



Cummings School
of Veterinary Medicine

FACULTY HANDBOOK

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Policies, procedures, and practices included in this Faculty Handbook derive from a variety of sources, including, but not limited to:

Board of Trustees
University and School Administrations
Faculty of Cummings School of Veterinary Medicine
Business Conduct Policy

Some policies, procedures, and practices are University-wide; others pertain to Cummings School of Veterinary Medicine only. These policies are intended to apply to academic faculty only.

The policies and procedures in this handbook are current as of the time of the handbook's review for publication, but are subject to periodic revision at any time afterward. No contract or promise is made or implied by anything stated herein. Tufts necessarily reserves the right to modify and rescind said policies and procedures at any time.

Published by the Dean's Office
Cummings School of Veterinary Medicine at Tufts University

Tufts University is an institution of higher learning, chartered by the Commonwealth of Massachusetts. "The legal corporate name of the Corporation is **Trustees of Tufts College**, under which name the management and execution of its business affairs are conducted. The name **Tufts College** is to be employed when referring collectively to the College of Liberal Arts and the College of Engineering and to their particular activities. The name **Tufts University** is to be employed when referring to the institution in its entirety and inclusive of its undergraduate, graduate, and professional schools and other activities of the institution as a whole."

Throughout this document, "**the School**" refers to Cummings School of Veterinary Medicine at Tufts University.

COLLEGES AND SCHOOLS OF THE UNIVERSITY

Divisions and Faculties of the University

Schools

The School of Arts and Sciences:

 The College of Liberal Arts and Jackson College

 The College of Special Studies

The Graduate School of Arts and Sciences

The School of Engineering

The Fletcher School of Law and Diplomacy

The School of Dental Medicine

The Graduate School of Biomedical Sciences

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

Cummings School of Veterinary Medicine

The Jonathan M. Tisch College of Civic Life

School of the Museum of Fine Arts at Tufts

The Experimental College

POLICY ON NONDISCRIMINATION AND AFFIRMATIVE ACTION

Tufts University is committed to the principle of equal opportunity in education and employment. Tufts prohibits discrimination against and harassment of any student, employee, applicant for employment, third party or community member because of race; color; national or ethnic origin; age; religion; disability; sex; sexual orientation; gender; gender identity and expression; including a transgender identity; genetics; veteran status; retaliation; and any other characteristic protected under applicable federal or state law, herein called "protected categories." The University expects all Tufts employees, students, and community members to join with and uphold this commitment.

Tufts University also prohibits retaliation based on a protected activity, such as the filing of a complaint of discrimination or participation in the investigation of such a claim. Any witness, complainant or respondent involved in an investigation ought not to be retaliated against for their participation in the fact-finding process.

All Tufts personnel at the exempt level who are responsible for hiring, promoting, and managing employees and/or University programs are required to promptly escalate all potential violations of this policy to a manager or supervisor, a dean, any senior member of the University administration, directly to the Office of Equal Opportunity (OEO) at 617.627.3298 or to EthicsPoint at tufts-oeo.ethicspoint.com or by using the hotline at 1.866.384.4277.

Tufts University's Non-Discrimination Statement can be found [here](#). This link contains contact information for the [Tufts University Office of Equal Opportunity](#) (OEO) and the University's Title IX Coordinator.

The OEO ensures that the university's commitment and goals toward equal opportunity are integral components of Tufts' policies. We further this mission by ensuring that Cummings School maintains compliance with all federal, state, and local laws pertaining to anti-discrimination, the Americans with Disabilities Act, and Title IX, through complaint resolution, programming, and outreach. OEO cooperates with members of the Tufts community to resolve complaints of discrimination, sexual harassment, and sexual misconduct, and sets forth University [policies and guidelines](#) that pertain to these areas of conflict. We also ensure that the University maintains compliance with all federal, state, and local laws pertaining to affirmative action. OEO is guided by the University's commitment to a truly integrated, productive, successful, and diverse community of students, faculty, and staff.

Tufts University's OEO is also responsible for planning and implementing the University's affirmative action program and monitoring affirmative action-related decisions and activities in accordance with state and federal law. Tufts University seeks to maintain an internal system of audit and reporting that shall facilitate the identification and removal of inequities and deficiencies in its employment and those policies and practices that could preclude the fair and equal treatment of minorities, women, individuals with disabilities, and all protected veterans.

Several University-wide policies of the Office of Equal Opportunity are noted in the Appendix.

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SECTION 1

CUMMINGS SCHOOL OF VETERINARY MEDICINE AT TUFTS UNIVERSITY

1.1 Overview

Founded in 1852, Tufts University established New England's only school of veterinary medicine in 1978, accepted its first class of students in 1979, and awarded its first D.V.M. degrees in 1983. Students pursue their studies at the veterinary school's 594-acre campus in North Grafton, at its satellite campus in Woodstock, Connecticut, and affiliate programs in Worcester and Walpole, MA.

The only veterinary school in New England, our progressive academic programs, high-quality clinical care services, and original research has brought Tufts University national and worldwide acclaim. The School consists of the departments of Biomedical Sciences, Clinical Sciences, Environmental and Population Health, and Infectious Disease and Global Health. We offer a four-year professional Doctor of Veterinary Medicine (DVM) degree program, three combined DVM/Masters of Science degree programs, and four stand-alone graduate programs. Furthermore, Cummings School of Veterinary Medicine embraces and continues to advance One Health initiatives that improve the health and well-being of animals, humans and the environment.

Cummings School was fully re-accredited by the American Veterinary Medical Association Council on Education (AVMA/COE) in 2019, for a term of seven years, the longest period allowable by the AVMA/COE.

The School is administered by the Dean, and supported by the Executive Associate Dean, Associate Dean for Academic Affairs, Associate Dean of Research and Graduate Education, Assistant Dean for Diversity, Inclusion, Equity, and Climate and Assistant Dean for Student Affairs.

There are eight Standing Committees within the School. In addition, there is the representative Executive Faculty Board which is chaired by the Dean and serves as the senior policy-making body of the School, and the faculty-elected Faculty Council. Further information is available in the Cummings School of Veterinary Medicine at Tufts University [Bylaws of the Faculty](#) (see *Section 8*). The academic year of Cummings School of Veterinary Medicine is from July first through June thirtieth.

1.2 Mission and Vision of Cummings School

Healing Animals. Helping Humans. Transforming Global Health

Mission Statement

Cummings School of Veterinary Medicine at Tufts University improves and promotes the health and well-being of animals, people and ecosystems we share.

Vision Statement

In hospitals, laboratories and communities worldwide, Cummings School of Veterinary Medicine educates veterinary and graduate students who advance health and wellness for all species with compassion, curiosity and commitment to evidence-based medicine. Our healing, learning, research and active citizenship enable animals and humans to live healthier lives.

SECTION 2 ACADEMIC FREEDOM

Policies concerning academic freedom and responsibility have been approved by the Board of Trustees.

2.1 Statement of the Board of Trustees

According to the Policy on Academic Freedom, Tenure, and Retirement of the Tufts University Board of Trustees <http://provost.tufts.edu/policies/academic-freedom-tenure-retirement/>:

Academic freedom is essential to the free search for truth and its free exposition and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental, not only to the advancement of truth, but for the protection of the rights of the teacher in teaching and of the student to freedom in learning as well. It carries with it duties correlative with rights.

The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties; but no regular activity for pecuniary return shall be engaged in without the approval of the University.

The teacher is entitled to freedom in the classroom in discussing their subject, but should be careful not to introduce into their teaching controversial matter which has no relation to the subject.

The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When they speak or write as a citizen, they should be free from institutional censorship or discipline, but the teacher's special position in the community imposes special obligations. As a person of learning and an educational officer, they should remember that the public may judge the profession and the institution by his/her utterance. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not an institutional spokesperson

SECTION 3 FACULTY GOVERNANCE

The Bylaws of the Faculty (see *Section 8*) govern the participation and responsibilities of faculty and the description, which is provided, is explanatory only.

3.1 Faculty Meetings

The Bylaws of the Faculty of the School ensure that faculty members participate in and contribute to the development of policy and procedures via all standing committees. All standing committees have members elected by the faculty as well as members appointed by the Dean. The Dean's Office solicits nominations from the General Faculty for committee membership each year. The duties and responsibilities of each committee are clearly stated in the Bylaws (Article IV. Standing Committees). Full-time or part-time faculty members elected or appointed to a committee have a direct voice in all aspects of the School's programs.

Faculty who are not members of any committee may present their views, suggestions or proposals at the General Faculty meetings held twice a year, through their Department Chair who can act as spokesperson to the Executive Faculty Board or the School administration, or through a faculty representative serving on a committee. There are regular meetings of Department Chairs and selected division heads with members of the administration at which such issues may be discussed. Furthermore, members of the Faculty, student body, and administration can petition to be heard at meetings of the Executive Faculty Board (EFB) by submission of their request in writing to the clerk of the EFB. In addition, *ad hoc* committees or task forces, appointed by the Dean, deal with program development and include faculty members as well as administrators. These may be appointed each year as the need arises. Sometimes, open meetings are held by the administration or a committee to solicit input from faculty members.

