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CONTENTS

1. Definitions
 - 1.1 Document Definitions
 - 1.2 Academic Ranks and Titles
2. Faculty Types
 - 2.1 Faculty
 - 2.2 Associated Faculty
 - 2.2.1 Adjunct Faculty
 - 2.2.2 Visiting Faculty
 - 2.2.3 Clinical Faculty
 - 2.2.4 Research Faculty
 - 2.2.5 Professional Practice Faculty
 - 2.3 Joint Faculty
3. Full-time and Part-time Appointments
4. Qualifications of Faculty Members
 - 4.1 Research
 - 4.2 Teaching
 - 4.3 Graduate Training
 - 4.4 Other Scholarly and Professional Activities
 - 4.5 Service to the school
5. Qualifications of Faculty Members for Specific Ranks
 - 5.1 Lecturer
 - 5.2 Instructor
 - 5.3 Assistant Professor
 - 5.4 Associate Professor
 - 5.5 Professor
6. Length of Initial Appointment and Renewal
 - 6.1 Terms of Initial Appointment and Renewal
 - 6.2 Time until Consideration for Promotion of Non Tenure-Track Faculty
7. Procedures for Appointment
 - 7.1 Faculty Appointments
 - 7.2 Expedited Faculty Appointments
 - 7.3 Procedures for Appointment of Staff and Faculty Already Employed at Tufts
 - 7.3.1 Joint Appointment
 - 7.3.2 Naming of Ad Hoc Committees
 - 7.3.3 Identification of References
 - 7.3.4 Review and Assessment
 - 7.4 Associated Faculty Appointments
(Adjunct, Visiting, Clinical, Research and Practice)

8. Promotions

8.1 Promotion of Faculty

8.1.1 Initiating Consideration for Promotion

8.1.2 Procedures for Considering Promotion

8.1.2.1 Promotion to the Rank of Professor

8.1.2.2 Promotion to Associate Professor

8.1.2.3 Promotion to Assistant Professor

8.2 Promotion of Individuals with Primary Faculty Appointments at Other Schools within Tufts University

8.3 Promotion of Associated Faculty

(Adjunct, Visiting, Clinical, Research and Practice)

8.4 Promotion of Joint Faculty

9. Renewals

10. Non-Renewal or Change of Fraction of Time and Termination of Untenured Faculty

11. Resignation and Retirement

12. Emeritus

13. Tenure

APPENDIX: Document Formats

A. Suggested CV format

B. Model Report of Ad Hoc Committee to the ATP Committee

C. Model Report of ATP Committee to the Dean

D. Contents of Promotion Packet for Review by Senior Vice President/Provost and Board of Trustees Committee on Academic Affairs

E. Model Initial Contact Letter with Prospective Candidates

F. Model Letter to External Reviewers

Policies and Procedures for Appointments, Tenure and Promotions at the Friedman School, Tufts University

1. Definitions

1.1 Definition of Terms

Friedman School. In this document, the “Friedman School” refers to the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy at Tufts University, as defined in Article I, Section 1 of its bylaws. Since January 2009, the Friedman School consists of two Departments, one for Food and Nutrition Policy and one for Nutrition Sciences, each headed by a Department Chair. Students earn degrees through various programs, each headed by a Program Director. Research activities and sponsored programs are led by Principal Investigators or Project Directors, and administered through the Friedman School or a Research Center. A Center may be contained within the Friedman School or may involve collaboration between the Friedman School and another unit at Tufts University or elsewhere, and is headed by a Center Director.

Dean. The Dean of the Friedman School is the highest official within the School, and is responsible for all aspects of its operation. The Dean is appointed by the Trustees of the University. The Dean reports to the President of the University and the Provost. The Dean makes recommendations to the Provost regarding faculty appointments, tenure, and promotions; makes appointments of other Friedman School Deans; executes specific instructions of the faculty in areas of its responsibility and authority; and has such other duties, responsibilities, and authority as may be delegated to the Dean from time to time by the President of the University or the Provost. (Friedman School Bylaws Article I, Section 2.)

Academic Dean for Faculty. The Academic Dean for Faculty carries out all tasks in the process of appointments and promotions as delegated by the Dean. The Academic Dean for Faculty is appointed by the Dean subject to the approval of the provost.

Academic Dean for Education. The Academic Dean for Education carries out all tasks in the ongoing development of the curriculum and research agenda, including courses and academic policies and procedures, and develops and implements faculty evaluations with the Dean

Appointments, Tenure, and Promotions (ATP) Committee. This Committee will draft, for faculty consideration and approval, the standards, criteria, and procedures for appointments, renewals, promotions, and tenure. The ATP has an important role in decisions about faculty appointments (as explained in section 7), faculty promotions (as explained in section 8), renewals (as explained in section 9), and tenure (as explained in section 13).

1.2 Academic Ranks and Titles

The University recognizes various faculty ranks and titles which have significance in regard to benefits, rights and obligations. These ranks are: Professor, Associate Professor, Assistant Professor, Instructor, and Lecturer. These ranks may be modified by the use of the following terms: Visiting, Adjunct, Clinical and Research or of Professional Practice. There are no other titles for faculty. Faculty rights and privileges are detailed in the Friedman School's Faculty Handbook, the school's academic Policies and Procedures Manual, and other policy statements of the school and the university.

The Deans may use a variety of titles for non-faculty staff members. Employees with these titles are covered by the Tufts University Employee Handbook, which describes their benefits and privileges. Examples of such titles (which may be modified, for example by the term "senior" or other designation of rank, or by other descriptors such as "pre-" or "post-doctoral") include: Research Associate, Research Assistant, Scientist, Project or Program Director, Program Associate, and Fellow.

Faculty members may also hold non-faculty titles in the University. Whether they are governed by the rules pertaining to faculty or staff is determined by their primary appointment and employment relationships, rather than by their faculty title. A faculty member's primary appointment is typically with the unit that issued their offer letter or employment contract. Usually, but not always, that unit continues to support the largest fraction of the faculty member's salary over time. From the University's point of view, each faculty member can have only one primary appointment at Tufts.

2. Faculty Types

2.1 Faculty

A faculty appointment conveys rights and privileges relating to the governance of the Friedman School, and represents the Friedman School's expectation of a meaningful commitment by the faculty member to engage in research, teaching, student advising and other service. Untenured faculty are appointed for fixed terms, which are renewable. To merit renewal, all faculty must engage in assigned duties commensurate with the rights and privileges of their rank according to the criteria for faculty ranks outlined in Sections 5 and 6 of this document.

Faculty with appointments at the Friedman School, except for associated faculty as defined below, may vote at faculty meetings, run for and serve on elected committees, and are eligible to be appointed to ad hoc committees of the Friedman School. Responsibilities of faculty include the following, consistent with the needs of the Friedman School: conducting original research and scholarship, including the development and delivery of sponsored programs and other funding from intramural and extramural sources; teaching and advising students, including the development and delivery of courses and educational programs as well as thesis and exam committees; and civic engagement including professional service to the Friedman School, the University, and society at large. Faculty positions may or may not be accompanied by salaried

employment by the Friedman School or provision of salary support for faculty employed by other Tufts schools or employed outside of Tufts. All faculty, whether full-time or part-time, are subject to the University Conflict of Commitment Policy.

2.2 Associated Faculty

Associated faculty at the Friedman School includes faculty whose titles are modified by the terms “Adjunct”, “Visiting”, “Clinical”, “Research” or “of the Practice”. Associated faculty appointments may be at any rank commensurate with the person’s academic and professional status as determined by the Dean, according to the criteria specified in Sections 5 and 6, below, with advice from the ATP Committee. Associated faculty are non-voting members of the faculty and generally may not serve on school governance committees or chair a doctoral examination or thesis committee. Exceptions to these restrictions may be made by the Academic Dean for Faculty. The appointment may or may not involve a salary commitment from the Friedman School. Appointments may be made for up to three academic years, and may be renewed.

2.2.1 Adjunct Faculty

An adjunct appointment is usually for individuals employed outside of Tufts University, who may or may not hold an academic appointment elsewhere, but who make a significant, ongoing contribution to the Friedman School’s educational mission. This title might be used, for example, to designate a faculty member from another university, a contributor from government or industry, or an outstanding scientist, physician, or policy-maker who contributes to the activities of the Friedman School through teaching, advising, or other significant and regular service.

2.2.2 Visiting Faculty

Visiting appointments may be given to individuals holding an academic position at another institution or who are respected scholars or professionals who provide a service to the Friedman School or participate in its activities, usually while in residence at the Friedman School for one to two semesters. Visiting faculty may teach, offer seminars, meet with interested students or faculty from time to time, or cooperate with Friedman School faculty or students in research or service activities, as mutually agreed.

2.2.3 Clinical Faculty

Clinical appointments are for individuals who make a significant, on-going contribution to the teaching enterprise of the Friedman School by guiding students in clinical or laboratory settings and who thus actively contribute to students’ graduate education, but who otherwise are not expected to participate in activities of the school.

2.2.4 Research Faculty

Research appointments are for individuals whose employment at the Friedman School is funded entirely by one or more sponsored programs and whose duration of service is explicitly linked to that funding source. This title could also be used for faculty employed by other Tufts schools or units, whose work with the Friedman School is solely to conduct research.

