

HBS Clubs and Associations Operating Guidelines

A summary of the fundamental operating guidelines under which HBS expects each Harvard Business School Alumni Club or Association to function

This document summarizes the fundamental operating guidelines under which HBS expects each Harvard Business School Alumni Club or Association to function. HBS considers its Alumni Clubs and Associations (also referred to as “Clubs”) to be a critical part of what connects so many alumni with each other and with HBS. As an implicit component of its mission to promote the welfare of HBS and to establish a mutually beneficial relationship between the School and its alumni, HBS encourages such peer-to-peer interaction and, with the provisions delineated below, formally supports the existence of geographic- and shared interest-based HBS Clubs. Each Club represents the School to its alumni constituents and should therefore operate in a manner that is both consistent with and reinforcing of the core HBS brand.

1. MISSION/PURPOSE OF HBS ALUMNI CLUBS AND ASSOCIATIONS

The purpose of HBS Alumni Clubs and Associations is to advance the mutual welfare of Harvard Business School and its alumni. This is accomplished by working in cooperation with the School and HBS Alumni Relations by:

- 1.1 Providing opportunities for alumni to remain connected to the School and each other
- 1.2 Encouraging life-long learning, intellectual enrichment, professional growth and social interaction through forums of continuing education and development
- 1.3 Providing opportunities for alumni to meet and serve as advocates, helping to promote and elevate the stature of the School within the community through Club programming
- 1.4 Attracting the world's most talented individuals to Harvard Business School

2. OPERATING GUIDELINES

HBS expects that all Clubs demonstrate a commitment to the following Operating Guidelines:

- 2.1 **Membership:** Offer membership to all HBS Alumni; including MBA and Executive Education (See Appendix A for those programs that grant HBS alumni status).
 - 2.1.1 The Club may choose to grant membership to constituents within the current Harvard community, up to 20% of the Club’s total membership body. Constituents within the current Harvard community include spouses/partners of HBS alumni, current HBS students and their spouses/partners, Harvard College and University alumni and their spouses/partners, HBS and Harvard faculty, HBS staff, HBS visiting fellows, HBS Advanced Leadership Fellows and Entrepreneurs-in-Residence.
 - 2.1.2 The Club will not limit membership on the basis of race, ethnicity, gender, religion, sexual orientation, age, disability, financial position, accredited investor status or other discriminatory classifications.

- 2.1.3 The Club will refrain from admitting to its membership any individuals who are not members of the current Harvard community (See 2.1.1).
 - 2.1.4 At the discretion of the Club, individuals who do not meet membership requirements may participate in Club events.
- 2.2 **Ethics/Conflicts of Interest:** Operate in a professional/ethical manner that does not allow for the mixing of personal or commercial business with Club activities or communications.
- 2.2.1 The Club will refrain from making financial investments in any enterprise or venture. No Club officers, board members, volunteers or members will use the Club name in making financial investments in any enterprise or venture.
 - 2.2.2 No officers, board members or volunteers will benefit financially from involvement with the Club. Club communications will not contain “advertisements” for, or listings of, any businesses unless those businesses have a formal Club management-approved sponsorship agreement.
 - 2.2.3 No Club officers, board members, volunteers, or members may use the Club as a platform to promote professional or personal interests that do not align with the Club’s mission and goals.
 - 2.2.4 The Club will consider all Alumni data as highly confidential information. Alumni data includes, but is not limited to, all biographical information (including name, home/office address, telephone/fax numbers, email address and HBS Lifelong Email Forwarding Address). Alumni data will not be distributed to any non-alumni except where the non-alumnus is a paid Club Administrator who has signed the HBS Alumni Data Confidentiality Agreement. All signed Confidentiality Agreements must be submitted to, and on file with, the HBS Alumni Clubs and Associations Office.
 - 2.2.5 The Club will not use membership and/or alumni data for commercial purposes. This data is available for networking purposes only; the Club will include this disclaimer on all materials (print or electronic) by which alumni or others can access membership data. The Club will protect this data from theft and/or misuse with high security passwords, firewalls and other appropriate measures.
 - 2.2.6 The Club will remain neutral on all political issues both inside and outside the HBS community, as dictated by HBS policy.
- 2.3 **Bylaws/Governance:** Operate under the direction of a written set of bylaws that provides clear and appropriate operating procedures as to the governance of the Club. The bylaws will be available to all alumni.
- 2.3.1 Where applicable, the Club will be established as a non-profit entity (US-based clubs) or the local equivalent (outside of the US) within six months of the Club’s founding.
 - 2.3.2 Club officer/leadership positions will be clearly defined and will include, at a minimum: president, finance officer, program & events officer, marketing officer, membership officer, and technology officer. An individual club officer can serve in more than one role, but there must be at least a president and three individual

officers. The Club will have a clear succession plan for officers with explicit term limits and election/nomination procedures.

