Trusted Science
Future Leaders
Real World Impact

FROM CELL TO SOCIETY

GERALD J. AND DOROTHY R.
Friedman School of
Nutrition Science and Policy
GLOBALLY, WE FACE UNPRECEDENTED FOOD AND NUTRITION-RELATED CHALLENGES.

Unhealthy food is now the leading cause of poor health in the United States and worldwide, causing enormous burdens due to malnutrition, obesity, and other diseases. Poor nutrition also contributes to and creates profound health disparities, negatively impacting wellness and prosperity among the most vulnerable populations. Our food system is also the leading cause of adverse environmental impact, affecting land use, water, and climate change. Together, these health, equity, and environmental effects generate tremendous economic burdens for individuals, families, businesses, and governments. These challenges make nutrition a leading issue—and opportunity—of our day. This is nutrition’s time.

TRUSTED SCIENCE—FUTURE LEADERS—REAL-WORLD IMPACT

Tremendous advances in the science of nutrition and food systems have placed us at the threshold of solving these remarkable challenges. As the only graduate school of nutrition in North America, the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy at Tufts University is uniquely positioned to address these issues with unparalleled breadth, real-world engagement, and entrepreneurial spirit. Our mission is to generate trusted science, educate future leaders, and produce real-world impact in nutrition science and policy. Our new Strategic Plan reflects an ambitious 5-year agenda with specific strategic aims, goals, and objectives, that together will further our mission and expand our global leadership in the field.
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INTRODUCTION

The Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy (The Friedman School) embarked on a year-long strategic planning process starting in the fall of 2015. For this crucial effort, we made certain to engage our entire community, including diverse internal and external partners and stakeholders, to help define the future directions and priorities of the School.

To oversee the process, we established a Strategic Plan Steering Committee comprising faculty, staff, students, alumni, Board of Advisors members, external experts, and School leadership.

Throughout, we ensured that our new strategic direction is also consistent with and supportive of the overall priorities and objectives of the University’s T10 Strategic Plan. We also recognized and incorporated ongoing major School efforts, such as the expansion of our physical footprint and an ambitious multi-faculty search plan.

A key area of emphasis was to create a process that was as inclusive as possible, valuing and leveraging the existing knowledge, relationships, and insights within and outside the School. We appreciated that the plan would only be as strong as the foundation of the School community from which it was created.

Our overall planning process was guided by the following principles, to (be):

- MISSION-ORIENTED
- TRANSPARENT
- INCLUSIVE
- VALUE SCHOOL STRENGTHS AND CULTURE
- EFFICIENT
- FOCUS ON THE RELEVANCE OF THE PROCESS AND BROAD ENGAGEMENT, NOT SIMPLY THE OUTCOME

“TUFTS THRIVES ON EMBRACING COMPLEX ISSUES AND MARSHALING THE CAPACITIES OF OUR UNIQUE CONSTELLATION OF SCHOOLS TO ENVISION INNOVATIVE APPROACHES TO EVOLVING LOCAL AND GLOBAL CHALLENGES.”

President Monaco, Tufts University
OUR HISTORY

Our School was originally established in 1976 as the Tufts Nutrition Institute by Jean Mayer, then the President of Tufts University and a luminary in nutrition science and advocacy. In 1981, we were officially established as the Tufts School of Nutrition. The School was renamed in 2001 as the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy owing to the extraordinary generosity of New York physician, Gerald J. Friedman, MD, and his wife, Dorothy R. Friedman.

As the oldest and largest graduate school of nutrition in North America, our unique strengths include our breadth of scholarship—from cell to society—our deep level of engagement with the world, and our entrepreneurial spirit. Over the past 40 years, our School has grown to become the standard-bearer for broad, interdisciplinary education, research, and translation in nutrition science and policy.

Throughout our journey, the School’s mission has remained the same: bringing together agriculturalists, behavioral scientists, biochemists, biologists, clinical dietitians, economists, engineers, epidemiologists, physicians, and public health experts to generate trusted science, enable future leaders, and produce real-world impact to improve the nutritional health and well-being of populations throughout the world.

Much of the School’s expertise in bench and laboratory science is demonstrated by faculty who are scientists at the Jean Mayer USDA Human Nutrition Research Center on Aging (HNRCA). This federally supported institution at Tufts is one of the world’s largest research centers focused on healthy and active aging through better nutrition and lifestyle. Many of its scientists are internationally recognized researchers as well as devoted teaching professors and research mentors to the School’s graduate students. Our Strategic Plan recognizes the crucial importance of the HNRCA for Tufts Nutrition: multiple HNRCA scientists were active participants throughout the process, and the HNRCA Director served as a member of our Strategic Plan Steering Committee.
SELECTED STRENGTHS OF THE FRIEDMAN SCHOOL

While finding opportunities for growth served as the springboard for developing our new goals and objectives, we also identified important existing strengths during the planning process. Selected strengths that together make us unique are highlighted here, each providing us with a competitive edge in education, research, and public impact.