2.2.5 Professional Practice Faculty

Appointments for faculty positions “of the Practice” or “in the Practice” are for individuals whose expertise and contributions to the Friedman School derive from professional experience rather than academic scholarship. The appointment will usually specify their field in the position title, for example as “Professor in the Practice of Law” or “Professor of the Practice in Management”.

2.3 Joint Faculty Appointments

A faculty member may have a joint appointment if s/he has a major time commitment to more than one school at Tufts University and a financial commitment from more than one school. A joint appointment in the Friedman School may be part-time or full-time. The total of all commitments within the University may not exceed 1.00 FTE, and the total financial commitments from Friedman School and the other appointing school must equal the faculty member’s full-time salary.

3. Full-time and Part-time Faculty Appointment

Full-time faculty appointment is determined by the faculty member's salaried employment with the Friedman School. Faculty are considered full-time if they are employed by the school full-time during the academic year (nine months), or at least 75% of a full-time, twelve-month appointment. A faculty member whose salaried time commitment with the Friedman School is less than full time may still be employed full-time for benefits purposes, if the total of their salaried commitments to the Friedman School and all other units of Tufts University is full time.

Full-time status is not determined on the basis of the number of courses taught. The Academic Dean for Faculty, in consultation with the faculty member, determines what activities and responsibilities constitute a full-time faculty load. All full-time faculty appointments must be approved by the Dean of the Friedman School. Appointments at the level of Professor must also be approved at the University level by the Provost, President, and Trustee Committee on Academic Affairs. Appointments at the level of Assistant or Associate Professor, Lecturer or Instructor must be approved at the University level by the Provost. Part-time faculty appointments are approved by the Dean of the Friedman School and do not require approval of the Provost.

4. Qualifications of Faculty Members

The role of Friedman School faculty is a) to conduct original research and scholarship; b) to educate students and trainees at the Friedman School; and c) to engage in service to the school, the University, the community, and their profession. A faculty member should show evidence of significant impact in all three areas, with leadership and excellence in at least one of them. The overriding concern in making and renewing faculty appointments or awarding tenure at the Friedman School is the faculty member's overall contribution to the research, teaching and service mission of the Friedman School and Tufts University.

4.1 Research

The faculty member should demonstrate independence, creativity, and the ability to identify and execute important research projects. Independence is demonstrated by the person's directing his/her own projects and/or being an author who has made major substantive contributions to significant publications. Scholarly productivity is evidenced by regular, continuing publication in high-quality journals appropriate to the field, as well as by research presentations at scholarly conferences and other scholarly communication. In evaluating the quality of scholarly productivity, the significance, impact, and quality of the published work and its impact on the candidate's field of study and on public policy should be major considerations. The number, quality, and significance of publications should all be taken into consideration.

4.2 Teaching

The major criterion for quality of teaching and mentorship is educational effectiveness. Individual teaching skills evaluated should include mastery of content, ability to communicate, and dedication to the educational process. Participation in curriculum and course planning and evaluation; development of new or revised courses; evidence of continued professional development as a teacher; and use of innovative educational methods are also considered. Other relevant considerations are the amount of classroom time devoted to teaching and number of students taught, including formal courses and directed studies. Evaluation criteria also include quality of course syllabi and other educational material developed by the individual, student evaluations of courses and other activities, and evaluations by former trainees, peers and experts in the field.

4.3 Graduate and Professional Training

Guidance in the development of competent scientists, scholars, researchers and professionals is an important function of the Friedman School. Faculty members are expected to be effective in the mentorship and training of students and professionals. The success of a faculty member's trainees in their subsequent scholarly and professional activity is used to measure that faculty member's effectiveness in teaching. Additional criteria for determining teaching effectiveness are the number and quality of dissertations supervised and the number of thesis committees on which the faculty member has served.

4.4 Other Scholarly and Professional Activities

Faculty of the Friedman School are expected to be active in civic engagement and service to their profession and to society, in pursuit of the school's mission to improve the nutritional well-being of people throughout the world. Examples of scholarly and professional activities include membership on university, national, and international scientific and policy committees, and participation in significant national and international programmatic and policy-making activities. Other evidence of scholarly and professional activity may include membership on editorial boards; participation in research peer review activities; receipt of honors that recognize societal impact; publication of books, reports, and review articles; lectureships; and authorship of scholarly book reviews.

4.5 Service to the Friedman School and Tufts University

Significant contributions to the functioning of the Friedman School, Tufts University, and service to the community as a representative of Tufts University should be considered when evaluating a faculty member's performance. These contributions include administrative tasks such as participating in accreditation preparation, serving on faculty committees, serving on qualifying examination committees, and serving as part-time administrators.

5. Qualifications of Faculty Members for Specific Ranks

5.1 Relationship between rank and tenure

The faculty ranks are described in this section. Tenure is not considered a rank. Faculty appointments at the professor and associate professor rank may be with or without tenure as described in Section 13 below. Appointments at all other ranks are without tenure.

5.2 Lecturer

The rank of lecturer is appropriate for faculty members whose professional expertise and experience cannot reasonably be ranked according to the traditional system of faculty ranks.

5.3 Instructor

Except in unusual circumstances, the rank of Instructor is the rank that is held by a faculty member who does not hold a doctoral degree. Instructors should show evidence of the capacity for participation in research, effective teaching and/or training and guidance of students and professionals. The instructor designation is reserved for faculty members who have or will have an ongoing relationship with the Friedman School.

5.4 Assistant Professor

The rank of Assistant Professor is appropriate for faculty members who have demonstrated their potential for developing into independent investigators and research leaders (as evidenced by active participation in research and by authorship of publications in appropriate peer-reviewed journals and by research papers and scholarly reports); for effective teaching (reflected in having taken significant responsibility for teaching and/or training of students and in evaluations by students and colleagues); for significant accomplishments in the practice of their profession. They should demonstrate the capacity to conduct effective graduate and professional training, and should show both current accomplishments and the potential for contributing with distinction to their fields in the future. Faculty at the rank of Assistant Professor or above must hold a terminal degree appropriate to their field.

5.5 Associate Professor

The rank of Associate Professor is appropriate for faculty who have demonstrated a high degree of proficiency in research, professional practice, teaching, and graduate and professional training; who have made a significant contribution to their fields as evidenced by active participation in research and by authorship of publications in appropriate peer-reviewed journals and by research papers and scholarly reports, reviews of the field, invitations to give lectures at scholarly and professional meetings and at other universities, and in their participation in high-level programmatic and policy-making activities; and who show demonstrated potential for continued development as scientists, scholars, and teachers. An Associate Professor should also have demonstrated ability to conduct effective graduate and professional training and should have a record of conducting independent research. Contributions to the professional field, the school, and the community are also factors to be considered in appointment or promotion to Associate Professor.

5.6 Professor

The rank of Professor is reserved exclusively for those faculty members who, in addition to satisfying the criteria for Associate Professor, are widely recognized as leaders in their fields, with a continuing high level of intellectual creativity and productivity, as evidenced for example by the number, significance and quality of original research and scholarly papers published in high-quality, peer-reviewed journals appropriate to their fields, and by research papers and scholarly reports. Professors should be recognized nationally and internationally. Evidence of recognition includes participation in national and international meetings as invited speakers, participation in national and international scientific and policy committees; participation in significant national and international programmatic and policy-making activities in key advisory or decision-making positions; authorship of scholarly review articles and reports; and national and international recognition of their professional contributions. Their records should show that they have the ability to remain at the forefront of their fields of scholarship and research. They must be scholars who contribute to an expansion of new knowledge, and must be effective in the training of others.

6. Length of Terms of Appointment

6.1 Terms of Initial Appointment and Renewal for Non Tenure-Track Faculty

For tenure-track faculty, the terms of probationary and continuous appointment are described in Section 13 below. For all other full-time and part-time faculty, including associated faculty, terms of appointment are as follows:

<u>Position</u>	<u>Duration</u>
All associated faculty, regardless of rank	Up to three years, renewable
Lecturer or Instructor	One year, renewable
Assistant Professor	Three years, renewable
Associate Professor	Three or four years, renewable
Professor	Five years, renewable

6.2 Time in Rank until Consideration for Promotion

Assistant and Associate Professors are typically considered for promotion after completing two terms at their current rank. Instructors with doctoral degrees are usually considered for promotion after completing five years at that rank. Any faculty member may request that consideration for promotion occur earlier or be deferred. A faculty member whose promotion has been denied may continue to serve on the faculty at the current rank, and may request consideration for promotion at a later time. Promotion is a separate and independent decision from the award of tenure, which is described in Section 13.

7. Procedures for Appointment

The procedure for new full-time and part-time faculty members with the title of Assistant Professor, Associate Professor, and Professor is described in section 7.1. An expedited procedure is described in section 7.2. For current employees of Tufts University, including professional staff of the Jean Mayer USDA Human Nutrition Research Center on Aging (HNRC), the procedure for appointment as a faculty member with the title of Assistant Professor, Associate Professor, and Professor is described in section 7.3. The procedure for being hired as associated faculty is described in section 7.4.

7.1 Faculty Appointments

New full-time and part-time faculty members with the title of Assistant Professor, Associate Professor, and Professor are hired after an open search has been conducted. The procedure for selecting a candidate for a new appointment with these titles follows.

