



Bloomberg Harvard City Leadership Initiative Fellowship Participation Agreement

This Fellowship Participation Agreement ("Agreement") is entered into as of July 20, 2026 ("Effective Date"), between President and Fellows of Harvard College acting through the Bloomberg Harvard City Leadership Initiative at the John F. Kennedy School of Government ("HARVARD") and the City of Port St. Lucie, Florida ("CITY"). Each of HARVARD and the CITY are sometimes referred to herein as a "Party" and collectively as the "Parties."

The purposes of this Agreement are (A) to state terms regarding engagements by the CITY of Bloomberg Harvard City Hall Fellow ("Fellow"), who is a graduate of a master's or professional degree program at Harvard University; and (B) to provide for said Fellow to work for the leadership team of the Mayor of the CITY for a two-year term on a specific policy area as more fully specified in an Engagement Memorandum (the "Engagement").

The Parties agree as follows:

1. **Recitals.** The recitals to this Agreement, including the Engagement Memorandum, are true, correct, and incorporated as material parts of this Agreement.
2. **Scope of Engagement.** Each Fellow will work with the leadership team of the City Manager of the CITY, providing general support on a specific priority area and deliverables. For each Fellow, HARVARD and the CITY shall agree in advance on the project or policy area on which the CITY will engage the Fellow and the expected dates of the Engagement to ensure that the Engagement includes sufficiently meaningful and rigorous responsibilities to warrant inclusion in the fellowship program.
3. **Supervision.** The CITY will give work assignments to the Fellow and will supervise the Fellow's work for the CITY. The City Manager's leadership team will provide supervision, mentorship and guidance to help support the Fellow's tasks, objectives, and professional development. The CITY will provide access to all data, systems and technology necessary for the Fellow to conduct his or her work, commensurate with such access as CITY provides to employees of its leadership team, provided that the CITY reserves the right to not provide access to personnel records and information if such access is not necessary for the Fellow's work.

To advance the goals of the Bloomberg Harvard fellowship program, HARVARD will provide at least two trainings for the Fellow, the first at the commencement of the Engagement and a second partway through the Engagement. So that HARVARD may receive meaningful feedback regarding the fellowship program, the CITY supervisor overseeing the Fellow and City Hall Fellowship staff identified in Appendix A will communicate from time to time at HARVARD'S request on the Fellow's mentorship and work.

In the event that HARVARD agrees to sponsor a J-1 Exchange Visitor visa and supporting J-2 visas for any Fellow hosted by the CITY, such visa sponsorship will be subject to the terms, conditions, obligations, and restrictions set forth in Appendix C to this Agreement (the "J Visa Sponsor Terms").

4. Salary and Benefits; Office Facilities.

OPTION #1 AGENCY EMPLOYMENT: Neither the CITY nor HARVARD will employ the Fellow. The Fellow will be employed by a third-party employment organization engaged to employ the Fellow during the period of his or her work for the CITY. HARVARD will reimburse the third-party organization for salary and benefit costs and a fixed housing allowance for the Fellow. In no event will HARVARD be deemed an employer, joint employer or co-employer of the Fellow. It is expressly understood that Fellow is not an employee of CITY and is not entitled to any CITY benefits including, but not limited to overtime, retirement benefits, workers' compensation, sick leave, injury leave, or other leave provisions. HARVARD will identify candidates to CITY, but will not be responsible for any pre-employment screening, including but not limited to performing criminal background checks. Should City desire such pre-employment screening, CITY agrees to engage the third-party employment organization for that purpose.

OPTION #2 DIRECT CITY EMPLOYMENT: Provided Fellow remains in good standing, CITY will employ the Fellow as a full-time employee of the CITY during the term of the Engagement, and shall pay the Fellow's salary at the same frequency and with standard cost-of-living raises as are given to comparable CITY employees, as specified in Section 2 above. CITY shall comply with all applicable laws, ordinances, codes and regulations of federal, state and local governments in connection with or related to the performance of this Agreement and CITY's employment of the Fellow. Without limiting the foregoing, CITY shall be responsible for complying with all applicable laws pertaining to employee/independent contractor classification, and shall be responsible for any damages, fines or other payments that may arise from or relate to any misclassification by CITY. CITY shall not discriminate, in any way, against any person on the basis of race, sex, color, age, religion, sexual orientation, actual or perceived gender identity, disability, ethnicity, or national origin, in connection with or related to the performance of this Agreement. In no event will HARVARD be deemed an employer, joint employer or co-employer of the Fellow. HARVARD will identify candidates to CITY, but will not be responsible for any pre-employment screening, including but not limited to performing criminal background checks. Should City desire such pre-employment screening, CITY agrees to engage the third-party employment organization for that purpose.