- 2.3.3 All Club officers/leaders will be HBS alumni (as defined in Appendix A).
- 2.3.4 A Board of Directors will be established to oversee Club operations and officers. The Club will have a clear succession plan for its board members with explicit term limits and election/nomination procedures.
- 2.3.5 The Club's Board of Directors will be comprised of at least eighty percent HBS alumni; the remaining twenty percent may be members of the current Harvard community (See 2.1.1).
- 2.3.6 The Club may invite ex-officio and/or honorary members to sit on the Club's Board of Directors. The ex-officio and/or honorary members must be HBS alumni or constituents within the Harvard Community (See 2.1.1). The ex-officio and/or honorary members can attend meetings and events, but are not eligible to vote in the Club elections.
- 2.3.7 All Club Presidents must provide an email address*, as a Club contact, to share with the HBS Alumni and other Club Presidents (*Different from LEFA email address).

2.4 **Financial Controls:** Ensure financial controls are in place and that funds are managed in a prudent manner.

- 2.4.1 The Club will establish checks and balances as it relates to the receipt and disbursement of Club funds. The Club is strongly encouraged to require two signatures, especially if frequent and significant transactions are common.
- 2.4.2 Where there are significant financial assets, the Club will consider having an explicit Investment Policy for the management of such assets.
 - 2.4.2.1 As stated in 2.2.1, the Club will refrain from making financial investments in any enterprise or venture. No Club officers, board members, volunteers or members will use the Club name in making financial investments in any enterprise or venture.
- 2.4.3 The Club will establish routine and transparent reporting to Club members.
- 2.4.4 The Club will not aim to profit from club-related activities.

2.5 **Fundraising:** The Club will obtain written approval from the HBS Alumni Clubs & Associations Director at the School to conduct fundraising of any kind for purposes that overlap with the School's priorities. This would apply to fundraising in such areas as accepting corporate support, funding academic chairs, and creating student fellowships. Such communication would, as appropriate, enable the Club to partner with and leverage the resources and information of the HBS External Relations Office.

2.6 **Brand:** The Club will adhere to the guidelines outlined in "Harvard University and HBS Logo/Trademark Guidelines" (see Appendix B) and "HBS Partnership Guidelines" (see Appendix C). Non-compliance with School and University policies may result in the Club's loss of the right to use the "Harvard" name.

2.7 **Communication:** The Club will provide clear and regular communications to its members, constituents and HBS, whether in print or electronic form.

2.7.1 The Club is required to maintain a website.

2.7.1.1 New Club websites will be on the HBS-provided technology platform; website will be launched within one year of the founding of the new Club.

2.7.1.2 Clubs with privately developed sites are encouraged to work towards becoming a member of the Global HBS Clubs Network by implementing a website on the HBS-provided technology platform.

2.7.1.3 If a Club does not have a website, the Club needs to provide an email address to serve as the Club contact.

2.7.2 The Club will host at least one physical meeting for members each year.

2.7.3 The Club will communicate on a regular basis with the HBS Clubs & Associations Team at the School and include the HBS Clubs Team on routine communications to alumni.

2.8 **Representation:** The Club will remain a separate and independent alumni club/organization.

2.8.1 The Club will refrain from representing itself as the Harvard Business School.

2.8.2 The Club will refrain from becoming a chapter of a non-HBS/Harvard organization.

2.9 **Insurance:** The Club will investigate appropriate liability coverage for Directors & Officers.

2.10 **Registration:** The Club President will submit an annual report on membership and programming that includes the number of active members as of the end of the Club's fiscal year, along with a summary of group activities and samples of any materials produced by the organization. To facilitate this process, an Annual Club Registration Survey will be distributed, electronically, to the Club each fall.

