

Tufts University Arts, Sciences, and Engineering Faculty Handbook 2017-18

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Chapter 1: Organization and Governance

Tufts University is an institution of higher learning, chartered by the Commonwealth of Massachusetts. 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.

Divisions and Faculties of the University

Schools

[The School of Arts and Sciences](#) consists of the following:

- The College of Liberal Arts
- Jackson College for Women
- [The College of Special Studies](#)
- [School of the Museum of Fine Arts \(SMFA\) at Tufts](#)
- [The Graduate School of Arts and Sciences](#)

[The School of Engineering](#)

[The Fletcher School of Law and Diplomacy](#)

[The School of Dental Medicine](#)

[The School of Medicine](#)

[The Sackler School of Graduate Biomedical Sciences](#)

[The Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy](#)

[The Cummings School of Veterinary Medicine](#)

[The Jonathan M. Tisch College of Civic Life](#)

The Faculty of Arts, Sciences and Engineering (AS&E) is composed of the Faculty of the School of Arts and Sciences (A&S) and the Faculty of the School of Engineering (SoE).

The faculty of each school has its own bylaws, except that the College of Liberal Arts and Jackson College constitute a single faculty with a single set of bylaws. Membership criteria and responsibilities of the several Arts and Sciences and Engineering (A&S&E) faculties are specified in the bylaws of each of the faculties.

Faculty Bylaws

- [Bylaws of the Faculty of Arts, Sciences and Engineering](#)
- [Bylaws of the Faculty of the College of Liberal Arts and Jackson College](#)
- [Bylaws of the Faculty of the School of Engineering](#)
- [Bylaws of the Faculty of the Graduate School of Arts and Sciences](#)
- [Bylaws of the Faculty of the College of Special Studies](#)

Board of Trustees

Article III of the *Bylaws of the Trustees of Tufts College* (amended by the board November 6, 2004) states:

The Officers of the Corporation shall be the Chair of the Board of Trustees, up to three Vice Chairs, the President of the University, the Treasurer and the Secretary, all of whom

shall be elected at the annual meeting of the Trustees and shall hold office for one year or until their successors shall be duly elected and qualified, the Provost, the Executive Vice President, the Vice President for University Advancement, the Vice President for University Relations, and other officers, including without limitation those having titles that include the words 'President,' 'Vice President,' 'Treasurer,' or 'Secretary,' as the Board may from time to time elect or appoint, who shall serve at the will of the Board of Trustees.

Other trustee groups include the Executive Committee and standing committees: the Administration and Finance Committee and its subcommittees, the Investment Subcommittee and the Buildings and Grounds Subcommittee; the Committee for University Advancement; the Academic Affairs Committee; the Committee on Trusteeship; the Honorary Degree Committee; the Compensation Committee; and the Audit Committee.

In addition, there are ten boards of advisors who counsel the trustees and the administration on the School of Medicine and the Sackler School of Graduate Biomedical Science, the School of Dental Medicine, the Cummings School of Veterinary Medicine, the Fletcher School of Law and Diplomacy, the Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy, the Jonathan M. Tisch College of Civic Life, the School of Engineering, the School of Arts and Sciences, the Department of Athletics, and the International Board of Advisors.

Faculty Governance in Arts and Sciences and Engineering

Faculty participation in university governance is essential to the success of any university. Tufts University recognizes that the Faculty of Arts, Sciences and Engineering has primary responsibility for such fundamental areas of university life as the Arts and Sciences and Engineering curricula; subject matters of instruction; research projects; establishing criteria for faculty promotion and tenure; and those aspects of student life that relate to the education of students on campus. The faculty is not only a self-governing body, but also the body principally charged with day-to-day responsibility for carrying out the educational program of the associated schools. An overview of faculty governance is provided elsewhere in the *Handbook*.

Faculty Meetings

Regular meetings of the Faculty of Arts, Sciences and Engineering and the associated schools are held during the academic year to conduct such business as the faculty and administrative officers deem necessary or desirable. As stated in Article II, Section 1 of the *Bylaws of the Faculty of Arts, Sciences and Engineering*, “All members of the Faculties of the Colleges and Schools comprising this faculty, as defined in Article I of these bylaws and in the bylaws of said colleges and schools, shall be voting members of this faculty.” The following full-time faculty members of the several Arts and Sciences and Engineering faculties are voting members: professors, associate professors, assistant professors, instructors, lecturers, and professors of the practice. Faculty members with modified titles not expressly permitted above (e.g., “visiting,” “adjunct,” “emeritus” or “emerita,” or “research”) are ineligible to vote. Part-time faculty members are welcome to attend the meetings of the appropriate faculties without vote. The president appoints those holding certain full-time administrative positions to be voting members of the faculty. Other administrators, by custom, are invited to attend faculty meetings *ex officio*, without vote.

The president of the university leads the meeting according to the agenda that is established in consultation with the school deans and the members of the AS&E Executive Committee.

Faculty members are expected to attend faculty meetings. Schedules and relevant information are made available to the faculty on the [website of the Office of the Secretary of the Faculty](#).

Student Attendance at Faculty Meetings

Attendance by students at faculty meetings is permitted in accordance with the Faculty of Arts, Sciences and Engineering vote in May 1973 and reviewed in February 2008, inviting those student spokespersons to attend all meetings of the faculty, except during consideration of matters of a confidential nature as determined by faculty vote. Students may not vote or participate, with the exception of specified student spokespersons, to include two members designated by the Tufts Community Union Senate, two representatives of the student newspapers (one from *The Observer* and one from *The Tufts Daily*), two members designated by the Graduate Student Council, and any student who successfully petitions the Secretary of the Faculty. Should a student wish to address the faculty, he/she may do so by contacting the Secretary of the Faculty in advance of a faculty meeting. The Secretary of the Faculty will forward the student's request to the AS&E Executive Committee for consideration. If an agenda item is of interest to students, the faculty may be asked to determine the number of students permitted to attend a specific meeting.

Faculty Committees

Standing committees of the faculties are described in the several bylaws. The committees include both elected and appointed committees, the latter being appointed by the Committee on Committees. There are also ad hoc committees appointed each year by the president, provost, or the deans of the School of Arts and Sciences and/or the School of Engineering. Procedures for the nomination and election of faculty to the elected committees are outlined in the *Bylaws of the Faculty of Arts, Sciences and Engineering*.

A list of all A&S&E committees and their memberships is available [here](#).

The bylaws permit student membership on most faculty committees, provided that faculty members always constitute the majority of any such committee. Annual reports of the faculty committees are distributed to the faculty before the last meeting of the appropriate faculty each academic year.

The following are elected standing committees of the Faculty of Arts, Sciences and Engineering, listed in the order in which they appear in the *Bylaws of the Faculty of Arts, Sciences and Engineering*.

- Grievance Panel
- Committee on Committees
- Committee on Tenure and Promotion
- Faculty Advisory Board for Administration
- Committee on Budget and University Priorities
- Executive Committee

The following are appointed standing committees of the Faculty of Arts, Sciences and Engineering, listed in the order in which they appear in the *Bylaws of the Faculty of Arts, Sciences and Engineering*.

- Committee on Educational Policy
- Subcommittee on Foreign Programs
- Subcommittee on Specific Learning Disabilities
- Committee on Student Life
- Committee on Academic Awards
- Committee on Athletics
- Committee on Undergraduate Admissions and Financial Aid
- Committee on the Summer Session
- Committee on Information Technology
- Committee on Equal Educational Opportunity
- Faculty Research Support Advisory Committee
- Committee on Faculty Research Awards
- Committee on Campus Planning and Development
- Committee on Faculty Work/Life

Each of the associated schools has its own standing committees.

Faculty Participation in Trustee Meetings and Committees

A limited number of students and faculty as well as alumni may, upon invitation of the Board of Trustees, participate as nonvoting representatives on the Trustee Committee on Administration and Finance, the Trustee Committee on University Advancement, and the Trustee Academic Affairs Committee. The Executive Committee appoints individuals from its elected membership to serve as faculty representatives to trustee committees.

Faculty Governance in the School of Arts and Sciences

Faculty Meetings

Regular meetings of the School of Arts and Sciences are held during the academic year to conduct such business as the faculty and administrative officers deem necessary or desirable. The following full-time members of the faculty are voting members: professors, associate professors, assistant professors, instructors, lecturers, and professors of the practice. Faculty members with modified titles (e.g., “visiting,” “adjunct,” “emeritus” or “emerita,” or “research”) are ineligible to vote. Part-time faculty members are welcome to attend the meetings without vote. The president appoints those holding certain full-time administrative positions to be voting members of the faculty. Other administrators, by custom, are invited to attend faculty meetings *ex officio*, without vote. In the absence of the president, the provost, the dean of the School of Arts and Sciences, or his/her designee shall preside, in that order.

Faculty Committees

The following are standing committees of the Faculty of Arts and Sciences listed in the order in which they appear in the *Bylaws of the Faculty of the College of Liberal Arts and Jackson College*.

- Committee on Academic Standing and Honors
- Committee on Curricula
- Academic Review Board

Faculty Governance in the School of Engineering

Faculty Meetings

Regular meetings of the School of Engineering are held during the academic year to conduct such business as the faculty and administrative officers deem necessary or desirable. The following full-time members of the faculty are voting members: professors, associate professors, assistant professors, lecturers, and professors of the practice. Faculty members with other modified titles (e.g., “visiting,” “adjunct,” “emeritus” or “emerita,” or “research”) are ineligible to vote. Part-time faculty members are welcome to attend the meetings without vote. The president appoints those holding certain full-time administrative positions to be voting members of the faculty. Other administrators, by custom, are invited to attend faculty meetings *ex officio*, without vote. In the absence of the president, the provost, the dean of the School of Engineering, or his/her designee shall preside, in that order.

Faculty Committees

The following are standing committees of the Faculty of Engineering listed in the order in which they appear in the *Bylaws of the Faculty of the School of Engineering*.

- Executive Committee
- Curriculum Committee
- Committee on Academic Standing
- Committee on Engineering Graduate Studies and Research
- Committee on Outcomes and Objectives Assessment
- Faculty Governance in the Graduate School of Arts and Sciences

Faculty Meetings

Regular meetings of the Graduate School of Arts and Sciences are held during the academic year to conduct such business as the faculty and administrative officers deem necessary or desirable. The following full-time members of the faculty from the School of Arts and Sciences and the School of Engineering are voting members: professors, associate professors, assistant professors, instructors, and lecturers. Faculty members with modified titles (e.g., “visiting,” “adjunct,” “practice,” “emeritus” or “emerita,” or “research”) are ineligible to vote. The president appoints those holding certain full-time administrative positions to be voting members of the faculty. In the absence of the president, the provost or the dean of the Graduate School of Arts and Sciences shall preside, in that order.

Faculty Committees

The following are standing committees of the Faculty of the Graduate School of Arts and Sciences in order of appearance in the *Bylaws of the Faculty of the Graduate School of Arts and Sciences*.

- Executive Committee
- Committee on Policy and Programs
- University Calendar Years

Members of the AS&E faculty use the term “academic year” in a variety of ways. The following definitions are meant to clarify these usages. With respect to academic appointments, the academic year for the School of Arts and Sciences and the School of Engineering, as defined in the current [*Policy on Academic Freedom, Tenure and Retirement of the Board of Trustees of Tufts University*](#), begins on September 1 and concludes on August 31. The nine-month instructional year, which is often informally referred to as the “academic year,” begins on September 1 and concludes on May 31 of the following calendar year. The AS&E fiscal year begins on July 1 and ends on June 30 of the following calendar year.

Chapter 2: Faculty Appointments

The faculty personnel policies and practices of the School of Arts and Sciences and the School of Engineering derive from a variety of sources, including bylaws and policies of the trustees and of the Faculty of Arts, Sciences and Engineering and of the College of Liberal Arts and Jackson College, as well as the Collective Bargaining Agreements (CBA) of [Full-time Lecturers](#) and [Part-time Lecturers](#) in Arts and Sciences.

More information can be found on the [website of the Office of the Secretary of the Faculty](#).

Academic Ranks and Titles

The university recognizes various professorial ranks, which have significance in regard to benefits, rights, and obligations. These ranks are professor, associate professor, and assistant professor. The professorial ranks may be modified by the use of words such as “research,” “*emeritus*” or “*emerita*,” “visiting,” “practice,” and/or “adjunct.” All such modified professorial appointments and all appointments to lecturer are nontenure-track. Time spent in such an appointment does not accrue toward the probationary period of any eventual tenure-track appointment.

Professorial Ranks

Assistant professor, associate professor, and professor are ranks given usually to faculty who have earned the Ph.D. or its equivalent. (The university reserves the sole right to determine the measure of degree equivalencies.) Full-time faculty members in the unmodified professorial ranks are expected to participate in all three broad areas of activity—teaching and advising, scholarship, and service to the university and to one’s discipline—in accord with various faculty, administrative, and trustee statements on tenure and promotion. (See [Chapter 3, Faculty Responsibilities](#) and [Chapter 4, Tenure and Promotion](#).)

Endowed Professorships

Appointment to one of the numerous endowed professorships at Tufts University is an honor. The dean of the school recommends such appointment to the provost and president; subsequently the trustees’ Academic Affairs Committee votes. The names of all faculty members holding endowed professorships are reported annually to the Academic Affairs Committee. An appointment to an endowed professorship may be made from the ranks of Tufts faculty or an individual may be recruited from outside the institution and appointed to an endowed professorship.

Modified Professorial Ranks

As stated, the ranks of professor, associate professor, and assistant professor may be modified by “research,” “*emeritus*” or “*emerita*,” “visiting,” “practice,” or “adjunct.” Faculty members with such modified titles are not eligible for tenure. Faculty members with modified titles, with the exception of full-time professors of the practice in the School of Arts and Sciences and the School of Engineering, are not voting members of the faculty.

Research Faculty. Research faculty members are normally expected to dedicate their full professional commitment to research and associated educational activities, but may teach one

course per semester. A research faculty appointment requires independent external support. The faculty member is expected to obtain his or her full compensation and associated indirect costs through external grant or contract sources. In the School of Arts and Sciences, this research appointment terminates any time their external support terminates or is reduced to a level that is insufficient to provide compensation and associated indirect costs. (However, the dean of the school may, with the concurrence of the provost and the availability of budgeted school funds for this purpose, carry the individual whose support is reduced or terminated at full salary for an additional period of up to twelve months, to allow time to reestablish funding. The school in which the individual is appointed is responsible for the unsupported salary during the additional period.) The School of Arts and Sciences and the School of Engineering allow for part-time research faculty members. At no time may an untenured faculty member appointed to a tenure-track position switch to a research position. If a person is considered for tenure and tenure is not granted, he or she will not be eligible for subsequent employment at the university as a research professor. The names of all full-time research faculty members are reported annually to the Trustee Academic Affairs Committee. Please visit the provost office's website for more information about the Policy on Research Faculty Appointments, available [here](#).

Faculty Emeriti. The department chair and the dean of the school may recommend that tenured faculty members with meritorious professional achievements who have served Tufts University for at least ten years in a full-time capacity and are in good standing under normal circumstances prior to retirement be awarded *emeritus/emerita* status upon their retirement.

The department chair and the dean of the school may recommend that senior lecturers with meritorious professional achievement who have taught for at least 15 years in a full-time capacity and are in good standing under normal circumstances prior to retirement be awarded *emeritus/emerita* status upon their retirement.

This recommendation is sent from the dean to the provost and president for approval. *Emeritus/emerita* appointments are reported to the Academic Affairs Committee of the trustees. More information on opportunities for faculty *emeriti* is available [here](#).

Visiting Faculty. The title “visiting assistant professor,” “visiting associate professor,” or “visiting professor” shall be used to designate a faculty member who holds an appointment at another institution, but who is on leave to be at Tufts for a specified period of time. The rank for visiting faculty members must correspond to the rank that is held at the home institution. For example, if the faculty member is an associate professor at another institution, he/she would be a visiting associate professor at Tufts University. Faculty members holding such “visiting” positions are not eligible for tenure. It is standard practice in Arts and Sciences and in Engineering to limit paid visiting appointments to three years. The “visiting” title may be used for unpaid courtesy appointments. In some cases, individuals holding such appointments may be paid to teach or for other services.

Adjunct Faculty. A title containing the word “adjunct” may be held by a Tufts faculty member whose primary appointment is outside the respective school. To request an adjunct appointment, the department chair conducts a vote of the department faculty members, sends a letter of recommendation to the dean, and the dean of the school makes the final decision.

Practice Faculty (School of Arts and Sciences). The title “professor of the practice” shall be held by a person with eminent accomplishments in his/her field and whose expertise complements the educational and scholarly work in his/her department or program. The initial terms of the appointment will vary between one semester and three years and may be renewed. An individual holding an “of the Practice” appointment is expected to maintain active involvement in the profession. Professors of the Practice can hold either full-time or part-time appointments. Professors of the Practice designated full-time are eligible to vote at faculty meetings. Professors of the Practice are not eligible for tenure in the School of Arts and Sciences. The expectation is that these faculty members will have a significant on-campus presence. The extent to which these faculty members participate in departmental or program affairs will be left to the discretion of each academic unit.

Practice Faculty (School of Engineering). “Professors of the practice” are individuals with an eminent background in the practice of engineering or related fields. An individual holding a “practice” appointment for a total period exceeding three consecutive years is expected to sustain his/her professional practice activities and bring this experience to the classroom as a condition of reappointment. Professors of the Practice designated full-time are eligible to vote at faculty meetings. Professors of the Practice are not eligible for tenure in the Faculty of Engineering.

Non-professorial Ranks

Instructor

Instructors are faculty members who have been appointed to tenure-track positions, but who have not yet attained the Ph.D. or its equivalent. Upon certification of the completion of the degree and approval of the dean, they may attain professorial rank. Time spent in the rank of instructor does not count toward the probationary period for tenure. Like full-time faculty members in the unmodified professorial ranks, instructors are expected to participate in all three broad areas of activity—teaching and advising, scholarship, and university service. Instructors may vote in meetings of the Faculty of Arts, Sciences and Engineering. This appointment can be for three years but usually it is held for one or two years.

