



Faculty Handbook

**Gerald J. and Dorothy R. Friedman School of
Nutrition Science and Policy**

Tufts University

May 2015



Dear Faculty Member,

Welcome to the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy. We are pleased to have you as a member of the Tufts Community and hope you find your association with the University to be an enriching and engaging work experience.

This Faculty Handbook is your guide to University personnel policies and procedures; it will also familiarize you with programs, facilities, and services that Tufts offers. This handbook cannot cover every eventuality that may arise. Its purpose is to summarize or highlight current policies and practices for faculty members. If you have questions or would like more information, your supervisor is your most immediate resource.

We invite you to share with us your questions and thoughts about your work at Tufts.

Sincerely,

Purpose of the Faculty Handbook

This handbook provides all faculty members at the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy with information about the rules and regulations that apply to them as faculty of the School. It provides general information about Tufts University and the School and describes personnel policies and procedures, research guidelines and faculty roles and responsibilities. Faculty members are responsible for knowing and complying with these policies and procedures.

The statements and documents that affect faculty appointments come from many sources and are based on trustee policies, faculty resolutions, historical precedents, and federal and state regulations. The information contained in this handbook is periodically changed and updated. Therefore, this handbook serves as a guide and is neither a definitive statement of current policies and procedures nor a contract. For the most updated information, readers are referred to School and University websites. Questions concerning the policies described herein should be referred to the Office of the Academic Dean for Education or the Academic Dean for Faculty, Friedman School of Nutrition Science and Policy, or the Office of the Provost at Tufts University for interpretation and clarification.

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1. General Information

Tufts University is a privately endowed, non-sectarian institution of higher learning chartered by the Commonwealth of Massachusetts in 1852. Its legal corporate name, applying to all divisions of the University, is “Trustees of Tufts College,” under which name the management and execution of its business affairs are conducted.

A. Schools and Colleges of Tufts University

The official names of the degree-granting units of the University are:

- School of Arts and Sciences
 - College of Liberal Arts and Jackson College
 - Graduate School of Arts and Sciences
 - College of Special Studies and the Tufts University Summer Session
- School of Engineering
- Fletcher School of Law and Diplomacy
- School of Dental Medicine
- School of Medicine
- Sackler School of Graduate Biomedical Sciences
- The Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy
- Cummings School of Veterinary Medicine

Other instructional units that are not degree-granting include the Experimental College (part of the School of Arts and Sciences), and the Jonathan M. Tisch College of Citizenship and Public Service.

B. Campus Locations

Tufts University has three campus locations: Medford, Boston, and Grafton, all in Massachusetts. The Graduate School of Arts and Sciences and the colleges that make up the undergraduate division comprise the Faculty of Arts and Sciences. The Faculty of Arts and Sciences, The School of Engineering, and the Fletcher School of Law and Diplomacy are located on the Medford Campus. The Schools of Medicine, Dental Medicine, and Veterinary Medicine, the Sackler Graduate School of Biomedical Sciences, the Friedman School of Nutrition Science and Policy make up the Health Sciences schools. These Schools are all on the Boston campus, except for the Cummings School of Veterinary Medicine which is located on the Grafton campus. Related research centers have facilities in various locations, notably the Jean Mayer UDSA Human Nutrition Research Center on Aging at Tufts University (HNRCA) which is located on the Boston campus, and the Feinstein International Center (formerly “the Famine Center”) which is located on the Medford campus.

C. Friedman School of Nutrition Science and Policy

The School’s official name is the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy. The name is often abbreviated as the “Friedman School of Nutrition Science and Policy” (FSNSP), or “the Friedman School”.

a. Mission Statement

The School’s mission statement is “Passionately advancing nutritional well-being for people worldwide through excellence in research and teaching, and shaping of public policy.”

b. Governing Structure

The administrative officers of the University are appointed by the Trustees. They consist of the President, Executive Vice President, Academic Vice President / Provost, various other vice-presidents, school deans, and other such officers as the Corporation has designated. The administrative officers of the Friedman School are appointed by the Dean, subject to approval by the Provost.

c. Deans and Administrative Officers

Dean

The highest official of the School of Nutrition Science and Policy is the Dean (with the title of Dean of the School or Dean for Nutrition Sciences), who is responsible for all aspects of its operation, and is

appointed by the Trustees of the University. The Dean is responsible to the President of the University and the Provost. The Dean makes recommendations to the Provost regarding appointments to and promotions within the faculty and appointments of all other Deans and Administrative Officers of the School; executes specific instructions of the faculty in areas of its responsibility; 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. The Dean represents the School to its external stakeholders, and leads the School's faculty and staff in pursuit of our mission at the highest standard of professional and ethical conduct.

Academic Dean for Faculty (ADF)

The Academic Dean for Faculty (ADF), will oversee, integrate, and create new programs related to faculty development, faculty affairs, and scientific research. The ADF will coordinate the School's efforts to mentor and develop outstanding faculty engaged in well-funded, high-impact, high-visibility research programs; lead the School's faculty capacity and faculty development to ensure high quality, consistent teaching and instruction, in consultation with the ADE; oversee recruitment and mentoring programs of high quality postdoctoral fellows, including supporting their professional growth; support diversity in recruitment and achievement of the faculty and fellows; coordinate research affairs, including review of sponsored research proposals and requests for research bridge funding, space, or other support; promote and support multi-disciplinary and multi-institutional research collaborations across Tufts and beyond; and promote and support real-world impact of the School's research, teaching, and other activities across the university, local communities, the US, and internationally.

Academic Dean for Education (ADE)

The Academic Dean for Education will oversee and ensure integration of all of the School's programs related to teaching, students, and student life. The ADE will focus and lead the School's efforts to deliver excellent education programs and outcomes to our students, including certificate, masters, and doctoral students; oversee and coordinate academic programs led by the individual Program Directors; support faculty mentoring in relation to teaching in coordination with the ADF and pedagogical development; oversee student experiences and mentoring for non-didactic (e.g., research, community) learning activities and career development; support diversity in enrollment and achievement of the study body and support staff; provide input to and work closely with the ADF on faculty recruitments and development related to teaching; and oversee student affairs and the blended and distance learning

Executive Administrative Dean (EAD)

The Executive Administration Dean will oversee and ensure integration of all administrative aspects aof the School. The EAD will lead and wversee the professional staff; be responsible for the strategic use of School resources; coordinate and implement hiring strategy in concert with human resources; provide faculty, students, and other staff with leadership of operational tasks;diversity in positions and achievement of the professional staff; and represent the School and integrate it with other schools across the University.

Associate Dean for Student Affairs

The Assistant Dean for Student Affairs directs and manages student services including recruitment and admissions, registration and dissemination and ascertainment of degree requirements, and support for student life and activities on campus. The Assistant Dean manages the Office of Student Affairs staff, budget, planning, and operations, including the collection and reporting of student data. This Assistant Dean represents the School both within and outside the Tufts community, and reports to the Academic Dean for Education.

Senior Director of Finance and Administration

The Senior Director of Finance and Administration is responsible for development of School budgets and oversees day-to-day management of the School's resources. Responsible to the Dean, this administrator

directs the use of funds, office space and support staff to best pursue the School's mission in compliance with all applicable legal and regulatory standards.

Senior Director of Academic Initiatives

The Senior Director of Academic Initiatives is responsible for day-to-day management of the School's off-campus instructional programs and external communications, implementation of course evaluation procedures, internet and print publications and public conferences. Responsible to the Dean, this Senior Director manages the Office of Academic Initiatives staff, budget, planning and operations.

Directors of Programs

Program Directors are responsible for defining, planning, facilitating the growth and insuring the academic quality of the Friedman School's degree programs. Program Directors participate in student admissions, allocation of funding, advising, course offerings and curriculum development for their programs in collaboration with the Academic Dean for Education. Program Directors report to Academic Dean for Education.

Directors of Centers

Center Directors are responsible for facilitating research and outreach activities in their area of interest. Responsible to the Dean, the Center Directors maintain their Center's budget, facilities and staff, in collaboration with the Academic Dean for Education, Program Directors and other administrative officers.

Other Administrative Positions

From time to time, all faculty and staff in the school may take on administrative roles, typically as Principal Investigator or Director of a specific project. Responsibilities in these positions include managing the budget, staff and operations of that project, subject to the oversight of the Senior Director for Finance and other administrative officers.

d. Faculty

The Faculty ("Faculty" consists of all persons holding appointments in the Friedman School at the level of Instructor, Assistant Professor, Associate Professor, or Professor. The President of the University, Provost, and Dean are faculty members ex-officio. The "Associated Faculty" includes all persons holding Visiting, Adjunct, Clinical and Emeritus appointments in the Friedman School, and may be employed within or outside of Tufts University.

The function of the faculty includes teaching courses and mentoring students, participating in governance of the School and setting its educational policies, and recommending to the Board of Trustees all candidates for degrees granted by the school as authorized by the Trustees. The rights and responsibilities associated with a faculty appointment are distinct from a faculty member's employment relationship within Tufts University. Faculty members may be employed by the School itself, by one of its affiliated research centers, or by other instructional units of Tufts University such as the Medical, Dental, Veterinary or Engineering Schools, the Fletcher School or the College of Arts and Sciences. Faculty members who are employed by research centers and other instructional units at Tufts University are typically compensated for teaching time by fiscal transfers ("salary offsets") from the School to their employer. Associated Faculty who are not employed by Tufts University are typically compensated individually for their teaching time.

Further information can be found in the *Appointments and Promotions Policies and Procedures Manual*, at <http://nutrition.tufts.edu/documents/ATPManual.pdf>. A directory of the Friedman School Faculty and Associated Faculty with contact information, research interests and selected publications is available online at <http://nutrition.tufts.edu/faculty>.

e. Faculty Meetings

Formal meetings of the entire school faculty are held at least quarterly during the academic year; usually two meetings during the fall semester, and two during the spring semester. Additional all-school meetings may be scheduled by the President, Provost, or Dean. Faculty associated with individual

departments, programs or centers may hold additional meetings scheduled by their respective chairs or directors.

All members of the Faculty have voting status. Associated Faculty do not, but may otherwise participate in and be heard at meetings of the faculty. A quorum consists of at least twenty percent of the faculty eligible to vote. The secretary of the faculty provides email notices of each meeting with agendas and items for vote to members of the faculty at least two weeks before each meeting.

f. Faculty Committees

There are six standing faculty committees: Admissions, Appointments Tenure and Promotions, Committee on Committees, Curriculum and Degrees, Finance and Fundraising Advisory, and Grievance (see Appendices A and B). Members of all committees except Admissions are chosen by faculty elections held every two years. With the exception of Admissions, committee chairs are selected by majority vote by the voting members of each committee. Admissions committee members are appointed by the Academic Dean for Education, on the recommendation of Program Directors. Members of Curriculum and Degrees committee are elected every two years with the exception the Academic Dean for Education who serve as ex officio. Student members are elected or appointed to three committees: Admissions, Curriculum and Degrees, and Finance and Fundraising Advisory.

In addition to the standing faculty committees named above, subcommittees and ad hoc committees may be named from time to time by the deans or the committee chairs. Both faculty and non-faculty may serve on such committees.

g. Academic Programs

The Friedman School offers a Master of Science (MS) and a Doctor of Philosophy (PhD), plus a Master of Arts in Humanitarian Assistance (MAHA) degree offered jointly with the Fletcher School, and a Master of Nutrition Science and Policy (MNSP) degree offered as a hybrid learning program. The combined MS Degree in Nutrition and Dietetic Internship (NDI) program is offered in conjunction with the Frances Stern Nutrition Center at Tufts Medical Center. Descriptions of the School's degree programs follow. See Table 2 for a summary of the programs.

Degree Programs in the Department of Nutrition Sciences

Biochemical and Molecular Nutrition (MS and PhD)

The Biochemical and Molecular Nutrition (BMN) program is designed to train scientists investigating fundamental biochemical, physiological and molecular processes in nutrition. The program leads to the Masters of Science and Doctor of Philosophy degrees, as well as a dual degree with MPH. The curriculum includes core courses in the areas of graduate biochemistry, nutrition, nutritional biochemistry, human physiology, biostatistics, and epidemiology. There are also mandatory laboratory rotations. In addition, each student is required to select an area of specialization in consultation with the advisor. Most BMN students conduct research with faculty at the HNRCA or the Sackler School.

Nutritional Epidemiology (MS and PhD)

The program in Nutritional Epidemiology (NEPI) trains students in the design, implementation and interpretation of research on diet, nutritional status and health across populations. Nutritional epidemiology is a quantitative, statistical approach which can help to elucidate the nutritional etiology of disease, health and mortality, as well as the social or behavioral etiology of dietary intake and health status. The course plan includes training in nutrition, nutritional biochemistry, human physiology, biostatistics and epidemiology. Most NEPI student conduct research with faculty in the Friedman School who are based at the HNRCA, in the School of Medicine or at Tufts Medical Center.

