules on campus, including ordering the Harvard police to stop incidents that violate time, place, and manner rules when necessary; a disciplinary process housed in one body that is accountable to Harvard's president or other capstone official; and removing or reforming institutional bodies and practices that delay and obstruct enforcement, including the relevant Administrative Boards and FAS Faculty Council.
- Harvard must adopt a new policy on student groups or clubs that forbids the recognition and funding of, or provision of accommodations to, any student group or club that endorses or promotes criminal activity, illegal violence, or illegal harassment; invites non-students onto campus who regularly violate campus rules; or acts as a front for a student club that has been banned from campus. The leaders or organizers of recognized and unrecognized student groups that violate these policies must be held accountable as a matter of student discipline and made ineligible to serve as officers in other recognized student organizations. In the future, funding decisions for student groups or clubs must be made exclusively by a body of University faculty accountable to senior University leadership. In particular, Harvard must end support and recognition of those student groups or clubs that engaged in anti-Semitic activity since October 7th, 2023, including the Harvard Palestine Solidarity Committee, Harvard Graduates Students 4 Palestine, Law Students 4 Palestine, Students for Justice in Palestine, and the National Lawyers Guild, and discipline and render ineligible the officers and active members of those student organizations.
- Harvard must implement a comprehensive mask ban with serious and immediate penalties for violation, not less than suspension.
- Harvard must investigate and carry out meaningful discipline for all violations that occurred during the 2023-2024 and 2024-2025 academic years, including the Harvard Business School protest of October 2023, the University Hall sit-in of November 2023, and the spring encampment of 2024. This must include permanently expelling the students involved in the October 18 assault of an Israeli Harvard Business School student, and suspending students involved in occupying university buildings, as warranted by the facts of individual cases.
- The Harvard president and police chief must publicly clarify that the Harvard University Police Department will enforce University rules and the law. Harvard must also commit to cooperating with law.

TIMELINE

9. Whistleblower Reporting and Protections. The University must immediately establish procedures by which any Harvard affiliate can report noncompliance with the reforms detailed in this letter to both university leadership and the federal government. Any such reporter shall be fully protected from any adverse actions for reporting.

10. Transparency and Monitoring. The University shall make organizational changes to ensure full transparency and cooperation with all federal regulators. No later than June 30, 2025, and every quarter thereafter during the period in which reforms are being implemented, which shall be at least until the end of 2028, the University shall submit to the federal government a report—certified for accuracy—that documents its progress on the implementation of the reforms detailed in this letter. The University must also, to the satisfaction of the federal government, disclose the source and purpose of all foreign funds; cooperate with the federal government in a forensic audit of foreign funding sources and uses, including how that money was used by Harvard, its agents, and, to the extent available, third parties acting on Harvard’s campus; report all requested immigration and related information to the United States Department of Homeland Security; and comply with all requirements relating to the SEVIS system.

Letter Sent to Harvard 2025-04-11

- Harvard publicly refused an April 11 letter from the Trump administration demanding sweeping changes in exchange for retaining billions in federal funding. President Alan Garber declared that the demands, which included audits of viewpoints across the university, restructuring governance and hiring practices, and oversight of academic programs, exceeded lawful authority and threatened the university’s independence and constitutional rights. In response, the government moved to freeze approximately \$2.2 billion in grants and \$60 million in contracts to Harvard and a lawsuit was filed.

Upholding Our Values, Defending Our University.

- May 6th: Harvard roughly forfeits all federal grants and funding.

Trump administration freezes future grants to Harvard | Reuters

- On May 22, 2025, the Department of Homeland Security declared that Harvard University lost its certification under the Student and Exchange Visitor Program (SEVP). In effect, this meant Harvard would no longer be authorized to enroll or host international students under F-1 and M-1 visas unless its certification were reinstated. This move was part of the Trump administration’s broader effort to pressure the university on issues related to antisemitism and federal compliance. DHS cited Harvard’s responses to prior demands as inadequate and said that Harvard failed to satisfy regulatory requirements to maintain SEVP status. The announcement triggered a swift legal challenge by Harvard, which asserted constitutional violations (free speech, due process), and the court quickly intervened to block the revocation while litigation proceeded.