Lecturer

The position of lecturer can be either full- or part-time. Full-time lecturers are committed to engage in teaching, advising, and other departmental and university service. Therefore, status as a full-time lecturer is not distinguished from part-time solely on the basis of the number of courses taught. Scholarly work is not a condition of employment for lecturers, which is why their normal teaching load is the equivalent of six courses per academic year. Lecturers designated full-time are eligible to vote at faculty meetings. Participation of full-time lecturers in department meetings and service activities is at the discretion of the department, except where expressly prohibited.

Lecturers who are designated as part-time are invited to attend faculty meetings without vote. Lecturers who teach three or more courses during the academic year are eligible for benefits. They shall not be assigned formal advisees.

Lecturers are not eligible for tenure nor does any time spent as a lecturer contribute to any eventual probationary period for tenure. Full-time lecturers in Arts and Sciences and Engineering and part-time lecturers in the Engineering may be promoted to the rank of senior lecturer. This procedure is described later in the chapter.

Employment of lecturers in the School of Arts and Sciences is governed by the Collective Bargaining Agreements (CBA) of [Full-time Lecturers](#) and [Part-time Lecturers](#). Please see the respective CBA for more information.

Other Appointments

Affiliate

An affiliate appointment is usually for individuals employed outside of Tufts University, who may or may not hold an academic appointment elsewhere, but who make a significant, ongoing contribution to the department's mission. This title might be used, for example, to designate a faculty member from another university, or a contributor to the field who contributes to the activities of the department through teaching, advising, or other significant and regular service.

Visiting Artist, Visiting Scientist, and Visiting Scholar

The policies described in this handbook are not applicable to visiting artists, visiting scientists, or visiting scholars. Their terms of appointment are set forth in their contracts. These appointments are granted by the dean on the recommendation of a department chair, and are typically used for courtesy, nonteaching appointments. In some cases, individuals holding such appointments may be paid to teach or for other services. This requires written approval of the dean. These appointments may last from a few weeks up to one year, with the possibility of renewal.

Coach Lecturer

The policies described in this handbook are not applicable to coach lecturers in the Department of Athletics. The terms of appointment for coach lecturers are set forth in their contracts. They are ineligible for tenure and ineligible for sabbatical or other research leaves.

Joint and Secondary Appointments

An individual may hold one primary faculty appointment at Tufts, but may have more than one additional faculty appointment.

A joint appointment reflects a shared fiscal and time commitment in more than one school, college, department, or center at Tufts University. If the faculty member is eligible for tenure, such tenure must be earned in each unit where the faculty member holds an appointment.

A secondary appointment reflects a meaningful research, teaching, or graduate student supervisory commitment in another department within the school that does not involve a major fiscal or time commitment. In the School of Arts and Sciences, this appointment may or may not involve a salary commitment. In the School of Engineering, this is an unpaid appointment. If the faculty member is eligible for tenure, such tenure may be earned only where the faculty member holds the primary faculty appointment.

In the School of Engineering, faculty members may serve a three-year term per secondary appointment, which is renewable based on evidence of collaboration. To request a secondary

appointment, the department chair conducts a vote of the department faculty members, sends a letter of recommendation to the dean, and the dean of the school makes the final decision. The Chair of the faculty member's primary department must also support the recommendation.

Recruitment and Hiring Procedures for Faculty Members

Criteria for Hiring

Tenured or Tenure-Track Faculty. Scholarly excellence, teaching and advising effectiveness, capacity for leadership and service within the school and university

Lecturer (Full-Time). Teaching and advising effectiveness, capacity for leadership and service within the school and university

Professor of the Practice. Capacity for teaching and mentoring effectiveness and established credentials as a leading practitioner in a field that complements the educational and scholarly work of the faculty

Lecturer (Part-Time). Teaching effectiveness

Research Faculty. Established research excellence, and in the case of Arts and Sciences, sufficient independent external grant or contract support to cover full compensation and associated indirect costs

Visiting Faculty. Appointment at another institution at a comparable rank. Visiting titles may be used for interim appointments preceding primary appointments that result from an approved search.

A&S search procedures can be found [here](#), and Engineering search procedures can be found [here](#).

All appointment letters, including those for adjunct faculty, full-time and part-time lecturers, and all visiting appointments, shall be generated and administered by the offices of the deans.

Search Procedures

Tenured; Tenure-Track; and Full-Time, Nontenure-Track Appointments

Procedures are published [here](#).

Part-Time, Nontenure-Track Appointments

Procedures are published [here](#).

Normally, these procedures must be followed to fill part-time faculty positions such as lecturers and professors of the practice. The dean may grant permission to waive a search if a position becomes available too late to conduct a reasonable search. While such a late hire may be approved for up to one year, the department or program must do a search for subsequent semesters and may not rehire the late hire without a search.

Part-time faculty may be rehired without a search if they have taught at Tufts within the prior three academic years.

Details regarding the number of classes part-time faculty in the School of Arts and Sciences may teach are outlined in the [CBA in Article 11](#).

Visiting Appointments

The department chair shall send the following to the dean: a copy of the candidate's curriculum vitae and a letter recommending the appointment that details the candidate's qualifications and delineates any institutional resources necessary to support the appointment. The chair should confer directly with the dean in advance about such resources.

Research Appointments

The department chair shall send the following to the dean: a copy of the candidate's curriculum vitae; and a letter recommending the appointment that details the candidate's credentials, the value of research of the candidate to the department's and university's goals, the source and extent of the independent external funding, details about the external funding (principal investigator(s), grant number, and length of grant contract), and any institutional resources necessary to support the appointment. The chair should confer directly with the dean in advance about such resources.

Target of Opportunity

In exceptional cases, the deans may appoint an individual without a search, in consultation with the department.

Policy on Appointment of Family Members

Although there is no formal university policy, it is acceptable for spouses or other relatives to hold academic appointments at the same time without regard to these family relationships and with the usual prerequisites of appointment. However, the hiring of one family member does not obligate the university to hire another.

Policy on Part-Time Appointment of Full-Time Staff Members

On occasion, a full-time staff member may have the background, expertise, and interest to teach a course. Should a department or program wish to hire a staff member to teach a course, the department chair or program director should secure the permission of the staff member's supervisor, as well as the permission of the dean and the affirmative action officer. As teaching is beyond the regular work assignments of these staff members, their teaching duties cannot interfere with staff responsibilities or commitment levels. In addition, preparation for class, office hours, and grading should not interfere with normal work responsibilities. Staff members should receive compensation commensurate with that paid to other part-time faculty. Staff members in A&S who are hired to teach a course are excluded from participating in the collective bargaining unit for part-time lecturers.

Procedures for Approval of Faculty Appointments

Some faculty appointments require final approval by the dean of the school, others by the provost, and still others by the Academic Affairs Committee of the Board of Trustees. The following procedures are in effect for approval of appointments.

Untenured Position of Instructor or Assistant Professor on the Tenure Track

Appointment is recommended by the department, approved by the dean of the school, and reported to the provost annually.

Untenured Position of Associate Professor or Professor on the Tenure Track

Appointment is recommended by the department and the dean of the school, approved by the provost, and reported to the Academic Affairs Committee of the Board of Trustees.

Tenured Position of Associate Professor or Professor

Appointment is recommended by the department, the faculty Committee on Tenure and Promotion, the dean of the school, the provost, and the president and approved by the Academic Affairs Committee of the Board of Trustees.

Full-Time Position of Research Assistant Professor, Research Associate Professor, or Research Professor (Nontenure-Track)

Appointment to the full-time, nontenured position of research assistant professor, research associate professor, or research professor is recommended by the department and the dean of the school, approved by the provost, and reported to the Academic Affairs Committee of the Board of Trustees.

Full- or Part-Time Position of Professor of the Practice (Nontenure-Track)

Appointment is recommended by the department and the dean of the school and approved by the provost.

Other Appointments

Appointments of full-time faculty with modified professorial ranks (other than the categories of research and practice), appointments to the rank of lecturer or senior lecturer, and appointments of part-time faculty at all ranks (other than professors of the practice) are recommended by the department and approved by the dean of the school.

Separation from the School

Notice of Nonrenewal of Contract

In accordance with the trustees' ["Policy on Academic Freedom, Tenure and Retirement,"](#) Tufts University observes certain requirements for the advance notice of nonrenewal to full-time faculty members. The length of advance notice is related to the length of time served at the university and the termination date of the current appointment.

The Board of Trustees has affirmed that in all cases not involving permanent or continuous tenure, if 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 or 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 an initial one-year appointment terminates during the academic year, not later than three months prior to the date of its 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.

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.

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

Part-time lecturers in the School of Arts and Sciences should refer to the [CBA for Part-time Lecturers](#) for information about nonrenewal.

Termination

The policy with regard to termination of an appointment for cause prior to the expiration of a contract is contained in the trustees' "[Policy on Academic Freedom, Tenure and Retirement.](#)" In part, that policy states:

"In the case of a termination for cause of appointment with permanent or continuous tenure, or a dismissal for cause prior to expiration of a term appointment, the faculty member concerned will be entitled to a hearing upon request. In such event, the faculty member shall be informed in writing before the hearing of the charges against him/her and shall have the opportunity to be heard in his/her own defense by all bodies that pass judgment upon the case. He/she will be permitted to have with him/her an advisor of his/her own choosing who may act as counsel. There shall be a full stenographic record of the hearing available to both the university and the faculty member unless both the university and the faculty member waive the requirement. In the hearing of charges of incompetence, the testimony should include that of teachers and other scholars, either from his/her own or from other institutions. A faculty member having an appointment with permanent or continuous tenure who is dismissed for reasons not involving moral turpitude shall receive his/her salary for one year from the date of notification of dismissal whether or not he/she is continued in his/her duties at the institution."

Under this trustee policy, the services of a faculty member may also be terminated because of extraordinary circumstances, such as financial exigencies or program discontinuance. Please see [Article 10 of the Full-time Lecturers CBA.](#)

Contract Reviews and Renewals for Faculty Members (School of Arts and Sciences)

See related section which follows on contract appointments, reviews, and renewals for faculty members in the School of Engineering.

Contract Renewal Sequence Tenure-Track Appointments

The Office of the Dean of Arts and Sciences issues contracts or confirmation letters for tenure-track appointments to faculty members on the following occasions.

- Initial appointment
- Appointment renewal
- Award of tenure
- Change in rank

The usual sequence of contracts for tenure-track faculty who begin at the assistant professor level is as follows.

- First contract: for years one and two (review in year two)
- Second contract: for years three, four, and five (review in year four)
- Third contract: for years six and seven (tenure review in year six)

Departmental reviews of tenure-track faculty members must be completed in advance of the applicable date of notification of contract nonrenewal.

Nontenure-Track Appointments

The Office of the Dean of Arts and Sciences issues contracts for nontenure-track appointments to faculty members on the following occasions.

- Initial appointment
- Appointment renewal
- Change in employment status (full-time/part-time)
- Change in rank (for example, lecturer to senior lecturer)

Full-Time Appointments. Appointments for full-time lecturers are regulated by the [CBA for Full-time Lecturers](#) with the SEIU; please refer to Article 11 Sections 1-4 for all information regarding appointments.

- Possible contract lengths for *full-time visiting appointments* are as follows.
 - First contract: one to two years
 - Second contract: one to two years
 - Third contract: one to two years
 - Total time of employment in the school not to exceed three years
- Possible contract lengths for *full-time professor of the practice appointments* are as follows.
 - First contract: one semester to three years
 - Second and subsequent contracts: one to three years, as appropriate

Departmental and programmatic reviews of full-time nontenure-track faculty members must be completed in advance of the applicable date of notification of contract nonrenewal.

Part-Time Appointments. Appointments for part-time lecturers are regulated by the [CBA for Part-time Lecturers](#) with the SEIU; please refer to Article 11 for all information regarding appointments.

Contract Review and Renewal Procedures for Tenure-Track Faculty Members

Procedure for Second-Year Review of Tenure-Track Faculty Members

1. In the fall, the dean's office informs the department chair via memorandum that a review must be conducted during the current academic year. The department chair contacts the dean with any questions about the procedures or if an unusual situation requires special arrangements (for example, if there are very few tenured members in the department or if the candidate has a joint appointment).
2. Only the tenured members of the department meet to review the candidate's activities and to vote on whether to recommend renewal of the contract. The discussion within the department is confidential and is not shared with the candidate. The chair sends the dean a confidential letter, signed by all of the faculty members who voted, recording the vote and detailing the discussion. The letter and the candidate's CV are due to the dean's office no later than November 15 of that year. The letter is not shared with the faculty member, and it should include the following information.
 - a. *Scholarship*: areas of research, collaborations, publications, works in progress, grant proposals, and any other material deemed appropriate by the department
 - b. *Teaching*: a complete list of courses taught with both enrollment figures and the numerical averages from student evaluations for questions "overall rating of the professor," the "overall rating of the course," and, when available, "compared to other courses at Tufts, I learned..." for each course the candidate has taught at Tufts." The letter also summarizes the written comments students provide on the evaluations.
 - c. *Advising*: a summary of advising activities and a description of any supervision of undergraduate or graduate research
 - d. *Service*: department, school, and university activities; professional offices, responsibilities, and activities
- When the above procedures have been completed, the following takes place.
3. The dean consults with the department chair before meeting with the candidate to discuss the contents of the review. (If the dean is considering an action that does not reflect the recommendation of the majority of the voting faculty members, the dean will inform the chair during this consultation.)
4. The dean meets with the candidate to discuss the contents of the review.
5. After meeting with the candidate, the dean conveys the final determination to the department chair.
6. In consultation with the department chair, the dean drafts a written evaluation to be transmitted to the candidate. This is a separate and distinct document from the confidential letter summarizing the department's discussion. This written evaluation is intended to identify areas in which the faculty member is meeting the institution's expectations for the granting of tenure, as well as areas in which the department and the dean believe the faculty member needs to improve his or her performance in light of the tenure expectations. The written evaluation is not intended to predict whether the faculty

member will earn tenure, nor should positive statements in the letter be interpreted as the administration's support for a positive tenure decision. Both the dean and the chair then sign this written evaluation. The department's evaluation remains confidential.

7. The dean shares the written evaluation with the candidate. It also becomes part of the departmental record and is consulted during the fourth-year review.
8. The chair has a follow-up discussion with the candidate.
9. The procedures for renewal and nonrenewal, respectively, are as follows.
 - a. In the event of renewal, the dean's office sends a reappointment contract to the candidate at the appropriate time.
 - b. In the event of nonrenewal, the candidate must be given written notice in accord with university nonrenewal deadlines (i.e., not later than December 15 of the second academic year of service in the university if the appointment terminates at the end of that academic 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.)

Procedure for Fourth-Year Review of Tenure-Track Faculty Members

1. In the fall, the dean's office informs the department chair via memorandum that a review must be conducted during the current academic year. The department chair contacts the dean with any questions about the procedures or if an unusual situation requires special arrangements (for example, if there are very few tenured members in the department or if the candidate has a joint appointment).
2. Only the tenured members of the department meet to review the candidate's activities and to vote whether to recommend renewal of the contract. The discussion within the department is confidential and is not shared with the candidate. The chair sends the dean a confidential letter, signed by all of the faculty members who voted, recording the vote and detailing the discussion. The letter and the candidate's CV are due to the dean's office no later than February 1 of that year. The letter is not shared with the faculty member, and it should include the following information.
 - a. *Scholarship*: areas of research, collaborations, publications, works in progress, grant proposals, and any other material deemed appropriate by the department
 - b. *Teaching*: a complete list of courses taught with both enrollment figures and the numerical averages from student evaluations for questions "overall rating of the professor," the "overall rating of the course," and, when available, "compared to other courses at Tufts, I learned..." for each course the candidate has taught at Tufts." The letter should also summarize the written comments students provide on the evaluations and provide information on teaching innovations, introduction of new courses, and courses taught in the various programs and/or centers.
 - c. *Advising*: a summary of advising activities, including first-year advising duties, and a description of any supervision of undergraduate or graduate research
 - d. *Service*: department, school, and university activities; professional offices, responsibilities, and activities
- When the above procedures have been completed, the following takes place.
3. The dean consults with the department chair before meeting with the candidate to discuss the contents of the review. (If the dean is considering an action that does not reflect the

recommendation of the majority of the voting faculty members, the dean informs the chair during this consultation.)

4. The dean meets with the candidate to discuss the contents of the review.
5. After meeting with the candidate, the dean conveys the final decision to the department chair.
6. In consultation with the department chair, the dean drafts a written evaluation to be transmitted to the candidate. This is a separate and distinct document from the confidential letter summarizing the department's discussion. This written evaluation is intended to identify areas in which the faculty member is meeting the institution's expectations for the granting of tenure, as well as areas in which the department and the dean believe the faculty member needs to improve his/her performance in light of the tenure expectations. The written evaluation is not intended to predict whether the faculty member will receive tenure, nor should positive statements in the letter be interpreted as the administration's support for a positive tenure decision. Both the dean and the chair sign this written evaluation. The department's evaluation remains confidential.
7. The dean shares the written evaluation with the candidate. It also becomes part of the departmental record.
8. The chair has a follow-up discussion with the candidate.
9. The procedures for renewal and nonrenewal, respectively, are as follows.
 - a. In the event of renewal, the dean's office sends a reappointment contract to the candidate at the appropriate time.
 - b. In the event of nonrenewal, the candidate must be given written notice in accord with university nonrenewal deadlines (i.e., 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.)

Contract Review and Renewal Procedures for Nontenure-Track Faculty Members

All nontenure-track faculty members are on renewable or nonrenewable term contracts. If the appointment is renewable, the department or program conducts a review for contract renewal.

Review Procedure for Full-Time Lecturers, Nontenure-Track Faculty Members

Review procedures for full-time lecturers are regulated by the [CBA for Full-time Lecturers](#); please refer to Article 12 for all information regarding reviews.

Review Procedure for Part-Time Lecturers, Nontenure-Track Faculty Members

Review procedures for part-time lecturers are regulated by the [CBA for Part-time Lecturers](#); please refer to Article 12 for all information regarding reviews.