Combined MS/Dietetic Internship (MS and preparation for Registered Dietitian credential)

The combined Master of Science in Nutrition / Dietetic Internship (NDI) program at the Frances Stern Nutrition Center prepares students to be Registered Dietitians. This twenty-month program combines clinical and graduate education. It is designed for professionals who wish to specialize in either clinical nutrition or other applied areas such as a public health specialization in maternal and child health or in

nutrition education. Successful completion of the program fulfills the clinical training criteria for registration as a dietitian.

Degree Programs in the Department of Food and Nutrition Policy

Nutrition Communication and Behavior Change (MS)

The program in Nutrition Communication (NCOM) is offered in partnership with the Tufts University School of Medicine program in Health Communication, and in collaboration with the Emerson College School of Communication, Management and Public Policy. It is designed to prepare graduates for the growing job opportunities available to professionals trained to communicate sound nutrition information effectively. The program combines the expertise of Tufts' own internationally recognized faculty, the unique skills of health communication experts at Emerson College, and the enormous breadth of knowledge available across all the Tufts campuses with a wealth of opportunities for related work experience. Together, the combination of academic courses and practical experience prepares graduates for exciting and rewarding careers in which effective communication makes a difference.

Food Policy and Applied Nutrition (MS and PhD)

The Food Policy and Applied Nutrition (FPAN) program focuses on food and nutrition problems that are linked to issues of global development, economics, and politics. Designed around a high-quality, multidisciplinary teaching and research curriculum, the program seeks to equip students with the diverse skills and knowledge base they will need to make a successful impact on food policy and nutrition interventions worldwide. There are three approved FPAN specializations: Food Policy and Economics; Nutrition Interventions: Design, Operation, and Management; and Humanitarian Assistance.

Agriculture, Food and Environment (MS and PhD)

The program in Agriculture, Food, and Environment (AFE) addresses interconnections among environmental, social, nutritional, and safety aspects of the food supply. The program offers diverse community service and internship placements, and opportunities to participate in research on sustainable agriculture, local food systems, and human behavior related to food and the environment. Students in the AFE degree program learn to evaluate the ecological, economic, political, and social aspects of food production and distribution systems. The program encompasses a broad range of systems, mainstream and alternative, as well as local, regional, national and global. The degree program combines Tufts University's strengths in nutrition, health sciences, environmental sciences, international development, and environmental policy.

School-wide Degree and Certificate Programs

Master of Arts in Humanitarian Assistance (MAHA) -- Joint with the Fletcher School

The Master of Arts in Humanitarian Assistance is a one-year combined degree offered by the Friedman School of Nutrition Science and Policy and the Fletcher School of Law and Diplomacy. The program is geared toward mid-career professionals who have significant field experience in humanitarian assistance. The program's mission is to offer an academic setting where professionals can develop their knowledge and skills in the areas of nutrition, food policy, and economic, political and social development as they relate to humanitarian assistance in famine, complex emergencies and other disasters. Practitioners study, read about, reflect on, and write about humanitarian theories, programs, and policies. Leadership for this degree program is housed in the Feinstein International Center.

Master of Nutrition Science and Policy (MNSP) -- Off-site hybrid learning

The Master of Nutrition Science and Policy is a sixteen-month program that combines online learning with periodic residencies. It consists of eight courses and a thesis conducted in four 13-week semesters, with a biannual intensive residency period in Ras Al Khaimah, United Arab Emirates. The remainder of each course is taught using distance learning methods. The curriculum combines the Friedman School's emphasis on both science and policy, with a focus on the nutrition and public health challenges of the Gulf, Middle East, North Africa and South Asia.

Graduate Certificates – Online only

Graduate Certificate Programs – Online only

The Friedman School offers online courses designed for working professionals to further their education in specific nutrition-related fields. Currently, the School offers Certificates of Graduate Studies in the following fields: Developing Healthy Communities: Nutrition, Behavior, & Physical Activity; Nutrition Science for Communications Professionals; Nutrition Science for Health Professionals; Sustainable Agriculture & Food Systems; and Delivery Science for International Nutrition. Each certificate is made up of three courses. All courses are taught online by Tufts faculty, and every course is held to the same academic standards and rigor as those taught live on the Boston campus. Each certificate takes a minimum of one year to complete. The certificate in Delivery Science for International Nutrition is conferred by both Tufts and the United Nations University, offering an enhanced level of recognition by virtue of the standings of both institutions.

Table 2: Friedman School of Nutrition Science and Policy Degree Programs

Abbr.	FSNP Program	Specializations	Degrees Offered	Internship Required	Program Director
BMN	Biochemical and Molecular Nutrition	Individualized	MS, PhD	No	Stefania Lamon-Fava
NEPI	Nutritional Epidemiology	Biostatistics	MS, PhD	No	Nicola McKeown
NDI	Combined MS/Dietetic Internship	None	MS, clinical internship, preparation for Registered Dietitian Credential	Yes	Carole Palmer and Kelly Kane
NCOM	Nutrition Communication	None	MS	Yes	Jeanne Goldberg
FPAN	Food Policy and Applied Nutrition	Food Policy and Economics; Nutrition Interventions; Humanitarian Assistance	MS, PhD	Yes	Beatrice Rogers
AFE	Agriculture, Food and Environment	Individualized	MS, PhD	Yes	Timothy Griffin
MAHA	Humanitarian Assistance	None	M.A. (joint with Fletcher School)	No	Daniel Maxwell
MNSP	Hybrid Learning (Online with Residency in RAK)	None	MNSP (Residency in RAK)	No	Lynne Ausman

h. Dual Degree Programs

The School offers dual degree programs with the School of Medicine, the School of Arts and Sciences, and the Fletcher School of Law and Diplomacy. Descriptions of dual degree programs follow. See Table 3 for a summary of these dual degree programs.

MS/MPH in Nutrition / Public Health

The dual MS/MPH track combines the resources of Graduate Programs in Public Health at Tufts University School of Medicine and the Friedman School, both well known for successful cross-disciplinary programs. While students in the MPH program may specialize in nutrition, the MS/MPH track provides more in-depth nutrition coursework than does the MPH nutrition concentration alone. Students are able to earn both the MS and MPH degrees in two and a half intensive years of full-time study (four courses each semester).

MS/MA in Nutrition / Urban and Environmental Policy and Planning

This program was developed for students in the Agriculture, Food and Environment Program who are interested in ways that food policy fits into broader areas of public policy, especially community

development, and for students in the Department of Urban and Environmental Policy and Planning who want to apply their policy skills to agricultural and food system issues. The program requires three years of full-time study (or the equivalent if taken part-time). On completion, the student earns a Master of Arts degree from UEPP and a Master of Science degree from AFE.

MS/MALD in Nutrition / Law & Diplomacy

This combined degree program, offered in conjunction with the Fletcher School of Law and Diplomacy, provides an opportunity for a limited number of highly qualified students to earn both the Masters of Arts in Law and Diplomacy (MALD) degree and MS in Food Policy and Applied Nutrition in three years. Normally, each program takes two years to complete. This dual degree prepares students for careers in international food and nutrition policy, in economic development, in government agencies, and in business and trade as they relate to public health and nutrition, food availability, and human welfare.

Table 3: Dual and Joint Degree Programs

FSNSP	→	Dual MS /MPH Nutrition and Public Health	<--	School of Medicine
FSNSP	-->	Dual MS / MA Agriculture, Food and Environment / Urban and Environmental Policy	<--	School of Arts and Sciences Department of Urban and Environmental Policy
FSNSP	-->	Dual MS / MALD Nutrition / Law and Diplomacy	<--	Fletcher School of Law and Diplomacy

i. Program and Department Affiliations of Students and Faculty

Each student is affiliated with one academic degree program within the School, under the direction of a faculty Program Director whose role is detailed in Appendix E. Program Directors approve all admissions and changes in a student’s program affiliation, recommend assignments of appropriate faculty advisors, initiate program-wide activities and lead the development and maintenance of all program requirements. Since each student is affiliated with one and only one program, their Program Director ensures continuity and connectedness of their academic experience.

Faculty members teach and advise students in one or more academic programs, as detailed in Appendix F. A faculty member’s teaching and advising assignments in each program are determined by the Program Director, in coordination with other academic programs through their department and School administrators. Faculty members’ overall portfolio of activity, including research and service as well as teaching, is reviewed annually by their Academic Dean Education, Center Director (if applicable) or their employer within or outside the school.

j. Centers of Intellectual Activity

Friedman School faculty and staff may be employed by Centers affiliated with the School that offer specialized resources, support staff and facilities both on and off campus. Each Center’s budget, staff and resources are managed by a Center Director, in coordination with the School through its departments and administrative offices. Each center is described briefly below:

Feinstein International Center

The Feinstein International Center was founded in 1997 to study the nature of famine and famine relief. Since then the FIC has broadened into a multidisciplinary institution focused on providing the understanding, teaching, and evidence needed to drive positive change in policies and practices affecting crisis-affected communities. The Center’s research and action focus on people affected by conflict, disasters, economic chaos, and gross violations of human rights. Our mission is to contribute to

knowledge, policy, and practice that protects and strengthens the lives and livelihoods of people in crisis-affected and marginalized communities.

Website: <http://sites.tufts.edu/feinstein>

Location: 200 Boston Avenue, Suite 4800, Medford, Massachusetts 02155

Phone: (617) 627-3423

Director: Karen Jacobsen, Interim

Frances Stern Nutrition Center

The Frances Stern Nutrition Center, established in 1918, includes the outpatient nutrition clinic and the inpatient nutrition services for Tufts Medical Center. The Center was the first organization of its kind in the world and has served as a model for many other nutrition clinics in the U.S. and abroad. The Center and the School offers a combined dietetic internship and MS degree in nutrition. The Frances Stern Nutrition Center recognizes that eating should be enjoyable, even for those with special dietary needs. We believe that nutrition is an important component of optimal health, disease treatment, and risk reduction.

Website: <http://www.tuftsmedicalcenter.org/OurServices/SpecialServicesandCenters/FrancesSternNutritionCenter>

Office Location: Center Building, 1st floor, 800 Washington St Boston, MA 02111

Clinic Location: Biewend Building 5th floor, 260 Tremont St., Boston, Massachusetts, 02111

Mailing Address: Tufts Medical Center, Box 783, 750 Washington Street, Boston, Massachusetts, 02111

Phone: 617-636-5273

Director: Johanna Dwyer

Jean Mayer USDA Human Nutrition Research Center on Aging (HNRCA)

The HNRCA at Tufts University is operated through a cooperative agreement with the Agricultural Research Service (ARS) of USDA. Located on the Tufts University Health Sciences campus in Boston, Massachusetts, the HNRCA is one of the research centers in the United States supported by the United States Department of Agriculture (USDA)/ARS. HNRCA scientists, trained in disciplines such as nutrition, biochemistry, physiology, epidemiology, and molecular biology, explore relationships between nutrition, aging and health.

Website: <http://www.hnrc.tufts.edu>

Location: 711 Washington Street, Boston, MA 02111

Phone: 617-556-3335

Director: Simin Meydani

II. Personnel Policies and Practices

A. Equal Opportunity

The Friedman School is committed to the principles of equal opportunity and equal treatment for every prospective and current employee and student. Faculty members may supervise students and other employees, and in these capacities you should expect to be treated, and you are expected to treat others, in accordance with the policy statements on equal opportunity and affirmative action of Tufts University. In particular, you should maintain the highest standards of ethical and professional conduct, and be familiar with all University-wide policies and procedures maintained by the Office of Equal Opportunity at <http://oeo.tufts.edu>.