3.2 Faculty Committees

Standing committees of the School of Veterinary Medicine are described in the Bylaws. Procedures for the nomination and selection of faculty to the standing committees and descriptions of each committee are outlined in the Cummings School Bylaws of the Faculty (see *Section 8*).

A list of committees and their memberships is made available to faculty in the fall term of each year. Annual reports of the standing committees are presented to the Dean.

The following are the 8 standing committees of the School of Veterinary Medicine:

- Admissions
- Advanced Education
- Animal Welfare
- Curriculum
- Faculty Appointments and Promotions

Faculty Grievance
Student Ethics and Grievance
Student Promotions

3.3 Faculty Participation in Trustee Committees and University-wide Committees Faculty may, upon invitation of the Board of Trustees, participate as non-voting members on the following Trustee standing committees: Trustee Committee on Administration and Finance; Trustee University Advancement Committee; and Trustee Academic Affairs Committee.

Faculty may also be invited to represent the School on various University-wide committees, upon recommendation of the Dean.

SECTION 4 ORGANIZATION OF ACADEMIC POSITIONS

Veterinary School faculty personnel policies and practices derive from a variety of sources, including Bylaws (see Section 8) and policies of the Trustees and of the School of Veterinary Medicine. The University's Policy on Academic Freedom, Tenure, and Retirement can be access via <http://provost.tufts.edu/policies/academic-freedom-tenure-retirement/>

4.1 Academic Ranks and Titles

a. Professorial Ranks

The University recognizes various professorial ranks that have significance in regard to benefits, rights, and obligations. These ranks are: Professor, Associate Professor, and Assistant Professor.

Guidelines and criteria for appointment or promotion to these ranks are described in *Section 4: Cummings School Faculty Appointments and Promotions Committee Processes*.

These are ranks usually given to faculty who have earned the D.V.M., Ph.D. or its equivalent. The University reserves the sole right to determine the measure of degree equivalencies. According to the *Policy on Academic Freedom, Tenure and Retirement of the Board of Trustees*, Veterinary School faculty are not eligible for tenure and time spent in these appointments does not accrue toward the probationary period of any eventual tenure track appointment.

b. Additional and Modified Professorial Ranks

The professorial ranks of Professor, Associate Professor, Assistant Professor, and Instructor may be modified by: the use of the words: Clinical, Research, Emeritus, Visiting, Adjunct, and/or Part-time.

All modified professorial appointments, all appointments to the position of Lecturer, and all part-time faculty appointments are considered non-professorial and are thus not considered

as being on the continuous-term track (*see explanation of continuous term track in Section 4.4.b*). The following is a summary of the usual duties and responsibilities of "Research", "Clinical", "Adjunct", "Emeritus", and "Visiting" faculty.

Research Faculty

Full-time research faculty members are expected to dedicate their full professional commitment to research (and associated educational activities) in their department and school, under terms of the grant or contract which provides their support.

Research faculty appointments are terminated at any time the full external support terminates or is reduced to a level which is insufficient to provide full compensation and associated indirect costs. However, the dean of the school involved may, with the concurrence of the Provost and the availability of budgeted funds for the 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. A research faculty appointment requires external support. Each research faculty is expected to obtain their full compensation and associated indirect costs through external grant or contract sources. The appointment is terminated at any time the full external support terminates or is reduced to a level which is insufficient to provide full compensation and associated indirect costs.

However, the Dean may, with the concurrence of the Provost and the availability of budgeted funds for the purpose, carry the individuals 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.

Subject to the availability of funds budgeted for this purpose by the School, an unsupported period of up to one year may be provided at the outset of an individual's first such research appointment, to enable them to attract initial support. It is hoped and expected that the majority of such research appointments will be for individuals who will bring grant support with them. (*See the Research Faculty Appointments Policy at [http://provost.tufts.edu/policies/research-faculty-appointments/.](http://provost.tufts.edu/policies/research-faculty-appointments/)*)

Clinical faculty: definition of clinical track faculty is under revision.

Emeritus faculty: Upon retirement from the University, the Department Chair and the Dean may recommend to the Provost that outstanding full-time faculty who have served Tufts University in a full-time capacity, traditionally for at least ten years prior to retirement, be appointed to *emeritus* status. This recommendation is sent to the Provost and President. Approval of the Provost, President, Trustee Committee on Academic Affairs and the full Board of Trustees is required for *Emeritus* appointments. *Emeritus* faculty are encouraged to remain active in the University community and join their peers at commencement. Emeritus faculty in the School of Veterinary Medicine may be recommended annually for voting privileges by the Chair of their academic department.

Adjunct faculty: An appointment to the University of someone from outside of Tufts who holds an academic appointment at another academic institution. Normally the appointment would be for one academic year at a time, but the person may be re-appointed.

Visiting faculty: This person holds an appointment at a University outside of Tufts and "visits" Tufts for the semester or academic year or portion thereof.

Periodically, veterinarians and other professionals visit Cumming School to teach, perform research, to learn or to observe. Many are involved with hospital activities. In order to protect the safety of these individuals and to indemnify the University for liability, all visitors must be registered with the school. In the case of visits longer than one (1) week, a formal application with approval by the Dean is required. For formal visiting appointments, the appropriate Department Chair and/or Hospital Director should be contacted well in advance to allow sufficient time for the appointment process. Generally, there must be a compelling reason for the extended presence of non-Cummings School professionals at Cumming School, because of limited space, the added pressure on faculty time and staff support, competition with students, interns and residents for case material, etc. The faculty sponsor is responsible for gathering the required documents, obtaining signatures and submitting same to the Dean's Office for final approval at least four weeks in advance of the proposed starting date.

After the visit is approved, visa forms are available through the Department Manager, if necessary. The visa package needs to include an agreement letter between the sponsor and the visitor. The International Center should be notified with preliminary information before the official forms are forwarded to them if there is a time issue involved.

c. Other Ranks and Titles

Lecturer (full or part-time): a non-professorial rank faculty member who is engaged in teaching, advising, and other departmental and University service. Lecturers are not considered to be on the continuous term track (*see explanation of continuous term track in Section 4.4.b*).

Secondary faculty: These individuals have a meaningful research, teaching or graduate student supervisory commitment in another school, department, college, or center at Tufts University. It may or may not involve a salary commitment. The total of any and all commitments within the University may not exceed an FTE of 1.00. It will ordinarily be at or below the rank of the primary appointment.

In looking at all these appointments from a University-wide viewpoint, there is only one primary appointment at Tufts, but there may be more than one other appointment, (traditionally referred to as secondary) and it is up to the school and centers to determine, within their own schools/centers, the appropriate rank and procedures for these secondary appointments. Beyond the primary appointment at the university, there is no other primary (only secondary or other).

Joint appointment: A major fiscal and time commitment in more than one school, college, department, or center at Tufts University. The student time, committee work, travel and other

support in another place at Tufts, when combined with the primary appointment, would usually equal but not exceed a FTE of 1.00 at Tufts University.

d. Named Professorship

An appointment to a named professorship is typically made from the ranks of Tufts faculty or depending on the gift may be bestowed from outside. The recommendation for appointment of a faculty member to a named professorship is sent by the School Dean to the Provost and submitted to the President. Approval of the Provost, the President, the Trustee Committee on Academic Affairs, and the full Board of Trustees is required for named professorship appointments. Appointments to named professorships are subject to Trustee approval.

4.2 Faculty Status

a. Full-time Faculty Status

Full-time faculty status in the ranks of Instructor, Assistant Professor, Associate Professor, and Professor is not distinguished from part-time status by the number of courses taught. All full-time members of the Faculty of the Veterinary School in these unmodified ranks are expected to contribute in each of the areas of teaching, research, and service, including committee work (at both the departmental and University levels). Full-time status makes one subject to University guidelines concerning outside activities as found in the Conflict of Commitment Policy, <http://viceprovost.tufts.edu/research-policies/conflict-of-interest/>.

b. Part-time Faculty Status

Appointments of part-time faculty are recommended by the Department Chair and subject to approval of the Dean on an annual basis.

4.3 Recruitment and Appointment Procedures

Criteria for hiring full-time faculty at Tufts normally include evidence of scholarly excellence, teaching and mentoring effectiveness, clinical competence and capabilities where applicable, and capacity for leadership and service within the School and the University.

Recruitment and hiring procedures for full-time faculty ordinarily entail:

- Authorization of the position by the Dean
- Affirmative Action guidelines and procedures should be followed for all faculty searches including approval of the search procedures by the Veterinary School Affirmative Action Officer and Dean (procedures and forms for affirmative action are available from Faculty Affairs in the Dean's Office of Cummings School).
- Advertisement of opening(s), including position description and such specific criteria to be met by candidates as degrees held, experience, board eligibility/certification, and area of specialization
- Interview and recommendation of qualified candidates by the Department Chair and members of the search committee and/or department.
- In the departments of the Veterinary School, after a search has been conducted and before a written offer is made to a prospective faculty member, the Chair of the appropriate department must submit to the Dean a letter of recommendation for the new appointment with all of the supporting material: the candidate's curriculum vitae (including publications and/or research), information on the candidate's teaching record (if available), letters of recommendation (including a letter from the Search Committee, if appropriate), the Affirmative Action package, a completed Personal Action Form (PAF) and a proposed appointment letter.
- If the rank of Clinical Associate Professor, Research Associate Professor, Associate Professor; Clinical Professor, Research Professor, or Professor is to be offered, the appointment must first be approved by the Cummings School Faculty Appointments and Promotions Committee.