THE MULTIDISCIPLINARY NATURE OF THE SCHOOL

Our faculty represent an unusual breadth of intellectual fields relevant to nutrition. This diverse expertise includes, for example, agriculture, behavior change, biological sciences, communications, community interventions, economics, food systems and industry, humanitarian assistance, international development and implementation, and public health.

REAL-WORLD ENGAGEMENT

For the Friedman School, research is about far more than just advancing knowledge—it’s about having meaningful impact on the health and well-being of all citizens of the world. To accomplish this, our faculty have forged important partnerships with research collaborators, educational partners, funders, non-governmental organizations (NGOs), foundations, government agencies, foreign governments, industry, and the media. We educate our students on how to communicate and translate science while continuing to build institutional capacity to maximize the School’s impact.

OUR ENTREPRENEURIAL SPIRIT

Entrepreneurial thinking has been a part of the School’s fabric and culture for a long time. Our alumni regularly start up their own businesses, engage with partners in unique ways, and find different opportunities to

“IT’S CRUCIAL TO TEST HYPOTHESES IN THE REAL WORLD ON HOW TO IMPROVE THE DIET... YOUR SCHOOL’S BREADTH OF SKILLS IN RESEARCH AND POLICY, AND INTEREST IN TRANSLATION, GIVE YOU STRENGTHS TO BE A LABORATORY TO TEST SOCIAL INTERVENTIONS, SUCH AS EDUCATION, ECONOMICS, CLINICAL INTERVENTIONS, AND BEHAVIORAL NUDGES.”

Michael Pollan, Author
“THE FRIEDMAN SCHOOL HAS REMARKABLE BREADTH, FROM THE SCIENCE OF AGRICULTURAL PRODUCTION TO FUNDAMENTAL UNDERSTANDING OF MOLECULAR AND GENETICS ASPECTS OF HUMAN NUTRITION TO EPIDEMIOLOGY AND PUBLIC POLICY.”

Catherine Woteki, Under Secretary for the U.S. Department of Agriculture’s Research, Education, and Economics mission

combine resources, labor, and novel thinking. Faculty also seek and develop unconventional partnerships to expand the directions and reach of their scientific discoveries and work in the field.

THE IMPACT OF OUR ALUMNI

Our growing alumni population is spread across the globe in leadership and on-the-ground positions: analysts, scientists, directors of nutrition, program managers, research managers, dietitians, nutrition advisors, professors, communications specialists, chief executive officers, and founders of businesses. Their quality and influence are known and valued worldwide.

OUR UNIQUE EDUCATIONAL OPPORTUNITIES

Our faculty attract students with diverse interests that span disciplines and who seek to apply evidence-based approaches to real-life settings. Students can currently choose from several existing unique educational programs, and efforts are underway to create more flexible academic tracks designed to meet the needs of students who wish to bridge two or more programs. Our students also take advantage of classes at the Tufts School of Medicine Public Health program, the Fletcher School, and many schools in the Boston

Consortium. A remarkable array of extracurricular experiences and activities complements this strong classroom learning.

THE SCHOOL’S WONDERFUL SENSE OF COMMUNITY

Beyond our world-class research, educational programs, and public impact, our culture is valued as a major asset. We are a collaborative and engaging community within which to learn and work. The reasons for this are clear: our faculty consider students as junior colleagues and integrate them into their work in many ways; the atmosphere is collegial and collaborative; classes are, for the most part, small and intimate; and there is a common mission to understand and implement the best approaches to improve nutrition and human health.

A PERIOD OF GROWTH

The School is growing both physically and academically. Our space in the Tufts University Boston Health Sciences campus increased by about 30% in 2016, and ongoing faculty searches are underway to fill multiple positions and build further capacity in areas such as novel behavioral interventions, food industry and marketing, policy implementation, water and health, climate change and sustainability, nutrition and global chronic diseases, and data analytics and biostatistics.