Review Procedure for Full-Time and Part-Time Professors of the Practice

1. In the fall, the dean's office informs the department chair or program director via memorandum that a contract review and recommendation must be sent to the dean's office. This is required for all professors of the practice whose contract termination date and terms require a recommendation during the current academic year. (A review and recommendation are not required if the faculty member has a nonrenewable contract.)
2. The tenured and tenure-track members of the department or program meet formally to review the faculty member's activities and vote whether to recommend renewal of the

contract. The department chair or program director sends the dean a report, signed by all of the faculty members who voted, conveying the recommendation and detailing the discussion. This is not intended to be a lengthy report, but it should contain a brief evaluation of the faculty member's accomplishments in the areas of teaching, advising, and service; and should be accompanied by a current curriculum vitae. Please also include evidence that the faculty member maintains active involvement in the profession. Evidence could include confidential letters solicited from practitioners in your department, program, or field. If the department or program wants to increase the contract length for a professor of the practice, a recommendation should be made at this time. The department's or program's written evaluation is a confidential document and should not be shown to the candidate.

3. The department chair or program director should assemble the following additional documentation.
 - a. A list of courses taught and enrollments in these courses
 - b. A numerical summary of student course evaluations (questions "overall rating of the professor," the "overall rating of the course," and, when available, "compared to other courses at Tufts, I learned..." for each course the candidate has taught at Tufts.")
 - c. A summary of written comments on student course evaluations
 - d. Any available information on advising performance
 - e. An updated CV
4. The dean informs the department chair or program director, usually one month before the notification deadline, of his/her recommendation. (If the dean's recommendation is contrary to that of the department or program, the dean consults with the department chair or program director before making a recommendation.)
5. When the above procedures are completed, the department chair or program director informs the candidate of the decision.
6. The procedures for renewal and nonrenewal, respectively, are as follows.
 - a. In the event of renewal, the dean's office sends a reappointment contract to the candidate at the appropriate time.
 - b. In the event of nonrenewal of a full-time professor of the practice, the candidate must be given written notice in accord with university nonrenewal deadlines.
 - i. 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 an initial one-year appointment terminates during the academic year, not later than three months prior to the date of its termination.
 - ii. 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.
 - iii. Not later than twelve months prior to the date of termination of an appointment if it terminates subsequent to the completion of more than two years of service in the university.

The dean and chair or program director determine who will convey the outcome to the candidate.

Promotion Procedures for Nontenure-Track Faculty Members

Promotion to Senior Lecturer (Full-Time)

Promotion procedures for full-time lecturers are regulated by Article 14 of the [Collective Bargaining Agreement for Full-time Lecturers](#); please refer to this article for all information regarding promotion procedures. Lecturers are strongly encouraged to discuss promotion with their Chair, Director, or Coordinator before applying.

Promotion Procedures for Research Faculty

Promotion procedures for Research Faculty are guided by the [Arts, Sciences, and Engineering Research Faculty Guidelines](#) and the School of Engineering Addendum.

Promotion to Research Associate Professor

Promotion to this rank requires service as a Research Assistant Professor, typically for a period of five to seven years, with a consistent record of excellence in research; promotion with less than six years in rank as Research Assistant Professor will be considered only under circumstances of exceptional achievement. Continued service and performance at the rank of Assistant Professor shall not, in itself, constitute grounds for promotion to Associate Professor. Evidence of independent funding should be an important consideration in promotion to this rank.

Evidence of excellent scholarly productivity or advancement of other types of similar intellectual property. Documentation of the ability to create new knowledge or manners of thought as evidenced by continued publication of substantive, original studies in peer-reviewed channels of scholarly distribution consistent with the expectation and standards of the host department. Continuation of productive, independent and original investigation as evidenced by sustained external funding of competitive peer-reviewed research projects. Evidence of scholarly contributions distinct from those of mentors and collaborators. National recognition by peers as a premier researcher. Recognition by scientific peers for independent and original investigation; in most instances this will be evidenced by external funding of competitive peer-reviewed research projects.

Significant contributions to the candidate's field of study.

Clear evidence of the potential for continued independent external support (e.g., a history of grant proposals that have been favorably reviewed, even if not funded).

Appointment to the rank of Research Associate Professor is further contingent upon: letters of recommendation from at least three external scientist/scholars who are familiar with the candidate's work.

A vote of the tenured faculty within the host department in which a majority must favor appointment for the recommendation to be forwarded to the Dean's office.

Promotion to the rank of Research Professor

Promotion to this rank requires service as an Associate Professor at Tufts, or an equivalent institution, typically for at least five years with a consistent record of outstanding performance.

Promotion to the rank of Research Professor will be granted in recognition of distinctive achievement and is reserved for the most distinguished members of our faculty. The continued service and performance at the rank of Associate Research Professor shall not, in itself, constitute grounds for promotion to Research Professor.

Evidence of excellent and continued scholarly productivity or advancement of other types of similar intellectual property consistent with the standards and expectations of the host department. Documentation of the ability to create new knowledge or manners of thought as evidenced by continued publication of substantive, original studies in peer-reviewed channels of scholarly distribution. Independent and original investigation as evidenced by sustained external funding of competitive peer-reviewed research projects.

International recognition by peers as a premier scholar.

Significant independent contributions to the candidate's field of study.

Appointment to the rank of Research Professor is contingent upon: Letters of recommendation from at least four external scientists/scholars familiar with the candidate's work.

A vote of the tenured faculty within the host department in which a majority must favor appointment for the recommendation to be forwarded to the Dean's office.

Contract Reviews and Renewals for Faculty Members (School of Engineering)

See related section above on contract appointments, reviews, and renewals for faculty members in the School of Arts and Sciences.

Contract Renewal Sequence

Tenure-Track Appointments

The Office of the Dean issues contracts for tenure-track appointments to faculty members on the following occasions.

- Initial appointment
- Appointment renewal
- Award of tenure
- Change in rank

The usual sequence of contracts for tenure-track faculty is as follows.

- First contract: for years one and two (review in year two)
- Second contract: for years three, four, and five (review in year four)
- Third contract: for years six and seven (tenure review in year six)

Departmental reviews of tenure-track faculty members must be completed in advance of the applicable date of notification of contract nonrenewal.

Nontenure-Track Appointments

The Office of the Dean issues contracts for nontenure-track appointments to faculty members on the following occasions.

- Initial appointment
- Appointment renewal
- Change in time status (i.e., from full- to part-time or vice-versa), with the exception of research faculty members

Full-time Lecturers. Possible contract lengths for *full-time or fractional lecturers* with an initial one-year contract are as follows.

- First contract: one year
- Second contract: one year
- Third contract: maximum of two years
- Fourth and subsequent contracts: maximum of three years

Possible contract lengths for *full-time or fractional lecturers* with an initial two-year contract are as follows.

- First contract: two years
- Second contract: maximum of two years
- Third contract and subsequent contracts: maximum of three years

Part-time Lecturers. Initial contracts for part-time instructional faculty hired on a per-course basis are for either one semester or one academic year. After two consecutive years of employment, a department or program may request the dean's approval to offer a two-year contract to a part-time faculty member.

Research Faculty. Possible contract lengths for *research appointments*, regardless of level of appointment, are as follows.

- First contract: two years
- Second and subsequent contracts: two or three years, as appropriate
- Research and Associate Research Professor terms may not exceed 5 years, and Assistant Research Professor terms may not exceed 3 years.

Professors of the Practice. Possible contract lengths for *professor of the practice appointments*, regardless of level of appointment, are as follows.

- First contract: two or three years
- Second and subsequent contracts: two or three years, as appropriate

Visiting Faculty. Possible contract lengths for *visiting appointments*, regardless of level of appointment, with an initial one-year contract are as follows.

- First contract: one year
- Second contract: one year
- Third contract: one year
- Total time of employment in the school not to exceed three years

Possible contract lengths for *visiting appointments*, regardless of level of appointment, with an initial two-year contract are as follows.

- First contract: two years
- Second contract: one year
- Total time of employment in the school not to exceed three years

Adjunct Faculty. Contract lengths for either *adjunct or secondary appointments* are as follows.

- Three years

Departmental and programmatic reviews of nontenure-track faculty members must be completed in advance of the applicable date of notification of contract nonrenewal.

Contract Review and Renewal Procedures for Tenure-Track Faculty Members

Procedure for Second-Year Review of Tenure-Track Faculty Members

1. In the fall, the dean's office informs the department chair that a review must be conducted that semester. The department chair contacts the dean with questions about the procedures or if an unusual situation requires special arrangements (for example, if there are very few tenured members in the department or if the candidate has a joint appointment).
2. Only the tenured members of the department meet to review the candidate's activities and to vote on whether to recommend renewal of the contract. The discussion within the department is confidential and is not shared with the candidate. The chair writes the dean a letter, signed by all of the faculty members who voted, recording the vote and summarizing the discussion. The letter includes the following information.
 - a. *Scholarship*: areas of research, collaborations, publications, patents, works in progress, grant proposals, and any other material the department deems appropriate
 - b. *Teaching*: a complete list of courses taught with both enrollment figures and the numerical averages from student evaluations for questions "overall rating of the professor," the "overall rating of the course," and, when available, "compared to other courses at Tufts, I learned..." for each course the candidate has taught at Tufts." The letter also summarizes the written comments students provide on the evaluations.
 - c. *Advising*: a summary of advising activities and a description of any supervision of undergraduate and graduate research
 - d. *Service*: department, school, and university activities; professional offices, responsibilities, and activities
- The chair sends the dean the confidential letter, together with the candidate's current curriculum vitae, no later than *November 20 of that year (or the Friday before the Thanksgiving holiday)*. The confidential letter is not shared with the candidate.
3. The dean meets with the department chair to discuss the contents of the department review. (If the dean is considering an action that does not reflect the recommendation of the majority of the voting faculty members, the dean informs the chair during this consultation.)
4. The dean and the chair generate and sign a joint review and feedback letter summarizing positive and constructive aspects of the department's review. Additionally, the letter informs the candidate of the decision regarding reappointment or nonrenewal, as appropriate. The timing of this letter, if it includes a notification of nonrenewal, must comply with university guidelines. In this letter, the candidate is requested to make an appointment with the dean to discuss the review.
 - This review and feedback letter is a separate and distinct document from the confidential letter from the department summarizing its discussion. It is intended to identify areas in which the faculty member is meeting the institution's expectations for the granting of

tenure, as well as areas in which the department and the dean believe the faculty member needs to improve performance in light of the tenure expectations. The review and feedback letter is not intended to predict whether the faculty member will receive tenure, nor should positive statements in the letter be interpreted as the administration's support for a positive tenure decision.

5. The review and feedback letter is transmitted to the candidate and becomes part of the departmental record. It is consulted during the fourth-year review and again during the tenure review.
6. The dean meets with the candidate to discuss the review and feedback letter.
7. Renewal and nonrenewal procedures are as follows.
 - a. In the event of renewal, the dean's office sends the candidate a reappointment contract at the appropriate time.
 - b. In the event of nonrenewal, the candidate must be given written notice in accord with university nonrenewal deadlines (that is, not later than December 15 of the second academic year of service in the university if the appointment terminates at the end of that academic 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.)

Procedure for Fourth-Year Review of Tenure-Track Faculty

1. In the fall, the dean's office informs the department chair that a review must be conducted during the current academic year. The department chair contacts the dean with any questions about the procedures or if an unusual situation requires special arrangements (for example, if there are very few tenured members in the department or if the candidate has a joint appointment).
2. Only the tenured members of the department meet to review the candidate's activities and to vote on whether to recommend renewal of the contract. The discussion within the department is confidential and is not shared with the candidate. The chair writes the dean a letter, signed by all of the faculty members who voted, recording the vote and summarizing the discussion. The letter includes the following information.
 - a. *Scholarship*: areas of research, collaborations, publications, patents, works in progress, grant proposals, and any other material the department deems appropriate
 - b. *Teaching*: a complete list of courses taught with both enrollment figures and the numerical averages from student evaluations for questions "overall rating of the professor," the "overall rating of the course," and, when available, "compared to other courses at Tufts, I learned..." for each course the candidate has taught at Tufts." The letter also summarizes the written comments students provide on the evaluations and provides information on teaching innovations, introduction of new courses, and courses taught in the various programs and/or centers.
 - c. *Advising*: a summary of advising activities, including first-year advising duties, and a description of any supervision of undergraduate or graduate research
 - d. *Service*: department, school, and university activities; professional offices, responsibilities, and activities

- The chair sends the dean the confidential letter, together with the candidate's current curriculum vitae, *no later than March 1* of that academic year. The confidential letter is not shared with the candidate.
3. The dean meets with the department chair to discuss the contents of the department review. (If the dean is considering an action that does not reflect the recommendation of the majority of the voting faculty members, the dean informs the chair during this consultation.)
4. The dean and the chair generate and sign a joint review and feedback letter summarizing positive and constructive aspects of the department's review. Additionally, the letter informs the candidate of the decision regarding reappointment or nonrenewal, as appropriate. The timing of this letter, if it includes a notification of nonrenewal, must comply with university guidelines. In this letter, the candidate is requested to make an appointment with the dean to discuss the review.
- This review and feedback letter is a separate and distinct document from the confidential letter from the department summarizing its discussion; it is intended to identify areas in which the faculty member is meeting the institution's expectations for the granting of tenure, as well as areas in which the department and the dean believe the faculty member needs to improve performance in light of the tenure expectations. The review and feedback letter is not intended to predict whether the faculty member will receive tenure, nor should positive statements in the letter be interpreted as the administrator's support for a positive tenure decision.
5. The review and feedback letter is transmitted to the candidate and becomes part of the departmental record. It is consulted during the tenure review.
6. The dean meets with the candidate to discuss the review and feedback letter.
7. Renewal and nonrenewal procedures are as follows.
 - a. In the event of renewal, the dean's office sends the candidate a reappointment contract at the appropriate time.
 - b. In the event of nonrenewal, the candidate must be given written notice in accord with university nonrenewal deadlines (that is, 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).

Promotion Procedures for Nontenure-Track Faculty Members

Promotion to Senior Lecturer (Full- or Part-Time)

1. The department chair or program director conveys to the dean the department's or program's proposal to consider a candidate for promotion to senior lecturer. Such a promotion is not based primarily on length of service, but it is unusual to promote a lecturer to senior lecturer with fewer than five years of service to the university. Assuming the dean concurs with this proposal, the procedure is as follows.
2. The department chair or program director prepares a dossier including the following.
 - a. Teaching and advising
 - b. A list of courses taught and enrollments in these courses
 - c. A numerical summary of student course evaluations (questions "overall rating of the professor," the "overall rating of the course," and, when available, "compared to other courses at Tufts, I learned..." for each course the candidate has taught at Tufts.")

- d. A summary of written comments on student course evaluations
 - e. Any available information on advising performance; it is recommended that the chair or the review committee, once formed, solicits student and mentee feedback for the purposes of this review.
 - f. Service to the department and university
 - g. Other professional activities that support the lecturer's teaching and service
 - h. A current curriculum vitae
3. By departmental vote or appointment by the chair, the department creates an ad hoc committee composed of two tenure-track and/or tenured faculty members. The department proposes an additional member of the ad hoc committee from outside the department, but within the school, subject to the dean's approval.
 4. The ad hoc committee meets, reviews the dossier, and makes a recommendation to the department.
 5. All tenure-track and tenured faculty in the department vote on the recommendation. The department chair prepares a written recommendation and the dossier, which are then forwarded to the dean for consideration.
 6. The dean notifies the department of the decision in writing. A favorable decision is reflected in a new contract letter indicating the new title and length of contract.

Chapter 3: Faculty Responsibilities

Tufts University has a strong commitment to the liberal traditions and to excellence in teaching the arts, sciences, and engineering at the undergraduate and graduate levels. Innovative teaching is welcomed and celebrated, along with a flair for exposition, explanation, and intellectual stimulation.

Closely related to and complementing classroom teaching is the academic advising of students, which is a critical part of a faculty member's service. In the graduate programs, advisement and mentoring play a key role in the students' academic progress and, indeed, their ultimate professional success, whether in or out of academe.

Tufts University expects clear and sustained excellence in scholarship and research, as judged by professional peers nationally and internationally, from all of its tenured and tenure-track faculty members. In addition to advancing knowledge, such scholarship is critical in sustaining high-quality teaching and mentoring.

Full-time faculty members are expected to contribute to university governance through service.

The School of Engineering faculty workload policy can be found at the [end of this chapter](#).

Teaching

As a teaching-intensive institution at the undergraduate level, Tufts University expects full-time faculty members to fulfill a primary responsibility to their students and their courses. This responsibility includes holding office hours and attending departmental meetings.

Faculty members are expected to create a respectful teaching environment. Faculty members are also expected to attend every class period scheduled per course. With the approval of the department chair, faculty may make substitute provisions for an anticipated absence from class to attend professional meetings or for equally important professional reasons. Absences from class should be made known to the department chair and the students as promptly as possible, and faculty members who intend to be absent must make every effort to provide satisfactory alternative arrangements. If a faculty member plans to miss more than two consecutive classes or more than three total classes in a semester, he/she must request permission in writing from the department chair or program director and the relevant dean. Repeated absences may constitute a conflict of commitment. (See [Examples of Outside Professional Activities](#).)

Consult the appendix and the website of the [Division of Undergraduate and Graduate Students](#) for student policies and procedures regarding academic matters.

In the graduate programs, teaching is equally rigorous but takes on additional dimensions. Effective mentoring is crucial for graduate students. Faculty mentors must commit to dedicating substantial time to graduate students to ensure their academic and professional development. A relationship of mutual trust and respect should be established between mentors and graduate students to foster healthy interactions and encourage individual growth. In addition, working with graduate students as teaching assistants is a valued part of graduate student training.

The Syllabus

At the beginning of each term, faculty members are expected to distribute to their students a detailed syllabus, indicating required course work, examinations, readings, office hours, and other expectations, including learning objectives. As a general guideline, undergraduate students in the School of Arts and Sciences are expected to spend at least two hours of work outside the classroom for every hour of in-class instruction. Faculty members should adhere to the syllabus as closely as possible and to the standards for grading that are established; deviations from the syllabus should be discussed with the department chair and explained to students, and should occur only when pedagogically appropriate.

Office Hours

In an institution such as Tufts that values teaching, a faculty member's regular presence on campus and accessibility to students are important. Faculty office hours should be posted on the office door and the department's website. Provision for three hours per week is recommended, although faculty teaching large courses may wish to offer more office time. Full-time lecturers in the School of Arts and Sciences are required to hold office hours for at least two hours per week. Additional office hours may be necessary at registration, at the beginning and end of the semester, and at the time of important examinations, when students need more time for consultation.