- A. First, a faculty position with appropriate funding must be identified, and approved by the Dean. The Dean will specify whether the position will be eligible for tenure, as defined in Section 13 below.
- B. The Academic Dean for Faculty, in consultation with the Dean and the Program or Center Director and Department Chair in which the faculty position is to be established, names a Search Committee, typically consisting of five to eight members. The Search Committee includes:
- Friedman School faculty members in the professional discipline in which the new faculty member is being sought and in related disciplines. If the faculty position is clearly within one or more academic programs of the Friedman School, the Search Committee will include faculty from the relevant program.
 - One member of the ATP Committee.
 - One student.

The Search Committee may include faculty from outside the Friedman School. The Academic Dean for Faculty appoints one faculty member to chair the Search Committee. The identity of the Search Committee members is not confidential.

- C. The Academic Dean for Faculty, in consultation with the Search Committee, develops a detailed job description for the position. This job description should be in several forms:
- A page-long description suitable for posting on bulletin boards, for mailing with letters to colleagues, and for mailing in response to inquiries from prospective candidates; and
 - A brief job description suitable for use as an advertisement in appropriate outlets.

The job description will state whether the position is eligible for tenure, as defined in Section 13 below. The job description in its various forms must be approved by the Dean. The job description will explain whether employment will be full-time or part time in the Friedman School, a Center, or a combination. The job description must conform to the guidelines provided by the Tufts University Office of Equal Opportunity. The job description will be circulated to all faculty and to the wider Friedman School community as soon as it is available.

- D. The Search Committee recommends the means by which to advertise the position. The members develop a list of people to whom the job description should be sent, with a letter requesting nominations of suitable candidates. They seek suggestions as broadly as possible, and ensure that the position description is circulated as widely as possible through appropriate outlets, including websites at Tufts and elsewhere.
- E. When the date for receipt of applications has passed, the Search Committee meets to review applications and select those who appear to be suitable candidates. These individuals are contacted for further information if needed, and to determine their continued interest. Candidates are asked to submit the following:

- An updated CV if the one submitted with the application is not current (within the past year);
- A personal statement of career and research goals and how these fit with those of the Friedman School and the position as described;
- Copies or links to five to ten recent published articles, reports, or other appropriate works of which the candidate is sole author or an author who has made a major substantive contribution, representative of his/her work;
- Names of at least three people who can serve as professional references. If the candidate will be considered as a lateral hire with tenure, it is advantageous to list references who meet the requirements for external referees for tenure decisions as described in Section 13.4 below; and
- Other information the Search Committee deems relevant and necessary.

The list of suitable candidates and copies of their background information is provided to the Department Chair and Academic Dean for Faculty for review.

F. The Search Committee obtains recommendations in writing (including electronic mail) from the professional references provided by the candidate and may obtain recommendations from additional professional references not provided by the candidate. Based on this information and the additional materials provided by the candidate, the Search Committee selects candidates (usually two or three candidates) who will be invited to visit the Friedman School at the expense of the school or Center in which the faculty position is to be established. The visit will include the following:

- A group interview with the Search Committee;
- Individual interviews with the Department Chair, the Academic Dean for Faculty and the Dean;
- Presentation of a research seminar on a topic of the candidate's choice. Those who attend will be asked to provide written feedback to the Search Committee;
- At least one meeting with students at which the students may ask questions. Students will be asked to provide written feedback to the Search Committee;
- Interviews with faculty members who express interest in meeting the candidate; the faculty members will be asked to provide written feedback to the Search Committee; and
- Additional meetings that the Deans or the Search Committee feel are appropriate or necessary.

G. The Search Committee meets after all the candidates' visits are completed, and recommends a ranked list of the candidates to the Department Chair, and the Academic Dean for Faculty. The memo should summarize for each candidate the results of the various interviews, the feedback received from faculty and students, and the Search Committee's assessment of the candidates' professional accomplishments, addressing the following areas to the extent possible:

- a. Position of the candidate in the field;
 - b. Significance of the candidate's scholarship;
 - c. Quality, number, and significance of publications;
 - d. Significance and quality of other scholarly work;
 - e. Nature and significance of the candidate's contributions to the field;
 - f. Candidate's professional recognition;
 - g. Grant-supported activity;
 - h. Teaching;
 - i. Graduate training;
 - j. Service to the profession; and
 - k. Contributions to professional practice.
- H. The search process should be conducted as a collaboration between the Search Committee and the Department Chair. The Search Committee may deliberate without the Department Chair, but their deliberations are to be shared with the Department Chair, the Academic Dean for Faculty and the Dean on an ongoing basis. Based on this documentation, the Dean, the Academic Dean for Faculty, and the Department Chair confer. The Department Chair decides whether or not to recommend consideration of the appointment by the ATP Committee. If the Department Chair decides not to recommend appointment, the Academic Dean for Faculty will inform the candidate in writing within four months of receipt of the candidate's application materials. If the Department Chair decides to recommend, the Academic Dean for Faculty forwards the candidate's materials to the ATP Committee with a letter asking for their consideration of the candidate.
- I. The selected candidate's information is submitted to the ATP Committee for review and comment. The procedure for review of appointments with tenure is described in Section 13 below. For all other faculty appointments, the ATP Committee reviews the candidate's credentials and makes its written recommendation as to rank to the Academic Dean for Faculty and the Dean within two weeks.
- J. If the ATP Committee has recommended the selection of the candidate, the candidate is offered the position by the Dean. The offer must stipulate whether the position is full-time or part-time and whether the position is non-tenure-track, tenure-track, or tenured, as defined in Section 13 below. The offer may be contingent on Friedman School and Tufts University approval as described in Subsection K below.
- K. For full-time faculty appointments at the level of Assistant Professor, Associate Professor, and Professor, the Dean must submit the candidate's information, including the report of the Search Committee and of the ATP Committee, to the Senior Vice President/Provost for approval. For part-time faculty appointments, the Dean may submit the candidate's information to the Senior Vice President/Provost for approval. For an untenured new hire at the rank of Professor, the appointment must be approved by the President and the Board of Trustees Committee on Academic Affairs. For a tenured new hire, the procedures for approval by the Friedman School and Tufts University are described in Section 13 below. However, the selected candidate may be offered the appointment subject to later approval by the appropriate school and

Tufts University officials concerning the appointment at the rank of Professor or with tenure, with the understanding that the offer is contingent on this later approval.

The following materials are submitted to the Vice-President/Provost for untenured primary appointments below the level of Professor:

- The rank and title of the appointment, and salary level if available;
- The candidate's CV;
- A letter of recommendation from the Dean; and
- If available, copies of letters of recommendation submitted by external referees.

For appointments with tenure, the procedures for review by the University are described in Section 13 below. For untenured appointments at the level of Professor, the materials submitted to the Vice-President/Provost include the above, as well as the following:

- A copy of the report from the Search Committee;
- A copy of the letter from the ATP Committee recommending the rank of Professor; and
- Copies of letters of recommendation submitted by external referees

7.2 Expedited Faculty Appointments

In extraordinary circumstances it may be necessary to make a new faculty appointment quickly. The Dean will inform the ATP Committee when an expedited faculty appointment is to be made.. Such expedited faculty appointments will be untenured. In such cases, the Dean may waive certain of the provisions of Section 7.1 as follows. The Dean may:

- change the number and composition of faculty members on the search committee, however the committee shall include at least one Friedman School faculty member in the professional discipline in which the new faculty member is being sought, one member of the ATP, and when possible one student (Section 7.1B);
- submit the position announcement and advertisement to appropriate outlets and publications whose schedule meets the need for promptness (Section 7.1D);
- permit some of the required interviews to be conducted by telephone instead of in person (Section 7.1F);
- waive the requirement for a presentation (Section 7.1F);
- impose a shortened review schedule for the Appointments, Tenure, and Promotions Committee (Section 7.1I).

The initiation of the expedited search will be communicated to the faculty and the Friedman School community when the job description is written, and the waiver of specific provisions of Section 7.1 will be noted.

7.3 Procedures for Appointment of Staff and Faculty Already Employed at Tufts

A candidate who already has a faculty or professional staff appointment elsewhere at Tufts University, such as the HNRCA, may be invited to apply for a faculty appointment with the title Assistant Professor, Associate Professor, or Professor using the procedures in this section.

The candidate may be invited to apply by the Academic Dean for Faculty, or may be recommended to the Academic Dean for Faculty by a faculty member of the Friedman School. The Academic Dean for Faculty must obtain approval from the Dean of the Friedman School for consideration for all such appointments, which are based on the candidate's current or potential contributions to the educational mission of the Friedman School.

Consideration of such appointments requires the following materials:

- A current CV and a letter to the Academic Dean for Faculty stating why s/he is interested in being a faculty member, and what contributions s/he expects to make;
- A letter from a senior faculty member in the Friedman School (usually at the rank of Associate Professor or above) or a dean, explaining the reason for the appointment; and
- Whatever additional documentation the Dean and Academic Dean for Faculty require, possibly including letters of support from faculty or the director of the Tufts University unit in which the candidate is already appointed.

Based on this documentation, the Dean and the Academic Dean for Faculty confer, and may consult others affected by the appointment. The Dean decides whether or not to recommend consideration of the appointment by the ATP Committee. If the decision is not to recommend, the Academic Dean for Faculty informs the candidate in writing within four months of receipt of the materials submitted by the candidate as noted above in this section. If the decision is to recommend consideration, the Academic Dean for Faculty passes the information to the ATP Committee with a letter asking for its recommendation concerning whether the candidate should be considered for appointment. If the candidate has been considered for appointment or promotion at a Tufts unit other than the Friedman School within the past twelve months, the candidate may request that letters of reference from that appointment be forwarded to the ATP Committee in lieu of requests for new letters from the same referees. The candidate's rank at the Friedman School will typically follow the rank of their primary appointment elsewhere at Tufts University.