CURRENT AND FORMER STUDENTS | Kurtis Morrish, Kenneth Westerman, and Rebecca Rottapel at the Tisch College of Civic Life ceremony to honor inductees of Honos Civicus.
STRATEGIC AIMS

Our eight new Strategic Aims represent the areas in which the Friedman School plans to focus in order to achieve the greatest impact. On the following pages, we detail our 14 specific Goals that each align with and help advance one or more of these eight Aims. The relationship between these Aims and the ensuing Goals is indicated by the use of the icons below throughout the Plan.

**NOURISHED CHILDREN, FAMILIES, AND COMMUNITIES**
Innovations and Interventions for Lifelong Health

We generate cutting-edge science and translate it into practical solutions for people, schools, worksites, the food industry, and governments to help people eat better and achieve better health across the lifespan.

**HEALTHY FOOD FOR ALL**
Tackling Hunger and Disparities

We are committed to all people — from struggling American families to migrant workers in South America to malnourished communities in Africa and South Asia — having access to sufficient, healthy food and prospering from good health.

**LONGEVITY AND VITALITY**
Inspiring Healthy, Active Aging and Preventing Chronic Disease

We know that 70 is the new 50, requiring holistic, evidence-based practices to address the unique stages of aging and create longer, more vibrant lifespans.

**SUSTAINABLE FOOD ENVIRONMENTS**
Healthier Food and Agricultural Systems

We bring together our diverse and complementary expertise in nutrition, food systems, agriculture, sustainability, and public policy to achieve healthier, more enduring food environments.
DISCOVERY AND ENTREPRENEURSHIP
Moving Nutrition Forward

In an ever-changing world of technology, global economies, and advancing knowledge, a focus on scientific discovery and entrepreneurship is more vital than ever to creating novel solutions to promote better eating, food systems, and wellbeing.

CREATING AND ENABLING LEADERS
Developing Pioneers in Nutrition

We recognize that real change comes from the work of many and that our faculty and graduates must lead in their fields to achieve maximum positive change.

PUBLIC IMPACT INITIATIVE
Institutionalizing Advocacy, Policy Change, and Public Impact

We need to transform our academic institution to create formal systems, staff, and structures for bridging the gap between trusted science and practical, real-world applications.

FOUNDATIONAL INITIATIVES
Optimizing Structure and Function

A stronger foundation allows us to reach higher than ever by creating structures and systems that support and enable our faculty, staff, and students to excel.
NUTRITION IS RELEVANT TO NEARLY EVERY FACET OF OUR LIVES.

The global burdens of hunger and obesity have, at their heart, similar solutions: improving secure access to nourishing food, creating self-sufficiency, building capacity in communities, and fostering resiliency among the world’s populations.

In the Sila Region of Chad, a local woman was part of a project that partnered the Friedman School’s Feinstein International Center with a consortium led by Concern Worldwide, Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED).
AMBITIOUS YET REALISTIC GOALS AND OBJECTIVES FOR THE NEXT FIVE YEARS

Over the past year, we have engaged our global community of faculty, students, staff, alumni, friends, partners, and other stakeholders in frank discussions on the greatest challenges and opportunities across nutrition. Our new Strategic Plan details how we at the Friedman School of Nutrition Science and Policy will focus our strengths and build capacity to expand into new areas to pursue ambitious yet achievable goals over the next five years.

Building on our expertise and achievements in research, training leaders, advocacy and policy, and public engagement, this plan for action will inspire, strengthen, and expand our foundational efforts to affect positive change for people in our community, across the United States, and around the world. We hope you enjoy reading our Strategic Plan and we welcome you as a friend and partner as we work toward these important goals.

DARIUSH MOZAFFARIAN, MD DrPH
Dean, Jean Mayer Chair and Professor of Nutrition
MOST OF THE WORLD’S POPULATION live in countries where being OVERWEIGHT AND OBESE kills more people than being underweight. (WHO)

795 MILLION people in the world do not have enough food to lead a healthy, active life. (WHO)

THAT’S ABOUT 1 IN 9 PEOPLE ON EARTH. (WFP)

Since 1980 worldwide obesity HAS MORE THAN DOUBLED

1 OF 6 CHILDREN IN DEVELOPING COUNTRIES ARE UNDERWEIGHT. (WFP)

100 MILLION or roughly 335 MILLION CHILDREN age 2 to 19 were overweight or obese in 2013. (GBD)

WHO (World Health Organization), WFP (World Food Programme), and GBD (Global Burden Of Disease).
In order to improve well-being in new, synergistic, and enduring ways, from kids to grandparents and from individuals to communities, we created goals that address some of the most important issues in poor nutrition. The resulting goals and objectives bring together our existing expertise and competitive strengths in new ways, strengthening our capacity by uniting and building upon our current work across disciplines in domestic obesity, international malnutrition, global chronic diseases, and urban food systems.