Student Attendance in Class

While formal attendance records for students are not required, faculty members are asked to report excessive absences to the appropriate associate dean of undergraduate education. In the case of graduate students, faculty members should contact the dean of graduate education in the School of Engineering or the dean of the Graduate School of Arts and Sciences, as appropriate. Absence from more than three class hours is normally deemed excessive. In the case of deficiencies arising from absences, the instructor must determine both the reasonableness of the circumstances and the need for special work to remove the deficiencies. A faculty member should require documentation for extended absence or absence from an examination.

Student Withdrawals from Courses

Students may drop a course without record of enrollment during the "drop" period in the first few weeks of the semester. After that date, they may withdraw from the course through the last day of classes, but the course will appear on the transcript with a noncredit mark of W. (This mark will appear automatically; professors do not need to enter this on the grading sheet.) Students are responsible for dropping or withdrawing from a course by the deadlines established by the registrar; professors may not grant permission to the student to override the deadline.

Student Evaluation of Courses

Student course evaluations are intended to help improve the quality of teaching. They are considered in decisions regarding tenure and promotion, in contract renewals, and in annual faculty salary reviews. The Faculty of Arts, Sciences and Engineering has approved a uniform course evaluation form for use in all courses.

The department chair should discuss course evaluations with faculty members to improve teaching techniques and effectiveness.

In 2012, an EPC subcommittee voted to conduct course evaluations electronically through the Trunk website. Students receive an email notification when the course evaluation period begins, with automatic email reminders until they complete all their course evaluations or until the evaluation period ends. In 2016, a feature was added to the SIS website to incentivize the completion of evaluations: students who complete them will be able to view their posted grades early. The following statement accompanies the electronic course evaluation:

Student course evaluations play an important role in the effort to assess and improve teaching at Tufts. Your honest, constructive, and detailed feedback not only is essential for evaluating the courses you are taking now, but also will benefit future students. Responses are confidential, and instructors will gain access to anonymous results only after final grades are posted. Thank you for your participation.

By vote of the Faculty of Arts, Sciences and Engineering, the registrar provides the TCU Senate with each course's aggregate statistics to be publicized on the senate's website (unless a department specifically elects not to have its course evaluations passed along to the senate).

Reading Period and Final Examinations

The reading period set by the university for preparing for final examinations may not be used to give examinations or hold extra class meetings (other than voluntary study sessions). A thesis defense may take place during the reading period. Faculty should adhere to the schedule of final examinations prepared by the registrar. A faculty member may offer an earlier or later examination if students do not have the opportunity to take the examination at the originally scheduled time.

Examinations

In courses for which faculty members have responsibility, they also have primary responsibility for proctoring and grading examinations. Faculty members are accountable for reviewing all grading done by assistants. Staff members should not proctor exams.

Faculty should accommodate students who miss an examination for legitimate reasons (e.g., illness or death in the family). Generally, students are expected to inform the instructor of an impending absence before the examination and to supply documentation for an extended absence due to illness. The instructor fixes the time, place, and conditions of a special or makeup examination and informs the student of the details.

It is the university's policy for students with documented disabilities to receive specific accommodations on examinations. These students must supply a letter of support from the director of student accessibility services well in advance of the examination. The director, after reviewing documentation from a qualified professional, may prescribe extended time on tests, a distraction-free testing environment, or some other accommodation. Faculty members may not make individual accommodation arrangements with students who have not provided

documentation of their disability via the Office of Student Accessibility Services. More information is available [here](#).

Grading Policies

University policy states grades in any course are based on all evidence available to the instructor. Such evidence includes a final examination unless the instructor decides other evidence may appropriately be substituted. To maximize the educational character of grading, faculty members should provide written or oral comments on papers and examinations, indicating problems and areas of improvement, and return these materials to students in a timely fashion (normally, within two weeks of the final examination).

Effective education requires timely, objective evaluation of students' academic work, using clear, standard, fair, and public criteria. Such standards should be listed in the syllabus. While criteria differ across disciplines and faculty members, the ultimate responsibility for setting standards and evaluating performance rests with departments and individual faculty members. Submitted grades are final and not subject to negotiation. Exceptions should be limited to correcting clerical and calculation errors, and correcting deviations from stated criteria. Of course, students do have the right to know the basis for a grade and faculty should be open to that post-semester conversation. Following such conversation, undergraduates who believe an error or deviation remains can appeal to the department chair and if necessary, subsequently to the dean of academic advising and undergraduate studies. Graduate students may appeal to the department chair and then to the dean of the Graduate School of Arts and Sciences or to the dean for graduate education in the School of Engineering. Policies regarding grading and changes for both undergraduate and graduate students are described in the [Arts, Sciences and Engineering Bulletin](#).

All final grades must be entered online by the date listed in the academic calendar for each term. Please note that grades for all degree candidates must be submitted within forty-eight hours of the final exam. This is necessary so that degrees may be certified in the very limited time between final examinations and the faculty vote on honors and degrees. Grades for degree candidates with no final should be submitted by the first official day of exams. (Please refer to the [academic calendar](#) for specific dates.) Grades for nongraduating students must also be submitted promptly so that academic standing and financial aid decisions may be made shortly after the end of the term.

Grades are submitted through [SIS](#). It is the responsibility of faculty members to submit grades for each of their courses. Department chairs can submit grades if a faculty member is unable to do so for any reason. All faculty members must have access to SIS Online and be linked to the courses they are teaching. It is important for departments to submit the course listings to the registrar's office with the name of the instructor teaching the course. Application for SIS Online access can be found [here](#). This form is to be completed by any new faculty member or teaching assistant and sent to Dowling Hall. A grade must be entered for every student on the class list.

Grades

The standing of the student in each subject is expressed by one of the following letters.

A. Superior work.

- B.** Meritorious work.
- C.** Work without marked merit or defect.
- D.** Unsatisfactory work but allowable for credit, subject to the restrictions specified under the requirements for graduation. Some departments disallow credit toward the concentration requirement.
- P.** Passing work (D- or better) for courses taken under the pass-fail option, and for selected courses offered only pass-fail by departments. Grade point average is not affected. Students may select this option without the faculty member's knowledge.
- F.** Failure; no credit is received. A grade of F is included in the grade point average.
- NG.** No grade since the instructor has no current knowledge of the student and no basis for assessing work not submitted.
- NR.** No record of student ever attending class.
- Y.** Year-long course.
- I.** Incomplete (faculty member must submit to the registrar's office a completed form, including a default grade, for each grade of "incomplete").
- W.** Withdrawn; an indication that a student has been permitted to withdraw from a course after the fifth week of a semester, but no later than the last day of classes.

In computing a grade average, each course grade of A counts as 4.00; B, 3.00; C, 2.00; D, 1.00. Appropriate value is given to plus and minus grades and to half-credit courses. Averages are computed to three decimal places, and semester and cumulative averages are rounded to two decimal places. Since changes cannot be made after graduation, seniors are urged to rectify any errors on their transcripts well before that date.

Student Academic Dishonesty

Tufts undergraduate students and graduate students are subject to a [policy on academic integrity](#). Faculty members who encounter evidence of academic dishonesty must report it to the Office of the Dean of Student Affairs. Please use the [online reporting form](#) to report your concern. This academic integrity policy assures consistency in the treatment of academic dishonesty and allows the institution to identify repeat offenders. The Office of the Dean of Student Affairs works with the faculty member in applying university and departmental policies and can assist in determining an appropriate academic outcome. Please review the [Student Judicial Process](#) for information about the grading and disciplinary guidelines for academic integrity violations for undergraduate and graduate students.

Once accused of academic dishonesty, a student may not withdraw from a class. A student accused of or found responsible for academic dishonesty has the right to continue in the course, regardless of the grading consequence. The [Student Judicial Process](#) allows for appeals of the disciplinary consequence on the basis of inconsistency, new evidence, or denial of fair process. There is no appeal of grading consequences.

Privacy of Student Academic Records

Federal law (the Family Educational Rights and Privacy Act, or FERPA) requires that Tufts University be particularly vigilant in protecting the privacy of student records. The Faculty of Arts, Sciences and Engineering determined by vote in spring 2008 that only the following personnel shall have access to the transcripts and educational records of the following groups of

students to carry out the necessary academic responsibilities of advising, monitoring, and promoting student progress.

- Deans shall have access to the academic records of all students.
- Advisers shall have access to information regarding their advisees.
- Department chairs and program directors shall have access to the academic records of students in the majors they oversee.
- Appropriate departmental or program staff as designated by a chair or program director shall have access to the transcripts and educational records of students in the majors they serve.

Faculty members should be respectful of the privacy rights of their students. Paper transcripts should not be left in public spaces. When no longer of use, they should be disposed of properly (that is, filed or shredded by nonstudents). Faculty members should never request and consult a transcript in the process of assigning a student's grade. They may request and consult a transcript, however, if this will help them to address an academic concern or to identify an academic problem.

More information regarding FERPA is available [here](#).

Religious Holy Days

As the academic calendar is constructed, religious holy days are not the sole factor in determining days on which classes are held or suspended. However, it is the policy of the faculty that students be encouraged to observe their [appropriate religious holy days](#); that instructors strive to facilitate this by allowing absence from classes for such purposes and by trying to ensure that no examinations, written reports, oral reports, or other mandatory class assignments are scheduled for or due on such holy days; and that instructors provide ample opportunities for such students to make up work missed on such occasions without penalty.

Safety

Faculty members must exercise reasonable care regarding the safety of students in classes and laboratories. They should be aware of the location of all safety devices (such as eye-rinsing facilities and fire extinguishers). Tufts Environmental Health and Safety (TEHS) is an important resource for health, safety, and environmental protection in teaching and research. It provides training, advice, and other compliance assistance to faculty members. More information can be found at <http://publicsafety.tufts.edu/ehs/>. Faculty members should also consult their departments for information specific to their discipline.

Academic Advising

Tenure-stream faculty members and full-time lecturers in undergraduate departments are expected to serve periodically as pre-major and major advisers, and advisers to graduate students, as appropriate. New members of the faculty, although ineligible for pre-major advising during the first year, are expected to become familiar with the requirements of the curriculum to assume the duties of advising. The extent and quality of a faculty member's service as an adviser is part of the evaluation for professional performance. Each student at Tufts is assigned a pre-major adviser upon matriculation. A faculty member assigned as a pre-major adviser is responsible for the academic advising of a student until that student declares a major or requests

a change of adviser. If a pre-major adviser goes on leave, that faculty member must notify the student as well as the director of advising in undergraduate education (in the School of Arts and Sciences) or the associate dean for undergraduate education (in the School of Engineering), who will help the student find a new adviser. In the School of Arts and Sciences, the department or program is responsible for ensuring that all major advisees in a department or program have faculty advisers. In the School of Engineering, the associate dean for undergraduate education assigns advisers with the input of the department chairs.

To fulfill their advising function well, advisers must be familiar with the requirements and policies governing programs of study. Faculty should understand the operation of the student information system (SIS). Detailed information, reflecting changes in requirements and policies each year, is found in the [Arts, Sciences and Engineering Bulletin](#), especially the general information section, and the *Adviser's Handbook*, distributed to faculty advisers. Engineering faculty members can refer to [Frequently Asked Questions for Advisors](#).

The Office of Academic Advising and Undergraduate Studies for Arts, Sciences and Engineering sponsors periodic workshops pre-major advisers are expected to attend. Advisers should be familiar also with university services and resources such as the Academic Resource Center, the Office of Financial Aid, the Experimental College, the Office of Career Services, and Health Services, and should refer students as appropriate.

In the Office of Academic Advising and Undergraduate Studies there is an associate dean responsible for each student. Students in the School of Arts and Sciences are allocated to these deans alphabetically; all School of Engineering undergraduates fall under the purview of the associate dean for undergraduate education. Direct and sustained contact with the deans is crucial in the schools' attempts to promote the success of every student. The Division of Undergraduate and Graduate Students also administers prelaw and premedical advising; advising and support for commuting, adult, and transfer students; advising for students in the BA/BFA program and joint programs with the School of the Museum of Fine Arts at Tufts and the New England Conservatory of Music; and students in study abroad programs (both Tufts and non-Tufts programs). In addition, the office assists students applying for Rhodes, Marshall, Fulbright, Truman, and other postgraduate fellowships and scholarships. The office also provides oversight of student academic performance and certification of degrees. Comprehensive information about all of these offices and services and the resources available to students can be found [here](#).

Faculty should refer to the appropriate pages in the [Arts, Sciences and Engineering Bulletin](#) for more information on academic standing and satisfactory progress toward the degree. In the School of Engineering, the associate dean of undergraduate education certifies all undergraduate degrees.

Advisers to graduate students should maintain close contact with the Office of the Dean of the Graduate School of Arts and Sciences or to the dean for graduate education of the School of Engineering on matters pertaining to admission, satisfactory degree progress, and degree requirement completion.

Special Resources

Students come to Tufts from a variety of backgrounds and may find they are intimidated by the diversity at Tufts, or find that they are the victims of stereotyping and discrimination. There are resources on campus devoted to providing support and community for members of specific constituencies: the Africana Center; the Asian American Center; the International Center; the Latino Center; the Lesbian, Gay, Bisexual and Transgender Center; and the Women's Center. In addition, both faculty members and students may consult Tufts chaplains.

If a student's problems seem to stem from personal crisis or emotional stress, it is very important to inform the Office of the Dean of Student Affairs. The staff can offer assistance and advice on a variety of problems, including excessive absences from class, suspected substance abuse, and inappropriate behavior (such as threatening or intimidating behavior toward others).

Tufts University also has a counseling center that is available without charge for short- or long-term treatment. A faculty member may discuss a student's problems without committing himself or herself to a particular course of action, and without needing to divulge the name of the student. In general, the members of the professional staff in the Office of the Dean of Student Affairs and the counseling center are best equipped to deal with student crises. Faculty members should not deal with these situations alone. For more information regarding dealing with students in distress, please see "[Students in Distress: A Guide for Faculty, Staff, and TAs.](#)" Faculty members with questions or concerns about a student with a disability should consult with the [Director of Student Accessibility Services](#).

Research

All tenure-stream faculty members in the School of Arts and Sciences and the School of Engineering are expected to conduct research and produce scholarship. In so doing, tenure-stream faculty members are expected to extend the boundaries of knowledge and, where appropriate, to include students—undergraduate and graduate—in that endeavor. Thus, faculty research activities contribute to a vigorous intellectual climate. Tufts University seeks to encourage creativity and invention among its faculty, students, and staff.

Tufts offers an array of internal support mechanisms for all faculty members to pursue their research, regardless of discipline. In addition to making its own facilities, equipment, personnel, and information resources available for research, Tufts actively seeks both general and specific support from public and private external sources.

Faculty members wishing to seek research funds are encouraged to consult the [Office of Research Administration](#) (ORA) within the Office of the Vice Provost for Research, as well as the [Office of Corporate and Foundation Relations](#) (CFR). Faculty members seeking internal research funding should contact the [Committee on Faculty Research Awards](#) (FRAC).

The "[Policy on Academic Freedom, Tenure and Retirement of the Board of Trustees](#)" states that faculty members and students should be free to decide when and how to publish the results of their work and that, in general, grants and contracts involving classified research or involving U.S. or foreign intelligence are not appropriate. Other U.S. agencies such as the Department of Defense and Department of Energy, for example, regularly have contractual provisions that are problematic for Tufts University because these terms and conditions impose broad publication

restrictions which infringe on the university's academic freedom and nonprofit institution tax status as it relates to fundamental research. However, while classified research is not performed at Tufts, the Office of Research Administration will work with both the investigator and the funding agency to negotiate terms that are acceptable to both when dealing with issues such as publication review, ownership of intellectual property, sensitive materials, and other areas such as export controls.

Please refer to the appendix for a comprehensive list of university policies. Note that these research-related policies apply to Tufts faculty members across the university. Please refer to the appendix specifically for policies related to [misconduct](#) and ethical practices in research and scholarship.

Research Administration Procedures

The associate director of research affairs in the School of Arts and Sciences is responsible for working with faculty members to enhance research productivity and promote scholarship through external funding. A website has been designed to guide faculty members through the pre-award process. Proposal submission information for arts and sciences faculty members is available [here](#).

The School of Engineering Office of Research Administration, led by the dean for research, is responsible for creating a supportive environment to enhance research productivity and active scholarship.

Any faculty member seeking external research funding should first consult with the ORA. Faculty members seeking research funding from corporations or foundations should contact CFR.

Solicitation of individual donors must be coordinated through the [Senior Director of Development for the School of Arts and Sciences](#) or the [School of Engineering](#), as appropriate.

Service

Beyond teaching and scholarship, full-time faculty members are expected to participate in governance of their respective schools through attendance and voting at faculty meetings (A&S, AS&E, and SoE) and through service on standing and ad hoc committees. Faculty meetings offer a valuable forum for the discussion of policies and information exchange between the faculty and administration; active faculty participation in meetings is therefore essential to shared governance of the school. Similarly, the committee structure allows for faculty oversight of discrete units within the schools. When not on leave, faculty members are normally expected to serve on at least one school or university-wide committee (only modest service is asked of tenure-stream faculty prior to tenure review). Committee openings are advertised annually by the Committee on Committees.

Full-time faculty members contribute to the operation of their department and/or program. This includes attending department and/or program meetings as determined by their policies. Where relevant, faculty may also be asked to assist the administration of interdisciplinary programs. Tenured members of the faculty in the School of Arts and Sciences should expect, in due course,

to serve a rotation as chair of their departments; where relevant, and they may serve as the director of an interdisciplinary program. Only in exceptional circumstances should associate professors assume the leadership of a department or program.

Faculty members are also expected to serve their profession and their disciplines.

Other Responsibilities

Commencement and Matriculation

Full-time faculty members have a duty to attend the commencement and matriculation exercises of the school(s) in which they teach. Faculty members are asked to wear their appropriate academic regalia for the occasion. Faculty members should report to their department chairs if they are unable to meet their responsibility to participate in commencement and matriculation.

Annual Submission of Faculty Information

In the spring semester of each year, faculty members are required to report their professional activities and accomplishments to their department chairs, including, but not limited to, current information on teaching and advising, scholarship, and service. This information is used as a part of the annual merit review. (Faculty members in Arts and Sciences who fail to submit their information are ineligible for a merit raise).