7.3.1 Joint Appointments

The procedures for a joint appointment where at least fifty percent of time is with the Friedman School are the same as those for full-time faculty appointments (Section 7.1). The procedure for a joint appointment which is less than fifty percent with the Friedman School are the same as those for other part-time appointments (Section 7.3).

7.3.2 Naming of Ad Hoc Committees

Ad Hoc Committees are used to advise the dean on appointments of faculty at ranks above the rank of Assistant Professor. Ad Hoc Committees will be constituted according to the following guidelines:

Instructor, Lecturer or Assistant Professor: For consideration of these appointments, the ATP Committee may act in place of the Ad Hoc Committee when the candidate's field of expertise is adequately represented on the committee.

Associate Professor: For appointments at the level of Associate Professor, the Chair of the ATP Committee, in consultation with the committee, identifies one member of the ATP Committee and three members of the school's faculty whose disciplines are related to that of the candidate, one of whom may also be an ATP Committee member, to serve on an Ad Hoc Committee to consider the appointment. The naming of outside members of the Ad Hoc Committee is recommended but not required. All members of the Ad Hoc Committee must hold academic ranks at or above the rank for which the candidate is being considered. The composition of the Ad Hoc Committee, along with the CV's of outside members (if any), are provided to the Academic Dean for Faculty for comment.

Professor: For appointments at the level of Professor, the Chair of the ATP Committee, in consultation with the committee, identifies one member of the ATP and three members of the school's faculty whose disciplines are related to that of the candidate, one of whom may also be an ATP Committee member, to serve on an Ad Hoc Committee to consider the appointment. These four Ad Hoc Committee members must identify at least one and no more than three faculty members from outside the School to serve on the Ad Hoc Committee. All members of the Ad Hoc Committee must hold academic ranks at or above the rank for which the candidate is being considered. The composition of the Ad Hoc Committee, along with the CV's of outside members (if any) are provided to the Academic Dean for Faculty for comment.

Tenure: For tenure decisions, which may or may not involve a change of rank, the composition of the Ad Hoc Committee is detailed in Section 13 of this manual.

7.3.3 Identification of References

The ATP identifies any individuals outside the Friedman School to be contacted with requests to review the candidate's materials, as well as past trainees and/or mentors to be contacted for input. These individuals may include persons suggested by the candidate, as well as persons not suggested by the candidate but knowledgeable in the candidate's area of expertise. The Ad Hoc Committee members are informed of the individuals named and may identify additional reviewers and request additional materials as needed.

7.3.4 Review and Assessment

The Ad Hoc Committee (or ATP Committee when it serves as such) reviews the candidate's materials. The Ad Hoc Committee may seek additional information from the candidate including sample publications, additional letters of reference, or other information as needed. In addition, the committee receives and considers letters from individuals outside the Friedman School who have been asked to comment on the candidate's materials. When all the requested materials have been received, the Ad Hoc Committee meets to discuss and vote on the appointment of the candidate. The votes, and a letter describing the committee's evaluation of the candidate, are reported to the ATP Committee. The letter describing the committee's evaluation of the candidate includes:

1. Report of Formal Vote of the Ad Hoc Committee;
2. Membership of the Committee, including name, title, and, for outside members, previous relationship with the candidate if any;
3. Committee evaluation of the candidate, addressing the following areas to the extent the Committee feels it can do so:
 - a. Position of the candidate in the field;
 - b. Significance of the candidate's scholarship;
 - c. Quality, number, and significance of publications;
 - d. Significance and quality of other scholarly work;
 - e. Nature and significance of the candidate's contributions to the field;
 - f. Candidate's professional recognition;
 - g. Grant-supported activity;
 - h. Teaching;
 - i. Graduate training;
 - j. Service to the profession;
 - k. Contributions to professional practice; and
 - l. Service to the Friedman School.
4. Committee evaluation of the significance of the candidate's current and potential contributions to the educational mission of the school.

The ATP Committee reviews the Ad Hoc Committee report and transmits it to the Academic Dean for Faculty as submitted with a memo summarizing its own discussion and recommendation on the candidate.

Upon receipt of the written report of the ATP Committee, the Dean acts on the appointment. If the decision of the Dean is in conflict with the recommendation of the ATP Committee, the Chair of the ATP Committee will be informed, and the Chair may request that the Dean meet with the committee to discuss the decision before the decision is final and the candidate is informed. The final decision will be made by the Dean.

Secondary appointments are normally but not necessarily at the rank of the primary appointment. In the case of Scientists at the HNRCA, faculty rank equivalents are:

- Scientist III - Instructor;
- Scientist II - Assistant Professor;
- Scientist I - Associate Professor; and
- Senior Scientist - Professor.

7.4 Associated Faculty Appointments

For associated faculty positions as Adjunct, Visiting, Clinical, Research or Professors of Professional Practice, appointments require the following documentation:

- A current CV (within the last year);
- A letter from the candidate stating why s/he is interested in being a faculty member and what contributions s/he expects to make;
- A letter from a senior Friedman School faculty member (usually Associate Professor or above) or a Dean, explaining the reason for the appointment;
- In the case of Clinical appointments, a letter from the candidate's supervisor, stating that s/he is aware of the candidate's request for an appointment and approves the request; and
- Whatever additional documentation the Dean and Academic Dean for Faculty require.

Based on this documentation, the Department Chair, Program Director or Center Director, the Dean, and the Academic Dean for Faculty confer. The Dean makes the final decision on appointment. These appointments do not require action by the ATP Committee, but the Committee will be informed of any such appointments by the Academic Dean for Faculty when they are made.

For part-time associated faculty appointments, the Dean has final authority to appoint. Clinical and Adjunct appointments, which are by definition part-time. Visiting appointments that are full-time require the approval of the University officials as described in section 7.1.K.

8.1 Promotion of Faculty

8.1.1 Initiating Consideration for Promotion

A faculty member may request consideration for promotion by letter to the Academic Dean for Faculty or may be invited to request consideration by the Dean or by the Academic Dean for Faculty with the Dean's concurrence. Faculty are typically considered for promotion after completing two appointment terms at the rank of Assistant or Associate Professor (that is, before completion of the third term at that rank -- see Section 6.1 above for appointment lengths). Instructors with doctoral-level degrees are usually

considered for promotion after completing five years at that rank. Faculty who are not tenure track faculty may request deferral or may decline consideration for promotion.

In order to be considered for promotion, the candidate should submit the following materials:

- A current (within the last year) CV;
- A letter requesting consideration for promotion;
- A personal statement of the candidate's research and teaching goals and accomplishments, focusing on accomplishments since the date of the last promotion;
- A letter of support from a senior faculty member, normally the Department Chair, Program Director or other colleague with an administrative role at the Friedman School;
- Copies of five to ten recent published articles, reports, or other appropriate works of which the candidate is sole author or an author who has made a major substantive contribution, representative of his/her work;
- A list of six to twelve suggested professional references. Most of these should be persons holding senior level academic appointments at or above the position being sought. The list should include the names and contact information for former students, mentors and other collaborators, as well as recognized leaders in the candidate's field who have not been associated with the candidate; and
- A complete list of past and present academic and thesis advisees and graduate trainees.

Suggested formats may be found in the appendix to this document.

Based on this documentation, the Dean and the Academic Dean for Faculty confer. The Dean decides whether or not to refer the promotion request to the ATP Committee for action. In either case, the decision is reported to the candidate and to the Chair of the ATP Committee within four months of receipt of the candidate's materials. If the decision to refer is positive, the Academic Dean for Faculty requests in writing that the ATP Committee consider the promotion. The letter includes all the supporting documentation that has been received. The committee must provide its recommendation on promotion to the Academic Dean for Faculty within eight months of receipt of the letter.

A faculty member whose request to be considered for promotion is declined by the Dean may request that the ATP Committee consider his/her promotion in any case if the promotion is being considered on the basis of time in rank, as stated above in this section. The candidate provides the same supporting documentation that has been provided to the Academic Dean for Faculty. The ATP Committee proceeds with consideration of the promotion after informing the Academic Dean for Faculty of that decision in writing. A recommendation to the Academic Dean for Faculty concerning the promotion must be provided within eight months.

When a Scientist at the HNRCA who holds a faculty appointment at the Friedman School is promoted or is being considered for promotion in the HNRCA, consideration of promotion within the school is not automatic. A candidate who wishes to be considered for parallel promotion in the Friedman School must request consideration in writing as described above.