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.

COMPETITIVE EDGE: Objectives for which the Friedman School is uniquely positioned to achieve change and impact based on expertise, capacity, and culture.
We stand out among our peers for the breadth and depth of our engagement with the world. Many of our teaching and research programs prioritize the art of practice and implementation. Bringing together our expertise in working with different ages and populations and in the creation of effective interventions, these goals promote our unique strength in designing, implementing, evaluating, and ultimately scaling effective programming to positively impact nutrition worldwide.

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.

COMPETITIVE EDGE: Objectives for which the Friedman School is uniquely positioned to achieve change and impact based on expertise, capacity, and culture.
At the Friedman School, research extends beyond the lab and touches the lives of people locally, nationally, and internationally. We focus on creating long-term solutions to establish communities and environments in which people can thrive. From teaching children about healthy food and physical activity and empowering families to advocate for healthier environments, to encouraging innovative food production techniques abroad, we know how to successfully bring effective, evidence-based programs to scale.

Third-grade students at a public elementary school in Milton, Massachusetts take part in a nutrition lesson and taste of unique citrus fruits as part of the GREEN Project. The three-year, NIH-funded project involved the design, implementation, and evaluation of an innovative communications campaign for third- and fourth-grade students and their families.
THE FRIEDMAN SCHOOL BY THE NUMBERS

86 FACULTY
305 TOTAL ENROLLMENT FOR ALL DEGREES
5 DEGREES OFFERED
1700+ ALUMNI

8 TRADITIONAL PROGRAMS
Agriculture, Food and Environment
Biochemical and Molecular Nutrition
Food Policy and Applied Nutrition
Nutritional Epidemiology
Nutrition Interventions, Communication, and Behavior Change
Master of Arts in Humanitarian Assistance
Master of Nutrition Science and Policy
Master of Science/Dietetic Internship

6 COMBINED PROGRAMS
Master of Arts International Nutrition + Law and Diplomacy
Master of Science in Nutrition + Master of Business Administration
Master of Science in Nutrition + Didactic Program in Dietetics (DPD)
Urban & Environmental Policy & Planning + Nutrition Science and Policy
Master of Science in Nutrition + Master of Public Health
Master of Science in Nutrition + Water: Systems, Science and Society Certificate

67 PH.D. STUDENTS

NUTRITIONAL EPIDEMIOLOGY
AGRICULTURE, FOOD & ENVIRONMENT
NUTRITION INTERVENTIONS, COMMUNICATION, AND BEHAVIOR CHANGE
FOOD POLICY AND APPLIED NUTRITION
BIOCHEMICAL & MOLECULAR NUTRITION

0–100+
AGE OF POPULATIONS STUDIED

54 RESEARCH LOCATIONS FOR THE FEINSTEIN INTERNATIONAL CENTER

6.1M U.S. CHILDREN REACHED BY CHILDOBESITY180 INITIATIVES
8 COUNTRIES SERVED BY FEED THE FUTURE INNOVATION LAB FOR NUTRITION
1800+ LOW INCOME SENIORS, FAMILIES, AND CHILDREN RECEIVED PRODUCE FROM NEW ENTRY FARMS
198 MAJOR'S STUDENTS

BIOCHEMICAL & MOLECULAR NUTRITION

FOOD POLICY AND APPLIED NUTRITION

NUTRITIONAL EPIDEMIOLOGY

MASTER’S OF ARTS IN HUMANITARIAN ASSISTANCE

NUTRITION INTERVENTIONS, COMMUNICATION, AND BEHAVIOR CHANGE

COMBINED MASTER OF SCIENCE/DIETETIC INTERNSHIP

AGRICULTURE, FOOD & ENVIRONMENT

17 DISCIPLINES

Agriculture/Soil and Crops
Biochemistry/Chemistry
Biology/Molecular Biology
Dietetics
Economics
Education Policy, Planning, and Administration
Epidemiology
Food Science and Technology

Mechanical Engineering
Medicine
Nutrition
Pharmacology
Physiology
Political Science
Psychology
Public Health
Statistics

5 CERTIFICATE PROGRAMS

SUSTAINABLE AGRICULTURE & FOOD SYSTEMS
DEVELOPING HEALTHY COMMUNITIES
NUTRITION SCIENCE FOR HEALTH PROFESSIONALS
NUTRITION SCIENCE FOR COMMUNICATION PROFESSIONALS
DELIVERY SCIENCE FOR INTERNATIONAL NUTRITION

40 CERTIFICATE STUDENTS
Policy-makers, researchers, scientists, and students examine the results from local interventions and other research projects at the 2016 Scientific Symposium hosted by the Feed the Future Innovation Lab for Nutrition, held in Kathmandu, Nepal.