HARVARD will provide a grant to the CITY in an amount not to exceed the amount specified in the applicable Engagement Memorandum ("Grant Award"), to be paid in installments on a quarterly basis during the period of the fellowship. The Grant Award will be used solely to reimburse the CITY's costs of the Fellow's salary, inclusive of a housing stipend and benefits allowance ("salary"), and subscriptions during the period of the fellowship. The Grant Award will be subject to a one-time increase to reflect a standard cost-of-living increase applicable to similarly situated CITY employees on the condition that the CITY first provides HARVARD with reasonable supporting documentation as to the amount, timing and general applicability of such increase to similarly situated CITY employees.

The CITY will provide to HARVARD a written statement of expenditures on a quarterly basis. On or before the tenth (10th) day following the end of each quarter during the period of the fellowship, the CITY will provide a written statement to HARVARD setting forth specific amounts expended by the CITY on the Fellow's salary and subscriptions during the quarter just ended. Within thirty (30) days following receipt of such written statement, HARVARD will pay such amounts to the CITY, provided that the total of all such quarterly payments shall not exceed the maximum amount of the Grant Award stated above.

If the CITY fails to use the Grant Award as specified herein, the CITY shall immediately inform HARVARD and shall refund the unused grant amount to HARVARD within 60 days of such nonuse (and, in any event, within 60 days following HARVARD's written request). This obligation will apply whether or not failure to use the Grant Award funds results from termination of this Agreement pursuant to Section 6, the Fellow ceasing to be an employee of CITY, an act or omission of CITY, or for any other reason.

The CITY will provide the Fellow with suitable office resources, including a desk, a computer, a phone, an email account, and appropriate access to CITY networks, servers, and printers. CITY will also provide access to general productivity software such as word and data processing and email programs, and such other software programs as may be appropriate for the Fellow's work.

5. CITY Direction and Control. While conducting work for CITY, the Fellow shall at all times be under the direction and control of the CITY. The CITY will afford comparable workplace grievance procedures and protections as it provides similarly situated CITY employees. The CITY will be responsible to inform the Fellow as to any applicable conflict of interest laws, ethics rules, and public records laws and guidelines, to the extent such laws and rules apply to the Engagement and the Fellow's position, assignment, and employment status within CITY. The Fellow must complete any required training or other requirements related to his or her Engagement by CITY. CITY will be responsible for providing appropriate orientation to the Fellow regarding workplace rules and expectations, including providing the Fellow with a written copy of applicable CITY policies and procedures. In no event will HARVARD be responsible for Fellow's compliance or non-compliance with such rules, regulations, laws or workplace policies and procedures as may apply to the Fellow during the course of the Engagement. To the extent permitted by law, CITY will provide the appropriate designation to Fellow such that the Fellow will be afforded tort immunity commensurate with that applicable to CITY employees.

6. Term and Termination. This Agreement will commence on the Effective Date and remain in effect for five (5) years after the Effective Date ("Agreement Term") or the date on which any then-active Engagement is completed, if later than the Agreement Term, unless sooner terminated as provided herein. Either Party may terminate this Agreement on ninety (90) days' prior written notice to the other Party, provided that any Fellow working for the CITY at the time of such notice will be permitted to complete his or her Engagement and the terms of this Agreement will continue to apply for the remainder of such Engagement. Notwithstanding the foregoing, HARVARD may terminate the fellowship award for any Fellow in the event it determines the purposes of the fellowship are not fulfilled or in the event a Fellow elects to withdraw from the fellowship, and the CITY may terminate a Fellow's Engagement in the event it determines the Engagement is no longer suitable. In such event, the Party taking action to terminate shall provide prompt written notice to the other Party and the Fellow of such termination.

The CITY and HARVARD will work together to create a successful Engagement and will cooperate on the resolution of issues that may arise.

The provisions of Sections 4-8, 9, and 10(e) will survive termination or expiration of this Agreement.