8.1.2 Procedures for Considering Promotion

8.1.2.1 Promotion to the Rank of Professor

- A. The ATP Committee receives a letter from the Academic Dean for Faculty recommending consideration of a candidate for promotion. The letter is accompanied by a packet of information as described above.
- B. The ATP Committee Chair, in consultation with the committee, forms an Ad Hoc Committee containing one member of the ATP Committee and three other Friedman School faculty members, one of whom may be a member of the ATP Committee, whose professional disciplines are related to that of the candidate. These members elect a chair from among themselves. The chair should be a faculty member whose professional discipline is related to that of the candidate. These members select at least one and not more than three members from outside the Friedman School to serve on the Ad Hoc Committee. A larger number is preferred. Outside members should not be people who have a close personal or professional relationship with the candidate. The Ad Hoc Committee chair and Friedman School members may seek advice on possible outside members from other faculty or from the Deans, and must provide a listing of all committee members with copies of their CVs to the Academic Dean for Faculty for comment.
- C. The Ad Hoc Committee develops a list of reviewers who will be asked to provide a written evaluation of the candidate's suitability for promotion. This list must include some individuals in the candidate's field who were not suggested by the candidate. The majority of the reviewers should be persons holding senior faculty appointments at academic institutions. The majority of reviewers should also be persons who have not been teachers, mentors, or students of the candidate. At least twelve letters must be sought and a minimum of eight must be received; a greater number is preferable.
- D. Persons who agree to be reviewers are sent a packet containing the following information:
 - A letter requesting their assessment of the candidate and listing the criteria to be addressed. The suggested standard letter may be found in the Appendix;
 - A copy of the sections of the Appointments, Tenure, and Promotions Procedures document that pertain to the qualifications of faculty members and the criteria for promotion to the relevant rank;
 - Copies of recent published articles, reports, or other appropriate works of which the candidate is sole author or an author who has made a major substantive contribution, representative of his/her work; and
 - Copies of the candidate's CV and personal statement.

- E. When reviewers' responses have been received, the Ad Hoc Committee meets to assess the candidate's suitability for promotion. The discussion should take into account the candidate's contributions in research, teaching and advising, service, and professional recognition as described in the sections on Qualifications of Faculty Members (Section 5). The Committee may decide to seek further information and hold another meeting, or it may decide to vote on the candidate's promotion.
- F. After the vote of the Ad Hoc Committee is taken, its chair and members must prepare a letter, addressed to the ATP Committee, describing the Ad Hoc Committee's evaluation of the candidate. The letter describing that evaluation must include a report of formal vote of the Ad Hoc Committee and their recommendation. If the vote of the Ad Hoc Committee is not unanimous, the report should be drafted by a committee member who voted with the majority. Even if the committee is divided, every effort should be made to prepare a single report reflecting both the majority and the minority judgments on the candidate. If this is not possible, then the chair of the Ad Hoc Committee may ask a member who voted with the minority to prepare a minority report following the same format as the majority report. The Ad Hoc Committee Report must be signed by all members, or, if there are two reports, all members must sign one report or the other. The report should include a listing of the committee's members, including name, title and a brief description of any previous professional relationship with the candidate.
- G. The Ad Hoc Committee's evaluation of the candidate should address the following areas, to the extent the committee feels it can do so:
- a. Position of the candidate in the field;
 - b. Significance of the candidate's scholarship;
 - c. Quality, number, and significance of publications;
 - d. Significance and quality of other scholarly work;
 - e. Nature and significance of the candidate's contributions to the field;
 - f. Candidate's professional recognition;
 - g. Grant-supported activity;
 - h. Teaching;
 - i. Graduate training;
 - j. Service to the profession;
 - k. Contributions to Professional Practice; and
 - l. Service to the school.
- H. The Ad Hoc Committee report is submitted to the Chair of the ATP Committee. The ATP Committee reviews the Ad Hoc Committee report and transmits it to the Academic Dean for Faculty as submitted with a memo summarizing its own discussion and recommendation on the candidate.
- I. Upon receipt of the written report of the ATP Committee, the Dean acts on the appointment. If the decision of the Dean is in conflict with the recommendation of the ATP Committee, the Chair of the ATP Committee will be informed, and the Chair may request that the Dean meet with the committee to discuss the decision before the

decision is final and the candidate is informed. The final decision will be made by the Dean. If the final decision is not in agreement with the Ad Hoc Committee and/or the ATP Committee, the Dean will write a formal letter to the committee or committees explaining his/her action. In the case of promotion of a part-time faculty member, the same procedures for considering promotion are followed and the Dean has the final authority to approve promotions. Therefore, if the Dean and the Academic Dean for Faculty approve the promotion, the Academic Dean for Faculty officially informs the candidate of his/her promotion. In the case of part-time faculty members who are expected to become full-time in the future, it is recommended that the promotion be approved by the Provost and, if promotion is to Professor, by the President and the Board of Trustees Committee on Academic Affairs.

- J. In the case of promotion of a full-time faculty member, the promotion must be approved by the Senior Vice-President/Provost and, for promotion to Professor, by the President and Board of Trustees Committee on Academic Affairs. The Academic Dean for Faculty submits to the Provost's Office a complete copy of the candidate's materials, as follows:
- Letters of support from the Dean and the Academic Dean for Faculty;
 - Memo from the ATP Committee and report of the Ad Hoc Committee;
 - Letters from outside reviewers, including a table showing the names and positions of all reviewers from whom letters were requested, with a brief description of their professional relationship to the candidate, and may also include a brief explanation regarding the reasons why any reviewers did not provide a letter;
 - Formal report on the candidate's teaching effectiveness and quality prepared by the Academic Dean for Faculty;
 - Candidate's CV and teaching portfolio; and
 - Candidate's personal statement.

These materials are distributed to the Board of Trustees Committee on Academic Affairs, which votes on the promotion. Promotion to Professor for full-time faculty is effective on the date of the committee's positive vote. The Provost's Office informs the Academic Dean for Faculty of the committee's vote, and the Academic Dean for Faculty informs the candidate in writing of his/her promotion. In the case of a negative decision, the Academic Dean for Faculty informs the candidate in writing.

For part-time faculty, the final authority to approve promotion rests with the Dean. The promotion takes effect on the date the letter is sent to the candidate informing him/her of the promotion.

8.1.2.2 Promotion to Associate Professor

The procedures for consideration of promotion to Associate Professor are the same as those for Professor, with the following exceptions.

- A. It is not mandatory that the Ad Hoc Committee considering the promotion include outside members, unless the candidate's discipline is not adequately represented among members of the committee holding the rank of Associate Professor or above,

in which case the procedure outlined above for Professor should be followed. In any case, the inclusion of outside members in the Ad Hoc Committee is recommended.

- B. At least ten letters must be sought and a minimum of six must be received;
- C. Promotions of full-time faculty to Associate Professor require the approval of the Senior Vice President/Provost. It is recommended that promotions of part-time faculty who are expected to become full-time in the future also be approved by the Senior Vice-President/Provost. If the promotion is recommended by the Deans after receipt of the ATP Committee report, the Academic Dean for Faculty sends the candidate's information to the Senior Vice President/Provost, who responds with a decision to support or to deny promotion. The Academic Dean for Faculty informs the candidate of the decision. Promotions take effect on the date of the Provost's positive response. In the case of part-time faculty, the same procedures for considering promotion are followed and the final authority to approve promotion rests with the Dean. The promotion takes effect on the date the letter is sent to the candidate informing him/her of the promotion.

8.1.2.3 Promotion to Assistant Professor

The procedures for consideration of promotion to Assistant Professor are the same as those for Associate Professor, with the following exceptions.

- A. For consideration of promotions to the level of Assistant Professor, the ATP Committee may act in place of the Ad Hoc Committee when the candidate's field of expertise is adequately represented on the committee.
- B. When an Ad Hoc Committee considers the appointment, it is not mandatory that the Ad Hoc Committee include outside members.

8.2 Promotion of Individuals with Primary Appointments at Other Schools

Faculty members may request consideration for promotion within the Friedman School if they have been promoted to a new faculty rank in the school of their primary appointment.

A faculty member who wishes to be considered for promotion on this basis should submit a letter to the Academic Dean for Faculty requesting consideration for promotion. If the promotion packet (CV, reviewers' letters, letters of support) is available, the candidate should request that a copy of the packet be sent to the Academic Dean for Faculty. If the promotion packet is not available, or if it is out of date, the candidate should submit the following materials:

- A current (within the last year) CV;

- A letter requesting consideration for promotion and explaining the basis for the request, which may be accompanied by a letter from the candidate's Department Chair or Dean supporting the promotion; and
- Any other information sought by the Dean or the Academic Dean for Faculty.

Based on this documentation, the Academic Dean for Faculty confers with the Dean and others as needed. The Dean decides whether or not to recommend consideration of the promotion by the ATP Committee. If the decision is to recommend, the Academic Dean for Faculty sends the information submitted by the candidate to the ATP Committee with a letter asking for their consideration of the candidate's request for promotion.

The ATP Committee reviews the information. The ATP Committee may seek additional information if, in their judgment, additional information is needed. The Committee votes on its recommendation on promotion, and reports that vote, with a memo summarizing the Committee discussion, to the Academic Dean for Faculty.

The Dean and the Academic Dean for Faculty decide whether to support or deny the promotion. If the Deans' decision is in conflict with the recommendation of the ATP Committee, the Academic Dean for Faculty must so advise the Chair of the ATP Committee. The Chair of the ATP Committee may request a meeting with the Dean or the Academic Dean for Faculty before the candidate is informed and the decision becomes final. The Academic Dean for Faculty then informs the candidate of the Dean's decision in writing within one month of receipt of the ATP Committee report.

Since all individuals with faculty appointments at other schools within Tufts University are by definition part-time in the Friedman School, the final authority to approve their promotion rests with the Dean.