“PUT QUITE SIMPLY, DIVERSITY INVITES INNOVATION. AT ITS CENTER IS DIFFERENCE, NOT SAMENESS, WHICH ENCOURAGES A BROAD PALETTE OF SOLUTIONS FOR THE COMPLEXITY OF HEALTH CHALLENGES BEFORE US.”

Hannah A. Valantine, MD, NIH Chief Officer for Scientific Workforce Diversity
Our Strategic Plan includes specific goals and objectives to strategically develop our culture of research, practice, and education at the School. These priorities highlight our commitment to and recognize the crucial importance of social justice, inclusion, and diversity, as well as interdisciplinary, collaborative, and translational science.

GOAL V
INTEGRATE PRINCIPLES OF SOCIAL JUSTICE, INCLUSION, AND DIVERSITY¹ 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. 🎉

¹ At present, diversity is being defined as underrepresented groups defined by NIH as “groups underrepresented in the biomedical, clinical, behavioral, and social sciences, such as people with disabilities, people from disadvantaged backgrounds, and underrepresented racial and ethnic groups such as blacks or African Americans, Hispanics or Latinos, American Indians or Alaskan Natives, and Native Hawaiians and other Pacific Islanders.”

COMPETITIVE EDGE: Objectives for which the Friedman School is uniquely positioned to achieve change and impact based on expertise, capacity, and culture.
Our future demands sustainable, healthy agricultural systems and food environments—both in the United States and globally. Our unparalleled breadth and diversity of expertise in nutrition science, agriculture, population health, economics, public policy, public health, statistics, and food systems makes us the leader in interdisciplinary education in these areas. By further expanding our capacity in key relevant domains, such as those related to climate change, water, and the food industry, we will continue this leadership and train graduates to develop real-world solutions for the complex interplay between agricultural practice, food systems, sustainability, and health.

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.

COMPETITIVE EDGE: Objectives for which the Friedman School is uniquely positioned to achieve change and impact based on expertise, capacity, and culture.
BUILDING A SUSTAINABLE FUTURE

Our teaching, research, and practice focus on systems that influence the environmental and nutrition impacts of agriculture, climate change, and land use as well as the economic and public health effects of food supply chains, food systems, food pricing, and food aid. Friedman School faculty are leaders in the field, serving on national and international committees and informing policy.

This reach spans the globe. For example, our United States Agency for International Development-funded Feed the Future Innovation Lab for Nutrition is evaluating and implementing novel and enduring solutions to food insecurity in some of the poorest regions of the world. The Feinstein International Center promotes the use of evidence and learning to prevent and address global humanitarian crises, including effects on migration, livelihoods, food security, and food systems. In New England, we founded the New Entry Sustainable Farming Project, a nationally recognized program that teaches new farmers how to successfully build and run a small farm operation, from business planning to securing land and loans to growing fresh, healthy food.

We are committed to remaining at the forefront of trans-disciplinary food systems scholarship and practice, helping to achieve the essential goal of feeding future generations sustainably, healthfully, and equitably.
Micah Risk, N13, is co-founder of Lighter, a Boston-based startup that provides expert nutrition information, grocery lists, and personalized, plant-based meal plans.

Alexandra Simas, doctoral student, works as a research assistant in the Obesity and Metabolism Laboratory at the Jean Mayer USDA Human Nutrition Research Center on Aging at Tufts University.

Miriam Nelson, Professor Emeritus, educates women about health and fitness as part of her Strong Women tour.

Many of our alumni have their own businesses and have started food trucks, launched food delivery services, created networks amongst food industry players, helped create food markets, developed health education programs, and established organizations that provide services for refugees.
Now more than ever, we need innovative approaches to scientific, social, and business challenges in nutrition. The entrepreneurial spirit of our faculty, students, and alumni—the ability to create new solutions through novel connections between ideas, people, and resources—is one of our unique strengths. In an ever-changing world of technology, global economies, and advancing knowledge, these skills and experiences are more relevant than ever. We aim to build on these strengths to become a national hub for nutrition discovery and entrepreneurship.

**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.

**COMPETITIVE EDGE:** Objectives for which the Friedman School is uniquely positioned to achieve change and impact based on expertise, capacity, and culture.
Jean Mayer, one of the world’s most prominent nutritionists, founds Tufts Institute of Nutrition to bring together biochemistry, social and behavioral sciences, agriculture, economics, and communication to create change. The Institute later becomes the Friedman School of Nutrition Science and Policy.