B. Other Policies and Practices

Employment at the Friedman School is governed by all University-wide policies and practices, a complete list of which is maintained online, at: <http://inside.tufts.edu/policies>. Updated information regarding terms of employment is provided by the Office for Human Resources at <http://hr.tufts.edu>. A few of the most important provisions are described below. Some provisions are specific to faculty who are also Friedman School employees. Faculty who are employed by research Centers or other units of Tufts University are subject to their own terms of employment.

a. Faculty Benefits

Benefits are an important part of faculty compensation. Typically, faculty employees may choose from three medical plan options, a dental plan, Flexible Spending Account plans, and a variety of insurance and retirement-savings plans. For several of these plans, you have multiple choices or options. In most cases, you are given one opportunity each year to make changes in options for the following year, although you may have additional opportunities to make changes under certain circumstances, such as a birth, death, or change in your family. Updated information is provided at <http://www.tufts.edu/hr/bene>.

b. Vacation and Medical Leave

According to Tufts University policy, faculty holding twelve-month employment contracts are entitled to one month of vacation leave (20 days) with pay each year, but such vacation leave may not be accumulated, nor may it be claimed as terminal leave after the effective date of the contract termination or resignation. Tufts University faculty members with nine-month employment are not eligible for vacation leave. It is the responsibility of faculty to maintain a cumulative record of time off at the Employee Self-Serve website accessible from <https://hrss.hr.tufts.edu>. University-wide regulations governing medical and other leaves for employees, in compliance with the Family Medical Leave Act (FMLA) and other rules, are posted at:

www.tufts.edu/hr/webcm/docs/handbooks/EmployeeHandbook.pdf.

c. Tuition Remission Program

This program is available to benefits-eligible employees, spouses, same sex domestic partners and dependent children who are interested in taking classes at Tufts University. For faculty members, receiving the full benefit for dependent children requires you to have had full-time status for at least the previous five years as of the start of each semester for which you apply for benefits for your dependent child. For the most current information, see the faculty benefits website at <http://www.tufts.edu/hr/bene>.

d. Personnel and Student Records

The Human Resources Department maintains a personnel file for each employee, which is kept confidential. It is your responsibility to notify the Human Resources staff immediately when any change occurs in your personal status, such as change of address, new home telephone number, marital status, or additional dependents. Individuals may review and change almost all of this information online through Employee Self-Service at <https://hrss.hr.tufts.edu>, or forms for indicating these changes can be obtained online or in your campus Human Resources Office. Faculty should also be aware of the regulations governing information about students' academic records, in compliance with the Family Educational Rights and Privacy Act (FERPA), for which the Friedman School's policies are identical to those of other graduate schools at Tufts University as detailed here:

<http://uss.tufts.edu/studentaffairs/publicationsandwebsites/FERPA.pdf>.

e. Accident or Injury at Work

You must immediately report any accident or injury occurring while working on an Employers First Report of Injury Report form, which must be signed by your supervisor and sent to the Office of Insurance and Risk Management, Medford/Somerville campus. This report MUST be forwarded to the Massachusetts Industrial Accident Board within 48 hours of the accident. Timely reporting is important. Failure to report an accident or injury in a timely fashion may result in a fine to the University. An employee who is injured while working may be entitled to the benefit provided by Worker's Compensation Insurance. Details of this insurance and accident forms may be obtained from the Office of Risk Management and Insurance (http://finance.tufts.edu/risk_ins). Policies to limit risks are managed by the Department of Public & Environmental Safety (<http://publicsafety.tufts.edu>). Faculty who are employed by Tufts Centers or units other than Friedman School should consult their own additional policies regarding accident or injury.

f. Identification Cards

Shortly after you begin working at Tufts you will be issued a University picture identification card by the Department of Public Safety. Please keep your I.D. with you while you are on University premises. Entrance to many University buildings and departments or admittance to certain University functions may require presenting your I.D. to security personnel. When you leave employment at Tufts, you are

required to return any Tufts identification cards, keys, and other University property. Access to buildings and security of property is regulated by the University Police (<http://publicsafety.tufts.edu/police>).

g. Drug-Free Campus Policy

Tufts University prohibits the unlawful manufacture, dispensation, distribution, sale, possession and use of controlled substances, as well as reporting to work or conducting University business under the influence of a controlled substance. This policy applies on Tufts University property or to university activities off-campus, including university-sponsored field trips and study abroad programs. All faculty, staff and students are required to abide by the terms of this policy (<http://inside.tufts.edu/policies/poldrug.php>).

h. Smoking Policy

Massachusetts State Law requires that all public areas be designated non-smoking areas. Tufts University has implemented a smoke-free environment. The no-smoking policy affects all indoor spaces. Related fire safety measures are implemented by the University Fire Marshal (<http://publicsafety.tufts.edu/firemarshal>).

i. Immigration Reform Control Act

All employees, upon being hired, must complete Section 1 of the Employment Eligibility Verification (Form I-9) with their name, address, date of birth, Social Security Number and immigration status (citizenship). They must also present evidence of identity and employment eligibility by providing one or more documents as outlined on the I-9 form. Links to this and other hiring information available online is at <http://eserve.hr.tufts.edu/>.

j. Grievance Procedures

Please see Appendix C for the complete Grievance Committee Policies and Procedures.

k. Outside Inquiries Regarding Individual Employee and Student Matters

Please refer to Tufts' University-wide policy for guidelines on this issue: <http://inside.tufts.edu/policies/polinquiries.php>

l. Computing and Information Technology

University-wide services are provided by the office of University Information Technology, whose policies and regulations are listed here: <http://uit.tufts.edu/?pid=164>. Equipment and software on Boston campus schools are maintained by the Medical School's Office of Information Technology (<http://www.tufts.edu/med/about/offices/oit>). Alternative or additional services may be provided at by the faculty member's employer.

m. Violence Free University Policy Statement

Please refer to Tufts's University-wide policy for guidelines on this issue: <http://sites.tufts.edu/ttam/policy-statement/>

C. Terms of Faculty Appointment and Employment

Faculty appointments and employment terms are described in the *Appointments and Promotions Manual*, available online at <http://nutrition.tufts.edu/documents/ATPManual.pdf>.

The ATP Manual explains:

- the definitions of faculty categories, including *Faculty*, *Associated Faculty*, *Adjunct Faculty*, *Visiting Faculty*,
- the qualifications for faculty ranks, including *Lecturer*, *Instructor*, *Assistant Professor*, *Associate Professor*, and *Professor*,
- the equivalence between Friedman School faculty ranks and corresponding ranks at the Human Nutrition Research Center on Aging (HNRCA), including *Scientist III*, *Scientist II*, *Scientist I*, and *Senior Scientist*, and
- the procedures for appointments and promotions.

According to the Manual the length of renewable terms of appointment depends on faculty rank, as follows:

Visiting, Adjunct, and Clinical	One year, renewable.
Lecturer	One year, renewable.
Instructor	One year, renewable.
Assistant Professor	Three years, renewable.
Associate Professor	Three years, renewable; or tenured
Professor	Five years, renewable; or tenured

Your rights with regard to reappointment depend in part on your tenure status, the length of your term of appointment, and the number of years you have been at the Friedman School.

a. Tenure

The Friedman School was founded using only renewable term faculty appointments and employment contracts. In 2010, the school appointed its first tenured faculty member and issued the revised Appointments, Tenure and Promotions Manual with procedures governing tenure-track appointments and employment.

b. Performance Criteria

The role of FSNSP faculty is a) to conduct original research and scholarship; b) to participate in the teaching programs of the School and in graduate and professional training; and c) to engage in service to the School, the University, the community, and their profession. A faculty member should show evidence of contributions in all three areas, though individuals may exhibit varying strengths in each of these functions. For more information on Faculty expectations and qualifications, please see section 5 in the *Appointments and Promotions Policies and Procedures Manual*.

c. Sabbatical Policy

See Appendix G for the Friedman School's policy regarding faculty Sabbatical leaves.

D. Academic Freedom

Tufts University policy states that "Academic freedom is essential to the free search for truth and its free exposition and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental, not only to the advancement of truth but for the protection of the rights of the teacher in teaching and of the student to freedom in learning as well. It carries with it duties correlative with rights." This and other policies related to research and teaching are governed by the Office of the Provost (<http://provost.tufts.edu>).

Tufts University policy provides certain protections to all faculty members. The most recent statement of these policies (<http://provost.tufts.edu/docs/TrPolAcadFreedTen&Ret 11 06 10.pdf>) states:

In all cases not involving Permanent or Continuous Tenure where a full-time faculty member is not to be reappointed following one year or more of service, the University shall give written notice to the faculty member that he/she is not to be reappointed as follows:

- not later than March 1 of the first academic year of service in the university if the appointment terminates at the end of that year or, if the initial one year appointment terminates during the academic year, not later than three months prior to the date of termination.
- 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 an initial two-year appointment terminates during an academic year, not later than six months prior to the date of its termination; or
- 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.

E. Business and Financial Procedures

University-wide administrative procedures are listed on the general policies website here: <http://inside.tufts.edu/policies/#finance>. Implementation within the Friedman School is managed by the

school's Finance and Administration staff, or by the School's affiliated centers. Key resources include the following:

- a. Business Conduct. A complete listing of relevant policies is at <http://finance.tufts.edu/?pid=12>.
- b. Travel Policies and Procedures. University rules are here: <http://finance.tufts.edu/accpay/?pid=22>.
- c. Gifts and Conflicts of Interest or Commitment. Employees and family members of employees may not accept gifts of more than a token or nominal value from a supplier or vendor, or engage in activities that may be considered a conflict of interest or a conflict of commitment with university duties. Detailed guidelines are available at: <http://finance.tufts.edu/?pid=30>.
- d. Compliance and Prevention. The office of Audit & Management Advisory Services is charged with ensuring campus-wide adherence to the University policies and government regulation. Links for use in reporting or enquiring about any suspected misconduct are provided at: <http://sites.tufts.edu/amas>.

III. Research

A. General Information

The Office of the Vice Provost is responsible for administration and oversight of all research, grants and contracts (<http://viceprovost.tufts.edu>), with Friedman School support provided by the Finance and Administration staff. Tufts University is committed to ensuring that researchers are knowledgeable and are in compliance with federal, state and institutional regulations, as summarized here: <http://viceprovost.tufts.edu/?pid=20>.

An excellent external resource for faculty, students and research staff is the booklet, "On Being a Scientist: Responsible Conduct in Research." It can be found at the National Academies Press website: <http://www.nap.edu/readingroom/books/obas>.

B. The application process

Submitting a research proposal requires multiple levels of institutional permission. The process begins with the Friedman School Finance and Administration staff, and may involve University-level staff from the Office of the Vice Provost. Additional requirements for submission and approval of letters of intent prior to full proposal submission may exist within the School and its affiliated Centers or other Tufts units. After approval & finalizing of a grant or award, the funding process is administered through Sponsored Programs Accounting (<http://finance.tufts.edu/spa>) in conjunction with the Finance and Administration staff of the School or Center.

C. Intellectual Property

a. Authorship

Standards for authorship guidelines are established or endorsed by the peer-reviewed journal in question. All individuals collaborating on a research, or program project should discuss authorship in the early stages of the work. One authorship guideline is the *Uniform Requirements for Manuscripts Submitted to Biomedical Journals: Writing and Editing for Biomedical Publication*, drawn up by the International Committee of Medical Journal Editors (<http://www.icmje.org/#author>).

Faculty members who either work at the HNRCA, or are collaborating with HNRCA scientists are mandated to report manuscripts submitted for publication that has resulted from research conducted within or funded by the HNRCA. Forms and guidelines regarding the manuscript submission are available on the HNRCA intranet (<http://staff.ad.hnrc.tufts.edu/>).

b. Technology Transfer and IP Management

To meet Tufts Intellectual Property policy objectives, the University assists faculty with technical and legal assistance through the Office for Technology Licensing and Industry collaborations (<http://techtransfer.tufts.edu>). Specific policies governing copyright enforcement, patent protection and other aspects of intellectual property are listed here: <http://techtransfer.tufts.edu/?pid=13>.

D. Overhead and Indirect Costs

The Office of the Vice Provost (<http://viceprovost.tufts.edu>) publishes each fiscal year's budget figures and rates, including fringe benefits and indirect costs that must be added to any salaries or other direct costs associated with a grant proposal. "Direct costs" are costs that can be identified and charged to a specific project, such as salaries, travel, supplies and equipment. "Indirect costs," also called "facilities and administration costs" are typically added as a fixed percentage of direct costs to help cover shared expenses such as building operations, maintenance and administration. The Friedman School's Finance and Administration staff will work with you on a sample budget. A notable feature of project finance at the Friedman School is that all externally funded projects are charged 10% of their total direct costs in indirect costs paid to the University, regardless of the total indirect cost rate paid for that project.

E. Health and Safety Policies

The Department of Public & Environmental Safety (<http://publicsafety.tufts.edu>) manages most university policies for health and safety; the following specific resources may be particularly helpful:

- a. Lab and Environmental Safety <http://publicsafety.tufts.edu/ehs>.
- c. Laboratory animal welfare: <http://viceprovost.tufts.edu/?pid=18>.

F. Institutional Review Boards

Approval for all human research must be obtained from one of the Tufts Institutional Review Boards (IRB) prior to the initiation of research. There is a Boston campus IRB for all biomedical and health sciences (<http://tnemcirb.tufts.edu>), and another on the Medford campus for social, behavioral and educational research (<http://www.tufts.edu/central/research/IRB>). Research involving animals must be approved by the Institutional Animal Care and Use Committee (IACUC) (<http://viceprovost.tufts.edu/?pid=18>). Each review board may have initial and annual education requirements that must be maintained to continue to conduct research.

If you are conducting international research, the Federal Department of Health and Human Services, Office for Human Research Protections maintains updated information on other countries' IRB systems: <http://www.hhs.gov/ohrp/international> .

G. Name Use and Branding

The Tufts name and identity are managed by the office of University Relations (<http://universityrelations.tufts.edu>). Additional policy statements regarding the identification of your research or other activities as Tufts-related are provided by the university's General Counsel (<http://legal.tufts.edu/?pid=12>) and Finance office (<http://finance.tufts.edu/?pid=37>).

H. Property Management

The Friedman School's Finance and Administration staff can advise inventory control and use of all property acquired for school-related research, instruction and outreach activities.