School and University Accreditation

Compliance with external accreditation boards is a crucial part of everyone's responsibilities in an academic setting. Faculty members are expected to respond in a timely manner to accreditation-related requests from their department chairs, program directors, or other university personnel. Examples of frequently requested materials include but are not limited to a curriculum vitae in a specified format, course syllabi in a specified format, and relevant outcome assessment and evaluation data.

Working with One Another

Tufts University strongly believes that members of the community should treat one another with dignity and respect. These principles are embodied in the university policy "[Working with One Another](#)."

Outside Professional Activities

The principal professional commitment of full-time faculty members is to the university. It is recognized that the university-related education, research, service, and activities are such that it is neither feasible nor desirable to attempt to establish narrow time and location regulations on how faculty members fulfill these responsibilities.

It is both appropriate and desirable that faculty members be involved in professional and other outside activities, in the practice of their profession, in consulting, guest lecturing at other institutions, and serving in professional and community organizations. Such activities extend the faculty member's professional competence, enrich the teaching he or she can provide at Tufts, and contribute to the advancement of the profession.

The university encourages outside professional activity on the part of faculty members when it furthers their professional development, especially when it enhances their teaching and research capabilities. It is expected, however, that faculty members will arrange any external activities in which they may engage so as not to interfere with their primary commitment.

Faculty members must obtain the approval of the dean of the school before engaging in any significant outside professional activity. Activities may be significant even though they involve comparatively little time. A single guest lecture or a one-time consulting visit would not normally be considered significant, but a lecture series or an ongoing consulting relationship would be. Where there is disagreement about the propriety of an activity, the school dean and the faculty members involved shall make their best efforts to arrive at a resolution consistent with the mission of the school. The school dean will make the final decision.

Faculty members should not take on substantial teaching or other commitments in another educational institution. Exceptions would include guest lecturing, participating in invited seminars, and similar activities.

Faculty members should not engage in external activities that are inconsistent with good professional practice; that impose restrictions on the freedom to publish university-based work; or that involve any significant use of university facilities, materials, services, personnel, or restricted university information without specific advance written permission from the university and, where needed, appropriate compensation.

During the academic year, no more than 20 percent of one's total professional effort during normal working hours of a five-day week may be directed to outside work. The intent of this guideline is to avoid situations in which the time or creative energy a faculty member devotes to extramural activities compromises the amount or quality of his/her participation in the instructional, scholarly, or administrative work of the university.

A faculty member in the School of Arts and Science who has applied for and been granted a sabbatical, or any other research leave funded by the school, is not to receive salary compensation for services in another institution or organization. This does not preclude fellowships or other grants-in-aid for advanced study.

The guidelines in this *Handbook* are provided to assist individual faculty members and senior academic administrators in identifying possible problems. These guidelines apply to full-time faculty members and pertain to the period of their university contracts (nine-month, twelve-month, or other). If part-time faculty members fulfill their obligations to the university and if their activities do not conflict with university policies, then the way in which they spend the balance of their time is not a proper concern of the university.

In addition to possible conflicts of commitment, addressed above, faculty members may not engage in activities that pose an actual or potential conflict of interest with the faculty member's responsibilities to Tufts University. Faculty members in the School of Arts and Sciences and the School of Engineering should consult the ["Conflict of Interest Policy."](#)

All faculty members at Tufts University are bound by university policies, many of which are listed in the appendix.

Examples of Outside Professional Activities

The following activities are examples consistent with these guidelines.

- Acceptance of royalties for published scholarly works or other writings, or of honoraria for commissioned papers and occasional lectures
- Service on committees or boards of organizations, public or private, that does not conflict with university obligations. This includes professional organizations that are discipline-based. The payment of honoraria or reimbursement for expenses in these cases would not be an issue.
- Consulting with outside organizations or clients that does not conflict with obligations to the university or the practice or policy restrictions of the school

The following activities need to be examined case by case.

- Service as a principal consultant or director of an outside concern
- Service as a consultant to a firm that in turn sponsors the faculty member's work, or related work, at the university
- Relationships that might enable (or appear to enable) the faculty member to influence the university's dealings with an outside organization in ways leading to personal gain or to other conflicts of interest
- Activities that appear to conflict with university policies governing research funded by an external agency and with funds administered by the university
- Activities that directly or indirectly involve students in anything other than their normal academic pursuits
- The following activities are probably unacceptable.
- Service involving executive responsibility for an outside concern working in areas related to the faculty member's professional activities
- Situations in which research or service activity that could and ordinarily would be carried on with the university is conducted elsewhere to the disadvantage of the university and its legitimate interests
- Any outside activity that involves a level of commitment, dedication, or time that prejudices the individual's primary responsibility to the university

School of Engineering Policy Workload Expectations in Tenure-Track Faculty Positions

Draft – December 1, 2006

Revised December 21, 2006

Implemented Fall 2007

Introduction

In pursuit of its aspirations, the Tufts School of Engineering seeks to foster a collaborative and supportive working environment for its faculty. The School values and strives for excellence in three general areas: teaching, research, and service. However, it recognizes that the level of contribution in each of these areas may vary, both among individuals and over time within a

faculty member's career. Historically, at Tufts, a faculty member's responsibilities were defined at the Department level, typically in terms of course load and departmental service expectations.

Over the past few years, the School's goal of attaining leadership in interdisciplinary graduate education and research has led to an increase in faculty participation in graduate student mentoring and sponsored research. These changing faculty roles and the need to be more competitive in faculty recruitment have created the need for a more flexible and broader definition of faculty responsibilities. In addition, a survey of existing practices revealed some inconsistencies in expectations across departments. Thus, it is an appropriate time for the School to re-evaluate its traditional workload policies for tenure-track faculty.

The next section outlines a new policy for workload expectations of the tenure-track faculty. It was motivated by an effort to articulate and standardize the expectations of faculty across the School. This policy was developed in close collaboration with SOE department chairs and represents a consensus policy that will be implemented in fall 2007. In developing this policy, an effort was made to acknowledge faculty contributions in all areas, to ensure fairness in the distribution of responsibilities, to maintain faculty participation in education at the undergraduate level, and to provide flexibility to the Department Chairs in the implementation of this policy.

Workload Expectations Policy Outline

1. The nominal course load for all tenure-track faculty members will be set at 3 courses/academic year.
2. All faculty members will teach at least one undergraduate level class per year in their total.
3. Generally, courses contributing to this load will be 1 credit and have a minimum enrollment of 6 students. At the Chair's discretion, under-enrolled, half credit, or team-taught classes may be counted toward this three-course total.
4. The expectation of faculty members who are teaching three courses per year is that they meet **all** the following criteria (based upon a **three-year** moving average):
 - a. Average at least 2 refereed journal publications/year (in some fields, conference papers may be counted); submitted patents may also be used towards this total
 - b. Fully fund (full stipend and partial tuition) at least two full-time graduate students per year through external support (this will typically be through research assistantships, but full external fellowships – such as NSF, industry, or foreign university supported - are acceptable).¹ Tufts fellowships and TA support will not count towards this criterion.
 - c. Advise/mentor at least 4 graduate students, of whom two must be thesis students.
5. All Assistant Professors will have a reduced teaching load (2 courses in their first year). This course load reduction may be extended to the second year at the Department Chair's discretion. In subsequent years prior to the tenure decision, all Assistant Professors will be assigned a teaching load of three courses per year. This load will also apply to all *untenured* tenure track faculty, who have been hired at the Associate and Full Professor level.
6. Tenured faculty members who do not meet the criteria specified in part (4) will be expected to teach an additional undergraduate or 100 level course each year.

7. Faculty members with large graduate student mentoring responsibilities and large funded research programs will be offered the opportunity to teach one less course per year through 15% offset (course release) of their academic year salary. A dollar amount equivalent to this offset will be placed in the Department budget, to facilitate hiring of adjuncts or lecturers to teach the class, with the remaining resources to be discretionary to the Chair.
8. **All full-time tenure-track faculty members will teach at least 2 courses per academic year** (unless on approved sabbatical, junior faculty leave, or unpaid leave of absence).
9. All tenure track faculty members will be expected to engage in regular advising of undergraduate students and provide service on an average of two Department, School, or University committees.
10. For those faculty members engaged in extraordinary service, their nominal course load will be reduced by one course per year. This applies to Associate Deans, members of the Tenure and Promotion and AS&E Executive Committees, and Department Chairs.
11. All holders of endowed Chairs, Senior Faculty Fellow, and SOE Interdisciplinary Center Director positions are expected to assume leadership roles in the School and would normally also have a reduced teaching load (2 courses/year), as prescribed in their appointment letters.
12. Tenured faculty members who do not carry an average service load, as described above in item 9, may be assigned additional duties or special projects by their Department Chair.
13. At his/her discretion, the Department Chair may grant one course release to a faculty member for unusual activities in curriculum development.
14. **Salary increases will continue to be based on merit. Extraordinary performance in all three areas – teaching, research, and service – will be rewarded.**
 - ¹ Note that all industry or foreign university fellowships must be consistent with School of Engineering and University guidelines and carry an agreed portion of the tuition.

Grievance Procedures

From time to time, issues involving faculty members arise that require adjudication. The AS&E faculty Grievance Panel is delegated the responsibility to address these concerns. Procedures relating to grievances are available on the Grievance Panel's [website](#).

Faculty members in the School of Arts and Sciences who are covered under either the [CBA for Part-time Lecturers](#) or [CBA for Full-time Lecturers](#) should follow the grievance procedures outline in Article 8 of the respective CBA.

Chapter 4: Tenure and Promotion

Board of Trustees Policy on Tenure and Promotion

The full text of the “Policy on Academic Freedom, Tenure and Retirement of the Board of Trustees of Tufts University” is available [here](#). The following is a summary.

Eligibility for Tenure

To become eligible for tenure, an individual must fulfill the following criteria:

- Be serving the university as a full-time faculty member.
- Hold the unmodified rank of professor, associate professor, or assistant professor.

Probationary Period

The probationary period is seven years of full-time service. Normally, during the spring of the fifth year of the probationary period, a full-time, tenure-track faculty member either submits an application for tenure review or formally withdraws from consideration in writing. If the university notifies the faculty member in writing by the end of the sixth year of the probationary period that tenure has not been awarded, the faculty member may serve a seventh year, which will be the terminal year of his/her contract. The School of Arts and Sciences and the School of Engineering do not usually reduce the probationary period for a faculty member who has been employed in other institutions of higher education. Tenure-track faculty members, however, may request consideration for tenure before completing six years of full-time service at Tufts in a tenure-track position. A full year of unpaid leave counts as part of the probationary period leading to review for tenure, unless otherwise agreed upon at the time the leave is approved. The probationary period may be extended for a period not exceeding three years for a faculty member who at the time of employment did not have his or her Ph.D. or its equivalent, if the university and the faculty member agree in writing at the time of the initial employment to such an extension.

Under certain circumstances, tenure review may be deferred. See the “[Policy on Automatic Tenure Review Deferral for Family Illness and Medical Leave](#)” and the “[Policy on Automatic Tenure Review Deferral for Parental Leave](#),” which appear later in this chapter.

Faculty Committee on Tenure and Promotion

The [Committee on Tenure and Promotion](#) is composed of eight tenured members of the Faculty of Arts, Sciences and Engineering elected by the faculty. Prior to taking a final vote, T&P meets with members of the administration to discuss the merits of the case. When the committee has completed its deliberations, the chair communicates its recommendations to the school dean and to the candidate and his/her chair. Then the deans of the School of Arts and Sciences or the dean of the School of Engineering, in conjunction with the provost, consider the matter and send a recommendation to the Academic Affairs Committee of the Board of Trustees. Ordinarily the Academic Affairs Committee of the Board of Trustees considers tenure and promotion matters at the spring meeting, just prior to Commencement. The Academic Affairs Committee of the Board of Trustees acts, and only then is tenure officially conferred. This action is reported by the school dean and to the chair of the candidate's department, who communicates it to the candidate.

The Committee on Tenure and Promotion periodically issues statements and reports that clarify the standards and procedures involved in evaluating faculty members for tenure and promotion. The majority of these statements are procedural in nature and have been superseded by more current statements from the committee. Statements 1 (issued in 1970 and revised in 1986 and 1989) and 12 (issued in 2005 and revised in 2013) are the most recently published documents and appear below, along with a link to the current version of Statement 11, which typically changes on an annual basis to accommodate changes in procedure. Copies of previous statements are available from the Secretary of the Faculty.

Statement 1 (1970; Revised 1989)

The criteria for awards of tenure and/or promotion are in general terms familiar to all: quality of mind, creativity, scholarship, teaching effectiveness, and contributions to the university and the profession. The committee looks for evidence of excellence in all of these areas in every candidate, but does not apply a rigid formula.

We expect evidence of excellence in scholarship in all tenure and in all promotion cases. In tenure cases, clear promise of continued productive scholarship is particularly important. Cases involving promotion of previously tenured faculty should confirm that initial promise is being realized and that the candidate has achieved substantial professional recognition. The quality of scholarship is traditionally judged by one's peers through published works. Papers read at meetings of learned societies, lectures to knowledgeable public groups, and participation in colloquia or panel discussions at one's own or other universities may also be given consideration. Creative works—literary, artistic, engineering, and other professional—are further kinds of evidence for the judgment of quality of mind.

We look for excellent teaching and advising. Innovative teaching in all areas is valued. We hold that research is directly and indirectly related to quality and substance of teaching and believe that creative engagement in new developments within the field is essential. Among the criteria used are student evaluations, peer assessments, and other appropriate measures. Unless a teacher is renewed intellectually, a high quality of teaching cannot be maintained.

Participation in the academic community is also part of the normal expected responsibilities of a Tufts professor. The quality of this kind of activity constitutes part of an individual's credentials, as does the role an individual plays in the wider community. In the area of service, the committee does distinguish between tenure and promotion-only cases. In promotion-only cases, we expect a solid record and commitment to university and professional life. Our expectations are less in tenure cases, but we always look for demonstrated capacity to serve and quality of service.

Statement 11, Application and Review Procedures for Tenure and Promotion

[Statement 11, which changes regularly, can be found here.](#)

Statement 12 (March 30, 2005; Revised 2013)

The general criteria for the award of tenure and promotion at Tufts University have remained essentially unchanged since they were first articulated in Statement 1 (1970, revised 1986 and 1989). Nevertheless, the Tenure & Promotion Committee has periodically found it useful to

clarify these criteria, first by publishing Statement 12 in 2005 and subsequently revising it in 2013.

The Committee reiterates that recommendations for tenure and for promotion are based on a comprehensive evaluation of each candidate's scholarship, teaching, and service. We emphasize that there is no universally applicable standard of scholarly productivity that entitles a candidate to a positive recommendation. Because expectations regarding forms of scholarly output (e.g. books, journal articles, translations, artistic works) vary among the disciplines, the departmental statement should clarify such expectations. In addition to scholarship, serious consideration is also given to teaching and service. To evaluate teaching, the Committee examines course evaluations and letters from mentees. Comparisons of the candidate's course evaluation scores with averages from other faculty teaching the same or similar courses are important. The Committee also welcomes additional evidence of enthusiasm for and innovation in teaching. In evaluating service, the Committee considers participation in the academic community at the departmental, university and professional levels.

Tenure & Promotion to Associate Professor

In evaluating scholarship for tenure cases, the Committee looks for evidence of significant scholarly accomplishments coupled with the clear promise of continued productivity. The general criteria used to evaluate tenure cases are as follows:

- *Scholarly productivity.* The totality of the candidate's scholarly works in relation to time will be considered. Periods during which the tenure clock has been stopped will not be included.
- *Evidence of scholarly contributions distinct from those of mentors and collaborators.* In many fields collaboration is necessary and highly valued, and the ability to establish fruitful collaborations with excellent colleagues is viewed positively. Nonetheless it is essential that the candidate's individual contributions be clearly explained and demonstrated.
- *Significant contributions to the candidate's field of study.* The letters written by outside experts provide an indispensable measure of the candidate's scholarly impact. It is therefore of the greatest importance that these letters be obtained from distinguished colleagues with an arms-length relationship to the candidate who can objectively evaluate the significance of the candidate's scholarly contributions.
- *Teaching:* The Committee looks for evidence of excellence in teaching and mentorship.
- *Service:* Candidates are expected to have demonstrated a willingness to contribute to the greater academic community at the departmental, university or professional levels.

Promotion to Full Professor

The typical interval before candidates would put themselves forward for promotion to full professor is six years post-tenure. In the belief that the strength of a university is based on the intellectual achievements of its faculty, promotion will be based primarily on evidence of scholarly contributions and stature within the candidate's field. However, recommendations for promotion are based on a comprehensive evaluation of the candidate's scholarship, teaching, and service, and the Committee expects demonstrable contributions in all three areas. The general criteria used to evaluate promotion cases are as follows:

- *Scholarly productivity.* The Committee expects candidates for promotion to show a level of scholarly accomplishment since tenure that equals or exceeds whatever was required to earn tenure.
- *Significant contributions to the candidate's field of study.* Candidates for promotion should have well-established reputations in their fields; this includes international recognition in fields where it is appropriate.
- *Teaching:* Candidates for promotion are expected to demonstrate a continuing commitment to excellence in teaching and mentorship.
- *Service:* The Committee looks for evidence of active participation in departmental, university and professional life.

Policy on Automatic Tenure Review Deferral for Family Illness Leave and Medical Leave

As of September 1, 2013, tenure review for tenure-track faculty members will be automatically deferred for one year due to either a [family illness leave](#) of twelve weeks or longer, or a [medical leave](#) of twelve weeks or longer. If the leave is to take place in the academic year preceding the tenure review, faculty members must submit the application for family illness or medical leave by May 1 of that year. Faculty members will receive up to two automatic tenure deferrals for parental, medical, and/or family illness and may request additional deferrals, to be granted at the discretion of the dean. Faculty members may also request tenure review deferrals for parental, medical, and/or family illness leaves of less than twelve weeks, to be granted at the discretion of the dean. A faculty member may opt out of this year of tenure review deferral, or may simply later decide to come up early for tenure review.