The Club will remain in good standing provided it operates in accordance with these Operating Guidelines. As part of the Annual Club Registration submission, the Club President will agree to uphold the Guidelines, and confirm that the Club is not in violation of any Guidelines.

Any Club failing to comply with these Operating Guidelines will be subject to review by HBS.

HBS shall have the discretion at all times to delist a Club and/or require the removal of a Club officer if, in the School's judgment, such Club/officer has committed a serious violation of the Club mission, has breached the spirit in which Clubs function, has been negligent in the management of the Club, has brought discredit to the reputation of the Club or the School, or has otherwise acted in ways deemed inappropriate by the School. The Club is required to complete the Annual Club Registration Survey. If the Club does not complete the survey for two consecutive years, the School has the right to delist the club from the HBS approved clubs network.

I have read and agree to abide by the Operating Guidelines.

_____ Club Name

_____ Club President Name

_____ Club President Signature

_____ Date

Note: For HBS Shared Interest Groups, this agreement must be accompanied by a signed Appendix D: HBS Policy on Shared Interest Groups.

APPENDIX A

HBS Alumni Status

According to the HBS Alumni Association bylaws, an alumnus/a is defined as any person meeting one or more of the following qualifications:

1. Degree awarded by HBS
2. Certificate awarded by HBS for completion of a program lasting nine weeks or the equivalent*
3. Attendance in a military course at HBS
4. One full year of study and research completed under direct and exclusive supervision of a member of the HBS faculty

I. CURRENT HBS PROGRAMS GRANTING ALUMNI STATUS

- Advanced Management Program (AMP)
- Advanced Management Program/International Senior Management Program (AMP/ISMP)
- Doctor of Business Administration (DBA)
- Doctor of Commercial Science (DCS)
- General Management Program (GMP)
- Joint Program with Law School/Master of Business Administration (JD/MBA)
- Program for Leadership Development (PLD) (plus completion of 10 open-enrollment program days)
- Master of Business Administration (MBA)
- Owner/President Management Program (OPM)
- PhD in Business Economics (PHDBE)
- PhD in Decision Sciences (PHDDS)
- PhD in Organizational Behavior (PHDOB)
- President's Program in Leadership (PPL)
- Visitor for Individual Studies (VIS)

II. RETIRED HBS PROGRAMS WHICH GRANTED ALUMNI STATUS

All attendees are members of the current HBS alumni community.

- Central and Eastern European Teachers' Program (ETP)
- The General Manager Program (TGMP)
- Harvard-Radcliffe Program in Business Administration (HRPBA)
- Industrial Administrator (IA)
- International Senior Management Program (IMP)
- International Teachers' Program (ITP)
- Middle-Management Program (MMP)
- Mid-Officer Certificate (MOC)
- Program for Global Leadership™ (PGL)
- Program for Management Development (PMD)

- Programs for Health System Management (PHSM)
- Senior Executive Program for the Middle East (SEPME)
- Senior Executive Programme for Africa (SEPSA)
- Veterans' Certificate (VC)

*Individuals prior to 2008 having completed one year an HBS degree program.

APPENDIX B

Harvard University and HBS Logo/Trademark Guidelines

Policies set forth by the University in regard to how Harvard trademarks may be used

I. HARVARD NAME AND TRADEMARK GUIDELINES

ATTENTION: Effective January 1, 2011, companies that are not licensed with Harvard University will no longer be authorized to produce merchandise bearing the University's trademarks. All vendors must be licensed and approved by the Harvard University Trademark Office to be permitted to produce insignia merchandise, regardless of whether or not such items are royalty-exempt or royalty-bearing.

This policy pertains to all items that are considered merchandise from a trademark licensing perspective and includes, but is not limited to: insignia apparel products such as t-shirts and fleeces, pens, mugs, novelty items, and unique products that may be ordered for special occasions and events.

Before placing any orders for merchandise bearing any Harvard trademark, please confirm with the [Harvard University Trademark Office](mailto:trademark_program@harvard.edu) (trademark_program@harvard.edu) that your vendor is on the University's approved vendor list.