I. Outside Activities

Overall guidelines on conflicts of interest or commitment are provided here: <http://finance.tufts.edu/?pid=30>. Specific policies regarding university researchers are provided by the Office of the Vice Provost, here: <http://viceprovost.tufts.edu/?pid=20>. Disclosure requirements are fulfilled for the Friedman School through Faculty Review Forms submitted annually each April.

IV. Faculty roles and responsibilities to students

Friedman School faculty members interact frequently with students in many ways. To guide those interactions, it is essential for faculty members to be familiar with the Policies and Procedures manual and the other reference materials used by students at <http://nutrition.tufts.edu/student/documents>. Some specific areas of faculty responsibility are highlighted below.

A. Advising

a. Roles and responsibilities of the Academic Advisor

An Academic Advisor is assigned to each student by the Program Director in conjunction with the Associate Dean of Student Affairs based upon the expressed interests of the student and the recommendation of the student's Program Director. Changing an Academic Advisor is not uncommon, and students are encouraged to do so when appropriate (see below). Any Friedman School faculty member may serve as an Academic Advisor.

The primary role of the Academic Advisor is to orient the student towards appropriate course and study plans tailored to their academic and career goals. For students in the PhD program, the Academic Advisor monitors the student's progress until the student passes the qualifying exam and declares a Thesis Advisor. The Academic Advisor may become the student's doctoral thesis Advisor and may continue to advise the student informally after designation of the Thesis Advisor.

Specific roles and responsibilities of the Academic Advisor are to:

- a. aid in the development of an appropriate plan of study based on the student's academic goals and the School's degree requirements. For PhD students, this includes assisting the student in deciding on qualifying exam topics and examiners;
- b. guide the student towards the most appropriate resources needed to pursue their academic goals, referring them to the relevant documentation and staff members in the Office of Student Services and elsewhere as needed to complete their registration and degree requirements;
- c. help the student understand and interpret the policies and procedures of the School, and anticipate the academic and professional expectations of other institutions in their chosen field;
- e. assist the student in their search for appropriate internships when appropriate;
- f. help the student identify appropriate faculty for Directed Study activities as needed;
- g. advise the student regarding academic and career options;
- h. assist the student in identifying a Thesis Advisor when appropriate.

b. Changing an Academic Advisor

At any point in the student's academic career, the student may request a change of Academic Advisor. To do this, a student must first meet with the Associate Dean of Student Affairs and the Program Director to discuss the proposed change. The student must then submit a written request for the desired change to the Dean for Academic Affairs and to the Office of Student Affairs. Upon approval, the change is then reported to both the old and new Academic Advisor by the Office of Student Affairs. An Academic Advisor may also initiate such a change. The Academic Advisor may meet with the student to suggest a change, after which the student may request a change following the procedure above, or the faculty may request that the Academic Dean for Education initiate the process

c. Registration

Friedman School orientation is scheduled for the week before the start of fall semester classes. New students meet with the Office of Student Services staff, their Program Director and their Academic Advisor to chart their course of study towards degree completion, and file registration for the first semester. Continuing students are expected to meet with their Academic or Thesis advisor regularly, typically at least once per semester for Academic Advisors and at least monthly for Thesis Advisors, to discuss their academic progress and consider any changes that might be needed in their course of study. Course of study plans are typically recorded on each program's Degree Requirements Worksheet.

Limitations on Total Course Credits per Semester

Students may register for no more than 5.5 credits in a semester. Students wishing to take more than 5.5 credits in a semester must petition the Academic Dean for Education for exemption.

Cross-registration at Other Schools of Tufts and at Other Universities

In addition to courses offered at the Friedman School, students may take any graduate-level course offered at Tufts University, Boston University, Brandeis University, or Boston College. Students enrolled in any Friedman School Masters Degree program may take no more than four courses from other academic institutions to fulfill their academic requirements at the Friedman School. Courses taken at Tufts University schools (or, for students in the Nutrition Communication Program only, at Emerson College) are not counted toward this limit. Students in the Nutrition Communication program may take up to four courses at Emerson through the Tufts-Emerson program in Health Communications, in addition to the biostatistics and epidemiology courses offered in that program. Limits on cross-registration do not apply to students enrolled in the doctoral program. Options for taking courses at institutions other than those listed above may be available upon petition by the student to the Dean for Academic Affairs of the Friedman School. This is done on a case-by-case basis, and may involve additional cost for the student.

Registration for Students Who Have Completed Their Coursework

Students who have completed their coursework and have not yet had a Thesis Committee formally appointed because they are preparing for the Qualifying Exam or developing their doctoral thesis Letter of Intent must register as continuing students.

Registration for Thesis Only

Students who have completed course work and are working on their doctoral thesis must register for NUTR 403, PhD Thesis Only, each semester they are enrolled.

d. Program requirements

To receive a Master of Science from the Friedman School, students must complete a minimum of 16 credits of course work. The requirements for receipt of a PhD from Friedman School vary depending on the status of the student upon entrance to the PhD program, as detailed in the Policies and Procedures manual (see link above).

e. Internships

Students in the FPAN, AFE and NCOM programs must complete an internship as part of their degree requirements. Students in other programs in the Friedman School are not required to complete an internship, but may be encouraged to do so if appropriate to their educational goals. The internship has several purposes: to give students practical field experience that complements academic study, to give students experience in an institution where they might work in the future, to allow students to determine the kinds of jobs they wish to find after graduation, and to give them an opportunity to make contacts in the professional sphere where they will seek employment.

Students in the Frances Stern Dietetic Internship program must fulfill internship program requirements as stipulated by the Accreditation Council for Education in Nutrition and Dietetic (ACEND) and the Friedman School. The internship receives no formal academic credit, but is necessary to become eligible to take the Registration Examination for Dietitians. The terms and requirements of the Dietetic Internship differ from those of other units of the Friedman School.

f. Directed study

Students may receive a maximum of four credits toward their MS degree requirements as Directed Studies based on internships or independent course work with a professor. Directed Studies are normally graded on a satisfactory/unsatisfactory basis.

g. PhD Qualifying Exam

When a student and the Academic Advisor agree that the student is prepared to take the qualifying exam, the student submits a written request for the exam to the Academic Dean for Education. The request must specify the testing areas as described above, and must be signed by the student and the Academic Advisor. The Academic Dean for Education appoints the Examining Committee, including a Chairperson.

h. The Doctoral Thesis

The dissertation demonstrates that the student is capable of conducting independent research that results in a substantial and original contribution to knowledge in the field of nutrition science or policy. Dissertation research is intended to provide the doctoral candidate with the opportunity to develop skills in theoretical and critical thinking, hypothesis formation, data gathering, analysis, and presentation of research findings. Students may write dissertations based on secondary data if they have had experience collecting primary data at some time in their professional or academic careers. Students must petition the Academic Dean for Education for permission to do research based on secondary data, citing their previous primary data collection experience.

After a student passes the qualifying exam, she/he formally requests that the Academic Dean for Education appoint a Friedman School faculty member as the Thesis Advisor. When appointed, the Thesis Advisor assumes the duties previously performed by the Academic Advisor, in addition to the specific duties related to the thesis.

B. Courses

a. Scheduling of Courses

Once approved, most courses are offered on a regular schedule, annually or every other year. Courses designated special topics are often offered in selected semesters only. Faculty members who are responsible for teaching or directing a course can expect to teach that course at its next regularly scheduled offering. *It is the responsibility of the faculty member to inform the Academic Dean for Education if s/he will not be able to direct the course at its next regularly scheduled offering.*

The Assistant to the Academic Dean for Education will contact course directors early in the semester before they are due to teach a course with information on scheduling days and times.

b. Room Assignments

Friedman School courses are taught on the Boston campus. The administrative office manager responsible for scheduling will send instructors their room assignments before the beginning of the semester.

c. Preordering Textbooks

Faculty may place online orders for books to be stocked at the Health Sciences Campus Bookstore managed by Barnes and Noble (<http://tufts-med.bncollege.com>):

Barnes & Noble Health Sciences Campus Bookstore
Arnold Building, 1st Floor
116 Harrison Avenue
Boston, MA 02111
Phone: 617-636-6628.

d. Course Websites and Online Resources

All courses are supported by an online learning management system where instructional material can be posted and accessed in various ways. Faculty are encouraged to use this system and other innovations to help students find and use course content in the most effective possible manner, integrating online resources with classroom activity and other interactions. Material posted on course websites can be restricted to enrolled students only, or made visible to the general public, at the School's instructional-support website which is currently located at <http://friedmanlearning.tufts.edu>.

e. Collections and Reserve Materials at the Health Sciences Library

Faculty are encouraged to recommend purchases and request that materials be placed on reserve for students at the Hirsch Library. Service requests may be made in person, by phone, or online through the library's website: <http://www.library.tufts.edu/hsl>.

Most notably, new acquisitions of books or journals can be suggested here:
<http://www.library.tufts.edu/hsl/forms/purchase.aspx>

Items to be placed on the reserve shelf for course use may be requesting here:
http://www.library.tufts.edu/hsl/services/reserve_form.html.

Also, customized online “toolbelts” can be constructed for students in particular courses or general topic areas. The current toolbelts serving Friedman School students are listed here:
<http://www.library.tufts.edu/hsl/subjectGuides/nutrition.html>.

f. Other Tufts University Libraries

Faculty with students who might work from the Medford campus are encouraged to use the Tisch Library as well (<http://www.library.tufts.edu/tisch>). To put course materials on reserve there, please see:
http://www.library.tufts.edu/tisch_reserve_place.htm.

g. Syllabus

The syllabus gives students a clear understanding of how the course is organized. Instructors are strongly encouraged to read the syllabi of other related courses at the Friedman School, so as to make their communication effective in the context of what students are seeing about other classes. The most recent version of each syllabus is posted online for the relevant semester here:

<http://nutrition.tufts.edu/academics/courses/fall>,
<http://nutrition.tufts.edu/academics/courses/spring>,
<http://nutrition.tufts.edu/academics/courses/summer>.

To promote consistency across courses, the C&D Committee requires use of a syllabus template available online here: www.nutrition.tufts.edu/faculty/faculty-resources.

h. Grading Policies

At the Friedman School, a grade of B or above is considered passing. Courses taken at the Friedman School with a grade of B- or lower are not counted toward the fulfillment of Friedman School degree requirements. In June 2014, there was a change to the passing grade requirement. For grades of B- or lower received prior to this time, please consult the Registrar. However, such courses (with their grades) appear on the student's transcript and are counted in the student's grade point average (GPA). A student who takes a required course at the Friedman School with a grade of B- or lower must repeat the course or take an equivalent course and pass it with a grade of B or better to fulfill the requirement.

Courses taken at schools where a grade of C- is considered a passing grade for graduate credit may count toward fulfillment of course requirements at the School of Nutrition if a grade of C- or better is received. However, the grade received will count in the computation of the student's GPA.

Students who fail a course may decide to take it again. If a student retakes a course and passes it, s/he receives credit for the course; both grades are included in computation of the GPA, but credit is given only once.

A student who receives more than two grades of B- or lower may be put on academic probation by the Academic Dean for Education and the Assistant Dean of Student Affairs and may be subject to dismissal upon action of the Curriculum and Degrees Committee, based on the recommendations of the Advisor and the Academic Dean for Education.

Students must maintain a cumulative GPA of 3.00 (equivalent to a letter grade of B) or better in each semester to be in good academic standing, and must have a cumulative GPA of 3.00 to graduate. A student whose cumulative GPA falls below 3.00 in any semester will be placed on academic probation with a possibility of dismissal if the student's cumulative GPA is below 3.00 in any subsequent semester, and will be so informed in writing by the Dean for Academic Affairs. A student whose cumulative GPA

is below 3.00 for any subsequent semester may be dropped from the program upon recommendation of the Curriculum and Degrees Committee. The student and the Academic Advisor will be informed of such possible action and given an opportunity to respond before action is taken.

All tuition scholarships from the Friedman School require the student to be in good academic standing. A student who is on academic probation or not in good academic standing may have their scholarship revoked based on review of their academic standing.

Letter Grades

Grade point averages are not printed on the official transcript; however, GPA should be computed on a scale where **A = 4.0, A- = 3.7, B+ = 3.3, B = 3.0, B- = 2.7, C+ = 2.3, C = 2.0, C- = 1.7, and F = 0**

Satisfactory/Unsatisfactory Grades

Some courses are offered that are graded on a pass/fail or satisfactory/unsatisfactory (S/U) basis, or in which such grading is an option. Pass/fail or S/U grades determine whether a student receives course credit but are not counted in computation of the student's GPA. Directed Studies based on internships are normally graded on a satisfactory/unsatisfactory basis.

A student who wishes to be graded on a satisfactory/unsatisfactory basis in a course in which letter grades are usually assigned may request such grading in writing from the instructor prior to the end of the normal Drop/Add period. The request must be sent to the Office of Student Services, accompanied by the written approval of the course instructor.

Required courses may not be taken on a satisfactory/unsatisfactory basis unless this is the only way they are offered. No more than one petition to take a course pass/fail will be approved for any student. This limit applies to the entire course of study, but does not include Directed Study or other courses for which satisfactory/unsatisfactory is the usual method of grading.