7. Limitation of Liability. The CITY understands and agrees that HARVARD is not responsible for the performance, misfeasance, or non-performance by the Fellow, and does not warrant or make any representations concerning the accuracy, completeness, suitability, condition or benefits of the Fellow's work, including any ideas, judgments, opinions, projections, analyses or estimates which the Fellow may provide in the course of the Engagement. The CITY agrees that (i) any decision the CITY may make to rely on any work product provided by the Fellow shall be at its own risk, and the CITY shall not make, and hereby waives, any and all claims or causes of action against HARVARD relating to, any claims, liabilities, losses, damages, costs or expenses of any kind which the CITY may at any time sustain or incur in connection with or arising out of any work product or the CITY's reliance thereon or use thereof, or any other aspect of the Engagement of the Fellow.

In no event shall CITY or HARVARD be liable to the other for any indirect, consequential, exemplary or punitive damages whatsoever in connection with claims arising under or relating to this Agreement, whether based upon a claim or action of contract, warranty, negligence, strict liability, or any other legal theory or cause of action, even if advised of the possibility of such damages.

8. Intellectual Property. The CITY shall be responsible to make arrangements directly with the Fellow in regard to ownership of work product produced by the Fellow during the course of the Engagement, and HARVARD shall have no responsibility in regard to any such arrangements. Notwithstanding the foregoing, the CITY shall not condition, restrict or delay the Fellow's right to present or publish works of authorship describing the Fellow's experience and insights regarding the Engagement.
9. Publicity and Use of Names. Neither Party may issue a press release or other public announcement about this Agreement, nor may it use any name, trademark or insignia of the other Party (or of any school, department or unit of the other Party) for promotional purposes or any other purposes in connection with this Agreement, without the prior written approval of the other Party, except that each Party may identify the other in any description of the Agreement in its customary listings of activities or as may be required by law. Without limiting the foregoing, the Bloomberg Harvard City Leadership Initiative at the Harvard Kennedy School may state on its website that it is funding a fellowship for the Fellow to work for CITY.
10. Other Provisions.
- (a) Severability. In the event that any provision or section of this Agreement shall be held to be invalid by any court, such holding shall not affect in any respect whatsoever the validity of the remainder of the Agreement.
- (b) Notices. Any notice under this Agreement may be given in person, or sent by fax, by electronic mail, by registered or certified mail, postage prepaid, or by recognized delivery service, to the Party's addresses listed below in Appendix A (or such other address as a Party may designate by notice given in accordance with this Section 10(b)), and such notice shall be deemed to have been given when so delivered, sent by fax or electronic mail, or mailed.
- (c) Force Majeure. Neither Party shall be liable for any delays or failures in performance due to circumstances beyond the Party's reasonable control.
- (d) Entire Agreement; Amendment. This Agreement constitutes the entire agreement between the Parties with respect to the transactions which are the subject matter hereof and supersedes all prior or contemporaneous agreements concerning such transactions. This Agreement may not be amended or modified except with the written consent of both Parties.
- (e) No Assignment. Neither Party shall assign, delegate, or otherwise transfer its rights and obligations under this Engagement, nor the Agreement, to any third party without the prior written consent of the other Party.
- (f) No Third-Party Beneficiaries. No person or entity other than the Parties shall have any rights, interests or claims under this Agreement or be entitled to any benefits under or on account of this Agreement as a third-party beneficiary or otherwise.
- (g) No Sole Drafter. Each Party has cooperated in the negotiation and preparation of this Engagement and the Agreement. Accordingly, the Parties agree that any construction of this Engagement and Agreement shall not construe any Party to be the sole drafter.
- (h) Sovereign Immunity. Nothing in the Agreement shall be deemed to waive the sovereign immunity protections provided to the CITY pursuant to Florida law. All liability of CITY shall be subject to the limits set forth therein, whether sounding in contract, tort, or otherwise. This Section shall survive the termination of the Agreement.
- (i) Harvard shall comply with all applicable federal, state, and local laws and regulations in all its activities under this Agreement, including Chapter 119, Florida Statutes to the extent required by law.

(j) Contractual Relationship; No Agency. The Parties are independent contractors. Nothing in the Agreement shall be construed as creating or constituting the relationship of a partnership, joint venture, or other association of any kind or agent and principal relationship between the Parties. Neither Party nor any of the Party's agents, employees, subcontractors, or consultants shall become or be deemed to become agents, or employees of the other Party, and neither Party is acting for or on behalf of the other Party. No Party has the authority to enter into any contract or create an obligation or liability on behalf of, in the name of, or binding upon another Party to the Agreement.