Harvard University Loses Student and Exchange Visitor Program Certification for Pro-Terrorist Conduct | Homeland Security

Trump administration ends Harvard’s ability to enroll foreign students - POLITICO

TIMELINE

- On May 22, 2025, the Department of Homeland Security declared that Harvard University lost its certification under the Student and Exchange Visitor Program (SEVP). In effect, this meant Harvard would no longer be authorized to enroll or host international students under F-1 and M-1 visas unless its certification were reinstated. This move was part of the Trump administration's broader effort to pressure the university on issues related to antisemitism and federal compliance. DHS cited Harvard's responses to prior demands as inadequate and said that Harvard failed to satisfy regulatory requirements to maintain SEVP status. The announcement triggered a swift legal challenge by Harvard, which asserted constitutional violations (free speech, due process), and the court quickly intervened to block the revocation while litigation proceeded.

Harvard University Loses Student and Exchange Visitor Program Certification for Pro-Terrorist Conduct | Homeland Security

Trump administration ends Harvard's ability to enroll foreign students - POLITICO

- May 23rd: A federal judge granted Harvard's motion to block President Trump's executive order that would have banned international students from attending Harvard. Judge Allison Burroughs, who had already halted the government's attempt to revoke Harvard's SEVP participation, extended those protections to invalidate the new visa ban. Harvard contended the administration's move is retaliatory punishment for Harvard's resistance to federal demands on curriculum and governance — and argues it violates the First Amendment.

Judge blocks Trump order on international students — Harvard Gazette

- June 4th: United States' State Department proclaims a full or partial visa suspension for certain countries for all immigrants or non immigrants in accordance with the President directive

Suspension of Visa Issuance to Foreign Nationals to Protect the United States from Foreign Terrorists and other National Security and Public Safety Threats

PROCEDURAL GUIDE

Given the context of this committee and its specialised nature due to an omnipresent crisis, we believe that the procedure followed by this committee must be modified.

Language and Manner:

The delegates must ensure that their language and mannerisms in this council are always up to the mark as each delegate is also a representative of the community of Harvard. Dialogue that tries to insult the personal or cultural context of a delegate (specially in regards to Israel-Palestine conflict), or discriminate against a delegate or a portfolio will not be allowed. Whilst referring to the Executive Board, proper protocol must be followed as members of the Board are President of the Council and the University within the chambers. Any contravention of proper conduct will be penalised. Delegates are encouraged to report any misconduct to the Executive Board as soon as possible.

Roll Call:

A simple roll call shall be initiated at the start of each session by the Executive Board. The only appropriate response is present (if the delegate is present) or absent (which the Executive Board will mark since the delegate won't be there to declare themselves absent). You cannot abstain from voting.

Points:

The Point of Personal Privilege can be raised in case the delegate feels uncomfortable or is unable to properly participate within the council. In case a delegate simply needs to be excused from the committee, a personal message using the chat feature to the Executive Board will suffice.

The Point of Parliamentary Enquiry can be raised in case the delegate has concerns about or needs clarifications regarding the procedure and its nuances.

Points of Information will simply be referred to as 'Questions' within the council and will be granted on the discretion of the Executive Board.

Points of Order will be accepted only in regards to a procedural fallacy committed by the Executive Board. In cases of factual inaccuracies we encourage delegates to raise these concerns either during their speeches or if the need is extremely grave, by flagging the issue to the Executive Board using the chat method

Discussion Forum (GSL):

Keeping in mind the fast-paced nature of the crisis and the dynamic nature to any deliberation, the Executive Board has decided to institute a continuous discussion forum that will be initiated after roll-call. The forum shall allow speeches from delegates to last up to ninety seconds with a minimal limit of sixty seconds. After the speech, the Executive Board on its own discretion will allow a maximum of two questions from the council. Delegates must answer said questions verbally as any discrepancy in this raises questions on the portfolio's competency in regards to the nature of this council. No yields shall be allowed.