Incomplete

A student who is unable to complete the work of a course by the end of the semester due to unusual circumstances may request permission from the instructor to take a grade of Incomplete. If an incomplete is taken, the work must be completed and a grade assigned by the end of the semester immediately following the semester in which the course was given. If the work is not submitted by this deadline, the course grade given will be F. Students may petition to the Academic Dean for Education in writing, with the written agreement of the course instructor, for a waiver to this policy if exceptional circumstances justify it. This form, along with all other forms and documents needed by students is available online at <http://nutrition.tufts.edu/student/documents>.

Grade Change

Grade Change Request Forms are available from the Office of Student Services and online. The course director must sign the form before any correctly recorded grade that has been reported to the registrar can be changed.

Calculating and Reporting Final Grades

Please refer to the academic calendar for the deadline for submitting final grades. Final grading must be in accordance with the description provided to students in the course syllabus. It is possible to change grading criteria only in an extenuating circumstance. Any changes to the structure of final grades must be reported to students in writing in advance of the date in which the change occurs.

i. Proposals for new courses

All Friedman School courses require the approval of the Curriculum and Degrees (C&D) Committee. Submissions are accepted in electronic form only, using a Course Proposal Form available from the committee secretary and on the website <http://www.nutrition.tufts.edu/faculty/faculty-resources>. Completed proposals should be emailed to the Academic Dean for Education and to the Dean's Administrative Assistant. Deadlines for submission of new course proposals to the Curriculum and Degrees committee are 6 months before the course is to be offered. Late proposals require a cover letter

explaining why they are late. The committee may not be able to review late proposals in time for the course to be offered as proposed.

The Approval Process

Once a course proposal is submitted to the Curriculum and Degrees Committee, it will be reviewed for content and suitability. If the course is approved, the committee will determine the credit value. Normally, courses that meet 3 hours or more per week are awarded 1.0 credit and courses meeting less than 3 hours are given .5 credit. However, course credit may vary depending on course content and work required outside the classroom as outlined in the rationale. The committee may also determine that a course be taught in a specific semester or in alternate years.

Prior to consideration by the C&D committee, new course proposals will be circulated by the Academic Dean for Education to the Program Directors and to others with particular interest in the course topic, such as other faculty in that academic specialization, for review and comment.

A faculty member proposing a new course will be invited to attend the meeting of the Curriculum and Degrees Committee at which the course is to be considered in order to answer questions and clarify details for committee members. The committee secretary will notify the faculty member of the meeting date and time. Course approval may be delayed if committee members must first contact a faculty member for answers to questions that arise in discussion.

All courses that are considered permanent (that is, offered on a regular basis) will be published in the Friedman School catalog. Mini-courses or courses offered irregularly (such as special topics courses) are not published in the catalog but are printed in the semester course announcement booklet with full descriptions.

Once a course has been approved it does not have to be reviewed by the committee again unless significant changes are being proposed to the course content, course hours, or credit value.

j. Procedures for student evaluations of courses

See Appendix D

k. Course review procedure

See Appendix D.

l. Summer Courses

Currently, the Friedman School offers one course during the summer. Students can register and pay tuition for other summer classes offered through the Fletcher School (<http://fletcher.tufts.edu>) and Tufts Summer Session (<http://ase.tufts.edu/summer/graduate.asp>).

m. Teaching Assistants

Friedman School policy allows anyone teaching a class with over 20 students to apply for a TA. To do so, please consult with your Program Director or directly to the Director of Administration and Finance.

V. Other Resources

A. General Information

This handbook is not an exhaustive guide to everything! Faculty are encouraged to consult each other and school staff for insights on other resources that may be of value. In addition to the resources mentioned in previous sections, a few others are mentioned below.

a. Department of Human Resources

The Human Resources staff can help guide staff members regarding a wide variety of employee matters, with in-person services for the Boston campus are provided at Posner Hall (200 Harrison Avenue, 617-636-6600). Personal and professional counseling, legal and financial planning advice is offered on a free and confidential basis through the Employee Assistance Program (EAP), accessed through the online menu at <http://hr.tufts.edu>.

b. Libraries

Faculty members have library privileges at all University libraries, and can obtain many services online here: <http://www.library.tufts.edu>. In addition, Tufts is a member of the Boston Library Consortium (<http://www.blc.org>), an association of research and academic libraries in the greater Boston area. While only a Tufts ID is required for admittance to most Consortium libraries, Consortium cards are necessary for access to certain restricted libraries and for borrowing at most institutions. Tufts faculty and graduate students with extended research needs that cannot be met by Tufts' libraries may apply at the Circulation Desk for these cards.

c. Athletic Facilities

Athletic facilities at Tufts are available to all faculty members at times not conflicting with student requirements. Facilities are described for the Boston campus here: <http://sackler.tufts.edu/Campus-and-Community/Fitness-Facilities>, and for Medford here: <http://gotuftsjumbos.com/facilities/information>. Faculty, staff and students can also join the Chinatown YMCA to use its facilities at discounted rates (<http://www.ymcaboston.org/wang/rates>).

d. Health, Dental and Counseling Services

The health plans provided through your benefits package offer access to a wide range of professional health and wellness services from independent providers. An additional set of counseling services are offered through the Employee Assistance Program (EAP) accessed through the Human Resources office (<http://hr.tufts.edu>). Health services for students are available from Tufts University Health Services, located on the Medford/Somerville campus (<http://ase.tufts.edu/healthservices>), and on the Boston campus, the School of Dental Medicine operates several clinics and faculty practices with a full range of dental treatments available to the general public.

e. Parking and Commuting

Tufts University maintains no parking facilities on the Boston campus. Daily tickets from the Tufts-Medical Center parking lot located at 274 Tremont Street can be validated by the security officer in each building. A discounted book of coupons for use at any time can also be bought from the Bursar's office or from the Tufts Medical Center garage office. Current pricing is \$42.50 for a book of five tickets. Contact information and other details are here: <http://www.tufts.edu/med/citycampus/parking.html> and also here: <http://finance.tufts.edu/bursar/?pid=11>. Information on transport options is provided by the Office of Sustainability, here: <http://sustainability.tufts.edu/?pid=15>.

Faculty and staff interested in commuting by train or subway may purchase MBTA, Commuter Rail, bus or commuter boat tickets using pre-tax income through the Commuter Benefit Program maintained by the Department of Human Resources. Boston-based staff using this program may also receive a 25% discount. Links to the Commuter Benefit Program are maintained at: <http://hr.tufts.edu/benefits>.

There is no shuttle bus between the Boston and Medford campuses, but faculty and staff can use the "Joey" shuttle that runs regularly during the academic year from the Davis Square T stop on the Red Line to the Medford/Somerville campus, stopping at various points, including the Tufts Administration Building. Details on its schedule and current location are available at <http://publicsafety.tufts.edu/adminsvc/?pid=53>.

For your personal safety, the Tufts University Police provides vehicle and walking escorts twenty-four hours a day, seven days a week between campus locations and to nearby rapid transit stations. Students and employees should contact the University Police on their respective campus using the *non-emergency* number: Boston Campus (617) 636-6610 or x66610. More information at: <http://publicsafety.tufts.edu/police/about/escort.html>.

f. Emergency Closings

Campus emergencies are managed through a system described at: <http://publicsafety.tufts.edu/emergency>. Faculty are particularly encouraged to update their contact information for the Emergency Alert System here: <http://publicsafety.tufts.edu/emergency/?pid=16>.

Emergency closings are rare occurrences and would be announced as explained here: <http://inside.tufts.edu/closings>. Updated information can be obtained by telephone at 617-627-INFO (4636).

B. Resources for Faculty Members

a. University-wide Committee on Teaching and Faculty Development

The role of the all-university committee is to assist the provost in affirming excellent teaching as a priority at Tufts, and in that context to promote and coordinate the teaching development activities of the several schools. For more information, see: <http://uctfd.tufts.edu>.

b. Academic Technology – Faculty Development

Through the sponsorship of teaching with technology workshops, training, and publications, the faculty development program provides practical education on specific technologies and their integration into the classroom and research and promotes existing curricular technology services and resources at Tufts. For more information, see: <http://uit.tufts.edu/at>.

**Appendix A
Bylaws of the Faculty
of the Tufts University School of Nutrition Science and Policy**

PREFACE

The bylaws of the faculties of the schools and colleges of Tufts University are subject to the approval of the Trustees of Tufts College (Tufts University). In all instances the bylaws of the Trustees of Tufts College supersede and have precedence over the bylaws of the faculties of the schools and colleges of the University.

Article I. Definitions and Responsibilities

Section 1. The School

As used herein, the word "School" will refer to the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy at Tufts University.

Section 2. The Deanship

The highest official of the School is the Dean (with the title of Dean of the School or Dean for Nutrition Sciences), who is responsible for all aspects of its operation, and is appointed by the Trustees of the University. The Dean is responsible to the President of the University and the Provost. The Dean will make recommendations to the Provost regarding appointments to and promotions within the faculty; appointments of other Deans of the School; execute specific instructions of the faculty in areas of its responsibility; and have 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.

Section 3. The Faculty

The faculty will consist of all persons of faculty rank with full-time, part-time, visiting, adjunct, or clinical appointments to the School. The President of the University, Provost, and Dean are members ex-officio. The function of the faculty includes deciding all questions of general educational policy, recommending to the Board of Trustees all candidates for degrees at the School as authorized by the Trustees, and implementing general educational policy.

Section 4. Standing Committees

The School has a committee structure intended to be representative of the faculty, encourage maximum faculty participation and involvement, and provide for the dissemination of information about the workings and processes of the school to its faculty. Standing Committees are Admissions and Recruitment, Appointments and Promotions, Committee on Committees, Curriculum and Degrees, Finance and Fundraising Advisory, and Grievance.

Section 5. Secretary to the Faculty

The Secretary to the Faculty will be elected annually at the conclusion of the academic year. This individual may be a member of the faculty, staff or administration of the School. The Secretary of the Faculty will provide a written schedule of regular faculty meetings to the faculty at the beginning of each academic year. The Secretary will provide notices of each meeting with agendas and items for vote to members of the Faculty at least two weeks before each meeting.

Article II. Faculty Rights and Responsibilities

Section 1. Membership and Voting Privileges

All members of the faculty (as defined in Article I, Section 3 above), except those whose title includes "visiting", "adjunct", or "clinical" have voting status. Those members not entitled to vote may otherwise participate in and be heard at meetings of the Faculty. The voting faculty elect faculty members (with voting privileges) to certain Standing Committees as specified in these bylaws and may amend or revise these bylaws subject to Trustee approval where provided. Faculty are covered by the Trustee Policy on Academic Freedom, Tenure and Retirement.

Section 2. Rights and Authority

The rights and responsibilities of the Faculty are:

- oversight and control of the members of the student body, in matters concerning academic standing and student discipline;
- establishment, subject to Trustee approval, of the objectives for the School's educational program, the content and form of the curriculum, and the requirements for the award of degrees;
- provision of the School's teaching, and assurance of the quality of its educational programs;
- an individual faculty member may submit items for inclusion on the agenda of a faculty meeting to the Secretary to the Faculty;
- establishment, modification and dissolution of faculty committees;
- advice to the Dean on other matters of School policy or matters affecting the School;
- receive reports from Standing Committees and the Dean at least annually.

Section 3. Faculty Meetings

Regular faculty meetings will be held at least quarterly during the academic year. Additional meetings may be scheduled by the President, Provost, or Dean. For matters requiring a vote, a simple majority of votes cast will suffice, except where expressly prohibited by Roberts Rules of Order, Newly Revised, copyright 1990. A quorum will consist of at least twenty percent of the voting faculty.

Article III. Committees

Section 1. Guidelines Applicable to all Standing Faculty Committees

The Faculty will specify membership on committees, including number and voting status. Committees will report at least annually to the Faculty. Committees will meet as a whole at a minimum of once per semester. They will establish procedures to handle the necessary activities of the committees that may or may not include the creation of subcommittees. Subcommittee membership is not limited to members of the individual committee. Faculty may serve on a maximum of two standing committees. A faculty member may not serve concurrently on the Appointments and Promotions and Grievance Committees. Committee members will serve four year staggered terms. Committees will set an attendance policy and inform the faculty in writing of said policy. For matters requiring a vote, a simple majority of votes cast will suffice. A quorum for voting purposes consists of a simple majority of the voting membership of a committee. The chair of each committee will be elected annually by its voting members. Deans may not chair standing faculty committees.

Section 2. Committee on Committees

This Committee ensures that membership of standing committees is in accordance with requirements as voted by the faculty. This Committee supervises the solicitation for nominations from the voting faculty where appropriate. It develops ballots with appropriate consultation and efforts at ensuring choices. Biennial at-large elections are held in the spring semester for the voting faculty who would elect the membership of the committees from those on the ballot. The Committee on Committees is elected with representation as voted by the faculty. The Committee is responsible for filling unanticipated committee vacancies, at the request of the chairs of said committees. Said replacement(s) will serve until the next scheduled election, at which time the remainder of the term, if any, will be filled by election. The Committee shall fill vacancies on faculty committees such that no committee shall have a membership of two slots smaller than their total for longer than six months.