The Tufts Health and Nutrition Letter is the flagship publication of the Friedman School, translating cutting-edge research in nutrition into information the general public can understand.

Communication training in the field of nutrition is raised to a new standard with the establishment of the Nutrition Communication Master’s Degree Program, now titled Nutrition Interventions, Communication, and Behavior Change.

Strong Women Stay Young, a book written by a Friedman School professor and detailing a research-based exercise program, becomes a national bestseller.

Faculty members serve on Dietary Reference Intake committees from 1994–2004, translating nutrition science into effective guidelines for vitamins and minerals.

The Feinstein International Center’s research on the causes, consequences, and constraints of the response to the 2011 Somalia famine results in the most comprehensive analysis of the worst famine of the 21st century.

The HNRCA establishes the first research program dedicated to the study of sarcopenia, a clinical term coined by a resident scientist and Friedman School professor.

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The HNRCA establishes the first research program dedicated to the study of sarcopenia, a clinical term coined by a resident scientist and Friedman School professor.

Communication training in the field of nutrition is raised to a new standard with the establishment of the Nutrition Communication Master’s Degree Program, now titled Nutrition Interventions, Communication, and Behavior Change.

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Online degrees at the Friedman School initiate with the Master’s of Nutrition Science and Policy program in 2007. The School’s online presence eventually expands to include five certificate programs.

The Director of the Agriculture, Food and Environment program becomes Deputy Secretary of Agriculture in 2009.

The Healthy Incentives Pilot, which aims to determine the effectiveness of incentive programs in promoting fruit and vegetable consumption by families using the Supplemental Nutrition Assistance Program, is shown to be a success by the Friedman School’s faculty.

ChildObesity180’s Healthy Kids Out of School initiative partners with the Boy Scouts and Girl Scouts to create new wellness patches to help youth learn healthy behaviors.

USAID’s Feed the Future Innovation Lab for Nutrition, the country’s leading program for global food security, establishes the first dietetics program in Malawi.

The Healthy Incentives Pilot begins at the Friedman School to develop consensus around nutrient specifications and formulations for food aid.

A faculty member contributes to the Study Committee on Genetically Engineered Crops: Past Experiences and Future Prospects National Research Council through the National Academies of Science.

The Friedman School launches a collaboration with John Hancock Life Insurance, offering guidance and expertise in nutrition science to facilitate healthier food choices in policyholders and staff. Additionally, John Hancock provides support to advance the School’s Public Impact Initiative.

Alumni continue to achieve great success throughout the country and the world with their work in research, education, government agencies, nonprofits, and private industry.

With the contribution of a Friedman School professor, the U.S. Department of Health and Human Services develops and releases the inaugural Physical Activity Guidelines for Americans.

The USAID Food for Peace Food Aid Quality Review begins at the Friedman School to develop consensus around nutrient specifications and formulations for food aid.

The Friedman School contributes to the development of the Nutrition Service Division of the United Nations World Food Programme. The unit is responsible for policies and interventions in nutrition.
Ensuring healthy food and nutrition throughout the world is a global issue of enormous complexity. No single discipline can be expected to address these issues. Our students must be trained at the cutting edge of their chosen discipline, but we also need to train our students to work together across disciplines, which is becoming the norm in the 21st century. We will strive to train our students at the nexus of academics and professional development by providing an expanded range of activities and mentorship in areas such as communication for diverse audiences, team building, and entrepreneurship while maintaining our strong academic programs.

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.

COMPETITIVE EDGE: Objectives for which the Friedman School is uniquely positioned to achieve change and impact based on expertise, capacity, and culture.
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.
SOUND POLICY, STRONG IMPACT

The School’s mission includes three core elements: education, research, and public impact. Notably for an academic institution, we consider public impact a primary and fundamental objective. Our work, ultimately, is about informing the public, influencing sound policy, and transforming lives and communities.

While our faculty, students, and alumni consistently shape domestic and international nutrition policy and programs, these past successes represent individualized efforts. As an institution, we possess a remarkable repository of knowledge and expertise in nutrition science and policy combined with a unique network of partners in academia, advocacy, government, and business. With a new framework and committed resources, we will create a systematic, institutional approach to policy change and public impact.