(k) Law and Venue. Reserved.

(l) Each Party represents and warrants that the signatories to this Agreement and the Engagement are either authorized or have received the appropriate authorization from their Party's governing body to execute this Agreement, the Engagement, and to bind their Party to perform and discharge all of the obligations set forth therein.

(m) Counterparts. This Agreement and the Engagement may be executed in one or more counterparts, each of which shall be deemed an original but all of which together shall constitute one and the same instrument. A signed copy of this Agreement and the Engagement delivered by e-mail shall be deemed to have the same legal effect as delivery of an original signed copy. If delivered by e-mail, such signed copy shall be sent to the respective party's email address indicated in Appendix A (or such other address as a Party may designate by notice given in accordance with Section 10(b) of the Agreement).

[This space has been left intentionally blank. Signature block of Agreement to follow.]

Executed as of the Effective Date.

For City of Port St. Lucie, Florida

By: _____

Printed Name: _____

Title: _____

Date: _____

For President and Fellows of Harvard College acting through the
Bloomberg Harvard City Leadership Initiative at the John F.
Kennedy School of Government

By:  _____
Neel Chaudhury (Jul 17, 2026 09:46:43 EDT)

Printed Name: **Neel Chaudhury**

Title: Executive Director, Administration & Finance Bloomberg Center for Cities

Date: **Jul 17, 2026**

ENGAGEMENT MEMORANDUM

This Engagement Memorandum ("Engagement") is incorporated into, and governed by the terms and conditions of, the Fellowship Participation Agreement between the President and Fellows of Harvard College, acting through the Bloomberg Harvard City Leadership Initiative at the John F. Kennedy School of Government ("HARVARD") and City of Port St. Lucie, Florida ("CITY"), dated July 20, 2026, (the "Agreement").

This Engagement is entered into by CITY and HARVARD as of July 20th, 2026, ("Engagement Effective Date") and will continue for two years after that date. Unless otherwise defined, capitalized terms used in this Engagement shall have the meaning ascribed to them in the Agreement. If a conflict exists between the terms of the Agreement and this Engagement, the terms of the Agreement shall govern.

Points of Contact for Engagement: See Appendix A for both parties.

Project description & Location: See Appendix B for full details of the fellowship engagement.

Grant Amount: Grant amount not applicable, as fellowship costs will be paid to third-party agency (Employer of Record or "EOR").

Fellowship Budget Breakdown:

	EOR Paid	City of Port St. Lucie Paid
Y1 Salary	\$95,750	
Y1 Insurance	\$6,552	
Y1 Housing	\$12,000	
Relocation Stipend (One time)	\$4,000	
Y1 Subscription Stipend	\$250	
Y2 Salary	\$98,623	
Y2 Insurance	\$6,552	
Y2 Housing	\$12,000	
Y2 Subscription Stipend	\$250	

Additional Terms of the Engagement (if applicable):

[This space left intentionally blank. Signature block of Engagement and Appendices to follow below.]

IN WITNESS WHEREOF, this Engagement is executed by Harvard and CITY to be effective as of the Engagement Effective Date stated above.

President and Fellows of Harvard College
Acting through the Bloomberg Harvard City
Leadership Initiative at the John F. Kennedy
School of Government

City of Port St. Lucie, Florida

By: 
Neel Chaudhury (Jul 17, 2026 09:46:43 EDT)

