



CONFIDENTIAL

June 15, 2023

Dear Marshall Ganz,
Dear Gilad Neumann, Amnon Shefler, and Matan Yaffe,

I have received and read the report of the Fact Finder appointed by Harvard Kennedy School to review the complaint submitted on behalf of the students on March 29, 2023, and I understand that by now you all also have received the report. I appreciate the care with which the Fact Finder conducted the investigation that the School requested, and I appreciate the cooperation of Marshall Ganz and the students in this important process.

I have read the Fact Finder's extensive report carefully, and I accept as final the Fact Finder's findings of fact and conclusions regarding the violations of School policies.

As described in the School's Statements on Diversity and of Rights and Responsibilities:

The Harvard Kennedy School is committed to advancing the public interest by training enlightened leaders and solving public problems through world class scholarship and active engagement with practitioners and decision makers. This commitment, we believe, includes training our students to lead effectively across lines of difference.

That mission requires that our faculty, students, and staff be exposed to and understand a broad array of ideas, insights, and cultures. One crucial element involves attracting superlative people from diverse backgrounds and traditions who vary by their race and ethnicity, gender, gender identity, sexual orientation, nationality, religion, physical and mental abilities, political philosophy, and intellectual focus. A second essential ingredient is the creation and maintenance of an atmosphere that welcomes new ideas -- even unpopular and controversial ones -- and encourages an effective and active exchange of views in an environment of mutual respect.

All members of the Kennedy School community are entitled to work in an environment that is free from threat, harassment, abuse, or discrimination.

We need to ensure that the School fulfills these commitments and that the violations of policies that occurred this spring are addressed fully and do not recur. Because the allegations and

DOUGLAS W. ELMENDORF
Dean
Don K. Price Professor of Public Policy
Doug.Elmendorf@hks.harvard.edu



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findings involve complex issues of pedagogy and the rights of students and faculty members to express their views, I want to benefit from the counsel of faculty colleagues as I determine next steps. Therefore, I am convening a small group of faculty members at the School to advise me.

I expect that this process of consultation will take only a few weeks, and then I will decide how to proceed. Let me note now that I may not be able to give all of you full information about the steps taken because some measures, such as personnel actions, may be confidential in nature.

In the meantime, I want to be sure that you all have access to any supportive measures you might need. Therefore, I have asked the School's Academic Dean for Teaching and Curriculum Suzanne Cooper to reach out to the students, and I have asked the School's Academic Dean David Deming to reach out to Marshall Ganz.

Thank you for your commitment to our shared goal of ensuring that conduct within the Kennedy School community reflects our values and responsibilities.

Sincerely,

A handwritten signature in black ink that reads "Douglas W. Elmendorf".