PROCEDURAL GUIDE

Topic Wise Consultation Session (Moderated Caucus):

A moderated caucus, with a different name, used to encourage delegates to address specific sub topics of the agenda or a crisis update post its announcement. With a maximum time limit of 60 seconds, the executive board will allow a maximum of 2 questions after the speech, as mentioned yielding will not be allowed

Documentation:

Given that this is a crisis committee, we understand that different circuits often function based on different documentation with their separate formats and nuances. However, given that we wish for the crisis and its solutions to be in depth and to be more representative of the nature of this council, we present the choices in terms of documentation that this Executive Board will accept and the context in which they should be used. Please find it at the end along with the prescribed formats. Please note, ALL private documents submitted will be marked inspite of them being ratified or being announced to the committee as an update, however PUBLIC directive or reports shall only be marked if they are passed or accepted by the EB, respectively.

Discussion on Documentation:

Will be decided in consultation with you all according to the time we have and the types/quality of documents we receive.

Position Paper Guidelines:

The Executive Board emphasizes that effective written submissions are critical for success in this committee. Each type of document, whether a Position Paper, Crisis Paper, Communiqué, or Directive, serves a specific purpose and adheres to a defined format, enabling delegates to articulate strategies, advance objectives, and navigate complex committee dynamics.

A Position Paper provides an overview of a delegate's portfolio, outlining its stance, political perspective, and proposed solutions to the conflict at hand. Preparing a Position Paper allows delegates to develop a thorough understanding of their portfolio, engage in critical analysis of potential resolutions, and organize their ideas coherently for speeches and other committee submissions. While the Position Paper is not mandatory, it is strongly encouraged at LMUN.

All Position Papers must be submitted by 6th November, 11:59 PM. Failure to meet this deadline will only impact the evaluation of the Position Paper itself and will not affect in-committee performance. The recommended format is as follows: the Position Paper, excluding citations, should not exceed two pages, must be written in Times New Roman, single-spaced, and submitted in PDF format. Delegates are required to email their submissions to harvard.lmun2025@gmail.com, ensuring that their portfolio is clearly indicated.

[Sample Paper.](#)

PROCEDURAL GUIDE

Closing Remarks:

The Executive Board will evaluate delegates based on their speeches, considering both delivery and content, as well as their lobbying efforts, interactions with fellow delegates within the committee, and the quality, creativity, and thoroughness of their written submissions. As a specialized committee, the Board expects delegates to engage proactively with crises rather than delay action. By design, specialized committees demand precision, discretion, and strategic acumen. Authority will not be granted automatically; it must be earned through well-formulated strategies, effective utilization of available resources, negotiation with other portfolios, and the judicious execution of policy initiatives.