By: _____

Date: Jul 17, 2026 _____

Date: _____

APPENDIX A – POINTS OF CONTACT FOR ENGAGEMENT

HARVARD CONTACTS		RECIPIENT CONTACTS	
	<u>HR and Administrative Contact</u>		<u>Administrative Contact</u>
Name:	Tyl Pattisall	Name:	Rob Cramer
Title:	Manager, Administration and Finance	Title:	Executive Assistant
		Address:	121 SW Port St Lucie Blvd Port St Lucie, FL 34984
Email:	Tyl_pattisall@hks.harvard.edu		
	HR matters, third-party employer coordination and visa	Tel.:	772-871-5263
		Email:	rcramer@cityofpsl.com
	<u>Program Lead</u>		<u>Program Lead</u>
Name:	Snapper Poche	Name:	Kate Parmelee
Title:	Program Director, City Hall Fellows	Title:	Deputy City Manager & Chief Innovation Officer
		Address:	121 SW Port St Lucie Blvd Port St Lucie, FL 34984
Email:	snapper_poche@hks.harvard.edu	Email:	kparmelee@cityofpsl.com
	Program related questions: project, scoping, project deliverables, coordination with fellow prior to fellowship start date, media requests etc.		Fellow's direct supervisor
	<u>Financial Contact</u>		<u>Financial Contact</u>
Name:	<u>Daniella Eras</u>	Name:	Rob Cramer
Title:	Assistant Director, Administration and Finance	Address:	Executive Assistant 121 SW Port St Lucie Blvd Port St Lucie, FL 34984
Email:	Daniella_eras@hks.harvard.edu		
	Payments, reimbursements/disbursements, MOU/Contracts		Official setting the city in Harvard's vendor management system (B2P) /Vendor Contact/who is submitting invoices (if applicable)
	<u>Authorized Official</u>		<u>Authorized Official</u>
Name/Title:	Neel Chaudhury Executive Director, Administration and Finance	Name:	Jesus Merejo
		Title:	City Manager
Email:	neel_choadhury@hks.harvard.edu	Address:	121 SW Port St. Lucie Blvd Port St. Lucie, FL 34984
	Authorized Official on all matters	Email:	jmerejo@cityofpsl.com
			Authorized official signing agreement/MOU

Appendix B (Project Scopes Attachments)

Resident Requests: Accelerating Response and Mining the Data for Insights

Reporting to: Deputy City Manager/Chief Innovation Officer

The Challenge and Context

As one of the fastest-growing cities in America, Port St. Lucie faces increasing pressure in delivering responsive, high-quality services. The way residents often experience this challenge is when they contact the city with a question or service request, which they can do digitally through the city's 1PSL app or by calling a 1PSL telephone hotline. A recent analysis showed that 75 percent of these requests, including some basic questions, get transferred to other departments without reaching a timely resolution. This frustrates residents, leaves them concerned that their request may go unanswered when not documented properly in 1PSL, and often results in them contacting the city a second or third time to resolve their issue.

On the other side of these requests, overstretched employees inside City Hall are frustrated, too. Roughly 25 active call takers are spread out in different departments and represent different areas of experience and expertise, fielding approximately 71,592 calls annually. They are generally junior employees rotating in and out of the role. Often, call takers do not feel equipped with the knowledge or authority to handle residents' requests themselves, and pass calls along to other departments—a fragmented workflow that slows responsiveness. Tech systems for handling resident requests are also fragmented. That makes it difficult to leverage 1PSL data to generate cross-cutting insights, uncover performance issues, or prevent problems before they happen. City leaders want to improve the experience for residents and call takers and also integrate and use the underlying data in ways that can drive operational improvements to serve residents better.

Efforts to Address the Challenge

The City Council's most recent strategic plan prioritizes enhancing customer service. As part of that priority, the Council wants to expand the 1PSL digital app to include features like project updates, community news, and events. The city's IT Department has an in-house app development team that is starting on the process of designing enhancements. One idea that has been discussed is to build in an artificial intelligence tool that can answer residents' questions, or which call takers could use to answer questions that come in by phone. The city's Innovation Team is proposing to be involved in app development in order to make sure that feedback from residents and employees informs the design. Additional support is underway through a partnership with the nonprofit U.S. Digital Response, which is helping identify pain points in the intake workflow, and recommending improvements to the 1PSL application and call center processes.

The city has resident survey data to draw on for these efforts. A 2025 Community Survey revealed that 76

percent of respondents prefer accessing city services online through applications such as 1PSL. (The survey also found that 71 percent of residents have a positive view of the city's overall customer service, which is in line with other cities nationwide.) The survey data, along with outreach at an annual public engagement event known as the Citizen Summit, helped refine the city's approach to information sharing. Meanwhile, an analysis of 1PSL helped uncover the problem of 75 percent of requests getting transferred to other departments rather than resolved. City leaders can analyze what types of calls and requests come in through the app and phone hotline—for example, the most frequent requests are related to solid waste and rainwater drainage. However, the data are not integrated in a way that city leaders can draw deeper insights to improve operational performance.

