



# STRATEGIC PLAN SUMMARY

The Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy embarked on a year-long strategic planning process in the fall of 2015. We engaged our entire community of diverse internal and external stakeholders to help define the future directions and priorities of the School. A Steering Committee comprised of faculty, staff, students, alumni, Board of Advisors members, external experts, and School leadership oversaw the effort and ensured that it was consistent with the priorities and objectives of the University's T10 Strategic Plan.

These diverse stakeholder groups were represented throughout each of our key planning phases of investigation, deliberation, and synthesis. We gathered data and documents, asked tough questions, and solicited information through two phases of committee work that involved over 100 stakeholders on 11 committees. We also employed surveys and focus groups, and conducted nearly 100 one-on-one interviews.

We set out to define a clear, inspiring, and externally relevant plan with goals that were both actionable and feasible. This could not have been achieved without the remarkable commitment and participation of so many of our community members.

As a result of this inclusive and rigorous process, we learned much about our strengths and opportunities and about what we wish to achieve, which led to the strategic aims and goals described in this report.

**AIMS & GOALS** | The following eight Strategic Aims represent the areas in which the Friedman School will focus to achieve greatest impact. Fourteen specific goals align with and help advance these Aims.

Read more online [nutrition.tufts.edu/strategicplan](https://nutrition.tufts.edu/strategicplan)

**STRATEGIC AIMS**



**GOAL I**  
Reduce the double burdens of hunger and obesity in the United States and internationally. | [p.11](#)



**GOAL II**  
Reduce nutrition-related health inequities. | [p.11](#)

**GOAL III**  
Unite research and interventions that focus on families, households, and communities. | [p.12](#)



**GOAL IV**  
Expand our leadership in the science and practice of scale. | [p.12](#)

**GOAL V**  
Integrate principles of social justice, inclusion, and diversity in the School's teaching, research, student experiences, partnerships, and advocacy. | [p.17](#)



**GOAL VII**  
Promote food systems that increase agricultural sustainability while improving human health. | [p.18](#)

**GOAL VI**  
Catalyze interdisciplinary, collaborative, and translational science. | [p.17](#)



**GOAL VIII**  
Establish and promote a culture of entrepreneurial thinking and discovery among students, faculty, and staff. | [p.21](#)



**GOAL IX**  
Mentor and develop faculty to be effective influential leaders in support of the School's mission. | [p.24](#)

**GOAL X**  
Expand and diversify our student body to train future leaders in nutrition science, policy, and practice. | [p.24](#)

**GOAL XI**  
Create a continuum of academic and professional development to support students and alumni in the dynamic fields of nutrition science and policy. | [p.25](#)



**GOAL XII**  
Further establish our position as a trusted voice in nutrition science and policy. | [p.27](#)

**GOAL XIII**  
Launch a schoolwide strategy and structure for advocacy, policy change, and public impact. | [p.27](#)



**GOAL XIV**  
Develop and implement long-term structures for the School's administration; financial, virtual, and technological needs; and related infrastructure to support our mission and academic goals. | [p.28](#)

#### GOAL I

**Reduce the double burdens of hunger and obesity in the United States and internationally.**

##### OBJECTIVES

- Recruit new faculty with expertise in global chronic disease and global nutrition.
- Build capacity and expertise around innovative metrics for assessing global issues central to food security and obesity.
- Leverage our research and advocacy work to engage with governments, NGOs, and the media to achieve change.

#### GOAL II

**Reduce nutrition-related health inequities.**

##### OBJECTIVES

- Recruit new faculty with expertise in health disparities and health inequities.
- Leverage novel technologies to reduce nutrition-related health disparities.
- Promote research and advocacy efforts that focus on urban food issues, taking advantage of our downtown Boston location, urban-based agriculture, food, and environment work, urban school and worksite wellness research, and the global work of the Feinstein International Center.

#### GOAL III

**Unite research and interventions that focus on families, households, and communities.**

##### OBJECTIVES

- Bring together the complementary expertise of the Friedman School, HNRCA, and Feinstein International Center faculty to catalyze new projects across different ages, populations, and community settings.
- Establish expertise in innovative methodology in multigenerational work.
- Expand expertise in community-based participatory research.

#### GOAL IV

**Expand our leadership in the science and practice of scale.**

##### OBJECTIVES

- Establish resources to allow faculty to leverage funding streams that support scaling work.
- Encourage cross-collaboration and sharing of experiences and knowledge among researchers around scaling efforts, for instance, in global hunger, childhood obesity, and longevity and vitality.
- Cultivate expertise in the science of scale through hiring new faculty or providing special grants.

#### GOAL V

**Integrate principles of social justice, inclusion, and diversity in the School's teaching, research, student experiences, partnerships, and advocacy.**

##### OBJECTIVES

- Actively promote a culture of social justice, equity, and advocacy among faculty, staff, and students.
- Identify academic and social support systems that serve the unique needs of diverse student populations.
- Enhance expertise and capacity for communicating with racially, culturally, socioeconomically, and geographically diverse audiences.
- Continue to support research and advocacy work focused on those in greatest need.