We look forward to building the systems, structures, and strategy to amplify our ability to achieve real change. These transformative efforts will enhance our collective impact and set a new standard for how academic institutions utilize their knowledge to improve the world.
Policy has always been at the core of our mission, but until now, there was no concerted, school-wide effort made to improve and expand our impact on policy, media, the world of nutrition, and all its related disciplines. As we look to build capacity to influence policy, create impact, and further establish ourselves as a trusted resource, we set goals that use our current strengths to build new ones.

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.

COMPETITIVE EDGE: Objectives for which the Friedman School is uniquely positioned to achieve change and impact based on expertise, capacity, and culture.
A strong foundation is crucial to achieve our aims and reach new heights. Our Strategic Plan recognizes the essential role of specific structures that enable and catalyze the success of our faculty, staff, and students.

**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.
CONTINUED GROWTH

Over the last two years, we have made many changes to improve our infrastructure and operating systems. These include new staff hires to help establish a dedicated sponsored research team, multiple new faculty hires and searches that reflect our strategic needs, and a major physical expansion that increased our footprint within the health sciences campus in downtown Boston by 30%, creating space for existing and incoming faculty, growing research teams, doctoral students, and lively social interactions.

The strategic planning process was an exciting opportunity to further engage our diverse stakeholders in conversations about administrative, space, technology, and other infrastructure needs and opportunities. Considering changes already underway, we have now set clear directions for continued progress. Further assessment and planning will help us to accomplish all we aim to achieve, and we are excited to engage in that process in the coming years.
A meeting of the Tufts Nutrition Council, which brings together a variety of stakeholders with a passion for nutrition and health.
THE PROCESS

We set out to define a clear, inspiring, and externally relevant plan for the School’s direction over the next five years with goals that were both actionable and feasible. The participatory planning process succeeded with a completed plan within one year. This could not have been achieved without the remarkable commitment and participation of so many of our community members.

Diverse stakeholder groups were represented throughout each of our key phases of investigation, deliberation, and synthesis. We gathered data and documents; asked tough questions; solicited information from multiple surveys, focus groups, and meetings; and performed one-on-one interviews with nearly 100 key stakeholders. These efforts were rewarded with this final product, our Strategic Plan. We have learned a remarkable amount about our strengths and opportunities as a School, about what we wish to achieve in the world, and about the specific goals and objectives necessary to transform this vision into reality.
JANUARY 4, 2016

Development of Cross-Cutting Themes

The reports of the IWGs were evaluated and synthesized by representatives from each group, who reviewed final reports, developed cross-cutting themes that were shared across groups, and recommended topics to be covered in the Deliberation Phase.

SEPTEMBER 10, 2015

First Strategic Plan Steering Committee Meeting

Our Strategic Plan Steering Committee comprised of faculty, staff, students, alumni, Board of Advisors members, outside experts, and School leadership was formed and met to establish the overall planning process. This Committee, which convened monthly thereafter to guide the entire process and provide input and course corrections, was crucial to success.

SEPTEMBER 28, 2015

Board of Advisors Meeting

Board members, representing the School’s strongest advocates and supporters, participated in focus groups to offer their insights on both existing strengths and growth opportunities.

SEPTEMBER 30, 2015

School Town Hall

This School-wide event presented and formally launched the strategic planning process.

OCTOBER 13, 2015

Phase 1: Investigative Working Groups Begin

Six Investigative Working Groups (IWGs) were established to consider six broad topics identified based on recommendations developed at faculty and staff retreats held earlier in the year as well as subsequent Strategic Plan Steering Committee input. Over seven weeks, the IWGs gathered data within and outside the School relevant to their topic, including from existing sources and new surveys, focus groups, and one-on-one interviews.

DECEMBER 4, 2015

Investigative Working Group Reports

The IWGs submitted detailed reports that summarized their critical insights, School strengths, challenges, and suggestions for further consideration.

INVESTIGATIVE WORKING GROUPS

59 MEMBERS

• Faculty Members
• Staff
• Students
• Alumni
• Advisors
• Deans

GROUP TOPICS

• Culture, Work/Life Balance, and Diversity
• Education and the Student Experience
• Intersections with the University and External Partners
• Public Impact and Communication
• Research
• Transformational Change

RESULTING CROSSCUTTING THEMES

• Trusted Voice in Nutrition Science and Policy
• Real World Impact
• Communication
• Social Justice and Diversity
• Strategic Partnerships
• Resources and Infrastructure

SEPTEMBER 30, 2015

School Town Hall

This School-wide event presented and formally launched the strategic planning process.
Phase 2: Deliberative Working Groups Begin

Five Deliberative Working Groups (DWGs) were established based on the analysis of the IWG reports. Each DWG was charged with developing a set of specific strategic goals, objectives, and activities related to their topic, taking into consideration the identified cross-cutting themes, strengths, and opportunities.