Harvard University is increasingly concerned about the ways its name and symbols (or trademarks, such as "Harvard" and the "VERITAS shield") are being used by third parties. The Trademark Program is responsible for protecting the University's trademarks around the world and for licensing their use by third parties. The University's ability to both protect and control the use of its trademarks by others is enhanced because we have obtained, and are continuing to obtain, legal protection for many of Harvard's trademarks worldwide. To the extent that the University can unify the ways its trademarks are used, the better its chances of being able to stop unauthorized third parties from using the Harvard trademarks in objectionable ways and in ways which jeopardize the University's reputation. Harvard Business School Clubs and Associations can help with this effort by notifying the Trademark Program whenever its members become aware of any unauthorized uses of the Harvard name.

Since HBS Clubs are part of the Harvard University community, it is important that they adhere to policies set forth by the University in regard to how Harvard trademarks may be used. HBS Clubs and Associations, like all other Harvard University units, need to comply with policies set forth in the "Policy on the Use of Harvard Names and Insignias" located on the [Provost's website](http://www.provost.harvard.edu) (http://www.provost.harvard.edu).

In addition to what is set forth in the Provost's policy, the following rules apply to all HBS Alumni Clubs:

1. All HBS Clubs recognize that the "Harvard," "VERITAS shield," "Harvard Business School," "Harvard Club," "Harvard Business School Club," "Harvard Business School Association" names

and all other University trademarks (names, shields, and logos) are the sole property of the President and Fellows of Harvard College and are used by permission of the University.

2. HBS Clubs may not alter the Harvard “VERITAS shield,” “Harvard Business School Shield” or “Harvard Business School logo” in any way. Newly created shields or HBS logos incorporating a HBS Club’s name or logo are not permissible.
3. All HBS Clubs understand that they may only use the following names and shields” “Harvard Business School Club,” “HBS Club,” “Harvard Business School Association,” “HBS Association,” “Harvard Business School Shield” and “VERITAS shield.” Moreover, these names and marks may only be used to identify the Club on websites, signage, letterhead, business cards, and on some products (as defined below). Permission must be obtained from the Provost’s Office in order to use these marks for any purpose other than noted above or in order to use any University trademark other than those noted above. HBS Club activities should always be described as being undertaken by the “Harvard Business School Club of _____” and not by “Harvard Business School,” “Harvard,” or “Harvard University.”
4. Registration of any of Harvard’s trademarks anywhere in the world, including “Harvard Business School Club of _____” can only be done with written permission of the Trademark Program and any such registration must be owned by the President and Fellows of Harvard College.
5. HBS Clubs may sell items (t-shirts, mugs, etc.) bearing the HBS Club name alone or in combination with the HBS or VERITAS shield only to their members.*
6. HBS Clubs may give away items (t-shirts, mugs, etc.) bearing the HBS Club name alone or in combination with the HBS or VERITAS shield to their members or to donors.*
7. HBS Clubs may not sell any items bearing any of the University’s trademarks, including the HBS Club name alone or in combination with the HBS or VERITAS shield to the general public.

*Provided that the items were produced by a Harvard University licensed vendor.

In cases where a HBS Club feels it has a situation that should be considered an exception to any of the above rules, please contact the [HBS Clubs team](mailto:clubsteam@hbs.edu) (clubsteam@hbs.edu) or the [Harvard Trademark Program](mailto:trademark_program@harvard.edu) (trademark_program@harvard.edu).

II. USING THE HARVARD BUSINESS SCHOOL NAME LOGO AND/OR SHIELD

If a Club or Association wishes to use the HBS name logo and or HBS shield as part of the Club's identification, they can do so under the following conditions:

1. The Club does not use a custom club logo (the HBS name logo or shield logo cannot be used in conjunction with a club logo).
2. Examples of incorrect usage:



3. The shield and name logo (if used) must be positioned in close proximity to the Club's name.

4. Clubs must use the proper name and/or shield logo (when used) as provided by HBS Marketing & Communications. DO NOT ATTEMPT to recreate the logos or alter them in any way.
5. The shield logo should not be combined with other images-for example, with the logo of a program, company, or club; or with decorative elements such as globes or sprigs of ivy.

Trademark Notice

Include the following Trademark Notice on print and digital materials that include one (or both) of the logos: "The Harvard Business School name and shield logos are trademarks of the President and Fellows of Harvard College and are used by permission of Harvard University."