The primary internal stakeholders to be engaged include the City Council, City Manager's Office, and the IT Department—although the work touches every department that receives service requests through 1PSL or has staff dedicated as call takers. City leaders also hope to widely engage city employees, as well as residents of Port St. Lucie, including those who actively use 1PSL and those who do not.

Defining Success

Success would be to see resident questions and requests answered quickly, and overall resident satisfaction to improve in future surveys. City leaders hope to grow internal capacity to listen to and respond to resident feedback using data and automation. The new system also aims to reduce burnout among overburdened employees improving their ability to triage calls and focus on higher-priority tasks, thereby enhancing the city's overall operational speed and agility. In addition, city leaders would like to establish new data systems capable of mining 1PSL service data for integrated insights. They hope to equip managers with processes and routines to continuously analyze these insights and iterate on city operations for improved service delivery. Ultimately, they hope these efforts can fuel proactive approaches to problem solving that takes care of many issues before they turn into problems for residents to report

APPENDIX C:
J VISA SPONSOR TERMS

This Appendix sets the terms and conditions by which Harvard will sponsor J class visas for nonimmigrant exchange visitors to be hosted at CITY (“Host Organization”) and for their spouses and minor children.

RECITALS

- A.** Pursuant to and subject to the regulations set forth in 22 CFR pt. 62 (the “Regulations”), the Department of State has established an “Exchange Visitor Program” by which certain foreign nationals may be present in the United States for certain purposes enumerated in the Regulations, provided that a legal entity in the United States has sponsored, and the Department of State has approved, the grant of a J-1 visa to such persons.
- B.** The Department of State’s exchange visitor program implements the Mutual Educational and Cultural Exchange Act of 1961, the purpose of which is “to increase mutual understanding between the people of the United States and the people of other countries by means of educational and cultural exchanges.”
- C.** Harvard has sought designation, and the Department of State has approved Harvard’s designation, as a sponsor of J-1 exchange visitor visas. Accordingly, Harvard administers a program by which it sponsors visas for J-1 exchange visitors (the “Program”).
- D.** The Regulations entitle third-party hosts to conduct training and/or internship programs for J-1 exchange visitors sponsored by the Department of State’s designees.
- E.** Host Organization seeks to host J-1 exchange visitors sponsored by Harvard.

NOW, THEREFORE, the Parties hereto agree as follows:

1. ADDITIONAL DEFINITIONS —

- 1.1. Hosted J-1 Exchange Visitor means any foreign national who obtains J-1 visa status through the Program and is hosted by Host Organization.
- 1.2. J-2 Visitor means any foreign national who obtains J-2 visa status through the Program by virtue of his/her relationship with a Hosted J-1 Exchange Visitor.

2. ARRANGEMENT —

- 2.1. Host Organization Requests. Host Organization may request that Harvard sponsor J class visas for a proposed Hosted J-1 Exchange Visitor and related proposed J-2 Visitors under the Program. In connection with such a request, Host Organization shall provide to the Harvard International Office:

(a) all pertinent information and documentation relating to the proposed Hosted J-1 Exchange Visitor and Host Organization's intentions to host the proposed Hosted J-1 Exchange Visitor, sufficient to establish the proposed Hosted J-1 Exchange Visitor's eligibility to participate in the Program;

(b) all pertinent information and documentation relating to each proposed J-2 Visitor, sufficient to establish each said proposed J-2 Visitor's eligibility for a J-2 visa pursuant to the Hosted J-1 Exchange Visitor's participation in the Program.

(c) any additional information that Harvard may have good cause to request from Host Organization in connection with its obligations under this Agreement.

2.2. Harvard Discretion. Harvard retains full discretion to determine whether each proposed Hosted J-1 Exchange Visitor or related J-2 Visitor is eligible to participate in the Program and whether Harvard wishes to sponsor or extend a J class visa for said proposed Hosted J-1 Exchange Visitor or J-2 Visitor. Harvard may elect in its discretion to suspend or terminate the process of sponsoring a visa for a proposed Hosted J-1 Exchange Visitor or J-2 Visitor at any time prior to issuance of the visa.

3. HARVARD OBLIGATIONS. Subject to the discretion reserved above to Harvard as the administrator of the Program, Harvard shall:

3.1. Complete all paperwork required in SEVIS to obtain a visa for the proposed Hosted J-1 Exchange Visitor or J-2 Visitor, or to extend the duration of an existing J visa for the Hosted J-1 Exchange Visitor or J-2 Visitor.