- When the Affirmative Action Officer has reviewed and approved the affirmative action procedures involved in arriving at the recommendation to hire the candidate, and the recommendation to hire the candidate has been approved in writing by the Dean, the Chair may send the approved appointment letter to the candidate extending the offer and the terms of appointment: the beginning date and duration of the appointment, the rank and/or title, the department, the designation of time, the salary, and any unusual conditions agreed upon during interviewing or negotiation, subject to School and University approvals. There must be approval of the final candidate by the Dean before an offer is made.

The Tufts University Non-Discrimination Statement may be found [here](#).

- All appointment letters must include the following statement: "Under current University policies, this position will not lead to tenure, nor will time spent in this position count towards any eventual tenure probationary period."
- Appointment letters for faculty with veterinary degrees must also include the following statement: "Full-time clinical faculty may not practice veterinary medicine other than under the auspices of Tufts University School of Veterinary Medicine."
- The recommendation is then transmitted by Faculty Affairs in the Office of the Dean for additional required approvals in accordance with Trustee policy.

Approvals Needed:

For faculty with the academic ranks of:

- Instructor and Assistant Professor, the Dean makes the final decision.
- Associate Professor with fixed term, the Dean recommends to the Provost who makes the final decision.
- Associate Professor with continuous term, in addition to approval by the Cummings Appointments and Promotions Committee, requires approval by the Dean, and recommendation by the Dean to the Provost and the President, who recommends to the Committee on Academic Affairs of the Board of Trustees, which makes the final decision.
- Professor with or without continuous term (for appointment at or promotion to), in addition to approval by the Cummings Appointments and Promotions Committee, requires approval by the Dean, the Provost and the President, who recommends to the Committee on Academic Affairs of the Board of Trustees, which makes the final decision.
- Clinical Instructor, Clinical Assistant Professor, which are full-time, requires approval by the Dean.
- Clinical Associate Professor and Clinical Professor, which are full-time, requires approval by the Dean, and recommendation by the Dean to the Provost who makes the final decision.

- Research Assistant Professor, Research Associate Professor, and Research Professor, which are full-time, requires approval by the Dean, and recommendation by the Dean to the Provost who makes the final decision.

The policy of the Trustee Academic Affairs Committee is to vote separately the elements of individual faculty appointments (academic rank of professor, five-year continuous term, appointment to named professorships, if any, and administrative responsibility).

The length of the initial faculty appointment will depend primarily upon prior teaching experience, evidence of scholarship, and needs of the School. Ordinarily, the initial appointment will be for a period of one to three years; rarely exceeding three years at the ranks of Instructor or Assistant Professor.

The Trustee Academic Affairs Committee typically meets five times per year. Appointment and/or promotion dossiers for faculty that require its approval are submitted by Faculty Affairs in the Dean's Office to the Provost's Office six weeks prior (on specifically identified dates) to the scheduled Trustees' meeting date.

Faculty Contracts:

Contracts for fixed term and continuous term appointments are issued by each Department at the time of:

- Initial appointment
- Appointment renewal
- Change in rank or department/division
- Change in time status (e.g. from full to part time or vice-versa, but not from one fraction part-time to another)
- Change in funding status

The contract indicates the individual's title, department, full or part-time status, and the duration of the appointment.

The department must also submit a Personnel Action Form (PAF). Every PAF should state in which department the individual holds their primary appointment, as well as the type (fixed or continuous term) and length of the appointment. The "Remarks" section of the P.A.F. for a new faculty member should include highest degree, date of degree and name of the academic institution that granted the degree.

Appointment of Department Chairs:

Approval of the School Dean and Provost, is required for Department Chair appointments.

4.4 Promotion

a. Fixed Term Appointments

Fixed term contracts may be for one year or for multiple years and may be renewable.

Promotion from Assistant Professor to Associate Professor; from Associate Professor to Professor; from Research Assistant Professor to Research Associate Professor; from Research

Associate Professor to Research Professor; from Clinical Assistant Professor to Clinical Associate Professor, and Clinical Associate Professor to Clinical Professor requires action by the Faculty Appointments and Promotions Committee, the Dean, and the Provost.

Cummings School faculty with fixed term appointments at the unmodified ranks of Instructor, Assistant Professor, and Associate Professor are considered to be on the continuous term track (eligible to be considered for but have not received continuous term appointments). Research faculty and clinical track faculty are not eligible for continuous term appointments.

b. Continuous Term Appointments

Under the policy of the Board of Trustees, tenured appointments in the departments of the School of Veterinary Medicine are not available. However, faculty may be given continuous term appointments for periods of three years for the rank of Associate Professor and five years for the rank of Professor. Continuous term appointments are automatically extended each year for a period of one year.

The Veterinary School has a standing committee on Faculty Appointments and Promotions that is entrusted with the evaluation of candidates for continuous term appointments proposed by the Department Chair. The criteria for continuous term appointments are similar to those for tenure in those departments of the University in which there is a tenure-track. The Provost makes the final decision on appointments to Associate Professor with continuous term and reports that decision to the Academic Affairs Committee of the Board of Trustees. The Academic Affairs Committee of the Board of Trustees makes the final decision on appointments with five-year continuous term and to Professor.

Excellence of scholarship, teaching and clinical service, when applicable, are important for professional advancement. Participation in the academic community is also part of the normal and expected duties of a Tufts faculty member. The quality of this kind of activity constitutes part of an individual's credentials, as does the role an individual plays in their wider community.

In order to be eligible for a continuous term appointment a faculty member must:

- be serving the University full-time as a faculty member with a primary appointment in a department of the Cummings School of Veterinary Medicine;
- have the unmodified rank of professor or associate professor

Assistant Professors and Instructors; Research faculty; and Clinical track faculty in the Departments of the Veterinary School shall not be eligible for a continuous term appointment;

If the candidate is below the rank of Associate Professor, a recommendation for promotion must precede the continuous term decision.

In cases of recommendations for promotion and/or continuous term, the Cummings School Faculty Appointments and Promotions Committee presents a summary of all evaluative material along with the committee's positive or negative recommendation for the promotion

and/or award of continuous term. Recommendations are then forwarded for consideration along with those of the Dean the Provost. In the case of an Associate Professor with a continuous term, the Provost makes the final decision and reports the appointment to the Trustees Committee on Academic Affairs. For Professor, approval is required by the President, and the Trustees Committee on Academic Affairs.

c. Role of the Cummings School Faculty Appointments and Promotions Committee

The Cummings School Faculty Appointments and Promotions Committee consists of nine faculty members, five to be nominated by the Faculty Council and four to be nominated by the Dean. All members must hold the rank of Associate Professor or Professor. Terms are for two years with option for renewal and initially such terms shall be staggered so that only approximately one-half of the terms shall expire in a given year.

This Committee is charged with the responsibility for recommending to the Dean faculty appointments, promotions, and/or continuous term appointments for the associate professor, research associate professor, and clinical associate professor level and above in departments that include full-time faculty who have primary appointments with the School. It shall also review and revise general policy regarding such matters, subject to approval of the Executive Faculty Board. An annual report shall be presented to the Dean and made available to the Executive Faculty Board.

The complete text of the Cummings School Faculty Appointments and Promotions Committee Processes can be found in *Section 4.6*.

d. Role of Department Chairs

Department Chairs have the responsibility to inform their faculty members about the policies and procedures related to promotions, and to advise their faculty members concerning their status.

4.5 Separation from the School

a. Notice of Non-renewal of Contract

In accordance with the Trustee [Policy on Academic Freedom, Tenure and Retirement](http://provost.tufts.edu/policies/academic-freedom-tenure-retirement/), Revised Policy <http://provost.tufts.edu/policies/academic-freedom-tenure-retirement/>, Tufts University observes certain requirements for advance notice of non-renewal 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 cases not involving continuous term "where a full-time faculty member is not to be reappointed following one year or more of service, the University shall give written notice to the faculty member that they are not to be reappointed as follows:

- (1) not later than March 1 of the first academic year of service in the university if the appointment terminates at the end of that year or, if the initial one-year appointment

terminates during the academic year, not later than three months prior to the date of termination.

(2) not later than December 15 of the second academic year of service in the university if the appointment terminates at the end of that year or, if an initial two-year appointment terminates during an academic year, not later than six months prior to the date of its termination; or

(3) 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 the individual requests leave without pay during their terminal year at Tufts, the granting of leave will not extend the appointment beyond the year for which the appointment was originally made; that is, the year of leave will constitute the individual's terminal year.

(b) Continuous term appointments for clinical faculty may be made in the Cummings School of Veterinary Medicine for periods of up to three years for Associate professors and up to five years for Professors. Continuous term appointments are automatically extended each year for a period of one year. If a decision is made not to extend the appointment, the university shall give written notice to the faculty member that the term is not to be extended further not later than two years before the expiration of the term in the case of three year appointments and not later than four years before the expiration of the term in the case of five year appointments.