Requesting the Name and/or Shield Logo(s) for Print & Web Usage

Logos can be requested from the [HBS Clubs team](mailto:clubsteam@hbs.edu) (clubsteam@hbs.edu).

Using the Name and/or Shield Logo(s) on Products (Working with Vendors)

The [Harvard Trademark Program](#) requires that all products (t-shirts, etc.) depicting official HBS logos be produced by licensed vendors.

Facebook, Twitter, and LinkedIn

1. Club name must be preceded by "HBS" (e.g., HBS Club of San Diego, HBS Association of Northern California, HBS Social Enterprise Alumni Association)
2. The following statement must be added to a club's bio or description on Facebook, Twitter and LinkedIn. "This is an alumni-run page (or group) and is not managed by Harvard Business School (HBS)."
3. Any official alumni clubs may obtain standard Facebook, Twitter, and LinkedIn graphics from the [HBS Clubs team](mailto:clubsteam@hbs.edu) (clubsteam@hbs.edu). Please note, these graphics are only to be used on the social media channels for which they have been designed.



Online Photo Library

To obtain cost-effective and high-quality HBS imagery for use in HBS print/web publications, visit the online [photo library](http://www.hbs.edu/marketing/photography.html) (<http://www.hbs.edu/marketing/photography.html>).

- **Usage Rights for Clubs:** The School has purchased club usage for photo shoots whenever feasible, so that more photos will be available to the clubs without a fee. These photos can be found in the "Online Photo Library"
 - a. Log in
 - b. Choose "Clubs" from "Select Usage Rights" menu under "Advanced Search" (upper left)

APPENDIX C

HBS Partnership Guidelines

Guidelines regarding corporate sponsorships and commercial relationships with third party product and service providers for alumni clubs.

The Harvard University and Harvard Business School brands are highly desirable to commercial parties seeking co-branding, partnerships and endorsement opportunities. As a general rule the University and the School do not co brand or endorse third party service providers nor do we market commercial products or services to our students, faculty, staff or alumni except in the form of paid advertising in the HBS Bulletin and Harvard Business Publishing materials like the Harvard Business Review. As a nonprofit organization, we must be vigilant in ensuring that others are not using the brand for profit making endeavors.

HBS, in accordance with guidance from the Harvard University Office of the General Counsel, advises HBS Alumni Clubs to exercise caution in deciding to work with corporate sponsors. Listed below are some general guidelines around corporate sponsorships and partnerships. Questions on areas not addressed in this document should be directed to HBS Marketing & Communications (cschmitt@hbs.edu) at 617-495-6155.

I. GUIDELINES FOR THIRD PARTY SPONSORSHIPS/PARTNERSHIPS

1. HBS Alumni Clubs are NOT permitted to enter into any global agreements with third parties seeking to provide products or services to HBS alumni. The School will not recognize any such agreements and will not permit promotion of the relationships through official communications channels to alumni such as email, mail or advertising in the HBS Bulletin.

2. HBS Alumni Clubs MAY enter into sponsorship/partnership agreements with local corporations/organizations for the purposes of general Club funding, specific event sponsorships, and/or discounts on products/services from local corporations/organizations provided:
 - The Club represents itself appropriately as a separate and independent alumni club, not as HBS.
 - The sponsoring corporation/organization is appropriate to the mission of the Club and its members.
 - The amount of the sponsorship must not exceed the greater of:
 - a. the expenses for the particular event, or
 - b. the club's annual operating expenses
 - HBS Alumni Clubs seeking to engage in official relationships with providers of commercial products and services at the local level should exercise caution. Such relationships imply an endorsement by the Club and could also be perceived as an implied endorsement by the School. As a general rule, the School will not allow usage of the seal or logo in association with such local relationships although Club leadership can grant permission to third party providers to mention their affiliation with the Club on websites and in printed materials.

3. HBS Alumni Clubs must ensure that any arrangement of use of logo/name is expressly between the sponsoring organization and the HBS Alumni Club, NOT the Harvard Business School or Harvard University.
- The names of sponsors for specific activities may be listed on websites, in publications or in other printed items pertaining to the activity. The listing should not be done in such a way as to suggest affiliation with or endorsement of the sponsor or its products or services by the University or its units.
 - No sponsor or third-party may use the insignia of Harvard or Harvard Business School without express written permission of the Harvard Trademark Program.
 - Disclaimer language (to the effect that Harvard does not endorse products or services) must appear somewhere on all websites that include corporate names, logos, etc. No advertising text or banner ads are allowed.
 - Express written permission must be given by the Harvard Trademark Program for the use of the name or shield of Harvard University or any of the schools on any non-Harvard web page, or in any marketing or promotional materials for such a web page (this needs to be made clear to sponsors).