Board of Advisors Meeting

DWG reports were reviewed by the School’s Advisors, including the convening of in-depth focus groups on Real-World Impact.

School Town Hall

The Strategic Plan Steering Committee refined and consolidated the DWG drafts into a single, cohesive draft of the Strategic Plan, which was presented and discussed with the entire School community at a Town Hall Meeting. Further community input was gained through communications with our diverse stakeholder community, a Board of Advisors videoconference in July, and several meetings of the Strategic Plan Steering Committee.

Final Strategic Plan Presented

Once the goals and objectives were finalized, writing and design work began to develop a report that described the goals, the School’s Strategic Aims, and the overall planning process, highlighting current strengths and accomplishments.

Examples of data collected

FOCUS GROUPS

- Students
  4 groups, 30 total participants
- Staff
  2 groups, 13 total participants

INTERVIEWS

- Friedman/HNRCA
- Tufts University
- Other Academic Institutions
- Funders
- Government Agencies
- Industry Representatives
- International Organizations
- Media Representatives

Survey Responses

- Faculty responses (2 surveys)
- Staff responses (2 surveys)
- Student responses (2 surveys)
- Alumni responses (1 survey)

372 SURVEY RESPONSES

Group Topics

- Education
- Faculty Affairs
- Real World Impact
- Research
- Resource Development

DELIBERATIVE WORKING GROUPS

58 MEMBERS

- Faculty Members
- Staff
- Students
- Alumni
- Advisors
- Deans

Faculty Retreat

Draft DWG reports were reviewed by the faculty at an all-day March retreat and during separate Strategic Plan Steering Committee meetings.
STRATEGIC PLAN SUMMARY

The next three pages contain the Friedman School’s Strategic Plan summary. This includes how each of our goals map to the eight Strategic Aims, the full text of each goal, and the related objectives.
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

**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 VI**
Catalyze interdisciplinary, collaborative, and translational science. | p.17

**GOAL VII**
Promote food systems that increase agricultural sustainability while improving human health. | p.18

**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.

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 biological, 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.
RECOGNITION OF PARTICIPANTS

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All members are affiliated with the Friedman School of Nutrition Science and Policy unless otherwise noted.

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Executive Director, International Life Sciences Institute

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Director, Prevention Research Center, Yale University; Founder, NuVal

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Director, Center for Food Safety and Applied Nutrition, U.S. Food and Drug Administration

Michael McBurney  
Head of Scientific Affairs, DSM Nutritional Products

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Executive Director of Sustainability, George Washington University

Denise Morrison  
CEO, Campbell Company; Charter Member, ChildObesity180

Miriam Nelson  
Director, Sustainability Institute at the University of New Hampshire; Professor Emeritus

Sheila Nott  
Director of Educational Outreach Programs, Harvard Medical School Office for Diversity Inclusion & Community Partnership

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Journalist, New York Times

Michael Pollan  
Author

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Jeff Waage  
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Connie Weaver  
Professor and Department Head of Nutrition Science, College of Health and Human Sciences, Purdue University

Cathie Woteki  
Under Secretary, United States Department of Agriculture

**Organizations**

**Interviewees come from**

Bill and Melinda Gates Foundation

Boston University

Brigham and Women’s Hospital

Brookings Institution

Campbell Soup Company

Centers for Disease Control and Prevention

Cornell University

DSM Nutritional Products

The Drucker Institute

Duke University

Food Tank

Foodscapes Group, LLC

Foundation for Food and Agriculture Research

Grocery Manufacturers Association

George Washington University

Herbalife

Jean Mayer USDA Human Nutrition Research Center on Aging

International Life Sciences Institute

Johns Hopkins University

Land for Good

Majora Carter Group LLC

Massachusetts Institute of Technology

Monsanto

New York Times

New England Foundation for Children

NYC Department of Health and Mental Hygiene

Pastoral de la Tierra

Purdue University

Robert Wood Johnson Foundation

Tufts University

University of Connecticut

University of Minnesota

University of New Hampshire

University of London

U.S. Agency for International Development

U.S. Department of Agriculture

U.S. Food and Drug Administration

World Health Organization

Whole Foods

Yale University

Zafgen, Inc.

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“Nutrition is not a discipline—it is an agenda.”

JEAN MAYER
Former President, Tufts University
Founder of our School
OUR MISSION

To generate trusted science, educate future leaders, and produce real-world impact in nutrition science and policy.