Section 3. Admissions Committee

It is the charge of this Committee to study and make decisions concerning the admission of all applicants to the degree programs at the School and to make recommendations on the quality and ranking of the applicants for the purposes of awarding financial aid.

Section 4. Appointments Tenure and Promotions Committee

It is the charge of this Committee to draft for faculty consideration and approval, the standards, criteria and procedures for appointments, renewals and promotions, and to make recommendations to the Dean on all such appointments below the level of full professor. The Committee may appoint outside reviewers to help them as needed. It is the responsibility of this Committee to appoint the membership of individual ad hoc Committees, including faculty outside the School, to deal with the appointment, renewal and promotion at the full professor level. The Appointments, Tenure and Promotions Committee will review the recommendations of such ad hoc committees, and communicate such recommendations to the Dean.

Section 5. Curriculum and Degrees Committee

The Charge of the Committee consists of the following responsibilities:

1. Review, approve and oversee new courses and proposed substantive changes to existing courses that are part of an educational program of the School that would be listed on students' transcript.
2. Review any new programs, modifications to existing programs and deletions of existing programs bearing the name Friedman School for which the School provides a transcript and make a recommendation to the faculty for their ratification.
3. Review, approve and oversee procedures related to the Ph.D. process. Substantive modifications shall be submitted with a recommendation to the faculty for ratification.
4. Review progress of doctoral students and make recommendations to the Academic Dean regarding enforcement of policy, up to and including dismissal.
5. Maintain the policies and procedures manual

Section 6. Finance and Fund Raising Advisory Committee

It is the responsibility of this Committee to review the School's annual budget, review/make recommendations in areas of long-term financial planning including strategies to raise money, and review the financial aid awards. This Committee will review and discuss the financial implications of new

initiatives. An opinion should be sought from the Finance and Fund Raising Advisory Committee for policy recommendations that have a potential financial impact.

Section 7. Grievance Committee

It is the charge of this Committee to conduct formal hearings of grievances.

Article IV. Amendments to the Bylaws

These bylaws may be amended or revised by the Faculty as provided herein, subject to, and consistent with the bylaws of the Trustees. Changes to these bylaws require one month's previous written notice of the proposed change and an affirmative decision by a two-thirds majority of a faculty meeting, a quorum being present.

Article V. Parliamentary Authority

The rules contained in Robert's Rules of Order, Newly Revised, copyright 1990, will govern the conduct of business in the Faculty and its Committees, in all cases in which rules are applicable and in which they are consistent with the provisions of these bylaws.

End of Bylaws

- Original Bylaws voted by Full Board of Trustees February 27, 1982.
- Revised Bylaws proposed by the Faculty of the School of Nutrition Science and Policy at a meeting held December 15, 1995; voted by the Trustees Academic Affairs Committee February 9, 1996; voted by Full Board of Trustees February 10, 1996.
- Amended by Faculty of the School of Nutrition Science and Policy at a meeting held May 20, 1998; amendment approved by the Trustees Academic Affairs Committee September 24, 1998; amendment approved by Full Board of Trustees on November 7, 1998.
- Amended by Faculty of the School of Nutrition Science and Policy at a meeting held March 8 and May 14, 2001; amendment approved by the Trustees Academic Affairs Committee on September 20, 2001; amendment approved by Full Board of Trustees on October 27, 2001.
- Amended by Faculty of the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy at Tufts University at meetings held May 6 and December 6, 2002; amendments approved by the Trustees Academic Affairs Committee on February 7, 2003; amendments approved by Full Board of Trustees on February 8, 2003.

Appendix B
Faculty Committees of the Friedman School of Nutrition Science and Policy

Committee	Charge in Bylaws	Membership
Admissions	See Article III, section 3	Two subcommittees, one for each department, will be constituted by appointment by Department Chairs. The term of appointment will be one year but may be renewed. Each Department's committee shall be comprised of: <ul style="list-style-type: none"> • At least one faculty representative from each academic program, ideally the Program Director and other faculty members as deemed beneficial to the committee • The Director of Admissions (ex officio, non-voting) • One student member
Appointments and Promotions	See Article III, section 4	7 MEMBERS -- All elected by the faculty; members must be of the rank of Associate Professor or above, at least one from each Department. Academic Dean for Faculty-Ex Officio (non-voting)
Committee on Committees	See Article III, section 2	6 MEMBERS -- All elected by the faculty; three from each department.
Curriculum and Degrees Committee	See Article III, section 5	13 MEMBERS -- Nine elected by the faculty; -- One ex-officio (voting), the Academic Dean for Education, -- Two student members (voting), one from each department -- The Associate Dean for Student Affairs (ex officio, non-voting)
Finance and Fundraising Advisory	See Article III, section 6	7 MEMBERS -- Five elected by the faculty; -- The Director of Development (ex officio, non-voting) -- One student member (non-voting)
Grievance	See Article III, section 7	5 MEMBERS -- Four elected by the faculty; -- One additional non-faculty member appointed for hearings.

Appendix C
GRIEVANCE COMMITTEE POLICIES AND PROCEDURES
Approved by FSNP faculty October 30, 2001

CHARGE TO THE GRIEVANCE COMMITTEE

This Committee will address grievances from members of the Gerald J. and Dorothy R Friedman School of Nutrition Science and Policy (FSNP) Community according to procedures established by the Faculty of the FSNP. In appropriate circumstances, the Committee will conduct Formal Hearings of grievances and make Findings based on these hearings. Before the entire Committee will consider a grievance, either less formally or in a Formal Hearing, a Grievant will make an appointment with a Committee member in an attempt to resolve the problem at the lowest organizational level possible. The Grievance Committee will be composed of four members of the Faculty of the FSNP, elected for staggered four-year terms. The Committee shall elect to a two-year term a member from outside the Faculty of the FSNP to serve at Formal Hearings only. This member shall be selected from a list of no fewer than three candidates provided by the Dean. A member of the Grievance Committee may not serve concurrently as a member of the Committee on Appointments and Promotions. This Committee shall report annually to the Dean of the FSNP.

SCHOOL OF NUTRITION SCIENCE AND POLICY
GRIEVANCE POLICY AND PROCEDURES

[Definition: Unless otherwise specified, the term "Dean" refers to the Dean of the FSNP or his or her designated representative.]

In the interest of having the FSNP and its faculty perform their duties and obligations in a harmonious and effective manner, the School recognizes the importance of prompt and equitable disposition of any grievance at the lowest organizational level possible under procedures of maximum informality and flexibility.

Grievance procedures, whether informal or formal, should insure fairness in relations among faculty, students, and staff. Members of the Grievance Committee serve as mediators and fact finders entrusted with the task of resolving misunderstandings and redressing injustices equitably without undue delay through the grievance procedures established by the Faculty of the FSNP.

Issues that might be appropriate bases for initiating grievance procedures include but are not limited to (a) a perceived violation, misinterpretation, or inequitable application of policy or procedure affecting a member of the FSNP Community, (b) treatment of one member of the FSNP Community by another that is inappropriate, unprofessional, or not consistent with one's standing within the FSNP Community, (c) issues of authorship or credit for academic work performed. The following types of issues must be dealt with through other University procedures, e.g.: (a) scientific misconduct and plagiarism; (b) perceived discrimination or harassment because of race, color, religion, national origin, sex, age, handicap, or sexual preference.

In cases involving the actions of any other FSNP Committee or in cases involving the actions of individual members of the FSNP Community as part of their official duties and responsibilities, the Grievance Committee will consider or act with respect to their decisions only insofar as such considerations bear directly and substantially on charges of impropriety or procedural irregularity.

Members of the FSNP Community who hold appointments in other units of the University may bring issues to the Grievance Committee only if such issues directly or substantially arise from the members' appointment in the FSNP and if the respondent is a member of the FSNP.

GRIEVANCE COMMITTEE

The Grievance Committee consists of four members of the Faculty of the FSNP, elected by the FSNP faculty, for staggered four-year terms. The Committee shall elect to a two-year term a member from outside the Faculty of the FSNP to serve at Formal Hearings only. This member shall be selected from a list of no fewer than three candidates provided by the Dean. In the event of a vacancy on the Committee, a replacement will be selected in accordance with the School's by-laws to fill out the unexpired portion of the term. A member of the Grievance Committee may not serve concurrently as a member of the Committee on Appointments and Promotions.

The Committee shall meet at least once each year to elect a Chair for that academic year. At least once each year, the Committee shall review with the appropriate member of the University Administration (e.g., the General Counsel, Human Resources officer, or other qualified person) the criteria for grievable and non-grievable issues. The Committee shall also meet upon the request of a Grievant, or upon the request of at least half of the Committee members, or whenever, in the opinion of the Chair, a meeting is desirable.

Members who miss three consecutive Committee meetings will be considered to have resigned their appointment to the Grievance Committee.

GRIEVANCE PROCEDURE

Committee members with current appointments to the Committee, and only such members, will have responsibility for any grievance that spans the terms of two different Committees. That is, grievances started under one committee will be passed on to the newly elected committee for resolution if timing requires it.

Time Limits: All time limits are to be calculated not counting the day of delivery or receipt but counting the day of requisite action. Thus, if a Request for a hearing is received on a Tuesday the Hearing date shall be no later than the Tuesday four weeks later. In the event that a deadline shall occur on a University holiday, the deadline shall be moved to the next business day. The Committee may, at its discretion, by majority vote of the Committee, extend any deadline for a reasonable period of time, to allow all parties adequate opportunity to prepare for the Hearing, or for other appropriate reason. The right to postpone such deadlines is reserved to the Committee.

First Contact: A member of the FSNP Community (the Grievant) who wishes to present a grievance should contact any member of the Committee (the First Contact Person) requesting a meeting. After conferring with the Grievant, the First Contact Person may offer nonbinding advice, in confidence, concerning the merits of the case and concerning further action that might be taken. Typically, such advice might involve but not be limited to (a) a referral to another individual or committee within the University, (b) a nonbinding evaluation of the merits of the grievance, (c) an offer to mediate the grievance, (d) a recommendation that the grievance be referred to the full Committee for informal consideration, or (e) an opinion that the issues raised may not be grievable under these Procedures. If the First Contact Person believes the issues are non-grievable, and the Grievant wishes to pursue the grievance, the issue will be referred to the full Grievance Committee to determine, by majority vote, if the issues are grievable or not. If the Committee decides at any stage that the issues presented are not grievable under these Procedures, the Committee will advise the grievant of such determination and the reasons therefore. Otherwise, the following procedures will apply.

The First Contact Person shall not take action or report further on the case without the written consent of the Grievant. With the written consent of the Grievant, the First Contact Person may communicate with the interested parties in an attempt to resolve the grievance informally. If the grievance cannot be

resolved at this level, the Grievant may request that the full Committee (but without the external member) be convened to consider the grievance informally.

Informal Grievance Procedure: The Grievant will submit to the Committee a written description of the grievance and the remedies sought. He or she will then meet with the Committee informally to discuss the grievance. With written permission from the Grievant, the Committee will then contact the Respondent and request a meeting with that person separately. The Committee will attempt to reach a settlement acceptable to both sides at this informal level.

The First Contact and Informal Procedure are expected to take no longer than two months, at which time the grievance will either move to Formal Hearings or be withdrawn by the Grievant.

If the grievance cannot be disposed of at an informal level, either party may request that a Formal Hearing be held. This request must be in writing to the Chair of the Committee and outline the disagreement and remedies requested.

The Grievance Committee will not process a grievance when the parties and issues are before a court or the subject of a determinative court decision.

In the event that any member of the Grievance Committee has participated in the circumstances that led to the grievance, that member shall not serve in any capacity in that case. When the participation of the full Committee is required for a Formal Hearing, the Dean will name an ad hoc member to the Committee.

Formal Procedure:

Scheduling of Formal Hearings

The Chair of the Committee shall promptly schedule and arrange for the Formal Hearing that shall include the Grievance Committee including the outside member, the Grievant, and the Respondent. The Hearing date shall not be less than two weeks nor more than four weeks from the date of receipt of the Request, provided, however, that a hearing for someone who is under suspension shall be held as soon as arrangements therefore may reasonably be made, normally not later than three weeks from the date of receipt of the Request. All deadlines can be extended at the discretion of the Committee by majority vote to assure the integrity of the hearing process, or for other appropriate reason. A grievance case must be received by the Chair of the Grievance Committee during either the fall or spring academic semester. If a case cannot be completed within the academic year, the hearings may be suspended, at the discretion of the Committee by majority vote, until the next academic year, even though the makeup of the Committee may be changed by elections.

The Chair of the Committee shall notify the Grievant and all parties named in the Request for a Formal hearing, in writing of the time, place, and date so scheduled. The Chair shall also notify in writing the Dean, and, when appropriate, that is, when either the Grievant or the Respondent is a student in the FSNP, the Director of Student Affairs.