APPENDIX D

HBS Policy on Shared Interest Groups

The Harvard Business School definition of a Shared Interest Group (SIG) is any collection of HBS alumni who actively engage in communicating and/or gathering around a central unifying mission, background or industry beyond class affiliation or regional proximity.

1. MISSION/PURPOSE OF HBS ALUMNI SHARED INTEREST GROUPS

HBS considers Shared Interest Groups to be a part of what connects so many alumni with each other and with HBS. Through the combined HBS Clubs and Associations Operating Guidelines and the provisions outlined below, HBS formally supports the existence of SIGs.

2. OPERATING GUIDELINES

HBS expects that all SIGs demonstrate a commitment to the following Operating Guidelines:

- 2.1 The SIG will agree to, and operate in accordance with, HBS Operating Guidelines and all that is contained therein.
- 2.2 **Organization Structure:** The underlying mission of the SIG is to harness the power of the global network while delivering value to each HBS alumni with an interest in the mission, background or industry. The SIG will be organized in one of the two ways outlined below.
 - 2.2.1 A SIG Global Body that serves the entire HBS alumni population. When a global SIG hosts programs/events in a location where there is a geographic club, the SIG is responsible for informing and coordinating with the club.
 - 2.2.2 A Virtual Community of SIGs operating as part of existing geographic clubs.
- 2.3 **Formation:** Applications for new SIGs are subject to review and approval by the HBS Clubs and Associations Oversight Committee of the Alumni Board. All new SIGs will undergo a trial period of three years, following the guidelines set forth by the School.
- 2.4 **Bylaws/Governance:** SIG bylaws will contain a broad overview of the group's purpose.
 - 2.4.1 In addition to acknowledging this HBS Policy on Shared Interest Groups, SIG bylaws will acknowledge HBS Clubs and Associations Operating Guidelines.
 - 2.4.2 The name of the SIG will include the word Alumni.
- 2.5 **Accountability:** A SIGs organizational structure (2.2) will inform the manner in which they are accountable to HBS:
 - 2.5.1 A SIG Global Body will:
 - 2.5.1.1 Agree to HBS Alumni Clubs and Associations Operating Guidelines.
 - 2.5.1.2 Agree to HBS Policy on SIGs.
 - 2.5.2 A SIG Virtual Community will, as part of an existing geographic club, be required to uphold HBS Alumni Clubs and Associations Operating Guidelines as agreed to by the geographic club.

- 2.6 **Fundraising:** SIGs may fundraise from the membership only for the organization’s stated mission and may not fundraise for other unrelated organizations. Newly formed SIGs may not charge membership during the three-year trial period, but may charge for events and secure sponsorships for events.
 - 2.6.1 The SIG will refrain from fundraising practices of any kind for purposes that are not related to the SIG’s stated core mission. SIGs may fundraise from the membership only for the organization’s stated mission and may not fundraise for other unrelated organizations.
- 2.7 The SIG will refrain from setting up a regional HBS club as a means for promoting the goals of the SIG.
- 2.8 The SIG will represent less than half of all HBS alumni in its membership.

These guidelines must be signed by the SIG president and submitted to HBS annually as part of the Annual Registration process. SIGs that fail to comply with this annual process will be subject to review.

HBS shall have the discretion at all times to delist a SIG and/or require the removal of a SIG officer if, in the School's judgment, such SIG/officer has committed a serious violation of the SIG mission, has breached the spirit in which SIGs function, has been negligent in the management of the SIG, has brought discredit to the reputation of the SIG or the School, or has otherwise acted in ways deemed inappropriate by the School.

I have read and agree to abide by the HBS Policy on Shared Interest Groups.

_____ SIG Name

_____ SIG President Name

_____ SIG President Signature

_____ Date

Note: This agreement is null and void without a signed HBS Clubs and Associations Operating Guidelines Agreement.