#### GOAL VI

**Catalyze interdisciplinary, collaborative, and translational science.**

##### OBJECTIVES

- Promote, support, and reward interdisciplinary collaborations across biological and human sciences within the Friedman School, HNRCA, other Tufts schools, and beyond.
- Develop a network of expert partners outside Tufts to catalyze interdisciplinary, translational projects.
- Build faculty capacity to work in interdisciplinary teams to be competitive in pursuing multidisciplinary funding opportunities.
- Enhance resources specifically dedicated to the translation of research, including funds, partnerships, incentives to researchers, and staff time.



Fresh produce is boxed up to be delivered to New Entry's Sustainable Farming Project's World PEAS Community Supported Agriculture members, whose membership supports local farmers.

#### GOAL VII

**Promote food systems that increase agricultural sustainability while improving human health.**

##### OBJECTIVES

- Strengthen the School's ability to address health and sustainability together through new faculty hires and/or collaborations in climate change and sustainability as well as water, health, and security.
- Build expertise through faculty hires and/or new collaborations on the roles of food industry, marketing, and media in food systems and health.
- Be the leader in graduating students who have a strong interdisciplinary education in agricultural sustainability, healthy food systems, and nutrition science and policy, including their complex linkages and interrelations.

#### GOAL VIII

**Establish and promote a culture of entrepreneurial thinking and discovery among students, faculty, and staff.**

##### OBJECTIVES

- Establish a program of didactic and practical opportunities that teaches students how to solve real-world problems by bringing together ideas, people, and resources to achieve scientific, social, and business innovations.
- Encourage a culture where faculty and students view their work in ways that lead to novel applications, new ventures, and innovative technology.
- Promote fundamental research on cutting-edge pathways and mechanisms in nutrition and translate those discoveries to real-world problems.

#### GOAL IX

**Mentor and develop faculty to be effective influential leaders in support of the School's mission.**

##### OBJECTIVES

- Develop a mentoring and development program to support professional growth of faculty at every career stage.
- Create an equitable structure for assessing and recognizing individual faculty contributions and merit, including for teaching, research, service, and public impact.
- Create systems to help faculty attain and maintain a healthy balance between their professional and personal lives.
- Enhance the current faculty governance system to make it more participatory, integrated, and empowered.

#### GOAL X

**Expand and diversify our student body to train future leaders in nutrition science, policy, and practice.**

##### OBJECTIVES

- Optimize flexibility in academic programs and course schedules to accommodate a diverse student body.
- Expand the School's appeal to new audiences with varying career goals and experiences by considering new degrees, academic programs, and pathway programs.
- Establish a recruitment, financial aid, and student support system that builds and promotes success of a racially/ethnically and economically diverse student population and provides students from typically underrepresented populations with the opportunity for a Friedman School education.

#### GOAL XI

**Create a continuum of academic and professional development to support students and alumni in the dynamic fields of nutrition science and policy.**

##### OBJECTIVES

- Strengthen processes for review of curricular and professional development to ensure that our offerings reflect the knowledge and skills that our students will need following graduation.
- Leverage the breadth of expertise within the school to provide our students with a unique perspective and competitive edge, offering an

integrated education across biologic, quantitative, social science, and policy domains.

- Establish a career development strategy that serves the full range of student and alumni professional goals.
- Offer robust continuing education opportunities to alumni and alternative student and professional audiences.

#### GOAL XII

**Further establish our position as a trusted voice in nutrition science and policy.**

##### OBJECTIVES

- Communicate and disseminate research findings to make insights accessible to policymakers, practitioners, industry, media, and the general public.
- Develop a public relations strategy to integrate all of our media products and strategies and to engage relevant partners and stakeholders.
- Expand and leverage the reach and impact of the Tufts Health & Nutrition Letter, including through novel partnerships and subscription models.

#### GOAL XIII

**Launch a schoolwide strategy and structure for advocacy, policy change, and public impact.**

##### OBJECTIVES

- Develop specific positions for advocacy and active support of legislation, policies, and programs that are consistent with the mission of the School.
- Develop a network of partner organizations that represent key sectors on issues of nutrition science, policy, and public impact.
- Convene major gatherings and reports on food, nutrition, and related topics to foster real-world change.
- Develop a School Center to provide structure and staff for this initiative.

#### GOAL XIV

**Develop and implement long-term structures for the School's administration; financial, virtual, and technological needs; and related infrastructure to support our mission and academic goals.**

##### OBJECTIVES

- Enhance the culture of administrative excellence through investments in staff recognition, training, development, and mentoring.
- Develop a long-term financial strategy based on our strategic aims, new budgeting structure, faculty research directions, ongoing development efforts, and the University Capital Campaign.
- Increase School revenue by broadening the use of current physical resources and leveraging intellectual assets.
- Assess and develop the necessary infrastructure for current and future data, computational, and research information needs.
- Determine and integrate the technological needs for state-of-the-art, flexible classroom and conference spaces that are suited for live courses, virtual education, and other communication.
- Plan for both intermediate and long-term physical space needs based on projected faculty, education, research, entrepreneurship, and public impact efforts.



The Jaharis Center at 150 Harrison Avenue in downtown Boston, home of the Friedman School.