Conduct of the Hearing

1) No member of the Grievance Committee may vote by proxy. The Committee shall vote to determine the periods in which the Hearing is to be kept open (parties to the grievance may attend) or closed (executive session). This vote may be taken with respect to any of the individual sessions that together compose the Hearing.

(2) An accurate record of the Hearing shall be kept. The method shall be established by the Committee, and be accomplished by use of a court reporter, electronic recording unit, detailed transcription, or by taking of adequate minutes.

(3) The personal presence of the Grievant shall be required. A Grievant who fails without good cause to appear and proceed at such Hearing shall be deemed to have abandoned the grievance. If the respondent fails to attend the hearing without providing a proper reason for his absence, the hearing may be conducted in his absence, at the discretion of the Committee, determined by majority vote .

(4) Postponement of Hearings beyond the time set forth in these Procedures shall be made only with the approval of the Grievance Committee. Granting of such postponements shall only be for good cause shown.

(5) Each party to the grievance may be accompanied at the Hearing by a person of his or her own choosing and shall be so informed by the Chair in the notification of the Hearing. All parties shall attempt to present evidence with a minimum of procedural encumbrance. Although formal rules of evidence shall not apply, the Committee should take special care in evaluating letters or other hearsay evidence that is presented by or on behalf of any Party. The Grievance Committee may be advised by an attorney on matters of procedure and evidence.

(6) The Chair of the Committee shall preside over the Hearing to determine the order of procedure during the Hearing, to assure that all interested parties or their representatives have the opportunity to participate, to assure that all participants in the Hearing have a reasonable opportunity to present relevant oral and documentary evidence, and to maintain decorum.

(7) Strict rules of law relating to the examination of witnesses or presentation of evidence do not apply.

(8) During the Hearing, the Grievant(s), the Respondent(s), and the Grievance Committee shall have the following rights: to call and examine witnesses, to introduce written evidence, to cross examine any witness on any matter relevant to the issue of the Hearing, and to offer relevant evidence in rebuttal. At its discretion, the Committee may arrange for the presentation of such additional evidence as it deems relevant. If the Grievant does not testify in his or her own behalf, he or she may be called and examined as if under cross-examination.

(9) The Committee may, without special notice, recess the Hearing and reconvene the same for the convenience of the participants or for the purpose of obtaining new or additional evidence or consultation. Upon conclusion of the presentation of oral and written evidence, the Hearing shall be closed. The Committee may thereupon, at a time convenient to itself, conduct its deliberations in executive session and report its findings to the Dean within 60 days.

Findings

Findings by the Grievance Committee shall be based solely on the evidence presented. Within four weeks of the conclusion of the presentation of oral and written evidence, the Grievance Committee shall communicate its findings, including recommendations (if any) for disposition of the Grievance“, ("Findings"), in a written report to the Dean and the parties to the grievance.

The Report, together with the record of the Hearing, shall be submitted to the Dean for final disposition. The Dean may seek the advice of the Provost, the President of the University, and members of the Board of Trustees. The Dean shall base his or her decision on the record, including the Findings, or if he or she determines that the Grievance Committee should take further evidence or reconsider its Findings, he or she shall so request within four weeks of receipt of the Report. This request shall be in writing and the grounds for reconsideration shall be stated in full. The Grievance Committee shall promptly reconsider its Findings and shall thereafter issue a second Report within four weeks.

The Dean shall make the final adjudication of the grievance within four weeks of the issuance of the Report or second Report of the Grievance Committee, as the case may be. In a case where the Dean is in disagreement with the Findings of the Grievance Committee, the Dean shall so inform the chair and shall meet with the Grievance Committee within a four-week period to discuss the basis of the disagreement, prior to the Dean's rendering a final decision.

The Dean shall inform in writing the Grievant, all other parties in the grievance, and the Grievance Committee of the final disposition of the case, and in the event that the final disposition is not in accordance with the Findings of the final Report of the Grievance Committee, the Dean shall give in writing the grounds for rejection of those Findings.

After the final disposition of the Formal Hearing, the record of the Hearing and copies of all documents pertaining to the Hearing shall be placed in a separately held file of the Dean.

The Report of the Findings shall not be made to, nor adjudication made by, an individual who is a party to the grievance. In the event that the Dean is a party to the grievance, the Report of the Findings shall be made to the Provost or his or her designated representative for final adjudication. The record of the Hearing and copies of all documents pertaining to the Hearing shall then be placed in the files of the Provost.

CONFIDENTIALITY

Consistent with the requirements of law, and the privacy of the parties involved, the Committee will make every effort to maintain the confidentiality of all proceedings relating to the Grievance, including the identities of the parties involved. The First Contact Person shall not take action or report further on a case without the written consent of the Grievant. The First Contact Person shall obtain written permission before disclosing to other Committee members any information that would break confidentiality.

If it is found that a committee member has made unauthorized, public revelations of confidential information that could be known only through committee activities, that person shall be removed from the committee by the Dean. In addition, the Chair shall have a letter describing the breach of confidentiality placed in the individual's permanent personnel file. If it is the Chair who breaks confidentiality, the Dean shall place such a letter in the individual's file.

Grievant should be informed that there are some situations where legal and/or University regulations take precedence over confidentiality requirements. These include but are not limited to charges of sexual harassment and cases involving affirmative action, which, as a matter of University policy, must be reported to the Special Assistant to the President for Affirmative Action.

Members of the Committee are free to take whatever actions seem appropriate if there is reasonable suspicion that individuals are a threat to themselves or others or that a crime has been committed. However, such actions must be consistent with protecting confidentiality insofar as it is possible.

REPORTING REQUIREMENTS

The Grievance Committee shall report at least annually to the Dean. The Report shall consist of the number of cases heard by First Contact Persons and by the Grievance Committee and the general nature of the grievances, in such a way that complete confidentiality will be maintained and that the identity of those involved (Grievant and Respondent) will not be revealed.

RECORD KEEPING AND DISPOSITION

All records (whether print or electronic) that refer to particular grievances shall be stored under lock and key. Files may be maintained on a desktop computer only if they are password-protected with passwords known only to members of the Grievance Committee.

The First Contact person will retain copies of all records of First Contacts that do not lead to further action, for a period of three (3) years. The Chair will keep copies of all records pertaining to Informal and Formal procedures while they are ongoing. The Dean will keep records pertaining to Informal procedures for three (3) years after their resolution and of Formal Hearings for five (5) years after their resolution.

Appendix D

Course Review Procedures

Approved by Curriculum and Degrees Committee May 8, 2001

Approved by the FSNP faculty December 5, 2001

1) Annual Student Course Evaluation for All FSNP Courses

PROCESS

- a) Student course evaluations are completed by all enrolled students. The current policy of the Academic Dean for Education is that cross-listed courses originating in the FSNP are evaluated by the FSNP. Evaluations of these courses are to include all students taking the course, including those taking it under the cross-listed number, and the summary is forwarded to the cross-listing school or department. Cross-listed courses originating in other schools or departments are evaluated by those schools or departments. Evaluations of these courses are to include all students taking the course, including those taking it under the NUTR number, and the summary is forwarded to the FSNP
- b) Student course evaluations are processed by the Office of the Academic Dean for Education.
- c) Course evaluation summaries are reviewed by the Academic Dean for Education. Copies of student course evaluations are forwarded to course director, along with a letter from the Academic Dean for Education to the course director commenting on the evaluations, requesting a formal statement on the course for inclusion with the evaluation summary, and encouraging oral or written feedback to her directly on matters of concern. Course evaluation summaries will not be forwarded to course directors before final grades are received by registrar's office.
- d) One copy of each relevant course evaluation summary will also be forwarded to the Program Director(s).
- e) Course directors are responsible for giving feedback to individual faculty involved in the course.
- f) Copies of student course evaluation summaries, including the anonymous comments by the students, are currently maintained in the Office of the Director of Student Affairs. Faculty members and students (but not the general public) can review the evaluations upon request, but not remove them or photocopy them.

FEEDBACK ROUTES OF ANNUAL STUDENT EVALUATIONS TO COURSE DIRECTORS

- a) Course director provides feedback to Academic Dean for Education, including input on appropriate changes based on student feedback
- b) Academic Dean for Education works with course director and/or students if repeated problems are noted.

2) Annual Syllabus Submission To Monitor Drift in Course Content

PROCESS

- a) Course director submits the following to Academic Dean for Education prior to each course cycle
 - an updated syllabus
 - a memo stating major changes to the syllabus since the course was last offered.

- b) Program directors receive copies (either hard copy or electronic) of all syllabi each semester.
- c) When major changes in the syllabus are indicated by the course director, the syllabus is reviewed for consistency with the approved course proposal form.

FEEDBACK ROUTES OF ANNUAL MONITORING TO COURSE DIRECTORS

- a) Input from individual Program Director(s) will be directed to the Academic Dean for Education.
- b) Academic Dean for Education will inform the course director if syllabus is not consistent with approved course proposal form.
- c) Course director provides feedback to Academic Dean for Education and appropriate Program Director(s).
- d) Significant alterations to the course require resubmission of the course proposal form and re-approval by Curriculum and Degrees Committee.
- e) Significant alterations to the approved course description published in the course catalog and semester course listings require submission of the course description for approval by Curriculum and Degrees Committee.

3) Periodic Formal Course Review

PROCESS

- a) A periodic formal course review by faculty under the auspices of the Curriculum & Degrees Committee will be conducted regarding
 - Content
 - Methods of Instruction
 - Integration with and contribution to overall curricular goals and mission of the FSNSP.
- b) For an individual course, two faculty members will conduct a review. As a general policy, at least one faculty member will be actively teaching within the FSNP; the other member may be at faculty member without current teaching responsibilities within the FSNP. When the expertise is not available within the FSNP, outside reviewers will be recruited by the Dean for Academic Affairs.

Course review will commence with required courses, with priority given to those courses that are required for multiple programs. For core courses that are attended by students from many programs, representation should include faculty from two different programs. Administrative support is to be determined. A draft list of courses is attached. Input from the Curriculum and Degrees Committee and from Program Directors will be sought in prioritizing courses for review. The list organizes courses as follows.

Tier I	Review at every 5 years Required for students in multiple programs.
Tier II	Review every 5 years if possible. Required for students in one program. Prioritize based on Program Directors' input, high enrollments, taken by students from multiple programs.
Tier III	Review as needed

Elective courses.

c) The review process will be conducted in the following manner:

Step I: The evaluator(s) will review materials:

- syllabus, handouts (if available), and exams
- course learning objectives
- student course evaluation summaries
- current course proposal form
- past faculty review of course (if available)
- past feedback from Curriculum & Degrees Committee (if available)

The evaluator(s) may also request input from:

- other faculty regarding optimal emphasis, coverage, approach, integration
- alumni input (if available)
- student representatives

Step II: The evaluator(s) will observe one or more course sessions.

Step III: The evaluator(s) will meet with the course director to review these major points:

- learning objectives in relation to overall curriculum
- successes in course
- proposed changes/action plan

Formal summary and recommendations with short- and long-term suggested changes clearly identified will be submitted to the course director with adequate response time for comment. The course director should read the report prior to steps IV.

Step IV: The evaluator(s) will submit his/her report, with short- and long-term suggested changes clearly identified, to the Curriculum and Degrees Committee for review. The evaluator may need to revise the report, depending on feedback from the Curriculum and Degrees Committee. The evaluator(s) may also be asked to attend a Curriculum and Degrees Committee meeting if questions arise that require clarification.

FEEDBACK ROUTES OF COURSE REVIEW TO COURSE DIRECTORS

a) Course directors make appropriate changes based on recommendations. Course director attempts to address the recommendations using his/her best judgment. Program Director monitors the implementation of the recommendations by the course director.

b) A follow-up review by at least one of the original evaluators is required within one year of the initial course review to confirm that changes were made. Feedback of the follow-up review will be presented to the Curriculum & Degrees Committee.

c) Academic Dean for Education works with course director and/or students if repeated problems are noted (employing focus groups, faculty workshops, etc.)

d) Feedback may promote curricular change while redefining FSNP mission and course content/methods.

Feed back	Course Director	Program Director	Academic Dean for Education	Faculty Evaluator	Curriculum and Degrees Committee
a)	Receives report from C&D Committee; plans to implement recommendations	Monitors implementation of recommendation by the by the course director.			
b)		Receives follow up report by reviewer.	Reminds Program Director and faculty evaluator of need for follow-up review; receives follow up report by reviewer.	Conducts follow-up review within one year of the evaluation report; submits follow up report to Curriculum and Degrees Committee (cc to Program Director)	Receives follow up report by reviewer.
c)		Monitors student evaluation and one-year follow-up by reviewer	Monitors student evaluation and one-year follow-up by reviewer		

The School should recognize the work and time commitment involved in being a faculty reviewer of a course, particularly if the reviewer is from outside Tufts University.