8.3 Promotion of Associated Faculty

For associated faculty, promotion is typically based on a change in the person's primary appointment elsewhere. Promotion may be requested by the faculty member by letter to the Academic Dean for Faculty explaining the basis for the request. Promotion may also be initiated by the Dean or the Academic Dean for Faculty. Consideration for promotion requires the following materials:

- A current (within the last year) CV;
- A letter from the candidate explaining the basis for the suggested promotion; and
- Whatever additional documentation the Dean and Academic Dean for Faculty require.

Based on this documentation the Dean and the Academic Dean for Faculty confer. The Dean makes the final decision on promotion. These promotions do not require action by the ATP Committee, but the Committee will be informed of any such promotions by the Academic Dean for Faculty when they are made.

For promotion of part-time faculty, the Dean has final authority to promote. Clinical and Adjunct appointments are by definition part-time. Promotions of Visiting, Research and Professional Practice faculty who are employed full-time require the approval of the Senior Vice-President/Provost, and, at the level of Professor, by the President and the Board of Trustees Committee on Academic Affairs. The Academic Dean for Faculty informs the candidate of the Deans' decision within four months of the receipt of the candidate's information.

8.4 Promotion of Joint Faculty

The procedures for promotion of a faculty member with a joint appointment are the same as those for other Faculty as described in Section 8.1.

9. Renewals

For tenured full-time faculty, the continuous appointment is described in Section 13 below. For all other faculty, renewal of appointments without consideration of promotion is the responsibility of the Academic Dean for Faculty with concurrence of the Dean. Renewals are based on regular evaluation of faculty performance which is based on the information provided in the annual Faculty Review Form, teaching evaluations, formal course review, and other information requested by the Academic Dean for Faculty.

10. Non-Renewal, Change of Fraction of Time, and Termination of Untenured Faculty

Untenured faculty members whose appointments are not going to be renewed, or whose terms of employment are to be changed upon renewal, must be so informed in writing by the Academic Dean for Faculty. The Board of Trustees has affirmed that a full-time faculty member whose appointment is not going to be renewed must be so informed as follows:

- Not later than March 1 of the first academic year of service if the appointment terminates at the end of that year or, if an initial one-year appointment terminates during the academic year, not later than three months prior to the date of its termination; or.
- Not later than December 15 of the second academic year of service in the University if the appointment terminates at the end of that year or, if the initial two-year appointment terminates during an academic year, not later than six months prior to the date of its termination.
- Not later than twelve months prior to the date of termination of an appointment if the appointment terminates subsequent to the completion of more than two years of service in the University.

In addition, the Friedman School extends the same notification requirement for a part-time faculty member whose appointment is not going to be renewed, and for any faculty

member, full or part-time, whose fraction of salary is to be changed when the appointment is renewed. In the latter case, the period for notification may be waived or shortened with the agreement of the faculty member.

If a full-time faculty member requests leave without pay during his/her terminal year at Tufts, the granting of leave will not extend the appointment beyond the year for which the appointment was originally made; that is, the year of leave will constitute the individual's terminal year.

All other appointments may be terminated with three months' notice in writing by the Academic Dean for Faculty.

The Dean and Academic Dean for Faculty confer regarding questions of non-renewal and termination. Decisions regarding non-renewal and termination are made by the Dean.

11. Resignation and Retirement

A faculty member who intends to resign or to decline an offer of renewal is expected to notify the Academic Dean for Faculty in writing sufficiently in advance so that the Academic Dean for Faculty may provide for the hiring of a replacement without any break in continuity of the Friedman School's activities. The effective date of the faculty member's resignation should be the termination date of the faculty member's current appointment, or the end of the academic year (June 30). A faculty member should not plan to leave a position during the academic year except by express agreement with the Academic Dean for Faculty unless the individual's term expires during the academic year.

12. Emeritus

Upon retirement from the University, it is customary for the Dean of the Friedman School to recommend to the Senior Vice President/Provost and the President that a faculty member who has served Tufts University for at least ten consecutive years immediately prior to retirement be appointed Emeritus. This recommendation is forwarded to the full Board of Trustees for a vote. The title of Emeritus is awarded with the expectation that the Emeriti will remain active in the University community. Emeritus faculty will hold the rank they held at time of retirement.

13. Tenure

13.1. Definitions of Tenure, Tenure-track, Non-tenure-track, and Untenured

Tenured faculty members are granted a commitment from the Friedman School that their continuous employment can be terminated only for adequate cause, or under extraordinary circumstances because of bona fide financial exigencies or program discontinuance, or resignation or retirement. Tenured appointments are not subject to the periodic renewal of terms of employment.

Only full-time faculty members in the Friedman School who hold, or who are simultaneously promoted to, the unmodified rank of Associate Professor or Professor may be awarded tenure. The term tenure describes a condition of continuous employment, not an academic rank.

The purposes of tenure include the promotion and enhancement of academic freedom, but academic freedom is not limited to faculty with tenure. Whether tenured or untenured, members of the faculty enjoy academic freedom as described in the Policy on Academic Freedom, Tenure and Retirement of the Board of Trustees of Tufts University.

All appointments at the Friedman School are classified into three mutually exclusive categories: (a) tenured, (b) tenure-track, or (c) non-tenure track. Tenure-track is a probationary appointment in advance of consideration for tenure. The probationary period is no more than seven years in duration. All faculty appointments that are neither (a) tenured, nor (b) tenure-track are denoted (c) non-tenure-track. All faculty appointments that are not tenured, including both (b) tenure-track and (c) non-tenure-track, are denoted untenured. All new or renewed letters of appointment for untenured faculty members must state explicitly that the appointment is either tenure-track, or non-tenure-track.

Faculty may be awarded tenure during their probationary period in tenure-track status as described in Section 13.2, or they may be awarded tenure as part of a lateral appointment from outside the Friedman School as described in Section 13.3. In either case, the procedures for tenure review are described in Section 13.4.

13.2 Tenure-track Appointments

As noted in Section 7.1, when a faculty position with appropriate funding is identified, the Dean will specify whether the position will be eligible for tenure. If the position is ineligible for tenure, the eventual appointment will be non-tenure-track. If the position is eligible for tenure, the eventual appointment may be tenured, tenure-track, or non-tenure-track, as negotiated between the Dean and the candidate, subject to approval by appropriate Friedman School and University officials.

When an offer of appointment is made, the offer will explicitly state whether the offered appointment is tenured, tenure-track, or non-tenure-track. The offer will state any contingency on approval by Friedman School or Tufts University officials. If the offer is for a tenure-track appointment, the offer will state the duration of the probationary period, which is less than or equal to seven years. The probationary period may be shorter than seven years based on previous professional experience.

During the tenure-track appointment, the length of the term of appointment is described in Section 6 above, and the procedures for renewals and promotions in academic rank are described in Section 8. **A faculty member on a tenure-track appointment may not change to a non-tenure-track appointment.**

To initiate the tenure review, the Academic Dean for Faculty requests in writing that the ATP Committee consider the candidate for tenure. The Academic Dean for Faculty must initiate a tenure review more than 12 months before the end of the probationary period. Typically, the tenure review is initiated in the month of April of the penultimate academic year of the probationary period. At the candidate's request, the Academic Dean for Faculty may initiate the tenure review early. The timetable for review will not be affected or delayed by sabbatical leave(s) of absence. In the case of other leave(s) of absence, a delay may be negotiated in advance with the Dean at the time the leave is granted. Any delay must be approved by the ATP Committee.

The committee must provide its recommendation on tenure to the Academic Dean for Faculty within eight months of receipt of the letter.

13.3 Lateral Appointments with Tenure

For new hires with current faculty appointments at another school or university, lateral appointments with tenure require the approval of Friedman School and Tufts University officials described in this Section. Any preliminary offer of appointment must be explicitly contingent on these approvals. Having tenure at another institution or school does not automatically confer tenure at the Friedman School. Based on the recommendation of the search committee, and with the approval of the Dean, the Academic Dean for Faculty requests in writing that the ATP Committee consider the candidate for tenure. The committee must provide its recommendation on tenure to the Academic Dean for Faculty within four months of receipt of the letter and the complete packet of supporting materials.

13.4 Procedures for Deciding the Award of Tenure

Candidates for tenure must submit the following materials to the ATP at the time that the Dean of Academic Affairs writes the ATP Committee to initiate the tenure review:

- A current (within the last year) CV ;
- A letter requesting consideration for tenure;
- A personal statement describing the candidate's research and teaching goals and accomplishments, focusing on accomplishments during the entire tenure-track appointment;
- Copies of five to ten recent published articles, reports, or other appropriate works of which the candidate is sole author or an author who has made a major substantive contribution, representative of his/her work;
- A list of six to twelve suggested professional references. Most of these should be persons holding tenured or similar senior level academic appointments. The list should include the names and contact information for former students, mentors and other collaborators, as well as recognized leaders in the candidate's field who have not been associated with the candidate. For lateral hires, references received as part of the search may be counted among the references for consideration for tenure; and

- A teaching portfolio demonstrating effectiveness of courses, mentorship and other instructional activity, with a complete list of past and present Academic and Thesis Advisees and graduate trainees.

In addition, the Academic Dean for Education must also prepare an independent report on the candidate's teaching effectiveness and quality, which may include results of course evaluations, enrollment and other data.