3.2. Act as the principal contact with the Department of State in all matters relating to each Hosted J-1 Exchange Visitor and J-2 Visitor's participation in the Program.

3.3. Ensure that Host Organization is sufficiently educated on the goals, objectives, and regulations of the Department of State's Exchange Visitor Program.

4. HOST ORGANIZATION OBLIGATIONS —

4.1. Host Organization acknowledges:

- a. That the purpose of the Harvard exchange visitor program is, consistent with the Regulations, "to provide foreign nationals with opportunities to participate in educational and cultural programs in the United States and return home to share their experience, and to encourage Americans to participate in educational and cultural programs in other countries."
- b. That it is a "third party" and "host organization" as defined in 22 C.F.R. § 62.2 of the Regulations; and
- c. That in all instances in which it enrolls, employs, or otherwise hosts a Hosted J-1 Exchange Visitor, it is acting on Harvard's behalf in the conduct of the Program with respect to that Hosted J-1 Exchange Visitor.

- 4.2. Host Organization shall provide Harvard with true, accurate, and complete information relating to proposed and actual Hosted J-1 Exchange Visitors and J-2 Visitors. Without limiting the foregoing, Host Organization shall provide the following information:
- a. Specific information regarding a Hosted J-1 Exchange Visitor's activities at the Host Organization, such as job duties, dates of appointment, hours to be spent on-site, benefits (if applicable, including insurance), and housing arrangements.
 - b. Proof of a Hosted J-1 Exchange Visitor's English language proficiency.
- 4.3. Host Organization shall monitor the progress and welfare of its Hosted J-1 Exchange Visitors and ensure that its visitors engage in activities appropriate for their category at appropriate sites of activity and make reasonable progress in their work.
- 4.4. Host Organization shall supplement and update such information as the Regulations require or upon Harvard's request. Without limiting the foregoing, Host Organization shall promptly notify Harvard of the following developments:
- a. Host Organization ends or otherwise materially changes its hosting relationship with a Hosted J-1 Exchange Visitor. Material changes include but are not limited to changes in or deviations from any completed and submitted Form DS-2019.
 - b. Host Organization initiates disciplinary proceedings against a Hosted J-1 Exchange Visitor.
 - c. Host Organization becomes aware of any emergency involving a Hosted J-1 Exchange Visitor.
 - d. Host Organization becomes aware of changes to a Hosted J-1 Exchange Visitor's residential address, telephone number, or email.
 - e. The Department of State contacts Host Organization in connection with the Program or any Hosted J-1 Exchange Visitor.
 - f. Host Organization becomes aware of any serious problem or controversy that could be expected to bring the Department of State, its Exchange Visitor Program generally, or the Program specifically into notoriety or disrepute, including but not limited to (i) potential litigation related to the Harvard Program, in which the Hosted J-1 Exchange Visitor may be a named party; (ii) the death of a Hosted J-1 Exchange Visitor; (iii) sexual abuse or assault allegations involving a Hosted J-1 Exchange Visitor; or (iv) any incident Host Organization reasonably believes is or could be captured in the Department of State's published [J-Visa Exchange Visitor Program: Incident Reporting Rubric for Academic/ Government Categories](#).
- 4.5. Host Organization shall comply with all applicable federal, state, and local laws and regulations, including but not limited to occupational health and safety laws, in all its

activities under this Agreement and/or involving Hosted J-1 Exchange Visitors and J-2 Visitors.

- 4.6. To the extent that Host Organization acts on Harvard's behalf in the conduct of the Program, Host Organization shall comply with all obligations and restrictions in the Regulations that apply to sponsors as well as all additional terms and conditions governing Exchange Visitor Program administration that the Department of State may from time to time impose. Host Organization shall not by act or omission cause Harvard to violate the Regulations or such additional terms and conditions in its capacity as sponsor of the Harvard Program. Without limiting the foregoing, Host Organization shall ensure that Hosted J-1 Exchange Visitors and J-2 Visitors are enrolled in health insurance coverage sufficient to meet the minimum requirements set forth in 22 C.F.R. § 62.14 of the Regulations.
- 4.7. Host Organization shall cooperate with Harvard as reasonably necessary to ensure Harvard's compliance with (a) the Regulations or (b) any request made to Harvard or Host Organization by the Department of State in the course of its oversight of the Harvard Program