(c) The provisions of this policy with respect to non-reappointment will apply to research faculty members, except that in each research faculty member's appointment letter, it will be specified that the individual is expected to obtain their full compensation and associated indirect costs through external grant or contract support. The appointment terminates at any time the full external support terminates or is reduced to a level which is insufficient to provide full compensation and associated indirect costs." (See the Research Faculty Appointments Policy at <http://provost.tufts.edu/policies/research-faculty-appointments/> .

b. Termination

From the Trustee Policy on Academic Freedom, Tenure and Retirement, Revised Policy at <http://provost.tufts.edu/policies/academic-freedom-tenure-retirement/> .

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 them and shall have the opportunity to be heard in their own defense by all bodies that pass judgment upon the case. They will be permitted to have with them an advisor of their 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 their

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 their salary for one year from the date of notification of dismissal whether or not they are continued in their duties at the institution.

c. Resignation

It is expected that a faculty member who intends either to resign at the end of an academic year or to decline an offer of renewal will notify the Department Chair, in writing, sufficiently in advance so that the department can provide for the hiring of a replacement without any break in the continuity of the department's activities. The effective date of the faculty member's resignation should be the termination date of their current appointment. Except by express agreement with the Department Chair, a faculty member should not plan to vacate a position during the academic year. Vacation leave may not be claimed as terminal leave after the effective date of the contract or resignation.

d. Retirement

There is no mandatory retirement date for faculty. When a faculty member chooses to retire, that individual should so inform the Dean, in writing, sufficiently in advance so that the Department Chair can provide for continuity of the department's activities. The effective date of the retirement should normally be at the end of an academic year.

4.6 Cummings School Faculty Appointments and Promotions Committee Processes

Approved by the Executive Faculty Board May 21, 2009; Revised October 18, 2013

INTRODUCTION

Role of the Cummings School of Veterinary Medicine at Tufts University Faculty Appointments and Promotions Committee:

The Cummings School of Veterinary Medicine at Tufts University (Cummings School) Faculty Appointments and Promotions Committee consists of 9 faculty members, 5 nominated by the Faculty Council and 4 nominated by the Dean. All members shall have voting privileges and must hold the rank of Associate Professor or Professor. Terms are for two years with option for renewal; terms shall be staggered so that only approximately one-half or less of the terms shall expire in a given year.

This Committee shall be responsible for recommending to the Dean faculty appointments, promotions, and/or continuous term appointments for the Associate Professor, Clinical Associate Professor and the Research Associate Professor level and above in departments that include full-time faculty who have primary appointments with the School. It shall also review and revise general policy subject to approval of the Executive Faculty Board. An annual report is presented to the Dean and made available to the Executive Faculty Board.

Recruitment and Appointment Procedures

Criteria for hiring full-time faculty at Tufts normally includes evidence of scholarly excellence, teaching and mentoring effectiveness, clinical competence and capabilities where applicable, and capacity for leadership and service within the School and the University.

Recruitment and hiring procedures for full-time faculty ordinarily entail:

- Authorization of the position by the Dean
- Affirmative Action guidelines and procedures should be followed for all faculty searches including approval of the search procedures by the Cummings School Affirmative Action Officer and the Dean (procedures and forms for affirmative action are available from the Dean's Office of the Cummings School) or on-line on the Tufts University web site.
- Advertisement of opening(s), including position description and such specific criteria to be met by candidates as degrees held, experience, board eligibility/certification, and area of specialization
- Interview and recommendation of qualified candidates by the Department Chair and members of the search committee and/or departments
- In the departments of the Cummings School, after a search has been conducted and before a written offer is made to a prospective faculty member, the Chair of the appropriate department must submit to the Dean a letter of recommendation for the new appointment with all of the supporting material: the candidate's curriculum vitae (including publications and/or research), information on the candidate's teaching record (if available), letters of recommendation (including a letter from the Search Committee, if appropriate), the Affirmative Action package, a completed Personal Action Form (PAF) and a proposed appointment letter.
- If the rank of Clinical Associate Professor, Research Associate Professor, Associate Professor; Clinical Professor, Research Professor, or Professor is to be offered, the appointment must first be approved by the Cummings School Faculty Appointments and Promotions Committee.
- For Instructor, Clinical Instructor, Assistant Professor, and Clinical Assistant Professor appointments, when the Affirmative Action Officer has reviewed and approved the affirmative action procedures involved in arriving at the recommendation to hire the candidate, and the recommendation to hire the candidate has been approved in writing by the Dean, the Chair may send the approved appointment letter to the candidate extending the offer and the terms of appointment: the beginning date and duration of the appointment, the rank and/or title, the department, the designation of time, the salary, and any unusual conditions agreed upon during interviewing or negotiation, subject to School and University approvals. There must be approval of the final candidate by the Dean before an offer is made and any appointment letter is sent.
- Appointments to Professor (with or without continuous term) must be approved by the Academic Affairs Committee of the Board of Trustees before the approved appointment letter is given to the candidate.
- The recommendation is then transmitted by the Office of the Dean for additional required approvals in accordance with Trustee policy.

Approvals Needed:

Associate Professor, Research Associate Professor, Clinical Associate Professor, Professor, Research Professor, or Clinical Professor must first be approved by the Cummings School Faculty Appointments and Promotions Committee.

Instructor and Assistant Professor (includes Research Faculty and Clinical Track Faculty) positions may be recommended to the Dean by the Chair without review by the Cummings School Faculty Appointments and Promotions Committee.

Instructor, Clinical Instructor, Assistant Professor, Clinical Assistant Professor, required approval from the Dean. For Clinical Associate Professor and Clinical Professor a recommendation is made by the Dean to the Provost for final approval.

Associate Professor (with fixed term), (in addition to approval by the Cummings School Faculty Appointments and Promotions Committee) requires a recommendation by the Dean to the Provost and the President who makes the final decision. Associate Professor with continuous term requires (in addition to approval by the Cummings School Faculty Appointments and Promotions Committee) a recommendation by the Dean to the Provost. Approval is required by the Provost, the President and the Academic Affairs Committee of the Board of Trustees.

Professor with or without continuous term, (appointment at or promotion to), the Dean, the Provost, the President, and the Academic Affairs Committee of the Board of Trustees who recommends to the Board of Trustees, which makes the final decision.

Research Assistant Professor, Research Associate Professor, and Research Professor (comprising the Research Faculty) which are full-time, the Dean may approve the recommendation of the Chair and it is then recommended to the Provost for final approval.

The policy of the Trustee Academic Affairs Committee is to vote separately the elements of individual faculty appointments (academic rank of professor, five-year continuous term, and administrative responsibility).

The length of the initial faculty appointment will depend primarily upon prior teaching experience, evidence of scholarship, and needs of the School. Ordinarily, the initial appointment will be for a period of one to three years; rarely exceeding three years at the ranks of Instructor or Assistant Professor.

The Trustee Academic Affairs Committee typically meets five times per year. Appointment and/or promotion dossiers for faculty that require its approval are submitted by the Dean's Office to the Provost's Office six weeks prior to the scheduled Trustees' meeting date.

Promotion

Fixed Term Contract Faculty:

Fixed term contracts may be for one year or for multiple years and may be renewable. Promotion from Assistant Professor to Associate Professor; from Associate Professor to Professor; from Research Assistant Professor to Research Associate Professor; from Research Associate Professor to Research Professor; and from Clinical Assistant Professor to Clinical Associate Professor; and Clinical Associate Professor to Clinical Professor **requires action by the Faculty Appointments and Promotions Committee, the Dean, and the Provost.**

Cummings School faculty with fixed term appointments at the unmodified ranks of Instructor, Assistant Professor, and Associate Professor are considered to be on the continuous term track (eligible to be considered for but have not received continuous term appointments). Research Faculty and Clinical Track Faculty are not eligible for continuous term appointments.

Continuous Term Appointments:

Under the policy of the Board of Trustees, tenured appointments in the departments of the Cummings School of Veterinary Medicine are not available. However, faculty may be given continuous term appointments for periods of three years for the rank of Associate Professor and five years for the rank of Professor. Continuous term appointments are automatically extended each year for a period of one year.

The Cummings School has a standing committee on Faculty Appointments and Promotions that is entrusted with the evaluation of candidates for continuous term appointments proposed by the Department Chair. The criteria for continuous term appointments are similar to those for tenure in those departments of the University in which there is a tenure-track. The Provost makes the final decision on appointments to Associate Professor with continuous term and reports that decision to the Academic Affairs Committee of the Board of Trustees. The Academic Affairs Committee of the Board of Trustees makes the final decision on appointments with five-year continuous term and to Professor.

Excellence of scholarship, teaching and clinical service, when applicable, are important for professional advancement. Participation in the academic community is also part of the normal and expected duties of a Tufts faculty member. The quality of this kind of activity constitutes part of an individual's credentials, as does the role an individual plays in their wider community.

In order to be eligible for a continuous term appointment a faculty member must:

- Be serving the University full-time as a faculty member with a primary appointment in a department of the Cummings School of Veterinary Medicine and
- Have the unmodified rank of Professor or Associate Professor

[Assistant Professors and Instructors; Research faculty; and Clinical Track Faculty in the departments of the Cummings School shall not be eligible.]

If the candidate is below the rank of Associate Professor, a recommendation for promotion must precede the continuous term decision.