Suggested Questions To Follow When Evaluating a Course

Integrations:

- Is there integration of this course with related courses? If so, which courses?
- Please explain how they are integrated.
- How might integration be strengthened?
- Are there other courses this course could be integrated with?
- What are the barriers to integration?

Teaching Methods:

- In what ways could lectures be made more effective and interactive?
- Is there optimal use of lectures, seminars, self-learning, computer-aided instruction?
- How could other teaching and learning methods be used to fulfill course objective more effectively? Please explain.

Assessment Methods:

For the student –

- Are the students who take the course adequately prepared? Please comment about what deficiencies exist.
- Does the assessment method test whether the objectives have been met?
- What learning objectives should have been met prior to the course being evaluated?
- Is the level of detail in assessment appropriate?
- Are higher order thinking skills of analysis, synthesis and application assessed?
- Are students adequately prepared for courses following this course?
- How might assessment be improved?

For the course –

- Have issues raised in previous reviews and evaluations been addressed? What was their outcome?
- Are issues that were not addressed still relevant?
- Were issues raised that would warrant changing the evaluation process/form?
- Is the course workload acceptable for the number of credits?

For the faculty –

- How effective are the individual faculty? Please explain.
- What are the issues in faculty resources?
- Is there sufficient faculty?
- Are they appropriately trained?
- What additional needs are there for faculty development?
- Is the faculty accessible?
- Are there the issues in available faculty resources?

Physical context –

- Are there issues in terms of meeting time, room assignment, campus location?

Overall:

- What are the positive aspects of this course? Please explain.
- What are the areas that need improvement?
- Please prioritize these areas for an action plan.

Course Evaluation Binder

To maintain confidentiality, it is recommended that this binder will only be made available to the course instructor, the reviewers, the Curriculum & Degrees Committee, the Program Directors and the Academic Dean for Education. The binder will contain the following:

- Course evaluation procedures
- Course proposal forms
- Course syllabus, including photocopies of lecture notes, handouts, and reading materials
- Student evaluations from previous three years
- Sample of a course evaluation report

Proposed Timetable

The evaluator(s) should plan to accomplish the evaluation based on the proposed timetable:

Week 1 – Materials sent to evaluator(s)

Week 3 - Evaluator(s) observe(s) one or more course sessions

Week 5 – Evaluator(s) meet(s) with the course director to review the major points their evaluation

Week 8 – Evaluator(s) submit(s) the draft summary and recommendations with short- and long-term changes clearly identified to the course director (allowing two weeks for review/comment and return to evaluator(s)).

Week 13 – Evaluator(s) will submit the formal report with short- and long-term changes clearly identified to the Curriculum and Degrees Committee. The Curriculum and Degrees Committee will respond to the report.

Appendix E
Program Director Responsibilities
Approved by C&D Committee August 3, 2000
Approved by FSNP Faculty December 12, 2000

The Program Director is vital for the success of each program, and will ensure that each program is functioning cohesively and according to academic standards of the FSNP. The Academic Dean for Education will appoint the Program Directors, subject to input and approval from the Dean. A mechanism shall be in place by which the Academic Dean for Education will review the Program Directors' decisions on a regular basis and discuss any questions.

The Program Director is responsible for ensuring the accomplishment of the following tasks, either directly or in collaboration with Program-affiliated Faculty, students' advisors, the administration and staff.

1. Admissions and Recruitment Activities
 - a. Update program descriptions, brochures, and web information by revising text as needed for the FSNP publicity and public relations when requested by the Office of Admissions and Recruitment.
 - b. Meet with visiting prospective students.
 - c. Respond to program-specific questions from prospective students.
 - d. Serve as (or appoint a delegate to serve as) liaison to the Admissions and Recruitment Committee to screen application of students interested in each program.
 - e. Assist in efforts to publicize the program at conferences and other venues.

2. Service to Students Matriculated in the Program
 - a. Draft a welcome letter to be sent to new students accepted into the Program. [Office of Admissions and Recruitment will send the letter and follow up on it.]
 - b. During orientation meet with students to introduce the Program, its activities, developments, and faculty. [Office of Admissions and Recruitment will schedule and prepare any materials needed.]
 - c. Recommend to the Director of Student Affairs an Academic Advisor to each student in the Program
 - d. Help doctoral students form appropriate thesis committees.
 - e. Monitor and address individual and/or collective student academic progress.
 - f. Monitor students' needs and concerns regarding the program
 - g. Hold meetings with students in the Program at least once a year and submit a report to the Academic Dean for Education with copies to the Dean of the School and the Director of Student Affairs. [Scheduling of meetings and booking of rooms done by the FSNP receptionist.]
 - h. Monitor career opportunities to ensure that students receive adequate and appropriate career services and guidance. [Student Affairs will support this ongoing effort.]

- i. Incorporate students' funding into grants as possible and participate in training-grant preparation when requested by the Deans or other faculty
 - j. Seek opportunities for collaborative teaching or research projects that would benefit students in the Program.
 - k. Publicize teaching assistant opportunities for doctoral students in coordination with the Senior Director of Finance.
 - l. Facilitate student attendance or presentations at conferences.
 - m. Review requests for supplementary funding prior to their submission to the Senior Director of Finance.
 - n. Assist in maintaining contacts with program alumni.
3. Interaction with Program Faculty
- a. Meet with Program faculty at least annually to convey any changes or developments and answer faculty questions about the Program.
 - b. Identify potential program faculty inside and/or outside the FSNP who have complementary expertise and recommend their appointment.
 - c. Ensure Program Director coverage when absent or unavailable.
 - d. Participate in (or delegate faculty to participate in) any cross-program interactions within FSNP or with other Schools in the University as appropriate.
4. Curriculum Administration
- a. Monitor the appropriateness of the curriculum and prerequisites, in light of developments in this field of study and changes in FSNP or Tufts University.
 - b. Create and defend curriculum revisions as needed, and bring them to the attention of the Academic Dean for Education and the Curriculum and Degrees Committee.
[Program-relevant syllabi are available from the Director of Student Affairs in Boston.]
 - c. Propose and defend any joint degree programs, dual degree programs, or certificate programs that are desirable for Program development.
 - d. Review appeals for substitutions and exemptions for required courses in the curriculum and make recommendations to the Academic Dean for Education for final approval.
 - e. Review all non-predesignated specializations of students in the program and make recommendations to the Academic Dean for Education for final approval
 - f. Review all directed study projects of students in the program and make recommendations to the Academic Dean for Education for final approval
 - g. Review and approve internships not leading to academic credit for all program students, and evaluate internship budgets before they are submitted to the Senior Director of Finance.

Appendix F
Identification of Program-Affiliated Faculty
Approved by the FSNSP faculty May 14, 2001

1. Each Program Director develops a process to identify FSNSP faculty affiliated with his/her program. The specific standards, roles, and responsibilities of program-affiliated faculty are determined by these processes on a program-by-program basis.
2. The process for each program needs to be explicit, in writing, and submitted to the Academic Dean for Education for the record.
3. Program directors submit to the Academic Dean for Education list of proposed program-affiliated faculty who have been identified as a result of the process developed within their programs. (Note this applies to those who are already FSNSP faculty members.)
4. The Dean of the School must approve the program affiliation of faculty members. After the list has been approved, the Academic Dean for Education extends the invitation to faculty members in writing to be affiliated with the program.
5. A faculty member wishing to be affiliated with a program but who is not identified by the Program Director according to the process developed for that program may ask the Program Director to be affiliated. In the case of a disagreement, the Dean of the School reviews the result of the process. In such a case, the Dean makes the final decision.
6. Faculty members being proposed for affiliation must agree that they wish to be affiliated with the program.
7. All FSNSP faculty, including visiting and adjunct faculty, must be affiliated with at least one academic program of the School. FSNSP faculty may be affiliated with more than one program.

Appendix G

Friedman School of Nutrition Science and Policy

Sabbatical Policy

Policy on Sabbatical Leave

Sabbatical leave is selectively awarded to faculty members to reward excellence in service to the school in terms of its core mission of excellence in research and teaching; a sabbatical is not an entitlement. The intent is to provide faculty with an opportunity for further professional development, with a view to supporting and encouraging further achievements.

Eligibility

The candidate for SABBATICAL leave should typically have been on faculty for at least 6 years. Adjunct, visiting, and clinical faculty members are not eligible. A faculty member who accepts sabbatical leave is expected to return to the school for at least a further 3 years of employment.

Leave is granted to individuals in recognition of notable service to the school in the realms of teaching, scholarly research and publication, outreach, and student mentoring/advising. It is not, therefore, an entitlement related to years of service, nor can it be expected to be granted at regular intervals. However, while leave applications will be considered based on the quality and stature of work already demonstrated at the school, expectations of future work carry equal weight. That is, the scholarly nature of the work conducted during the sabbatical (based on a detailed plan, as described below), and expectations of continued success subsequent to the leave are also taken fully into account. The activities or research to be pursued during the leave should have clear value to the school as well as to the individual.

Leave will only be granted when conditions in the school are such that a faculty member's absence will not impair the functions or interests of the school. A sabbatical can only be used for professional development.

Compensation during sabbatical leave

A sabbatical can involve absence for one academic year at half-salary or for a single semester at full salary. School policy on the expectation that faculty must raise a share of their salary will continue to apply. Any compensation for services accruing to the faculty member from another institution during the period of leave will revert to the school and count against the leave-taker's salary requirement. This stipulation does not apply to fellowships or other grants-in-aid for advanced study.

In certain cases, the Dean may count a full year of leave without pay as part of the consecutive years of service that serve as a prerequisite to sabbatical leave. An applicant for leave without pay must include on the leave application form a request that such time so be counted.

Application Procedures

A completed application form should be sent to the Academic Dean for Faculty, with a copy to the relevant program or Center Director. The application must include a viable, time-bound plan for use of time in a manner clearly consistent with the goal of advancing the faculty member's professional capabilities or standing, as well as that of the school. A detailed plan, including time-line and an outline of professional gains expected, should accompany the application submission. Where applicable, the submission must also include a detailed letter of support from the faculty member's program or Center Director.

Completed application forms should generally be received 9 months prior to the expected start date of the sabbatical; that is, by December 1 of the year preceding a proposed leave starting in the Fall, or April 1, if a one semester leave is planned for the Spring semester. Exceptions can only be made where the school leadership was fully apprised of the individual's intent to seek a sabbatical well in advance.

If the application is approved, a letter will be sent from the office of the Academic Dean for Faculty outlining expectations and procedures. That letter represents a commitment by the school to proceed with the leave as proposed. The applicant will counter-sign the letter and return it to the Academic Dean (retaining a copy for his/her own records). The counter-signed letter represents a commitment by the faculty member to implement the plan as proposed. Any changes to the dates or plan can only be made with written consent of both parties.

Reporting Requirements

Upon returning to the school, the faculty member must write a detailed report of activities undertaken during the leave, and attach any relevant papers written or published in that time. The report will be sent to the Dean for Academic Affairs in both hard and electronic forms by the end of the semester following the end of the leave period. The Academic Dean for Faculty will share the report with the Dean, as well as the Overseers, for their information.

Benefits

Conditions pertaining to continuation of salary and benefits while on sabbatical are defined by the Tufts University Human Resources Benefits Office rather than by the school. In other words, prevailing University-wide policies apply.

Application Form for Sabbatical Leave

Due December 1 of the year preceding sabbatical leave (if to be taken during the Fall semester). If only one semester of leave is proposed, and this would occur in the Spring semester, the application is due on the preceding April 1.

Name of Applicant:

Date of Application:

Academic Program or Center:

Date of original full-time core appointment:

Dates of proposed sabbatical leave:

Signature of Applicant: ***

Statement of Planned Activities:

Please make this as detailed as possible, defining location of leave, purpose, activities to be undertaken, and expected professional benefits to you as an individual, and to the school in general. Use additional pages as necessary, and please be as specific as possible with regard to the scholarly nature of the activity—intended outputs, professional caliber of publications, likely peer-review of independent research activities, etc.

**Friedman School of Nutrition Science and Policy
Supporting Letter**

To be completed by the applying faculty member's Program or Center Director. Please include comments on the applicant's productivity during the past 6 years, overall research/scholarship, current and potential professional stature, and the likely value of the sabbatical plan of activities to the future of the school in general, and the program or center in particular.

Signature of Program/Center Director:

Date:

Appendix H

C&D Substantive Change Guidelines

The purpose of this document is to provide guidance to the C&D Committee and Friedman faculty regarding which changes to a course warrant a substantive change thus necessitating a C&D review. In addition, the C&D Committee will ask the appropriate Department Chair to review each of the core courses that are required for a degree program every three years and to determine whether the course should be resubmitted to C&D for approval.

COURSE CHANGES REQUIRING C&D REVIEW/APPROVAL

- Course title
- Course credit
- Course objectives
- Contact hours
- Course format (e.g. face-to-face to hybrid or on-line)
- Instructors
- Prerequisites
- Requirement status for degree
- Major assessments (assessment counting for more than 10% of the final grade)
- Change in course status from directed study to course