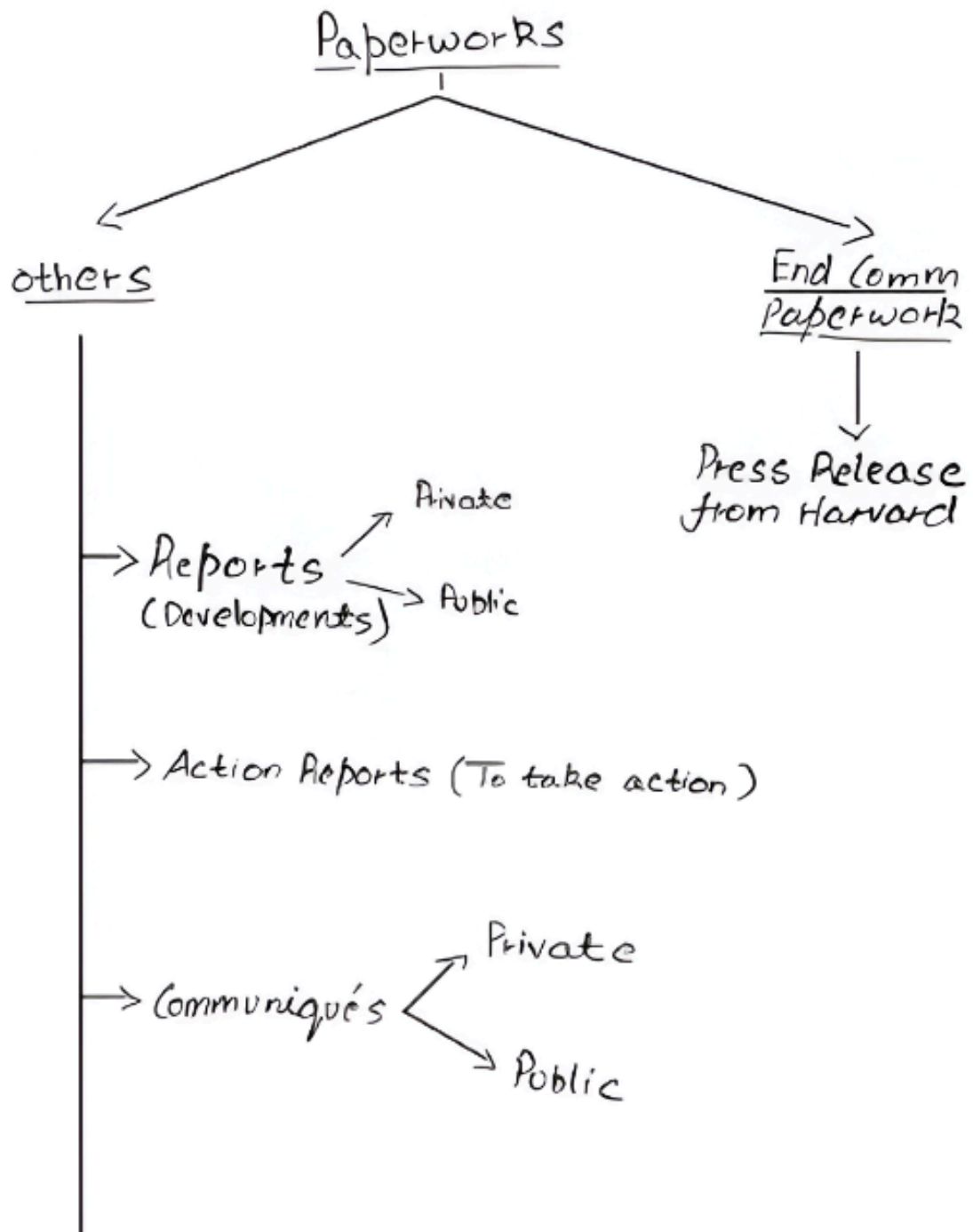
The Board will provide multiple opportunities for each delegate to demonstrate their capabilities. However, consistency, initiative, and the ability to incorporate feedback effectively are what distinguish a competent delegate from an exceptional one. Upon reviewing this guide, the Board hopes that each delegate feels a strong sense of anticipation and enthusiasm for the challenges and opportunities ahead.

The Board strongly encourages all first-time participants to engage actively. However, one non-negotiable rule applies: delegates are kindly asked to abstain from using ChatGPT or any other AI tool to compose written submissions. While the Board recognizes the value of AI for research, structuring ideas, and generating inspiration, any document directly authored by such software will be met with censure.

Every idea presented within the committee, no matter how unconventional or imperfect, is welcome. Minor mistakes in speech, hesitation, or stage fright are entirely normal. Delegates are advised to express their thoughts spontaneously, avoid reading continuously from prepared texts, and refrain from submitting plagiarized content.

The Board is also available to answer any questions regarding the committee via email at harvard.lmun2025@gmail.com prior to the conference, in order to minimize the need for a Rules of Procedure refresher before the first session. The Executive Board congratulates all delegates for reaching this stage and looks forward to engaging with them during the conference!

DOCUMENTATION GUIDE



DOCUMENTATION GUIDE

1. **Private Reports:** Private Reports allow a delegate to covertly communicate critical information to the President(s). This may include:

- Political intelligence
- Economic assessments
- Updates on legal or political developments within the federal system
- Leaked or confidential information
- The information must fall within the delegate's portfolio. Any overreach or arbitrary reporting will be rejected, there must be a clear foundation/source/whistleblower for the update, for which the delegates may inculcate sources using private directives etc.
- If the President(s) ratify the report, its contents, either in full or in part, may be shared with the council as an official update.
- Reports must be comprehensive, detailed, and precise.
- A sample format is provided in Annexure 1.
- As these are covert documents, they will be reviewed at the discretion of the Executive Board and marked accordingly.
- Delegates are advised not to over reach their power, make arbitrary reports or random events that do not meet the criteria of practicality in the real world.