In cases of recommendations for promotion and/or continuous term, the Cummings School Faculty Appointments and Promotions Committee presents a summary of all evaluative material along with the committee's positive or negative recommendation for the promotion and/or award of continuous term.

Recommendations are then forwarded for consideration along with those of the Dean and the Provost.

In the case of an Associate Professor with a continuous term, approval is also required by the President and the Academic Affairs Committee of the Board of Trustees, who recommends to the Board of Trustees, which makes the final decision.

For Professor, approval is required by the President, and the Academic Affairs Committee of the Board of Trustees.

Based upon the preceding information/process, it is IMPERATIVE that the candidate for promotion presents the best possible package, re: recognizing that there is a review by people outside of the school that likely are unfamiliar with the candidate. The candidate must recognize that they are their own best advocate, and thus the promotion package, by necessity, needs to be self-promoting.

Promotion packets reviewed by the Provost, President and the Trustees Committee on Academic Affairs are a reflection on the quality of the people that are being sent up for promotion. A promotion packet not only identifies a good candidate, and one that is easy to support, but also provides the appropriate public relations for the school; re: exemplifies the type of person we are seeking to promote.

A. Guidelines for Evaluation of a Candidate for Appointment or Promotion by the Appointments & Promotions Committee.

1. Although most faculty members will participate actively in teaching, research and service programs (**Category A**), it is recognized that there are two other possible basic categories of potential candidates that will come before this Committee: those whose primary area of focus is teaching and research (**Category B**), and those whose primary focus is teaching and clinical or diagnostic service (**Category C**). Candidates in Categories B and C may have an interest and work in the alternate area as well, but will not be quite as broad-based as those candidates in Category A. Generally

candidates in Categories B and C will spend a majority of their time in research (B) or clinical or diagnostic service (C).

2. Research Faculty and Clinical Track Faculty promotions will be handled by the Appointments and Promotions Committee following the traditional faculty promotions process. Research Faculty will mainly be evaluated on their research accomplishments (Category B) but service and teaching accomplishments would be considered as well. Clinical Track Faculty will most often be evaluated and promoted on their teaching and service accomplishments (Category C). Years of service will be included when promotions are considered for Clinical Track faculty, including time employed as “staff veterinarians”
3. The candidate should make a declaration of their primary area of focus to the Department Chair at least two years before a promotion (if any changes are to be considered). However, a candidate may request a change by subsequently submitting appropriate documents to the Department Chair.
4. An important factor to be considered in all candidates is a demonstration of collegiality and professionalism. This is a minimum standard that reflects the faculty’s status as a role model for their peers, trainees, staff, students and clientele. A demonstration of collegiality and professionalism by itself will not result in a candidate being considered for promotion, but the absence of these qualities can deny a promotion.
5. It is recognized by the Committee that candidates from other institutions applying to the Cummings School at the modified or unmodified rank of Associate or Full Professor may not be able to declare whether they should be considered in Categories A, B or C. However, the Department Chair should make a declaration of the candidate’s primary area of focus to the Committee at the time the appointment is to be considered. The Committee will evaluate the candidate on the basis of this declaration.

B. Guidelines for Evaluation of a Candidate for Appointment or Promotion to the Rank of Associate Professor, Research Associate Professor, or Clinical Associate Professor.

1. **Rank:** The candidate will normally have held the academic rank of Assistant Professor (modified or unmodified) at this or another university for a number of years (generally not less than 5) **or will have had a similar rank or grade of experience in a relevant field.** It will be unusual for a candidate who has had little previous experience in teaching to be appointed as an Associate Professor.
2. **Scholarly Activity:** As a member of an academic institution, an important part of the evaluation of the candidate will be in the area of scholarly activity. Strength in this category will be expected regardless of the candidate's primary area of focus. In general, scholarly activity will be assessed as appropriate for the

candidate's primary duties. This will be done by evaluation of: 1) publication record including papers in refereed journals, monographs, books or chapters, edited books and technical or case reports, 2) membership on review panels, study sections, councils dealing with important areas of veterinary medicine, editorial boards of scientific journals, or service as an officer in scientific or educational societies and 3) oral presentations at seminars and conferences, continuing education programs or professional meetings on new concepts or techniques. Although candidates in Category C might have fewer publications and presentations, some evidence of similar activity, such as review articles or invited book chapters, would be expected; clinical teaching ability is valued highly.

Assessment of scholarly activity will be based, in part, on written reports from at least three peers, solicited by the Department Chair proposing the candidate. At least one internal and two extramural evaluations will be required. The evaluations should comment on the degree to which the candidate has contributed new knowledge, as well as the quality and quantity of the contributions, to: research, teaching, service. Evidence of a scholarly approach to all professional activities will also be important. The Appointments and Promotions Committee may solicit other evaluations if it is deemed necessary. The candidate for promotion will submit a self-evaluation providing a precis of completed and ongoing work, contributions and accomplishments. In this self-evaluation, there must be a separate section entitled "Future Goals".

For candidates applying to the Cummings School from another institution, it is imperative that the Department Chair make the case for the appointment through his/her letter to the Appointments and Promotions Committee. In addition, a copy of the Search Committee's confidential letter to the Department Chair recommending the candidate for appointment should be provided. If the Appointments and Promotions Committee believes that the appropriate information is lacking, the packet will be returned to the Department Chair for the needed information.

3. The candidate will be evaluated in teaching, research, service and professionalism. While quality is expected in all areas, exceptional strength in two of the three primary fields of work (teaching, research and service), there will be an allowance or compensation for less strength or a lack of involvement in a third (see above categories A, B and C).
 - a. **Teaching:**
Teaching is defined as the mastery of a subject and the effective communication of that knowledge to students, trainees (e.g., residents, PhD students, etc.) and colleagues through lecture, seminar, laboratory

and/or clinical instruction, preparation of educational resources and continuing education courses and/or workshops.

The successful candidate will demonstrate distinction as a teacher in the professional program. This may be demonstrated in the classroom, clinics, and continuing education or graduate programs. In assessing teaching ability, evaluations by peers, course directors, graduate, veterinary students, interns and residents, and participants in continuing education programs will be considered along with syllabi, textbooks, evidence of new or improved teaching methods and teaching awards. Participation in course planning and the use of innovative techniques is also important. All successful candidates will be expected to have adequate strength in this area. Exceptions to this guideline will be unusual.

b. Research:

Research/scholarly activity is defined as an active, diligent and systematic process of inquiry which leads to the discovery, advancement and dissemination of knowledge.

Research will be evaluated as appropriate to the candidate's primary responsibility. A candidate whose declared category is teaching-research (B) will be expected to show evidence of independence and creativity. There should be a continuous record of publication in high quality peer reviewed journals. Letters from outside the school will be required. The letters should assess the candidate's work relative to originality and contribution to the specific area of research involved. The ability to generate and sustain extramural funding will also be considered.

c. Service:

Service is defined as activity which benefits either society, the profession of veterinary medicine, Cummings School of Veterinary Medicine at Tufts University, or Tufts University, and by its recognition reflects credit on the person.

Service will be evaluated as appropriate to the candidate's primary responsibility. A successful candidate with a primary commitment of service in the clinics (Category C) will be evaluated chiefly on the quality and productivity of clinical activities. This will require specialty board certification, where appropriate, except under special circumstances. A candidate with a primary commitment in another area, e.g., pathology or laboratory, will be evaluated similarly for quality and productivity in the appropriate area. Income generation relative to salary, benefits and service-related overhead will be considered. Written evaluations from at

least three recognized authorities in the appropriate field will be required, with at least one coming from within and two from outside the School. The evaluations should compare the quality and productivity of the candidate's service activities with those of other faculty of similar rank.

Significant contributions to the successful operation of the department or School through administrative functions will be taken into consideration when evaluating a candidate for promotion. The successful candidate will be expected to show consistent activity in departmental, School or University administration or committees. Membership on editorial boards or on review panels, study section, scientific councils or service as an officer in scientific and education societies will also be considered.

d. **Professionalism:**

Professionalism is defined as: demonstrating any number of the following characteristics: excellence in leadership, responsibility, dependability, communication, collegiality, respect, teamwork and ethical behavior.

Professionalism will be evaluated in terms of the candidate's leadership potential and any current such positions. This assessment also will include demonstration of responsibility (readily assumes assignments and performs assigned duties), dependability (on time, low absenteeism, meets deadlines), communication skills (ability to make oneself understood to clients, staff and students), collegiality/professionalism (compatibility, works well with trainees, staff, students and peer faculty), respectfulness (treats others with respect even if opinions differ), teamwork (understands and demonstrates teamwork necessary for success), and ethical behavior.

This category is not treated individually, but as part of the candidate's package for promotion. Having all of these qualities in and of itself will not promote an individual; however, absence of these qualities will hinder, and likely prevent, a promotion.

C. **Guidelines for Consideration of a Candidate for Appointment or Promotion to the Rank of Professor, Research Professor, or Clinical Professor.**

A successful candidate for appointment or promotion to the rank of Professor, Research Professor, or Clinical Professor will have fulfilled all the criteria for the Associate Professor, Research Associate Professor, or Clinical Associate Professor rank. Confidential documentation for this will be presented by his/her Department Chair. Evidence that the candidate is a recognized leader and has continued to advance and make important, valuable contributions to the school and to veterinary medicine in an appropriate area of expertise, has gained further national and international recognition,

and can act as a role model for junior faculty members shall also be presented. Evidence of such activity can be demonstrated by establishment of a program that attracts trainees on a national/international basis; invited national and international lectures, symposia or visiting professorships; a significant number of publications in high quality, peer reviewed journals, published references or textbooks; service on governmental review panels or committees or service as an officer in professional societies, professional awards and honors, and at least five letters of evaluation from peers, at least three from outside the School. Additional letters from former trainees (residents, graduate students, etc.) are encouraged.