Policy on Automatic Tenure Review Deferral for Parental Leave

As of September 1, 2013, tenure review for tenure-track faculty members will be automatically deferred for one year due to the [birth, adoption, or placement of a child](#). If the leave is to take place in the academic year preceding the tenure review, faculty members must submit the application for parental leave by May 1 of that year. Faculty members will receive up to two automatic tenure deferrals for parental, medical, and/or family illness leaves, and may request additional deferrals, to be granted at the discretion of the dean. A faculty member may opt out of this year of tenure review deferral, or may simply later decide to come up early for tenure review.

Policy on Second and Fourth Year Review Deferral for Family Illness Leave, Medical Leave, and Parental Leave

Pursuant to tenure review deferral guidelines, a faculty member may choose to defer the second and fourth year review for one year due to either a [family illness leaves](#) of twelve weeks or longer, or a [medical leave](#) of twelve weeks or longer, or a parental leave of twelve weeks. In the School of Engineering, this deferral is automatic. Faculty members may also request review deferrals for family illness/medical leaves of less than twelve weeks, to be granted at the discretion of the dean.

Policy Prohibiting Tenure at More Than One Institution

Tenured faculty members in the School of Arts and Sciences and in the School of Engineering are prohibited from holding a tenured appointment at Tufts and at another academic institution at the same time. For newly hired faculty members at Tufts, the effective date of the tenured

appointment at Tufts will begin on a date after the faculty member has resigned his/her tenured appointment at his/her previous institution. Faculty members who go through the tenure process at Tufts after the effective date of the appointment will often have a visiting status at Tufts while the tenure process is underway.

For Tufts faculty members who have pursued employment at another academic institution, the faculty member must resign his/her tenured appointment at Tufts prior to the start of the tenured appointment at the other academic institution. If the dean discovers a Tufts faculty member has relocated to another institution without notifying the dean's office, the faculty member must be considered a visiting faculty member at the other academic institution or resign the tenured position at Tufts. If a tenured Tufts faculty member is awarded a tenured appointment at another institution, the deans will interpret this as a resignation of the tenured appointment at Tufts.

Chapter 5: Leaves of Absence and Retirement

The School of Arts and Sciences and the School of Engineering support the continued professional development of faculty members throughout the course of their careers, especially in the areas of scholarship and teaching.

To this end, the schools and the university offer a number of programs designed to enhance professional advancement. These are in the form of leaves, professional travel and research support, and awards for scholarship and teaching.

Academic Leaves of Absence

An academic leave, paid or unpaid, is intended to foster the professional development of a faculty member. The opportunity for taking an academic leave is not guaranteed by Tufts University; rather, it is a privilege. Leave may be granted only when the conditions of the department involved and of the university in general are such that the faculty member's absence, in the dean's assessment, will not seriously impair the interests of the university. No financial remuneration is awarded in lieu of any kind of leave granted but not taken.

Faculty on an academic leave may or may not remain near campus. If they stay locally, however, they are not obligated to teach, hold office hours, serve on committees, nor carry out any of the duties associated with their regular academic appointments. Although faculty members on leave are not required to advise undergraduate students, they are expected to work with the chair to ensure that undergraduate advisees are reassigned for the duration of the leave. Faculty members should ensure that their graduate advisees have adequate supervision for the duration of their leave and should remain in contact with those advisees as appropriate.

In the policies outlined in this chapter, we adhere to two principles:

- If Tufts is funding all or part of the academic leave and the faculty member does not return to Tufts for at least the time he/she was on leave (for A&S faculty members), or for at least one academic year (for Engineering faculty members), the faculty member must pay back to the school the salary paid by the university during the leave.
- Faculty members may not be on academic leave indefinitely. Please see the sections in this chapter for time limits associated with the different categories of academic leaves.

Questions regarding benefits while on leave should be addressed to Tufts Support Services at 617.627.7000.

Academic Leaves with Pay

Sabbatical Leaves

A sabbatical leave is intended to provide tenured faculty members with opportunities for scholarly development that will contribute to their achievements and the value of their service to Tufts University. A sabbatical recognizes prior scholarly achievements and anticipates future scholarly contributions.

Eligibility and Opportunity

Tufts University does not guarantee the opportunity to take a sabbatical leave. Leave is granted when, in the dean's assessment, the conditions of the department and of the university are such that the faculty member's absence will not seriously impair the interests of the university. Sabbaticals are granted only to tenured faculty members and only with the dean's approval. The candidate for leave shall normally have served in a tenured or tenure-track position at Tufts for at least six years, although the dean may enter into a special agreement concerning the time of the first sabbatical for a member of the faculty who has been employed by another institution or organization. A faculty member who accepts a sabbatical is expected to return to the university for at least the length of the leave in a full-time capacity. If a faculty member does not return to the university following the leave, the faculty member is responsible for compensating the school for the salary received during the sabbatical. Ordinarily, sabbaticals are granted only if, at the expiration of such leave, the applicant would be eligible for continued service on the faculty of the school for at least one year before retirement.

In the School of Arts and Sciences, if a faculty member defers a sabbatical, the original sabbatical clock will remain intact. A faculty member may defer a sabbatical for up to seven years.

In the School of Engineering, if a faculty member defers a sabbatical, the faculty member is eligible for the leave the following year. However, eligibility for a future sabbatical is counted from the year the leave is taken. If a faculty member is eligible for a sabbatical leave but is asked to defer due to departmental constraints, the faculty member may apply in writing to the dean, requesting permission to count the additional year of service toward the accrual for the subsequent sabbatical. This renders the faculty member's sabbatical clock unchanged for future leaves.

Duration and Compensation

A sabbatical may involve absence for an academic year at half-salary or for a semester at full salary. In the School of Arts and Sciences, a member of the faculty on sabbatical may not receive salary compensation from another institution or organization. This does not preclude acceptance of fellowships that support various research expenses, or of honoraria and travel expenses for invited lectures, or participation in invited seminars or on boards, for example. In the School of Engineering, a member of the faculty on sabbatical may only receive salary compensation from another institution or organization up to their current FTE salary rate.

Application for Leave

A completed [application](#) for sabbatical, approved by the department chair, is due in the dean's office by December 15 (for A&S) or December 1 (for Engineering) preceding the academic year in which the sabbatical is requested. The applicant must have a well-considered, suitable plan for research activity. A detailed written statement of this plan indicating its professional advantages, as well as a current curriculum vitae, must accompany the application.

Mutual Consent

The letter from the dean to the applicant approving the leave represents a commitment by the university and the faculty member. Therefore, any changes to the plans for the leave require the written agreement of both parties.

Required Report

Within three months of returning to academic duties at the university after a sabbatical leave, the faculty member shall submit a detailed report of activities during the leave to the dean.

Junior Faculty Research Leaves (School of Arts and Sciences)

See related section later in the *Handbook* on junior faculty research leaves for the School of Engineering.

Research leaves for junior, tenure-track faculty members provide an opportunity to devote oneself full-time to scholarship in preparation for the tenure review.

Eligibility and Opportunity

All tenure-track faculty members are eligible to apply for a junior faculty research leave. However, such leave is not guaranteed, but is granted only when the conditions of the department and of the university are such that in the dean's judgment, the faculty member's absence will not seriously impair the interests of the university.

A junior faculty research leave may be taken in the third or fourth year of the probationary period. In some cases, with the approval of the department chair and the dean, the leave may be taken during the fifth year of the probationary period. Taking a junior faculty research leave does not stop the tenure clock or lengthen the probationary period. Faculty members who take a junior faculty research leave are expected to return to the university for at least the length of the leave in a full-time capacity. If a faculty member does not return to the university following the leave, the faculty member is responsible for compensating the school for the salary received during the leave.

Duration and Compensation

The faculty member on junior faculty research leave may be absent from the university for a total of two semesters. Although it is generally advantageous to take this leave in consecutive semesters, exceptions can be made to accommodate departmental needs or the nature of the research.

The faculty member receives full salary for the duration of the leave, up to two semesters. A member of the faculty on a junior faculty research leave may not receive salary compensation from another institution or organization. This does not preclude short-term funding sources such as fellowships that support various research expenses or honoraria and travel expenses for invited lectures or seminars.

The dean will consider requests for a maximum of one additional semester of leave during the pre-tenure period without pay funded from extramural sources over and above the two-semester leave that is internally funded.

Application for Junior Faculty Research Leave

The applicant must show a well-considered, suitable plan for research activity designed to contribute to the best interests of the faculty member and the university. A detailed written statement of this plan indicating its professional advantages, as well as a current curriculum vitae, must accompany the application. The chair and departmental mentor, as appropriate, are expected to review a draft of the application with the faculty member. The chair will also attach to the final proposal an evaluation of the feasibility of the leave plan and of the proposed timetable.

A completed [application](#), approved by the department chair, should be sent by the chair to the supervising Dean of Academic Affairs. Applications are due in the dean's office by December 15 of the year preceding the academic year in which the first semester of the proposed leave is to occur.

Mutual Consent

The letter from the dean to the applicant approving the leave represents a commitment by the university and the faculty member. Therefore, any changes to the plans for the leave require the written agreement of both parties.

Required Report

Within three months of returning to the university after a junior faculty research leave, the faculty member must submit a report of activities during the leave to the department chair and the dean. This report should provide sufficient detail in support of how well the proposed goals were met. Faculty members whose leave is not in consecutive semesters must file two reports.

Junior Faculty Research Leaves (School of Engineering)

See related section above on junior faculty research leaves for the School of Arts and Sciences. Research leaves for junior, tenure-track faculty members provide an opportunity to devote oneself full-time to scholarship in preparation for the tenure review.

Eligibility and Opportunity

All tenure-track assistant professors in the School of Engineering are eligible to apply for one semester without teaching or service responsibilities during their probationary period.

A junior faculty research leave may be taken in the third or fourth year of the probationary period. In some cases, with the approval of the department chair and the dean, the leave may be taken in the fifth year of the probationary period. The timing of this leave is not guaranteed; it is granted only when the conditions of the department and of the university are such that, in the dean's judgment, the faculty member's absence will not seriously impair the interests of the university. The faculty member must discuss the timing of the leave with the department chair. A faculty member does not stop the tenure clock by taking a junior faculty research leave. Faculty members who take this form of leave are expected to return to the university for one semester in a full-time capacity following the leave. If a faculty member does not return to the university following the leave, the faculty member is responsible for compensating the school for the salary received during the leave.

Duration and Compensation

The faculty member on junior faculty research leave receives full salary for the duration of the semester of leave.

A member of the faculty on a junior faculty research leave may not receive salary compensation from another institution or organization. This does not preclude short-term funding sources such as fellowships that support various research expenses or honoraria and travel expenses for invited lectures or seminars.

The dean will consider requests for leaves without pay funded from extramural sources in addition to the one-semester leave that is internally funded.

Application for Junior Faculty Research Leave

The applicant must show a well-considered, suitable plan for research activity designed to contribute to the best interests of the faculty member and the university. A detailed written statement of this plan indicating its professional advantages, as well as a current curriculum vitae, must accompany the application. The chair and departmental mentor, as appropriate, are expected to review a draft of the application with the faculty member. The chair will also attach to the final proposal an evaluation of the feasibility of the leave plan and of the proposed timetable.

A completed [application](#), approved by the department chair, should be sent to the dean. Applications are due in the dean's office by December 1 of the year preceding the academic year in which the semester of proposed leave is to occur.

Mutual Consent

The letter from the dean to the applicant approving the leave represents a commitment by the university and the faculty member. Therefore, any changes to the plans for the leave require the written agreement of both parties.

Required Report

Within three months of returning to the university after a junior faculty research leave, the faculty member must submit a report of activities during the leave to the department chair. This report should provide sufficient detail in support of how well the proposed goals were met.

Supported Research Leaves

The School of Arts and Sciences and the School of Engineering offer additional types of supported research leaves for tenured faculty members. Such leaves are awarded, for example, on a competitive basis by the Committee on Faculty Research Awards (FRAC) or as compensation for a term of administrative service as a chair of a department or as a dean.

Such leaves are granted only when the conditions of the department and of the university are such that in the dean's judgment, the faculty member's absence will not seriously impair the interests of the university. Faculty members who take this form of leave are expected to return to the university for at least the length of the leave.

A member of the faculty on a supported research leave may not receive salary compensation from another institution or organization. This does not preclude short-term funding sources such as fellowships that support various research expenses or honoraria and travel expenses for invited lectures or seminars.

Chair's Supported Research Leave

In the School of Arts and Sciences, once a faculty member becomes eligible for their chair's supported research leave, they may only defer the leave for up to seven years.

Partially Supported Research Leaves (School of Arts and Sciences)

If Tufts is funding all or part of an academic leave and the faculty member does not return to Tufts for at least the time he/she was on leave, the faculty member must pay back to the school the salary paid by the university during the leave.

Salary-Gap Supplement Policy

Tenure-track faculty members in the School of Arts and Sciences are encouraged to seek external funding to further their research and scholarship. Funding from outside of Tufts may be available from foundations, government agencies, nonprofit organizations, and other sources.

Many fellowship opportunities offer salary support that falls short of a faculty member's normal Tufts University salary for an equivalent period of time. Organizations that offer these fellowships are under no obligation to match the normal university-based salary of fellowship holders, and neither is Tufts obligated to provide the salary that would fill the gap for a faculty member who is not undertaking normal teaching and service obligations.

Faculty members seeking fellowship opportunities that offer salary support that falls substantially short of their normal salary should apply for these fellowships to coincide with their normal sabbatical eligibility, or seek multiple fellowship opportunities that might be combined.

Faculty members may apply to their Dean of Academic Affairs for "top-up" salary funding that will fill the gap between the fellowship salary and the portion of the full-time academic year base salary the faculty member would earn if fulfilling regular full-time duties. The salary-gap funding request should provide full details needed for consideration within the terms of this policy: an explanation of the fellowship, its terms and amount of support, the goals of taking the fellowship, disclosure of funding sources for the year, and any other relevant information.

The deans will take the following factors into consideration when making a decision about salary-gap funding:

1. Salary-gap support will be limited to nationally or internationally visible, prestigious and competitive research fellowships.
 - a. For a fellowship with a duration of one semester, A&S will consider salary-gap funding of up to 1/9th of the academic-year base salary. The Dean of Academic Affairs would consider supplementing an additional 1/9 for pre-tenure faculty members.

- b. For a fellowship with a duration of one academic or calendar year, the school will consider salary-gap funding of up to 1/9th of academic-year base salary each semester.
 - c. Fellowship salary-gap support larger than the amounts specified here will be considered only in the case of the most prestigious and competitive national and international awards (Guggenheim, ACLS, NEH, and Fulbright).
2. The fellowship should allow the faculty member to make significant advances on a well-defined research project.
 3. Proposals for fellowship salary-gap support may be denied if the faculty member has received salary-gap support in the past three years.
 4. Salary-gap support is not intended to supplement consultancies or temporary jobs unless they would manifestly advance the faculty member's research.

The faculty member must also agree to return to full-time service for at least the time he/she was on leave following the conclusion of the leave period. This is consistent with university policy on paid sabbatical leave. The faculty member must also submit a report on what was accomplished during the leave.

Professional Development Leaves for Full-time Senior Lecturers in the School of Arts and Sciences

See Article 14 Section 5d of the [CBA for Full-time Lecturers](#) for details.

Academic Leaves Without Pay

Academic leaves without pay, distinct from unpaid personal leaves (described later in this chapter), require approval from the department chair and the dean. This type of leave can be used in cases when the faculty member is engaged in professional activities, such as a fellowship, on behalf of Tufts. This leave may or may not be externally funded.

Usually they are not granted for consecutive periods longer than one academic year. An applicant for an academic leave without pay must request that the time be so counted on the application.

The letter from the dean to the applicant approving the leave without pay represents a commitment by both the university and the faculty member. Therefore, changes to plans for the leave require the written consent of both parties.

If a leave without pay is granted for the year in which a tenure-stream faculty member would have been reviewed for the award of tenure, that year normally counts as part of the probationary period, and the review takes place during the leave.

If a faculty member is granted a leave without pay during his/her terminal year at Tufts, the granting of the leave does not extend the appointment beyond the original termination date of the contract.

Multiyear Academic Leaves of Absence (School of Arts and Sciences)

With the permission of his/her Dean of Academic Affairs, a faculty member may combine multiple types of academic leaves of absence.

With permission of his/her Dean of Academic Affairs, a faculty member may take an uninterrupted academic leave for up to 6 semesters, but must return to full-time teaching in the year immediately after the leave in order to retain his/her employment at Tufts.

With permission of his/her Dean of Academic Affairs, a faculty member may take a leave of one semester per academic year for up to five academic years, but must return to full-time teaching in the year immediately after the leave in order to retain his/her employment at Tufts.

Retirement

Faculty members who are interested in discussing retirement options, and other issues related to retirement, should contact their dean and/or department chair. The formal retirement process is put into motion by signing a retirement letter that is prepared at the request of a faculty member in consultation with a dean. You can find more information about university resources to help with retirement planning at: <https://access.tufts.edu/get-work-done/benefits-resources/retiring-from-tufts/pre-retirement-checklist>

Activities/Opportunities for Faculty Emeriti:

<http://ase.tufts.edu/faculty/resources/formerFaculty/emeriti.htm>

Retirement Health and Dental Plans:

<https://access.tufts.edu/get-work-done/benefits-resources/retiring-from-tufts/retiree-health-plans>

<https://access.tufts.edu/get-work-done/benefits-resources/retiring-from-tufts/retiree-dental-plan>

Retirement Savings Plans: <https://access.tufts.edu/retirement-plans>

Retirement for Tenured Faculty Members

The School of Arts and Sciences and the School of Engineering have instituted a phased retirement plan that provides more flexibility for faculty members considering this major life decision. Upon signing a retirement agreement with the university, tenured faculty members have three options for their last year(s) of employment prior to retirement:

One-Year Options

- One-semester, full-time academic leave – Full-time one-semester academic leave, at full pay, taken during the final semester of the final year of employment.

OR

- Full-year, half-time academic leave – Half-time academic leave, at full pay, for the final year of employment. Faculty members would be expected to teach half of their regular teaching load, and carry half of their regular advising and administrative duties, during their final year of employment.