To review these documents, the ATP Committee Chair, in consultation with the ATP Committee and the Academic Dean for Faculty, forms an Ad Hoc Committee of five or seven members. All Ad Hoc Committee members must have faculty rank higher than or equal to that of the candidate. The Ad Hoc Committee should include the department chair for the candidate's department, at least one member of the ATP Committee, at least one tenured faculty member from another school at Tufts University, and at least one tenured faculty member from outside of the University. The majority of the Ad Hoc Committee must have sufficient familiarity with the candidate's area of research to evaluate the technical quality and importance of the research contribution. . For lateral hires with tenure under Section 13.3, it is recommended that the Ad Hoc Committee include the search committee chair.

An Ad Hoc Committee may be given just the charge to recommend whether or not the University should confer tenure, or it may also simultaneously be given a charge to decide a promotion to professor (following the procedures in Section 8.1.2.1) or to associate professor (following the procedures in Section 8.1.2.2). If the Ad Hoc Committee is given both charges, the decisions about tenure and promotion are separate decisions. The members of an Ad Hoc Committee that is given both charges must meet the criteria for both charges.

The Ad Hoc Committee develops a list of reviewers who will be asked to provide a written evaluation of the candidate's suitability for tenure. This list must include some individuals in the candidate's field who were not suggested by the candidate. The majority of the reviewers should be persons holding tenured faculty appointments or similar positions at academic institutions. At least twelve letters must be sought, and at least ten letters must be received, preferably from "arm's length" reviewers who have not been teachers, mentors or students of the candidate. If fewer than ten letters are received, then more must be solicited. For lateral hires, letters received as part of the search may be counted among the references for consideration for tenure.

Persons who agree to be reviewers are sent a packet containing the following information:

- A letter requesting their assessment of the candidate and listing the criteria to be addressed. The suggested standard letter may be found in the Appendix;
- A copy of the sections of the Appointments, Tenure, and Promotions Procedures document that pertain to the qualifications of Friedman School faculty members;

- A copy of the candidate's CV, personal statement and teaching portfolio, along with recent published articles, reports, or other appropriate material representative of his/her work.

When reviewers' responses and the teaching effectiveness report have been received, the Ad Hoc Committee meets to assess the candidate's suitability for tenure. Each committee member must report that they have reviewed the candidate's complete application and are familiar with the scholarly work of the candidate. The Committee may decide to seek further information and hold another meeting, or it may decide to vote on the candidate's tenure at that time. The content of the committee's oral deliberations is strictly confidential, and each committee member is asked to express any and all concerns that might influence his or her vote, so that other committee members might consider and discuss that perspective prior to voting. After the vote of the Ad Hoc Committee is taken, the Committee must prepare a letter and report, addressed to the ATP Committee, describing the committee's evaluation of the candidate.

The letter describing the committee's evaluation of the candidate must include a report on the formal vote of the Ad Hoc Committee and their recommendation, listing the members of the Committee, including name, title, and a brief description of any previous professional relationship with the candidate. The committee's evaluation of the candidate should also address the following areas, to the extent the committee feels it can do so:

- a. Position of the candidate in the field;
- b. Significance of the candidate's scholarship;
- c. Quality, number, and impact of publications;
- d. Significance and quality of other scholarly work;
- e. Nature and significance of all contributions to the candidate's field;
- f. Candidate's professional recognition;
- g. Grant-supported activity;
- h. Teaching;
- i. Graduate training;
- j. Service to the profession;
- k. Contributions to professional practice; and
- l. Service to the school.

If the vote of the Ad Hoc Committee is not unanimous, the report should be drafted by a committee member who voted with the majority. Even if the committee is divided, every effort should be made to prepare a single report reflecting both the majority and the minority judgments on the candidate. If this is not possible, then the chair of the Ad Hoc Committee may ask a member who voted with the minority to prepare a minority report following the same format as the majority report. The Ad Hoc Committee Report must be signed by all members, or, if there are two reports, all members must sign one of the reports.

The Ad Hoc Committee report is submitted to the Chair of the ATP Committee. The ATP Committee reviews the Ad Hoc Committee report and transmits it to the Academic

Dean for Faculty as submitted with a memo summarizing its own discussion and recommendation on the candidate.

Upon receipt of the written report of the ATP Committee, the Dean acts on the award of tenure. If the decision of the Dean is in conflict with the recommendation of the ATP Committee, the Chair of the ATP Committee will be informed, and the Chair may request that the Dean meet with the committee to discuss the decision before the decision is final and the candidate is informed. The final decision will be made by the Dean. If the final decision is not in agreement with the Ad Hoc Committee and/or the ATP Committee, the Dean will write a formal letter to the committee explaining his/her action.

The award of tenure must be approved by the Senior Vice-President/Provost and by the President and Board of Trustees Committee on Academic Affairs. The Academic Dean for Faculty submits to the Provost's Office a complete copy of the candidate's materials, as follows:

- Letter of support from the Dean;
- Letter of support from the Academic Dean for Faculty;
- Memo from the ATP Committee, accompanying the report of the Ad Hoc Committee;
- Report of the Ad Hoc Committee;
- Letters from outside reviewers, including a table showing the names and positions of all reviewers from whom letters were requested, with a brief description of their professional relationship to the candidate; it may also include a brief explanation regarding the reasons why letters were not received by certain reviewers;
- The candidate's CV, personal statement and teaching portfolio;
- The formal report on the candidate's teaching effectiveness and quality prepared by the Academic Dean for Faculty.

These materials are distributed to the Board of Trustees Committee on Academic Affairs, which votes on the award of tenure. The award is effective on the date of the committee's positive vote. The Provost's Office informs the Academic Dean for Faculty of the committee's vote, and the Academic Dean for Faculty informs the candidate in writing of his/her award of tenure.

In the case of a negative decision, the Academic Dean for Faculty informs the candidate in writing. Candidates so informed may continue to serve for at least one additional year. No person may hold a tenure-track appointment for longer than eight years (counting up to seven years in the probationary period plus this additional final year). If the candidate was a lateral hire, the Academic Dean for Faculty' letter will say that tenure was not granted.

13.5 Pre-tenure Reviews and Advising

An important aspect of all faculty appointments is peer mentoring, based on frequent interaction with senior faculty within and outside the Friedman School, as well as annual

performance reviews of faculty members' contributions to the School's mission in education, research and impact on society. Tenure-track faculty may seek and be offered additional mentorship during the probationary period, including a formal pre-tenure review, for example, in the third year of the probationary period. Such a review would be led by one or more preparators appointed by the Academic Dean for Faculty, and would aim to develop a complete draft version of the candidate's tenure materials, draft lists of potential outside reviewers, and guidance on professional development appropriate to tenure-track faculty.

Appendix A. Suggested Format for CVs and Teaching Portfolios

The Appointments, Tenure and Promotions Committee recommends that CVs follow a standard format. At a minimum, the candidate's CV must list:

- All academic degrees with the years awarded;
- Past professional experience, with years at these appointments; and
- Publications, clearly distinguishing peer-reviewed publications from other publications, listing all authors in order of appearance on the published version.

A suggested format based on that used at the HNRCA appears below and is recommended for use by the ATP Committee, along with suggested elements for the teaching portfolio.

MODEL CV

DATE

FULL NAME AND DEGREE/S

CURRENT POSITION

Title(s), office address and contact information (email and phone)

EDUCATION

Undergraduate and graduate degrees

Years, institution and field or discipline

May include thesis titles and major advisors

POSTDOCTORAL TRAINING, LICENSURE AND CERTIFICATION

SUMMARY OF RESEARCH INTERESTS (1/2 page maximum)

EMPLOYMENT HISTORY

Academic appointments and relevant professional experience

AWARDS AND HONORS

PROFESSIONAL SERVICE

Editorial Boards, Association Memberships, Offices and Committees

FRIEDMAN SCHOOL OR UNIVERSITY SERVICE

Committee Assignments and Governance Roles

RESEARCH SUPPORT

Grant Title:

Funding Agency:

Amount:

Period:

Role: (indicate if Principal Investigator or co-Principal Investigator)

PUBLICATIONS (may include work currently in press or in review, indicating journal)
For publications with multiple authors, please list all authors in order of appearance on the published version.

- a) Refereed journal articles
- b) Books authored or edited
- c) Book chapters and invited reviews
- d) Editorials and commentary
- e) Case reports, if appropriate
- f) Other papers presenting primary data
- g) Published abstracts (optional)
- h) Invited lectures
- i) Non-print publications (films, videos, digital publications, etc.)

TEACHING PORTFOLIO

TEACHING RESPONSIBILITIES

Course or lecture titles, program names and dates, and enrollments if known

MENTORSHIP OF GRADUATE STUDENTS AND POSTDOCTORAL FELLOWS

Advisee or trainee names, research topics, and post-training placement if known

CURRICULAR AND INSTRUCTIONAL INNOVATIONS

Description of specific innovations applied to teaching and mentorship, with evidence of their effectiveness if known.

Appendix B. Model Report of an Ad Hoc Committee to the Appointments, Tenure, and Promotions Committee

Report of Ad Hoc Committee on the Appointment/Promotion of NAME, DEGREE INITIALS, to FACULTY RANK in the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy at Tufts University.

An Ad Hoc Committee consisting of the following persons was formed by the Appointments, Tenure, and Promotions Committee to review documentation pertaining to appointment/promotion of NAME, DEGREE INITIALS, to FACULTY RANK in the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy at Tufts University, and to make a recommendation.

AD HOC COMMITTEE MEMBER NAMES, DEGREE INITIALS, ACADEMIC APPOINTMENTS AND AFFILIATIONS

The Ad Hoc Committee met on DATE and discussed the merits of the candidate on the several criteria relevant to appointment/promotion to FACULTY RANK, and voted on the matter.