For candidates applying to the Cummings School from another institution, a confidential advocacy letter from the Department Chair and a copy of the Search Committee's confidential recommendation, as outlined above, should be submitted with the appointment package. Again, it is imperative that the Department Chair make the case for the appointment to the level of Full Professor, Research Professor, or Clinical Professor through his/her letter to the Appointments and Promotions Committee.

D. Guidelines for Evaluating a Candidate for a Continuous Term Appointment.

A continuous term appointment should be reserved for individuals who are likely to maintain a high level of teaching, research or service activity throughout their academic careers. The individual should be of exceptional value to the School, either through the establishment of an outstanding teaching program or of a primarily self-sustained research or service program.

For candidates applying to the Cummings School from another institution, the Department Chair should provide specific evidence that the candidate is likely to maintain a high level of scholarly activity and activity in their primary area of focus.

E. Procedures for Promotion and Continuous Term Appointment.

1. A candidate will not normally be considered for promotion unless a confidential positive written recommendation to this effect is made by the Department Chair. Promotions in rank for Department Chair or Acting Department Chair can be recommended by the Dean. No recommendations contingent upon completion of a current piece of work will be accepted. If a faculty member feels that his/her promotion is being unfairly blocked, standard University Grievance Procedures (restricted to issues of procedural due process) may be followed.
2. The promotion or rank of appointment and the type (term or continuous term) is a matter for the Department Chair to propose. The committee will consider the Chair's proposal in making their final recommendation.

3. As part of the submission process for promotion, the Department Chair will submit to the Chair of the Appointments and Promotions Committee at least the following confidential documents:
 - a. The candidate's **curriculum vitae**. To facilitate comparisons, the candidate must compile his/her curriculum vitae in a **standard format** as indicated in this document (single space, 1" margins, 12-point font throughout; see additional instructions).
 - b. A **self-evaluation report**, written by the candidate, which is limited to 5 pages (single space, 1" margins, 12-point font).
 - c. Copies of no fewer than **three publications** selected by the candidate.
 - d. Copies of past three years teaching evaluations.
 - e. The **Department Chair's appraisal** of the candidate, including a summary of the evaluation of the candidate by the faculty of the department, re: any **Departmental promotion reviews**.
 - f. The appropriate **letters of recommendation**.
4. Following favorable action by the appropriate committees in the School of Veterinary Medicine, candidates for three-year fixed term appointments and/or promotion to the rank of Associate Professor, must receive the recommendations of the Dean and the Provost. Candidates for three or five-year continuous term appointments and/or promotion to the rank of Full Professor must also be approved by the President and the Trustee Committee on Academic Affairs. At each step of the process, the candidate will be informed of the decision taken and will have an opportunity to provide additional information as seems appropriate.
6. The deliberations of the Appointments and Promotions Committee shall be considered confidential; however, the Committee's final decision on the vote shall be conveyed to the candidate's Department Chair by the Chair of the Committee at the time such information is transmitted to the Dean. Confidentiality of communications received by or on behalf of the Appointments and Promotions Committee shall be honored to the fullest extent permitted by law.

All documents submitted by the candidate, search committee, Department Chair, etc., must be as a pdf in order to avoid formatting errors.

3. Graduate Programs
4. Mentoring (junior faculty, residents, interns, students)

Format example:

1. Lauren L. Blaeser [1999-2002]
 Primary advisor, resident project; Tufts University School of Veterinary Medicine:
 Treatment of biologically inactive nonunions by a limited en-bloc ostectomy and
 compression plate fixation
 Publication: Vet Surg 32:91-100, 2003
 Current status: Diplomate ACVS; private specialty referral practice

5. Other In-House Teaching (e.g., seminars, workshop)

XVI. Committees

1. Outside University

Editorial Review (Journals)

J Am Vet Med Assoc; editorial review board (1984-1992) [7-10/yr]
Vet Surg; ad hoc reviewer (2005-present) [3-5/yr]

Study Sections

USDA Animal Protection Grant Panel (44.0)
 May 5-6, 2004
 April 6-7, 2005

2. Within University
 - A. University
 - B. School
 - C. Department
 - D. Hospital

XVII. Consultantships

XVIII. Research Interests (Past and Present)

XIX. Research Support (Please list all the funded support in chronologic order and also any current research grants/contracts); number each citation and space in-between

The following information must be listed:

PI (if the candidate is not the PI)

Grant period

Granting agency

Title

One-or two-sentence explanation of project

% effort on the grant (supported or not)

Total direct and indirect costs (if applicable)

Format example:

2 R01 AI12345-05 **Carlucci** (PI) 4/01/01-3/31/06
 NIH/NIAID
 Bacteriology and Mycology Study of ICU Patients at Risk for Antimicrobial Resistant Bacterial Infections.
 The study will perform clinical trials of interventions to reduce antimicrobial resistant infections.
 Role: PI
 % effort on the grant (supported or not)
 Total direct and indirect costs (if applicable)

XX. Philanthropic efforts or other donations

1. Clinical
2. Research

XXI. Publications in chronologic (earliest to latest) order (List only those Published or In Press); number each citation and space in-between and bold type your name

1. Refereed Journals

Format example (NIH):

1. Gussmann J, Pratt R, Sideway DG, Sinclair JM, Emerson MF, **Carlucci JL**. Coagulase-negative staphylococcal bacteremia in the changing neonatal intensive care unit population. Is there an epidemic? JAMA 1988; 158:1548-1552.

2. Non-refereed Journals
3. Chapters in textbooks

Format example:

1. **Boudrieau RJ**. Fractures of the mandible. In: AO Principles of Fracture Management in the Dog and Cat, Johnson AL, Houlton JEF, Vannini R (eds.). Georg Thieme Verlag, Stuttgart; 2005, 98-115.
4. Books authored or edited

Format example:

1. **Hoffman AM**. Section Editor -- Lower Respiratory Diseases, In Current Veterinary Therapy Equine - NE Robinson, Ed, 5th Ed. Phila: WB Saunders, 2002

5. Book reviews

Format example:

1. **Hoffman AM**. Review of: Blood DC and Radostits OM: Veterinary Medicine, 7th ed, Toronto: Bailliere/Tindall, 1989. Can Vet J, 1991; 32:120.

6. Abstracts

Format examples:

1. Hoffmann DR, **Kowaleski MP**, Johnson KA, Evans RB, Boudrieau RJ. *In vitro* biomechanical evaluation of the canine CrCL deficient stifle with varying angles of stifle joint flexion and axial loads after TTA. Abstracts of the 36th Annual Conference of the Veterinary Orthopedic Society. Steamboat, Colorado, 2009; p 1.
2. Sharp CR, Lee-Fowler T, Buckley GJ, **Rozanski EA**, Reiner CR. Endothelin-1 concentrations in bronchoalveolar lavage fluid from health control and experimentally asthmatic cats. J Vet Intern Med 2010; 24: 700.
3. **Mann PE**, Lee JO. Gene expression profiling in the brain of pregnant and lactating rats. Society for Neuroscience Abstracts. San Diego, CA, 2010; p 37.

7. Technical reports
8. Electronic equivalent (e.g., CD's, web-based, etc.)
9. Other (do not include proceedings from continuing education conferences already listed under "invited presentations")

XXII. Invited Presentations in chronologic order (*compile all lectures at single meetings and list number of total hours given; do not include individual titles*); this category does not include abstracts or in-house lectures/continuing education, only "invited" presentations; number each citation and space in-between

1. International

Format example:

1. European Society of Veterinary Orthopaedics and Traumatology (ESVOT); Wetlabs and Courses. KYON Total Hip Cementless Prosthesis Wetlab. Ludwig-Maximilians-Universität; Munich, Germany. (3 hours lecture/4 hours laboratory); 2008.

2. National
3. Regional/state/local/extension
4. Other invited presentations

XXIII. Patents Issued

Format example:

[6,723,055](#) [System for measuring respiratory function \(CP\)](#) – head-out constant volume plethysmography. Issue date: April 20, 2004

All formatting and font MUST be consistent throughout the document. All documents submitted by the candidate, search committee, Department Chair, etc., must be as a pdf. in order to avoid formatting errors.

CUMMINGS SCHOOL OF VETERINARY MEDICINE AT TUFTS UNIVERSITY

Mandatory Format for Curriculum Vitae

[The CV format must be compiled as listed, with all Roman numerals and headings present (if a heading has no entry, it still must be included, and "N/A" indicated).]