Two-Year Option

- First year:

- One-semester, full-time academic leave – Full-time one-semester academic leave, at full pay, taken in either the fall or spring semester
- OR
- Full-year, half-time academic leave – Half-time academic leave, at full pay, with faculty members expected to teach half of their regular teaching load, and to carry half of their regular advising and administrative duties.
- Second Year:
 - Full-year, half-time academic leave, at half pay, for the final year of employment. Faculty members would be expected to teach half of their regular teaching load (either spread out over the year or concentrated in the fall or spring semesters), and carry out other duties as agreed to by the faculty member, the chair, and the dean.

Retirement for Full-Time Lecturers in Arts and Sciences

Full-time lecturers and senior lecturers in Arts and Sciences should refer to Article 11, Section 10 of the [Collective Bargaining Agreement for Full-time Lecturers](#) for retirement information.

Non-academic Leaves of Absence

General Information

A non-academic leave of absence is required when faculty members will be absent from work for more than two weeks for the purposes of taking parental leave, medical leave, family illness leave, military leave, jury duty, and/or personal leave.

This chapter contains basic information about non-academic leaves, including a leave eligibility chart, definitions of terms, procedures for taking and returning from a leave, and information about whom to contact with questions.

Because of the complexity of non-academic leave policies, faculty members who are considering requesting a leave are strongly encouraged to:

1. Go to the [Leave Eligibility Chart](#) and review your eligibility based on your faculty status.
2. Refer to the section on [Definitions of Terms](#) for more information.
3. Familiarize yourself with other information in this chapter.
4. Get in touch with the appropriate contact listed below and/or your Dean of Academic Affairs to discuss your individual situation and how the non-academic leave policies would apply to you.

Nonacademic Leave Contacts:

- A&S: Faculty Affairs, asfacultyaffairs@tufts.edu
- Engineering: Kat Mor, Faculty and Academic Affairs Coordinator, 617.627.3754, kat.mor@tufts.edu
- Engineering: Amy Maher, Administrator to the Dean, 617.627.2783, amy.maher@tufts.edu

Leave Eligibility Chart

A non-academic leave of absence may be granted for a number of reasons. Non-academic leaves include parental leave, medical leave, family illness leave, military leave, jury duty, and/or personal leave. Policies for these leaves are complex, and vary according to:

- Length of employment at Tufts
- Employment status – full-time benefits-eligible, part-time benefits-eligible, part-time non-benefits-eligible
- Tenure status – tenure-track/tenured or non-tenure-track
- Paid or unpaid leave
- Length of leave

The following eligibility chart provides basic information about the different types of non-academic leaves for which faculty members may be eligible. For definitions of terms used in the chart and expanded information, please go to the section on [Definitions of Terms](#).

Please see [Leave Eligibility Chart](#) for details.

Applying for a Leave in the School of Arts and Sciences

The standard process for a faculty member requesting a foreseeable leave of absence follows. In an emergency, please immediately contact the Dean of Academic Affairs or the appropriate school contact listed below.

1. Contact your department chair or Dean of Academic Affairs to let them know you intend to take a non-academic leave. Then contact Faculty Affairs at asfacultyaffairs@tufts.edu to let them know that you are taking this leave.
2. Faculty Affairs will send a CHP Letter (Certification of Healthcare Provider). This form is filled by the faculty member's doctor (for medical and parental leaves), or by the family member's doctor (for family illness leaves), stating the nature of the illness or other reason that necessitates a leave (pregnancy), and the start and end dates the doctor suggests for a full-time or reduced-work leave. Send the CHP letter back to asfacultyaffairs@tufts.edu.
3. Faculty Affairs will send a [Teaching Relief Agreement form](#) (for tenure-track faculty), or an [Adjustment of Faculty Duties Agreement form](#) (for non-tenure-track faculty), to the faculty member, department chair and Dean of Academic Affairs. All three should discuss this form and agree on what the faculty member will do, instead of teaching, in the remainder of the semester where most of the leave falls. Sign and send the form back to asfacultyaffairs@tufts.edu.

The Teaching Relief Agreement or Adjustment of Faculty Duties Agreement, signed by the faculty member and his/her department chair and Dean of Academic Affairs, constitutes the dean's approval of the leave and its terms.

Returning from a Leave

If returning from medical leave, a faculty member will be required to provide a Fitness for Duty Form (medical certification) confirming his/her ability to return to work.

If it is determined that the faculty member is unable to return to work, he/she may be eligible for Long Term Disability (LTD) if certain requirements are met and the LTD benefit was elected prior to going on leave. For more information about LTD, please visit the HR Benefits website, <https://access.tufts.edu/get-work-done/benefits-resources/benefits/healthcare/long-term-disability>, or contact the Human Resources Benefits Office at 617-627-7000.

If a faculty member can only return to work in a reduced capacity, he/she may be eligible for an Americans with Disabilities Act (ADA) job accommodation. For more information about your right to job accommodation, please contact the [Office of Equal Opportunity](#) at 617.627.3298.

To request additional leave, please consult with the [Nonacademic Leave Contact](#) or Dean of Academic Affairs to discuss further options.

If a faculty member is medically released to return to work and fails either to return to work or to provide a timely and acceptable explanation, the faculty member's conduct will be treated as a voluntary resignation. If the faculty member decides not to return to Tufts following an authorized leave, the university will end the leave and employment will terminate.

Adjustment of Faculty Duties for Nontenure-Track Faculty. Depending on the beginning and end dates of a parental, family illness, or medical leave, a nontenure-track (full-time and part-time benefits eligible) faculty member's duties may be adjusted to accommodate curricular and departmental needs during the semester(s) in which the leave occurs. This adjustment of duties is not a leave, and would take place before or after the dates of the leave. The department chair and Dean of Academic Affairs must approve the timing and scope of the faculty member's adjusted duties – if possible, before leave is taken.

Benefits Eligible. Depending on his/her employment status, a faculty member may be eligible for [benefit plans](#) described on the Tufts Human Resources website.

Current Employment Status. Current employment status, as referenced in the [Leave Eligibility Chart](#), is a faculty member's status *at the time leave is to begin*:

- Full-time benefits eligible
- Part-time benefits eligible
- Part-time non-benefits eligible

Definition of Family Member.

University Definitions:

- “Relative” (under Family Sick Days): “A spouse, qualified same-sex domestic partner, parent, child, sibling, grandparent, or grandchild of the employee or of the employee’s spouse. Relatives also include “step” relationships such as stepchild and stepparent and in-law relationships, such as brother/sister-in-law, and mother/father-in-law.” ([Tufts University Employee Handbook](#), page 48).
- “Elderly Relative” (under Small Necessities Leave Act): “An individual at least sixty years of age who is related by blood or marriage to the employee. This policy will also cover the same-sex “domestic partner” of an employee who has submitted the required

affidavit for same-sex domestic partners.” ([Tufts University Employee Handbook](#), page 64).

FMLA definition:

- “Spouse, son or daughter, or parent.”

Domestic Violence Leave for Faculty. In order to help faculty address situations of domestic violence and abuse, faculty members may take up to fifteen (15) days of unpaid leave in a twelve (12) month period to address issues directly related to domestic violence against the faculty member or the faculty member’s family member.

To review the entire policy, please visit the [Provost’s Office website](#).

Faculty Rank. The university recognizes the professorial ranks of: professor, associate professor, and assistant professor. These professorial ranks may be modified by the use of words such as "research," "*emeritus*" or "*emerita*", "visiting," "practice," and/or "adjunct." All such modified professorial appointments and all appointments to lecturer and senior lecturer are nontenure-track.

Family and Medical Leave Act (FMLA). The Family and Medical Leave Act (FMLA) is a federal requirement the university must abide by. The FMLA requires covered employers to provide up to twelve weeks of unpaid, job-protected leave to eligible employees for the following reasons:

- For incapacity due to pregnancy, prenatal medical care, or child birth;
- To care for the employee’s child after birth, or placement for adoption or foster care;
- To care for the employee’s spouse, son or daughter, or parent, who has a serious health condition; or
- For a serious health condition that makes the employee unable to perform the employee’s job.
- To address certain qualifying exigencies related to covered active duty in the Armed Forces, including the National Guard or Reserves (“Qualified Exigency Leave”), or up to twenty-six (26) weeks to care for a covered service member with a serious injury or illness (“Military Caregiver Leave”).

Faculty Eligibility for FMLA

To be eligible for FMLA leave, a faculty member must have worked for the university for at least twelve months, and for at least 1,250 hours in the year preceding a requested leave, and must have worked at a worksite within seventy-five miles of a Tufts worksite that employs at least fifty employees.

A faculty member meets the FMLA eligibility requirement of having worked at least 1,250 hours over the previous 12 months, if he/she has worked at least half time for two consecutive semesters during the twelve months preceding a requested leave.

For more information about the Family and Medical Leave Act (FMLA) refer to Family and Medical Leave Act (FMLA) in the [Tufts University Employee Handbook](#).

The leave application process for faculty is described within this chapter of the *AS&E Faculty Handbook* in the section on [Applying for Leave](#). Please note that the staff application process for leave differs from that for faculty.

Family Illness Leave. Leave taken due to the serious health condition of the faculty member's qualified family member.

When possible, the faculty member will be expected to work with the department chair to develop a plan for covering his/her teaching and service responsibilities for the duration of the family illness leave. All leave coverage plans must be approved by the Dean of Academic Affairs. See also [Teaching Relief](#) and [Adjustment of Faculty Duties](#).

Job Protection. Job protection allows a faculty member to be reinstated to his/her job at the conclusion of an approved nonacademic leave of absence. Job protection is available only for eligible leaves that have been approved by the appropriate dean's office. The university cannot guarantee job protection for faculty whose leave of absence extends beyond the job protection period or the end of their contract. For more information, contact one of the [Non-academic Leave Contacts](#).

Upon returning to work, and during the applicable job protection period, the faculty member typically will be reinstated to the position he/she held just prior to the leave of absence. If the faculty member returns to work after the applicable job protection period, and the faculty member's previous position is no longer available, Tufts may offer the faculty member a similar position for which he/she is qualified, if any such positions are available. If there are no such positions available, the faculty member may be discharged from employment, and benefits will end as they would for any faculty member ending employment with the university.

Jury Duty. Leave taken pursuant to a lawful jury summons. As soon as a faculty member is made aware of the date he/she will be required to serve, the department chair must be notified. A leave application will be required if jury duty will interfere with the faculty member's ability to perform his/her duties.

The university grants paid leave for the purposes of jury duty for all full-time and part-time faculty members. The university will pay the difference between the faculty member's regular university pay and jury duty pay for as long as the faculty member is required to serve. The university will continue to pay a faculty member's salary for the entire period served. Therefore, the faculty member must endorse to the Human Resources Service Center the weekly checks received from the court. If the amount paid by the court exceeds the faculty member's regular earnings (as in the case of some part-time faculty members), the faculty member has the option to retain the greater amount. If the greater amount is the jury duty pay, then the faculty member must be put on unpaid leave and will be responsible for paying for his/her own taxes and benefit deductions. For more information, please contact the Human Resources Service Center at 617.627.3075.

Length of Service. The length of time a faculty member has been continuously employed with the university. "One Year" equals twelve calendar months.

Long Term Disability (LTD). This program, administered by Prudential Insurance Company of America, provides financial protection in an amount equal to 40% or 60% of your basic monthly earnings to a maximum monthly benefit of \$10,000. Because LTD premiums are paid by employees with post tax dollars, LTD benefits are tax-free. In order to be eligible for LTD coverage, a faculty member must be eligible for benefits and must have elected to participate in the university's Long Term Disability Plan (LTD) prior to the start date of a leave. If the employee chooses LTD at any time other than as a New Hire, the employee must complete an Evidence of Insurability Form and be approved for coverage by Prudential. This benefit has a pre-existing condition limitation that will apply during an employee's first year on the plan or when coverage is increased.

If LTD benefits are applied for and approved, benefits begin after 180 days of continuous disability. For qualified disabilities that begin prior to age sixty, LTD benefits are payable to your normal social security retirement age. For qualified disabilities beginning after age sixty, LTD benefits are pro-rated to age seventy with a minimum duration of twelve months. Enhanced benefits include a conversion provision and a critical illness benefit. When LTD ends, if an employee does not return to active employment, he/she is terminated from the university, but may be eligible for retiree health benefits at that time. Details regarding LTD benefits are available on the Tufts University HR Benefits website at: <https://access.tufts.edu/get-work-done/benefits-resources/benefits/healthcare/long-term-disability>.

Massachusetts Parental Leave Act. The Massachusetts Parental Leave Act expands and replaces the former Massachusetts Maternity Leave Act (MMLA), as of April 7, 2015. For men and women who are employed full-time, the Massachusetts Parental Leave Act provides for eight weeks of unpaid, job-protected leave for the purpose of giving birth or adopting a child. For more details about the provisions of this law, consult one of the nonacademic leave contacts, or see the [Parental Leave Act](#) on the official website of the Massachusetts Commission Against Discrimination.

Medical Leave. Leave taken due to a serious health condition that renders the faculty member unable to perform his/her job. If a faculty member is absent for two weeks or less because of a health condition that renders him/her unable to perform his/her job, an application for medical leave would not be required. Beginning with the third consecutive week of absence, the faculty member must apply for medical leave. If the medical leave is approved, the effective date of the medical leave will then be retroactive to the first day of absence from the university. The faculty member will be expected to work with the department chair and Dean of Academic Affairs to develop a plan for covering his/her teaching and service responsibilities for the duration of the medical leave. See: [Teaching Relief](#) and [Adjustment of Faculty Duties](#).

Military Leave Under USERRA. For information about military leave, refer to "Military Leave Under USERRA," page 49 of the [Tufts University Employee Handbook](#).

Other Employment While on Nonacademic Leave. A faculty member on a nonacademic leave of absence may not work at another job on either a full-time or part-time basis.

Paid Sick Time. An employment benefit in the form of paid time off to be used due to a faculty member's temporary inability to perform duties because of sickness or disability. Paid sick time may also be applied toward other types of qualifying and approved leaves, such as parental leave, family illness leave, and Qualified Exigency Leave or Military Caregiver Leave. A benefits-eligible faculty member has up to six months of paid sick time, which is replenished based upon a rolling calendar year, i.e., one year from time used.

As of July 1, 2015, Tufts provides forty (40) hours per fiscal year (July 1 through June 30) of paid sick time for all faculty members previously ineligible for paid sick time/medical leave. The forty (40) hours of paid sick time is awarded in a lump sum amount on July 1 of the fiscal year.

To review the entire policy, please visit the [Provost's Office website](#).

Parental Leave. Leave taken by a faculty member for the purposes of giving birth; preparing for or participating in the birth, adoption, or foster care of his/her child; and/or caring for his/her newborn or newly adopted or foster child.

Paid Parental Leave: Twelve weeks of paid parental leave (assuming sufficient available paid sick leave). As of July 1, 2015, parents are no longer required to declare primary caregiver status in order for the leave to be paid. Parental leave must be taken in one uninterrupted block from the time of birth, adoption, or placement of the child with the faculty member, in order for the leave to be paid. A parent with less than two weeks of available paid sick time may take a paid leave of up to two consecutive weeks from the time of birth, adoption, or placement of a child with the faculty member for the purposes outlined above.

Unpaid Parental Leave: Unpaid parental leave may be taken by a faculty member who is a parent, and who has completed three consecutive months of full-time employment. Unpaid parental leave of eight or twelve weeks (depending on the faculty member's length of university service) must be taken in its entirety within twelve months of the arrival of the child. Note that unpaid parental leave may be taken instead of, *but not in addition to*, a twelve-week paid parental leave.

If both parents are employed by the university: The two parents are allowed to take combined parental leaves totaling eight or twelve leave weeks, depending on the parents' length of university service and benefits eligibility.

Personal Leave. Upon application by a faculty member and at the discretion of the school, an unpaid personal leave may be granted for reasons of compelling personal circumstance that make it impossible or difficult for a faculty member to be at work. Requests for personal leave will be considered subject to the needs of the department and on a case-by-case basis. Personal leave must be approved in advance by the department chair and the Dean of Academic Affairs. Personal leave normally does not exceed six months. During the period of a personal leave, the university does not contribute to the cost of any benefits. If a faculty member wishes to retain coverage, he/she must pay the full cost of the benefits. A faculty member should consult the Tufts Human Resources Benefits Office at 617.627.3270 to discuss benefits coverage and costs.

Primary Caregiver Status. As of July 1, 2015, a faculty member is no longer required to declare primary caregiver status in order to take a paid parental leave.

Renewal of Leave Eligibility. Please see [Rolling Calendar Year](#) below.

Renewal of Sick Bank. Benefits eligible faculty members have up to six months of paid sick time available to them. Available paid sick time may be used toward approved parental, family illness, or medical leaves. Renewal of one's six-month sick bank begins one year from the first day paid sick time was used for a leave, under the rolling calendar year method. The accrual is done on the first of the month, and aggregates any sick time taken during that month in the previous year. Please see Rolling Calendar year below. Non-benefits eligible faculty members have up to forty (40) hours of paid sick time available to them per fiscal year.

Rolling Calendar Year. The rolling calendar year method is used by the university to determine renewal for FMLA leave eligibility and renewal of sick bank days for benefits eligible faculty members. A "rolling" twelve-month period measures backward from the first day an employee uses any leave or sick bank days. The total amount of FMLA leave time the faculty member has used during the previous twelve months is subtracted from the employee's twelve-week FMLA leave allotment to determine available FMLA leave. The total amount of sick time the faculty member has used during the previous twelve months is subtracted from the employee's six-month sick bank allotment to determine available paid sick time.

Serious Health Condition. A serious health condition includes an illness, injury, impairment, or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a health care provider for a condition that either prevents the faculty member from performing the functions of his/her job, or prevents a qualified family member from participating in school or other daily activities.

Subject to certain conditions, the continuing treatment requirement may be met by a period of incapacity of more than three consecutive calendar days combined with at least two visits to a health care provider or one visit and a regimen of continuing treatment, or incapacity due to pregnancy or a chronic medical condition. Other conditions may also meet the definition of continuing treatment.

A serious health condition is certified by the completion of the Certification of Health Care Provider form (DOL forms WH-380-E or WH-380-F).