Criteria for evaluation were drawn from the Appointments, Tenure, and Promotions Policies and Procedures as approved by the faculty of the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy at Tufts University.

The Committee voted:

- in favor of appointment/promotion
- against appointment/promotion
- abstention

[Members should summarize the Ad Hoc Committee's assessment of the candidate in each category. Where a category was not deemed relevant to the decision, the committee should so note.]

- a. Position of the candidate in the field.
- b. Significance of the candidate's scholarship.
- c. Quality, number, and impact of publications.
- d. Significance and quality of other scholarly work.
- e. Nature and significance of other educational work and impact on society.
- f. Candidate's professional recognition.
- g. Grant-supported activity.
- h. Teaching.
- i. Graduate training.
- j. Service to the profession.
- k. Contributions to professional practice.
- l. Service to the school.

Appendix C. Model Report of the ATP Committee to the Dean

To: DEAN OF THE FRIEDMAN SCHOOL
 CC: ACADEMIC DEAN FOR FACULTY
 From: CHAIR, APPOINTMENTS, TENURE, AND PROMOTIONS COMMITTEE
 Date: DATE

Subject: Recommendation on CANDIDATE, DEGREE INITIALS

On DATE, the Appointments, Tenure, and Promotions Committee met, having reviewed the following materials for CANDIDATE, DEGREE INITIALS, candidate for appointment/promotion in the Friedman School:

[Representative list of materials]

- Report of the Ad Hoc Committee;
- Criteria for appointment/promotion to RANK in the Friedman School;
- Letter from Academic Dean for Faculty to NAME, Chair, ATP Committee;
- Letter of application from CANDIDATE to the Academic Dean for Faculty;
- Letter of support from NAME, RANK, AFFILIATION;
- Candidate's CV;
- Letters of evaluation by persons suggested by the ATP Committee, the Ad Hoc Committee, and persons suggested by the candidate;
- Published papers and reports of which the candidate was an author;
- Letter on the candidate's teaching from the Academic Dean for Education and
- Syllabus for COURSES, WHERE RELEVANT;
- Enrollment information for COURSES, WHERE RELEVANT;
- Student evaluations for COURSES, WHERE RELEVANT.

The Appointments, Tenure, and Promotions Committee accepts the enclosed report of the Ad Hoc Committee and independently endorses the appointment/promotion of CANDIDATE, DEGREE INITIALS, to RANK in the Friedman School. The vote of the Appointments, Tenure, and Promotion Committee was ___ yes, ___ no, ___ abstentions.

[Alternately, " The Appointments, Tenure, and Promotions Committee does not endorse the enclosed report of the Ad Hoc Committee and recommends the following: [COMMITTEE COMMENTS HERE]. The vote in favor of this recommendation by the Appointments, Tenure, and Promotion Committee was ___ yes, ___ no, ___ abstentions.]

The supporting materials are attached.

Appendix D. Contents of Promotion Packet for Review by Provost / Senior Vice President and Board of Trustees Committee on Academic Affairs.

[Note: Effective 2001, the University Trustees receive all information electronically from the Friedman School's designated secretary (via the Trustee Highway drive on the University computer network). All documents that do not exist electronically should be scanned. A signed hard copy of all letters should be delivered to the provost. For most recent details concerning meeting materials for the University Trustees, contact the Trustees Office.]

- Letter of support from the Dean;
- Letter of support from the Academic Dean for Faculty;
- Memo from the Appointments, Tenure, and Promotions Committee, accompanying the report of the Ad Hoc Committee;
- Report of the Ad Hoc Committee (accompanied by CVs of members from outside Tufts)
- Letters from outside reviewers, including a table showing the names and positions of all reviewers from whom letters were requested, with a brief description of their professional relationship to the candidate, and may also include a brief explanation regarding the reviewers from whom no letter was received;
- Formal report on the candidate's teaching effectiveness and quality prepared by the Academic Dean for Education;
- Candidate's CV and teaching portfolio; and
- Candidate's personal statement.

Appendix E. Model Contact Letter with Prospective Candidate

HEADING

Dear CANDIDATE'S NAME:

Thank you for your interest in a faculty appointment in the Friedman School. In order to be considered for faculty appointment, please submit the following materials.

1) An up-to-date CV. The Appointments, Tenure, and Promotions Committee recommends that CVs follow a standard format, as suggested below. At a minimum, the candidate's CV must list

- All academic degrees with the years awarded;
- Past professional experience, with years at these appointments; and
- Publications, clearly distinguishing peer-reviewed publications from other publications, listing all authors in order of appearance on the published version.

2) A letter (2-3 pages) from you explaining in some detail your intended activities as a faculty member. Friedman School faculty serve a variety of roles in research, teaching and societal impact, including:

- Development and delivery of sponsored research and externally funded programs
- Development and delivery of courses, training and educational programs
- Mentorship and advising of graduate students and postdoctoral trainees
- Service and leadership for Ph.D. qualifying examination and thesis committees
- Service and leadership for Friedman School and Tufts University governance through participation in faculty meetings and service on appointed or elected committees.

Not all faculty do all of these things, of course; this list gives you an idea of how faculty may contribute. If you have done any work with the Friedman School in the past, you may also wish to describe it in this letter.

3) If you are currently employed elsewhere at Tufts University, please include a letter from your supervisor to the Academic Dean for Faculty, commenting on your request for a faculty appointment. If your supervisor is also a Friedman School faculty member, he or she may wish to comment on what he or she sees as your future work on the faculty.

4) A list of three to five references with their titles and contact information. The committee may contact these persons with your materials for their assessment of your professional work and suitability for appointment. The committee may also contact persons whom you have not listed for such an assessment.

5) A list of any graduate trainees you may have worked with in the past, and the nature of your work with them. The ATP Committee may wish to contact graduate trainees for their input.

6) Three to five articles of recent research as closely related to nutrition as possible. If the committee seeks input from other professionals in the field, they may include these articles in your packet. In any case, they and the Deans will also review these articles.

Once we have received these materials, the Dean of the Friedman School (DEAN'S NAME) and the Academic Dean for Faculty (ADF's NAME), will review them and determine whether or not to recommend you for consideration by the Appointments, Tenure, and Promotions Committee. The Appointments, Tenure, and Promotions Committee and an Ad Hoc Committee will review your materials and, before making a recommendation to the Dean, may request letters of reference from persons named by you or the Committee. After the Appointments, Tenure, and Promotions Committee makes its recommendation to the Dean, the final decision on appointment is made by the Dean. [Alternately, "...the Dean decides whether to recommend the appointment to University officials for final approval."]

If you have any questions, or if I can be of assistance to you in this process, please contact me at the address below.

Sincerely,

/S/

SEARCH COMMITTEE CHAIR (OR MEMBER)

Appendix F. Model Letter to Reviewers

HEADING

Dear REVIEWER'S NAME

I am writing on behalf of the Appointments, Tenure, and Promotions Committee of the Friedman School to request your assistance in reviewing CANDIDATE, DEGREE INITIALS, for appointment/promotion to RANK/TENURE in the school.

Your assistance is requested in the committee's evaluation of CANDIDATE in those areas in which you feel qualified to comment.

Enclosed are the following materials:

- CV;
- Letter of application by the candidate;
- Research papers/publications of which the candidate was an author; and
- Criteria for promotion to RANK/TENURE in the Friedman School (for your reference).

The committee asks that, after reviewing the materials, you write a brief letter of evaluation. In your letter, please include the following:

- A specific recommendation on whether or not you think the candidate is appropriately qualified for promotion to RANK/TENURE; and
- A brief evaluation of the candidate's scholarship and publications in terms of their academic merit and originality, their significance as contributions to advancing the candidate's field in terms of research, education and impact for food and nutrition broadly defined, including their potential to alter the nutritional well-being of populations, directly or indirectly. [ADDITIONAL EXPLANATION MAY BE ADDED HERE IF NECESSARY TO EXPLAIN THE NATURE OF THE CANDIDATE'S WORK.]

Note that evaluation of the teaching component of a candidate's evaluation is normally handled internally, by the deans and the committee. If you have worked with CANDIDATE in connection with his teaching or supervision of doctoral students, feel free to provide your assessment in these areas.

Your response will be reviewed by the Ad Hoc Committee on this appointment/promotion, the Appointments, Tenure, and Promotions Committee of the Friedman School, the Academic Dean for Faculty, and the Dean of the Friedman School, [where pertinent "and University officials"] and will be held in confidence to the degree permitted by law.

The committee and deans appreciate the time and effort that meeting this request entails. The importance of input from colleagues external to the University is critical to our ability to make a well-considered decision. The Appointments, Tenure, and Promotions Committee looks forward to your response when it is submitted, not later than DATE. If this deadline presents a problem, please contact SECRETARY'S NAME (information below).

Please send your completed evaluation to the secretary to the committee,

SECRETARY NAME, secretary
Friedman School of Nutrition Science and Policy
Tufts University
150 Harrison Avenue
Boston, MA 02111
PHONE: 617-636-3704
FAX: 617-636-3794

Thank you for your assistance and please contact me directly with any questions, concerns, or requests for additional information. I hope you will be able to participate in this effort. If your reply is affirmative, please confirm or correct your mailing and phone information above.

Sincerely,

SECRETARY'S NAME, secretary
Appointments, Tenure and Promotions Committee