- | | | | |
|-------|--|--------|---|
| I. | Name and degrees | XVIII. | Research Interests (Past and Present) |
| II. | Place of Birth or Citizenship | XIX. | Research Support (Please list all the funded support you have had and also the current research grants/contracts) |
| III. | Present Business Address | | |
| IV. | Undergraduate Education (College) | | <i>The following information must be listed:</i> |
| V. | <i>Advanced Degree(s):</i>
D.V.M. (Thesis Title), Year and Institution
M.S. Thesis Title, Year and Institution
Ph.D. Thesis Title, Year and Institution | | <i>PI (if the candidate is not the PI)</i>
<i>Granting agency</i>
<i>Grant period</i>
<i>% effort on the grant (supported or not)</i>
<i>Total direct costs</i>
<i>Total indirect costs</i> |
| VI. | Board Certification | XX. | Philanthropic efforts or other donations |
| VII. | Licensure | XXI. | Publications (List only those Published or In Press) |
| VIII. | Present Title/Position | | 1. Refereed Journals
2. Non-refereed Journals
3. Chapters in textbooks
4. Books authored or edited
5. Book reviews
6. Abstracts
7. Technical reports
8. Electronic equivalent (e.g., CD's)
9. Other |
| IX. | Professional Position (List the appointments starting with the most recent) | | |
| X. | Administrative Position | | |
| XI. | Professional Society Membership | | |
| XII. | Honor Societies | | |
| XIII. | Honors and Other Distinction | XXII. | Invited Presentations (<i>compile all lectures at single meetings and list number of total hours given; do not include individual titles</i>) |
| XIV. | Memberships in Other Organizations | | |
| XV. | Teaching Experience (<i>list total contact hours and course title, <u>not</u> individual lecture titles</i>) | | 1. International
2. National
3. Regional/state/local/extension
4. Other invited presentations |
| | 1. Undergraduate Programs | | |
| | 2. D.V.M. Program or Equivalent (Course title, number of hours) | XXIII. | Patents Issued |
| | 3. Graduate Programs | | |
| | 4. Mentoring | | |
| | 5. Other In-House Teaching | | |
| XVI. | Committees | | |
| | 1. Outside University | | |
| | 2. Within University | | |
| XVII. | Consultantships | | |

SECTION 5

FACULTY ROLES AND RESPONSIBILITIES

All faculty of the Veterinary School, in the unmodified professorial ranks, are expected to participate in all three of the broad areas of activity noted in the various faculty, administration, and Trustees statements on appointments and promotion: teaching and advising, scholarship, and University service. Although the proportion of time and energy devoted to each area may vary from individual to individual and from time to time even for the same individual, each faculty member is expected to contribute in each of the three areas.

5.1 Teaching, Advising and Mentoring

a. Teaching

The School has a strong commitment to excellence in teaching in the classroom, laboratory, clinic, tutorials, and in informal contact with students. Faculty must have an in-depth knowledge of and experience in their respective teaching disciplines. Teaching is defined as the mastery of a subject and the effective communication of that knowledge to students, trainees (e.g., residents, PhD students, etc.) and colleagues through lecture, seminar, laboratory and/or clinical instruction, preparation of educational resources and continuing education courses and/or workshops.

b. Advising and Mentoring

Academic advising and mentoring of students are important components of teaching. Advising and mentoring are a part of the normal professional activity of a faculty member; the extent and quality of a faculty member's service as an advisor and mentor are considered relevant topics for discussion during his/her annual performance review. At Cummings School, full-time faculty members are normally assigned student advisees each Fall. Questions about the program should be directed to the Student Affairs Office.

5.2 Research

Research, scholarship, and scholarly activity is defined as an active, diligent and systematic process of inquiry which leads to the discovery, advancement and dissemination of knowledge. Research will be evaluated as appropriate to the candidate's primary responsibility and should result in peer-reviewed publications and presentations. The ultimate goal is to make discoveries with animal, environmental and/or human health implications.

a. Classified Research

It is the policy of the Board of Trustees 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.

b. Conflict of Commitment and Consulting

All consulting work must be approved by the Department Chair and the Dean prior to any final arrangement. A written request from the faculty member to the Chair stating the nature of the proposed consultancy, the time involvement, and a statement that this will not interfere with

responsibilities at Tufts should be included. In general, no consulting or service activity that could and ordinarily would be carried on within or by the School, is acceptable. Approval of the consultancy must be renewed every year on July 1. Information on the Tufts University "Conflict of Commitment Policy" (Guidelines on Outside Activities) at <http://viceprovost.tufts.edu/research-policies/conflict-of-commitment/> and the Tufts University "Intellectual Property Policy" at <http://viceprovost.tufts.edu/research-policies/intellectual-property/>.

5.3 Service

Service is defined as activity which benefits either society, the profession of veterinary medicine, Cummings School of Veterinary Medicine at Tufts University, or Tufts University, and by its recognition reflects credit on the person. Service will be evaluated as appropriate to the faculty member's responsibility.

The School expects its faculty to participate in academic service activities at the School, University and national levels. At the national level this may include such activities as membership in professional organizations and on editorial boards. At the University level, examples include various administrative duties such as membership on committees and other assignments requested from time to time by the Dean and/or Department Chair.

5.4 University-wide Opportunities

The School and Tufts University encourage participation in the many interdisciplinary collaborations available with other departments and other Tufts Schools in research, teaching and service.

5.5 Professional Conduct

Faculty are responsible for ensuring that their conduct as members of the University community is consistent with University's Non-Discrimination Policy at <https://oeo.tufts.edu/policies-procedures/non-discrimination/>

The University policies on consensual relationships and sexual misconduct can also be accessed via <https://oeo.tufts.edu/policies-procedures/other/> and <https://oeo.tufts.edu/policies-procedures/sexual-misconduct/>. All allegations of discrimination and harassment, including sexual harassment should be reported to the Tufts Title IX Coordinator, Jill Zellmer, Executive Director of the Office of Equal Opportunity (OEO), Title IX Coordinator and 504 Officer at Jill.Zellmer@tufts.edu or 617.627.3298. Reports can also be filed on the Tufts third party reporting tool, Ethicspoint at [Tufts-oeo.ethicspoint.com](https://tufts-oeo.ethicspoint.com).

Professional conduct with regard to conflict of interest is detailed in the University's policy at <http://viceprovost.tufts.edu/research-policies/conflict-of-interest/>.

Professional conduct relative to political activities is detailed in the University's policy via the website of University Counsel at <http://legal.tufts.edu/policies-and-procedures/>.

a. Internal Legal Procedures

In the event that a faculty or staff member is served with a subpoena or summons requesting that Tufts, or the individual on behalf of the University, produce any type of documents or record to a

government agency, outside attorney, or outside party, prior to responding to the subpoena, please immediately call the Executive Associate Dean or Associate Dean for Finance and Administration and deliver the subpoena to the Dean's Office.

b. Continuing Education/Licensure Requirements from the Massachusetts Board of Registration in Veterinary Medicine

Veterinarians licensed to practice in Massachusetts must now meet minimum continuing education (CE) requirements each year starting in 2004. The reporting year, as set up by the Board of Registration (<http://www.mass.gov/ocabr/licensee/dpl-boards/vt/>), is March 1 through February 28. All practicing veterinarians at the Cummings School are required to maintain records of their continuing education activities, and provide documentation of meeting the minimum requirement of 15 units of CE each year.

Connecticut based veterinary faculty must obtain and hold valid veterinary licensure and accreditation in Connecticut and Rhode Island.

A. Continuing Education Requirements

1. Licensed Veterinarians are required, as a condition of license renewal, pursuant to M.G.L. c.112, § 55, to complete a minimum of fifteen (15) units of continuing education activities every licensure period (1 March—28 February).
2. A unit of continuing education shall be a minimum of 50 minutes of organized learning experience. The Board, in its discretion, may approve other programs of continued professional competence that contribute to a licensee's professional growth.
3. Board approved continuing education activities shall include, but are not limited to, the following:
 - a. Successful completion of an educational program, course, seminar, or workshop, sponsored by an approved organization, as described in C (2) below.
 - b. Authorship of published books, chapters of published books, articles in refereed journals, research projects, and/or other such publications approved by the Board related to the science or practice of veterinary medicine. A maximum of three units may be credited for each book chapter, article, or project.
4. Instruction or presentation of an academic course, workshop, poster session, or seminar for the first time. Credit for two units of continuing education will be given for each unit taught or presented.
5. Successful completion of an academic course related to contemporary practice and offered by an approved school of Veterinary Medicine. Each unit of continuing education shall be equivalent to a minimum of 50 minutes of organized learning experience.
6. Successful completion of a residency training program in the process of board certification in an AVMA specialty board or college, or successful completion of an organized internship with a Board approved provider.
7. Home-study or other mediated instruction:
 - Developed by a professional group;
 - Involving the learner by requiring an active response to materials and providing feedback; and
 - Containing a test to indicate progress and to verify the completion of program.