2. **Public Reports:** Public Reports allow delegates to inform the entire council about developments or events related to:

- Their respective departments or portfolios
- Information gathered from other institutions or sources (schools, organizations, news, named sources etc) that will be part of the public record.
- The report may then be read to the committee—either partially or in full—depending on its relevance along with the name of the author.
- Future updates may reflect the consequences or outcomes of the report.
- The format is provided in Annexure 1.
- Reports lacking credibility, supporting evidence, or clear relevance may be rejected. Delegates are advised to avoid vague or baseless submissions. Public reports will not be marked if they are rejected to be used as an update.

3. **Action Reports (Directives):** Action Reports also known as directives — are official documents proposing solutions or actions in response to committee updates or crises.

- These can be submitted publicly or privately.
- Private directives must be ratified by the President(s), may be used as an update directly or a long chain of private directives can be used to grow sources, information etc.
- Public directives must be passed by the council to be implemented, public directives if not passed will not be marked unlike the private paperworks.
- Once approved, the directive will be executed, consequences may follow.
- The format is provided in Annexure 2.

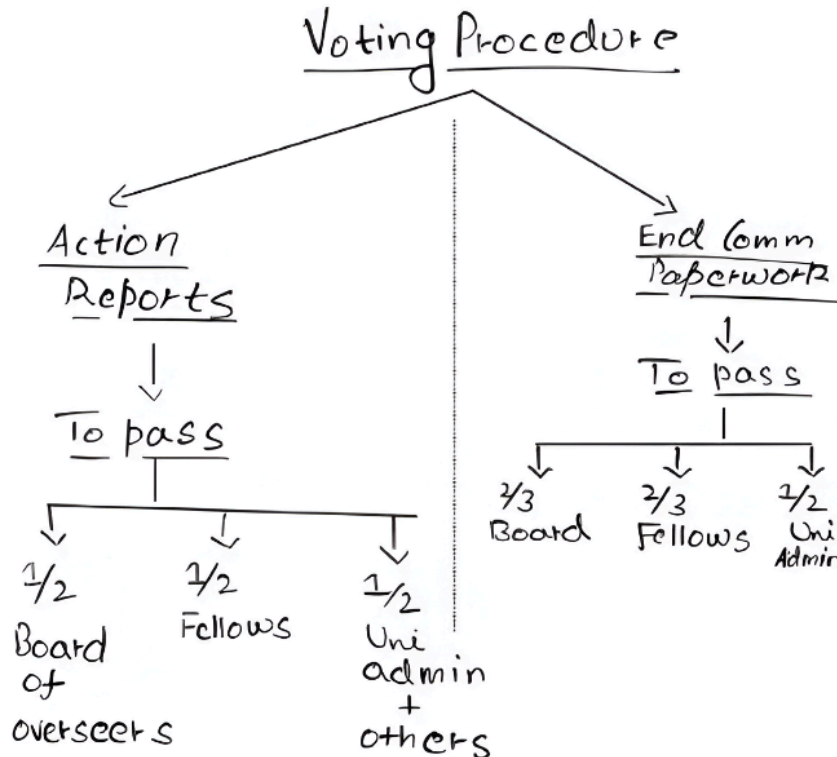
DOCUMENTATION GUIDE

4. Communiqués: Communiqués are used by delegates to communicate, negotiate, and form agreements with other members within or outside the council.

- Use the format provided in Annexure 3.
- Each communiqué must include letters from both the sender and the receiver, clearly outlining:
 - The intent of the message
 - The agreed terms or responses
- If ratified by the Executive Board, an official update will follow.
- Delegates must not use communiqués to contact the Executive Board directly.

Kudos if you manage to get a Harvard logo letterhead though we won't mark for it**

VOTING PROCESS



ANNEXURE 1

(PRIVATE/PUBLIC REPORT)

(ONE LINER SUMMARIZING THE POINTS)

The President,

Harvard University

Dear Sir,

I _____ serving as the _____ wish to report the following facts that have been brought to my attention by/through/using/etc _____

1.

2.

3.

4.

5.

.....

I wish to report them to you covertly/overtly..

Signed,

ANNEXURE 2

Private/Public Action Report No. ____

Office of Fellows & Board of Overseers | (Date)

By the authority vested in the Board of Overseers & Fellows of Harvard, we hereby direct the President of the University to take the following action, which was approved by the competent board on_____:

1. _____
2. _____
3. _____



THE TWELFTH SESSION