Teaching Relief. The intent of teaching relief is to adjust for time a tenure-track/tenured faculty member loses toward his/her research and scholarship because of a non-academic leave. Teaching relief is not a leave and takes place before or after the nonacademic leave. Depending on the timing of the leave, up to one semester of teaching relief is available *to tenure-track/tenured faculty members only*. Teaching relief is automatic for parental leaves of twelve weeks (eight weeks in the first year of employment), and for medical and family illness leaves of twelve weeks or longer. In the case of a parental leave that lasts less than twelve weeks (eight weeks in the first year of employment) or a family illness or medical leave that lasts less than

twelve weeks, teaching relief must be requested and may be approved at the discretion of the Dean of Academic Affairs.

Teaching relief provides relief from regular teaching duties, which may include: course instruction, lab instruction, and advising. During the period of teaching relief, the faculty member is expected to continue his/her scholarship and service responsibilities. The department chair and Dean of Academic Affairs must approve the timing and scope of the teaching relief, and the faculty member's nonteaching-related responsibilities – if possible, before leave is taken.

Guidelines for determining during which semester teaching relief will occur:

As a general rule, teaching relief takes place for the balance of the semester during which the parental, medical, or family illness leave occurs – either before or after the leave, depending on the timing.

- In cases where the leave spans two semesters, teaching relief usually occurs during the semester in which the faculty member will be most absent.
- If the majority of a leave takes place during the summer months of June, July, and August, teaching relief occurs during either the fall or spring semester of the following academic year, or may be divided between the fall and spring semesters of the following academic year.

Tenure-stream faculty members in Arts and Sciences who would like to request teaching relief should complete the [Teaching Relief Form](#) with their department chair and Dean of Academic Affairs, and send it to Faculty Affairs at asfacultyaffairs@tufts.edu.

Non-tenure-track faculty should do the same with the [Adjustment of Faculty Duties Agreement form](#).

Tenure Review Deferral: Below are the policies on tenure review deferral (i.e., stopping the tenure clock):

- [Policy on Automatic Tenure Review Deferral for Parental Leave:](#)
 - *Click here to read policy.*
- [Policy on Automatic Tenure Review Deferral for Family Illness Leave and Medical Leave](#)
 - *Click here to read policy.*

Vacation. Faculty members on academic year contracts are not eligible for, or compensated for, vacation time.

Chapter 6: Compensation, Benefits, and Faculty Development

Tenured and tenure-track faculty members are compensated for their teaching, advising, scholarship, and service.

Full-time lecturers are compensated for their teaching, advising, and service. Because full-time lecturers are not responsible for scholarship, their normal teaching loads are expected to be the equivalent of six courses per academic year. Please see [Article 10 of the Full-time Lecturers CBA](#).

Part-time lecturers are compensated per course. Although part-time lecturers are expected to be available for posted office hours, they do not have formal advisees. Part-time faculty members who teach three courses or more over both semesters within an academic year are eligible for benefits. For more information see [Article 10 of the Part-time Lecturers CBA](#).

Full-time and part-time benefits-eligible faculty members are compensated over a twelve-month period for their work during the nine-month academic year.

Grant-Funded Course Buyouts

Faculty in Arts & Sciences can buyout up to one course per year through extramural funding or through a reduction in salary. One course in Arts & Sciences is equivalent to 20% of a faculty member's academic year salary. Therefore, if the course buyout is funded through extramural funding, the grant or funding agency will reimburse the School of Arts & Sciences for 20% of the faculty member's academic year salary. A faculty member can also volunteer a salary reduction of 20% for a course buyout.

Supplemental Compensation Academic Year

Tenured and tenure-track faculty members are expected to spend their non-teaching time on advising, scholarship, and university service. Full-time non-tenure-track faculty members are expected to spend their non-teaching time on advising and university service.

Please see the [part-time CBA](#) for details about supplemental compensation for part-time lecturers.

Summer

Faculty members who have governmental or foundation research grants may be reimbursed for their full-time effort during the summer months of June, July, and August. Salary compensation during this period may not exceed one-ninth of the faculty member's regular contractual salary during each of the summer months, for a total maximum summer salary of three-ninths of the faculty member's regular contractual salary. Faculty members must also comply with all rules and regulations of the external funding source.

Summer Session

For information on teaching in the Summer Session, please contact your [Department Chair](#) for *Tufts Summer Semester School of Arts & Sciences and School of Engineering Open Enrollment Programs Course List Development & Summer Instructor Policies*.

Compensation for Course Cancellation

Academic Year

A class that enrolls fewer than six students will be cancelled unless the appropriate dean approves its being offered. In the School of Engineering, if a course taught by a part-time faculty member is canceled, the faculty member will be paid a portion of the agreed-upon salary not to exceed \$750. In the School of Arts and Sciences, the part-time faculty member will be compensated as outlined in the CBA for [Part-time Lecturers](#), Article 11.2.F.

The department chair or program director should notify the registrar and assist the affected students if a course is canceled due to low enrollment.

Summer Session

Please contact your [Department Chair](#)

Faculty Benefits

The benefits office provides full details on the benefits available to eligible faculty members. All benefits policies of the university are subject to change and may be revised or discontinued at any time. A summary of benefits can be found [here](#).

Salary Continuation and Benefits after the Death of a Faculty Member

Upon the death of a full-time faculty member, the university will continue to pay the deceased faculty member's salary for the remainder of that academic year. The salary is payable to a beneficiary or to the deceased faculty member's estate. Applications for this benefit should be directed to the office of the dean of the school. Any child of a full-time faculty member who is receiving tuition assistance at the time of the faculty member's death will continue to receive tuition assistance until the child's specific academic program is completed.

Tuition Remission

For more information, including information on tax consequences of these particular benefits, please contact Human Resources. The complete procedure and application for filing for tuition remission can be found [here](#).

Faculty Tuition Remission

The Tufts University Tuition Remission Program has been developed to enable benefits-eligible faculty members who have been at Tufts for more than 3 months to take undergraduate or graduate courses offered by Tufts University, subject to the approval of the department chair.

No tenured or tenure-track member of the faculty above the rank of instructor may receive a degree from the Graduate School of Arts and Sciences at Tufts University.

Tuition Remission for Spouse or Qualified Same-Sex Domestic Partner

The spouse or qualified same-sex domestic partner of an benefits-eligible faculty member who has been at Tufts for more than 3 months is entitled to take up to one undergraduate- or graduate-

level course per semester at no charge. A domestic partner must be of the same sex as the employee and have filed, with Office of Human Resources benefits office, a Domestic Partnership Affidavit.

Tuition Remission for Dependent Children

Faculty members who have been full-time employees at Tufts University for at least five consecutive years are eligible for tuition remission for their dependent children. Dependent children may receive full tuition remission for up to four years of undergraduate study after they have been formally admitted to an undergraduate program offered by Tufts University. This benefit is limited to one bachelor's degree per dependent child. If a dependent child has not been formally admitted to Tufts University, the dependent child may take up to two courses in a nondegree status during the summer semester only.

Grant-in-Aid for Tuition

This program was discontinued as of December 31, 2002. All eligible faculty and staff were notified in June 2002 that Tufts University was making this change, effective January 1, 2003. All eligible faculty and staff hired on or before December 31, 2002 remain eligible for the former policy. All inquiries about this program should be directed to the [Office of the Provost and Senior Vice President](#).

Faculty Development

Awards

Excellence in teaching, research, and service are major goals at Tufts University. From its inception, the university has prided itself on providing students with the highest-quality education, both inside and outside the classroom. The achievements of faculty members who make a significant impact in these areas are recognized through various internal awards. More information, including the appropriate nomination process, is available [here](#).

Committee on Faculty Research Awards

Although the university encourages faculty to seek external funding, internal funding for equipment, research, travel, and other assistance is available from the Committee on Faculty Research Awards. This support is awarded on a competitive basis to full-time faculty holding either tenured or tenure-track appointments.

More detailed information is available [here](#).

Additional Sources of Professional Support

The university and the schools provide funds to help defray the costs of research. In addition to annual funds provided by the schools to tenure-stream faculty, departmental budgets contain funds to support participation of tenure-track and tenured faculty members in the professional activities of their discipline by attending conferences and meetings.

Chapter 3 and the appendix detail those university services and policies with respect to research administration.

The dean's office provides funding for the professional development of full-time lecturers and other nontenure-track faculty in the schools where such development will have a positive impact on their roles as teachers, advisers, and mentors. In the School of Arts and Sciences, there is a Professional Development Fund for Full-time and Part-time Lecturers; see Article 18 of the [Part-time](#) and [Full-time](#) CBAs for more information.

The Dean of Arts and Sciences has a limited pool of money to award gap funding for those who have temporarily lost funding and have an excellent prospect of regaining external support after the gap period. Details and criteria for this funding are available from the relevant dean of academic affairs.

The School of Engineering supports faculty research by offering tenure-stream faculty members the opportunity to reduce their teaching load by one course per year through research salary offset. The entire workload policy may be viewed [here](#).

Faculty Research Accounts Policy (School of Arts and Sciences)

Policy Summary

Faculty research accounts (FRAs) are funds awarded for expenses incurred as a result of research and scholarly activity by tenure-stream faculty in the School of Arts and Sciences. These accounts are meant to consolidate all university-funded research support into a single source; the sources of this funding can include "start-up funds," the dean's annual \$1,000 allocation, and any other research fund allocation awarded by the A&S dean's office or other Tufts sources. The use of these accounts should make it easier to quantify and manage the research support granted to tenure stream faculty. Full-time Professors of the Practice also receive \$1,000 a year in their research fund.

Use of Funds

In order to simplify the use of these funds, the dean's office has created a set of guidelines to be followed for all funds. They are as follows:

- All expenditures of funds must fall within either the University Business Expense Policy, found at <http://finance.tufts.edu/business-expense-policy/>, or the University Travel Policy, found at <http://finance.tufts.edu/accpay/travel-policy/>
- All unused balances will carry forward into the next fiscal year
- Items or services with a purchase price in excess of \$5,000 require the approval of Arts & Sciences' director of administration.

The chair of each department will assume the responsibility of approving the appropriateness of research expenditures. The academic deans will approve expenditures made by department chairs. The department administrator or manager is responsible for ensuring that accounts do not go into deficit. All questions can be vetted through the A&S director of administration.

Faculty research funds cannot be used for personal compensation, for summer salary support, or to supplement a faculty member's academic year salary. Neither can these funds be used to cover personal expenses, teaching, or curricular-related activities. Faculty research funds cannot be used to purchase furniture or furnishings, rare books (defined as books with a purchase price

over \$500), and/or works of art. The use of faculty research funds for gifts (employee and non-employee), donations, flowers, parties, or any other unrelated to faculty research or scholarly activities is prohibited.

Examples of Appropriate Uses of Research Account Funding:

- Computer Equipment (one per faculty member per replacement cycle)
- Kindles/iPads (one every 2-3 years)
- Cellular phones/iPhones
- Travel (per university travel policy, those being reimbursed for travel can upgrade from coach to business class or equivalent if the flight is over 8 hours)
- Research assistants
- Post-Docs
- Professional editing or indexing of publications
- Membership in professional organizations

Examples of Inappropriate Uses of Research Account Funding:

- Cell phone service
- Personal expenses
- Summer supplemental salary
- Expenses not related to furthering research or scholarly activities
- Charitable donations
- Teaching assistants

All questions regarding allowable expenses should first be directed to the department chair, then the A&S director of administration.

Deficit Balances

The research accounts are not allowed to be spent into deficit. It is the responsibility of the faculty member, department administrator/manager, and chair to periodically review the balances to ensure the account is not going to go into deficit. An expense will not be allowed to process against a research account unless there is sufficient funding available. Negative balances will be brought to the attention of the academic deans and the executive administrative dean for review.

Departure or Retirement of a Faculty Member

Departing Faculty Member. Any unspent balances, equipment, or items of value purchased with faculty research funds remain with the university when a faculty member leaves the university. Faculty members will no longer have access to unused funds effective the date when the faculty member leaves the university.

Retiring Faculty Member. If a retiring faculty member wishes to take his or her equipment or other items of value previously purchased with faculty research funds, he or she may be allowed to do so but must first contact the appropriate dean of academic affairs. Faculty members will no longer have access to unused funds effective the date when the faculty member retires from the university.

Appendix: University Policies

All faculty members are governed by the policies of the university in addition to those of their respective schools. University policies include the following. For additional policies, please click [here](#).

Academic

- [Academic Freedom, Tenure, and Retirement](#)
- [Affiliation Agreement Process](#)
- [Declaration on Freedom of Expression at Tufts University](#)
- [Guidelines for Proposing New Degree Programs \(PDF\)](#)
- [Guidelines on Outside Activities \(Conflict of Commitment Policy\)](#)
- [Research Faculty Appointments](#)
- [Sabbatical Leave and Leaves of Absence](#)
- [Vacation Policy for Faculty](#)

Communications, Legal, and Public Affairs

- [Policy on the Use of Tufts University Name and Insignias](#)
- [Policy on Antitrust Compliance](#)
- [Policy on Political Activities](#)
- [Policy on Subpoenas for University Records](#)
- [Visual Identity and Brand Guidelines](#)
- [Press Policy for Graduate Students and Post-Doctoral Students](#) (page 29)
- [AS&E E-List Request](#)
- [Weather Closing Information](#)
- [Public Relations FAQ](#)
- [Social Media Policy for Official Social Media Accounts](#)

Digital Collections and Archives (DCA) and Records Management

- [Collection Policy for Alumni Collections](#)
- [Collection Policy for Faculty Papers](#)
- [Collection Policy for Objects and Artifacts](#)
- [Collection Policy for Personal Papers](#)
- [General Collection Policy](#)
- [General Policy on Access to University Records in Archives](#)
- [Guidelines for Managing University Records](#) (supports the University Records Policy)
- [Records Management Program](#)
- [Records Retention Schedule](#)
- [University Records Policy](#)
- [AS&E Tenure & Promotion Retention Policy for Academic Departments](#)
- [AS&E Records Policy for Academic Departments and Programs](#)

Equal Opportunity

- [Office of Equal Opportunity Policies and Procedures](#)

- [Americans with Disabilities Act/Section 504 of the Rehabilitation Act](#)
- [Examinations for Students with Documented Disabilities](#)
- [Grievance Procedures \(AS&E\)](#)
- [Grievance Procedures \(OEO\)](#)
- [Nondiscrimination Policy](#)
- [Policy on Consensual Relationships](#)
- [Policy on Stalking](#)
- [Sexual Assault Policy](#)

Finance

General

- [Business Conduct Policy](#)
- [Working with One Another](#)
- [Policy on Regulatory Compliance](#)

Bursar

- [Bursar Advances](#)
- [Emergency Loans](#)
- [Financial Clearance](#)
- [Methods of Payment](#)
- [Student Refunds](#)
- [Tuition Refund Policy](#)

General Accounting

- [Capital Expenditure Authorization Process](#)
- [Gifts Other than Securities: Cash/Check/Other](#)

Purchasing and Accounts Payable

- [Bidding Requirements](#)
- [Business Expense Guidelines](#) (accessible only from on campus)
- [Business Expense Policy](#)
- [Cell Phone & Internet Policy](#)
- [Debarred Vendors](#)
- [Equipment Leasing Policy and Procedures](#)
- [General Capitalization Policy](#)
- [Gifts and Entertainment](#)
- [How to Complete an Airbill \(FedEx and DHL/Airborne\)](#)
- [Payment Terms](#)
- [Procurement Card Policies & Procedures](#)
- [Purchase Order and Payment Inquiry](#)
- [Purchasing Capital Equipment](#)
- [Scholarships, Fellowships, Awards, and Stipends](#)
- [Travel Expense Guidelines](#)
- [Travel MasterCard](#)
- [Travel Policies and Procedures](#)
- [Tufts International Travel Policy](#)
- [Tufts Travel Registry](#)

- [Supplier Relations/Fair Trade](#)

Sponsored Programs Accounting

- [Procurement Card Handy Reference Sheet](#)
- [Developing the Budget](#)
- [Expense Transfer](#)
- [Grant Closeouts](#)
- [Traveling on Federal Grants](#)
- [Uniform Administrative Requirements \(A-110 OMB\)](#)

Treasury

- [Credit Card Acceptance and Processing](#)
- [Endowment Policy Statement](#)
- [Gifts of Securities](#)
- [Opening Bank Accounts](#)
- [Policy for Accepting Credit Card and eCommerce Payments](#)
- [Requesting a Check Payment in Foreign Currency](#)
- [Requesting a Payment via Wire Transfer](#)

Human Resources

- [Staff Tuition Reimbursement Program](#)
- [Tuition Remission Program](#)

Information Technology (TTS)

- [Strategy and Architecture](#)
- [Policies Overview](#)
- [Acquisitions Policy](#)
- [Email Policy](#)
- [Information Security Program](#)
- [Information Stewardship Policy](#)
- [Intellectual Property & Technology Transfer](#)
- [Tufts Password Policy](#)
- [Licensing Policy](#)
- [Network Use Policy](#)
- [Overview of Rights and Responsibilities](#)
- [Security Incident Response](#)
- [Virus Infection Policy](#)
- [Wireless Policy](#)

Libraries

- [Tisch Library Policies](#)

Operations

- [Environmental Policy](#)
- [Temperature Policy](#)

Public and Environmental Safety

- [Fleet Safety Policy](#)
- [Hazardous Waste](#)
- [Prohibited Items \(Hot Plates, Grills\)](#)
- [Hydrofluoric Acid](#)
- [Institutional Biosafety Committees](#)
- [International Travel Policy](#)
- [Hazardous Materials Spill](#)
- [Ladder Safety Program and Policy](#)
- [Laser Safety Program](#)
- [Radiation Safety](#)
- [University Photo Identification Policies](#)

Research

- [Affiliation Agreement Internal Approval Process](#)
- [Conflict of Interest Policy](#)
- [Institutional Review Board Policies: Health Sciences](#)
- [Institutional Review Board Policies: Social Behavioral & Educational Research, Medford Campus](#)
- [Misconduct in Research and Scholarship](#)
- [Policy on Rights and Responsibilities with Respect to Intellectual Property](#)
- [Policy on Role and Eligibility of Principal Investigators](#)
- [Research and Scholarship Misconduct Hotline](#)
- [Research Involving Animals](#)
- [Research Involving Human Subjects](#)

Student Policies

- [Policies Related to Student Affairs](#)
- [Family Education Rights and Privacy Act \(FERPA\)](#)
- [When Students Get Sick](#)
- [Violence Free University Policy](#)