8. Not more than six hours shall be acquired through home study or other mediated instruction.

B. Verification/Approval of Licensee's Continuing Education Activities

1. The licensee shall maintain adequate documentation of continuing education activities, which shall include, but not be limited to, the following:
 - a. For each continuing education unit earned by participation in a continuing education program, a licensee must be able to provide documentation of the following:
 1. the title of the program or course;
 2. the number of hours spent in the program or course;
 3. the name of the Board recognized entity or the academic institution that sponsored the program or course; and the date(s) and location that the program or course was given.
 - b. For each continuing education activity unit earned from publication, the Board may require the license to provide a copy of the book, chapter, research project or article. The licensee must be able to provide complete bibliographic documentation including: the date of publication; the title of the book, chapter, research project or article and, in the case of a chapter or article, the title of the book or name of the journal in which it appears.
 - c. For each continuing education activity unit earned by the teaching or presentation of courses, workshops, poster sessions or seminars, the licensee must be able to document the following information:
 1. the title of the course or poster session;
 2. date(s) of participation;
 3. institution or sponsoring agency; and
 4. the number of hours the licensee spent teaching or presenting.
 - d. For each academic course completed, the licensee must be able to provide a transcript showing successful course completion, as indicated by a passing grade or formal course-audit status.
2. The Board may conduct random surveys for compliance of the documentation of any licensee's continuing education. Upon request, the licensee shall provide the documentation described in B (1) above. Failure to provide required documentation or to complete the continuing education requirements for renewal may result in non-renewal of a license or other disciplinary action by the Board.

C. Verification/Approval of Provider Continuing Education Programs and Activities

1. For a program to be eligible for approval for continuing education hours, it shall contribute to the growth of an applicant in professional competence.
2. Course work meeting the requirements of subsection (1) above and endorsed or sponsored by the following organizations shall be deemed approved for continuing education hours:
 - a. Registry of Approved Continuing Education (RACE);
 - b. Boards of Veterinary Medicine licensure of other states;
 - c. Courses offered by governmental agencies;

- d. Academic courses or continuing education programs offered by an approved school of Veterinary Medicine; and
- e. Continuing education programs offered by the AVMA, any state veterinary medical association, or other organizations so designated by the Board.

Anyone failing to meet the CE requirements will be considered to be out of compliance with our institutional license and/or personal Massachusetts license requirements. If you do not meet the minimum requirements for continued licensure (including personal licensure), you may not be allowed to practice veterinary medicine in our facilities until such minimum requirements are met. It is the responsibility of each faculty member to maintain licensure in order to continue to practice veterinary medicine in Cummings School facilities.

c. Faculty Absence from Class or Clinic

Attendance at the School by faculty on their assigned days and performance of their duties are of paramount importance to fulfill the School's educational mission. Any planned absences must be justified by the faculty member who will submit a written request to the Chair who will keep a separate file for that purpose. Leave Slips should be used to document vacation, sick time, conferences, and consulting opportunities. Please contact your department Chair or department manager for information specific to your department.

With approval in advance by the Department Chair, faculty may make substitute provisions for their own anticipated absence from class to attend professional meetings or for equally important professional reasons. Absences from class should be made known as promptly as possible to the Department Chair and the students, and every effort must be made to provide satisfactory alternative arrangements.

d. Commencement

Faculty members are expected to attend and participate in the commencement exercises of Cummings School of Veterinary Medicine and are encouraged to attend the all-University segment in Medford. Faculty should wear appropriate academic regalia (cap and gown) for the occasion. Faculty are to notify Cummings School Office of Admissions concerning ordering of academic regalia.

5.6 Policies Relative to Students

a. Syllabus

At the beginning of each term, course directors are expected to distribute to their class a detailed syllabus, indicating required course work, examinations, readings, and other expectations. Inclusion of course content in the syllabus is at the course director's discretion. Faculty should adhere to the syllabus as closely as possible and to the standards for grading that they have established. Course directors, seminar/rotation/workshop heads should follow all procedures outlined in the Course and Rotation Director's Handbook. A copy of this is available from the Office of Academic Affairs or on-line at <http://tusk.tufts.edu/view/url/H1185C/1503682>.

b. Other Policies Relative to Students

Information on the following items is available in the Course and Rotation Directors Handbook: Course Credits; Course Grading; Procedures; Examinations; Religious Holidays; Snow Days – Students; Student Attendance; Student Evaluation of Courses and Faculty (*Student evaluation of courses is expected by the Board of Trustees and accreditation by the American Veterinary Medical Association.*); Student Records -- Access and Privacy; and Student Plagiarism and Academic Honesty. A copy of this is available at <http://tusk.tufts.edu/view/url/H1185C/1503682>. Additional information is available in the Academic Affairs Handbook and Curriculum Guide at <http://tusk.tufts.edu/view/url/V1222C/832160/722912>.

5.7 Health and Safety Policies

The safety and well being of faculty, staff and others participating in institutional programs are of paramount concern to the University. The University vigorously promotes practices and procedures to ensure the safety of all faculty, staff, and students and the humane treatment of all animals in our care. Faculty must promote safe working practices in their research, clinical endeavors, and all activities relating to their duties at the School.

The University is subject to a number of laws, regulations and guidelines in these areas and has promulgated policies and procedures to ensure compliance. Faculty are expected to be leaders in this regard.

a. Use of Animals in Teaching and Research

Whether an animal is at Cummings School as a clinical patient or to participate in teaching or research, our commitment as an institution is clear. As a veterinary school community populated by faculty, staff and students who care about the humane treatment of animals, the Cummings School is dedicated to the humane care and use of animals in all settings.

b. Animal Care and Use

All research animal housing and use may occur only in facilities managed by the Laboratory Animal Medicine Service (LAMS). LAMS is responsible for the purchase and acquisition of all animals used in research and teaching. The Cummings School animal care and use program is registered with the USDA, accredited by AAALAC and has an Assurance of Compliance with the Office for Laboratory Animal Welfare (OLAW) of the Public Health Service (PHS). Contact Ms. Sherry Castonguay, LAMS Supervisor (sherry.castonguay@tufts.edu) for additional information about LAMS facilities and services.

Cadavers or body parts obtained from dead animals may be used for teaching or research only if the owner has given express permission for their use in this manner. The use of postmortem specimens obtained from outside sources, including a slaughterhouse, requires submission and approval of a Cadaver Use Form by the Attending Veterinarian.

Surplus blood, urine or other body fluid left over after diagnostic testing may be used for teaching or research. Collection of additional fluids or at additional time points will typically require

approval of an Institutional Animal Care and Use Committee (IACUC) or Clinical Studies Research Committee (CSRC) protocol.

c. Committee Oversight

Two committees oversee the care and welfare of research and teaching animals at the Cummings School. The IACUC is responsible for the care and welfare of research and teaching animals at the Cummings School. The CSRC is responsible for the review of clinical studies that involve clinical patients when the study may benefit the individual animal.

- The process of deciding which committee is responsible for the review of a project may be complex. Some studies will require review by both committees. Please contact the IACUC Coordinator with any questions related to the review process.
- IACUC. The *Institutional Animal Care and Use Committee* (IACUC) is responsible for the review and approval of animal use in teaching/training and research. The responsibilities of the IACUC are defined by the Animal Welfare Act, the Guide for the Care and Use of Laboratory Animals, and the Public Health Service Policy. Tufts University has a single IACUC which oversees animal care and use on all campuses.
 - Committee membership includes the Attending Veterinarian, clinical laboratory animal veterinarians, scientists, a public member and a non-scientist.
 - Dr. David Lee-Parritz (david.lee-parritz@tufts.edu) is the Attending Veterinarian for the Grafton campus. Dr. Scott Perkins (scott.perkins@tufts.edu) is the Attending Veterinarian for the Boston and Medford campuses. Dr. Phil Hinds is the IACUC Chair (Phil.Hinds@tufts.edu).
 - All research and teaching exercises at the Cummings School require advance approval of a protocol by the IACUC. The IACUC is also responsible for semiannual inspection of all animal care and use areas and the program for research animal care. Ann Holm (ann.holm@tufts.edu) is the IACUC Coordinator for the Grafton campus and should be your first contact for any questions related to the IACUC process. Another important resource is the IACUC website, where you may obtain current forms, meeting schedules and other information (<http://viceprovost.tufts.edu/iacuc/>). The password you will need to access the site is available from Ann Holm.
- CSRC. The *Clinical Studies Review Committee* (CSRC) is responsible for clinical studies on privately-owned animals seen at a Cummings Veterinary Medical Center practice. Owners must provide informed consent before their animals may participate in a clinical study. Procedures conducted in a clinical study are intended to diagnose or treat disease or enhance the animal's wellbeing (i.e., treatment of an existing condition). Dr. Ray Kudej (raymond.kudej@tufts.edu) is CSRC Chair. Ms. Kim Lipinski (Kim.Lipinski@tufts.edu) is the CSRC administrative contact. Forms, meeting schedules and additional material is available on TUSK (<http://tusk.tufts.edu/view/course/Veterinary/1294>)

In addition to the review committees responsible for animal research, the Animal Welfare Committee is a standing committee with faculty and student representation which reviews and

makes recommendations on the care and use of animals within the school except in cases where such care or use is covered by outside regulations or statutes, or by other approved practices or policies of the School. It recommends guidelines and policy on these matters to the Executive Faculty Board for its approval or rejection, and implements those policies when approved.

d. Reporting Animal Use Concerns

In accordance with the Animal Welfare Act, the IACUC is responsible for investigating all allegations of possible mistreatment of animals used in research and teaching. The University will respect your confidentiality and protect you from reprisal. The IACUC reviews this policy annually. The “whistleblower” policy is summarized below, and can be found in full at <http://viceprovost.tufts.edu/iacuc/policies/whistleblower/>.

Use the following methods to report any deficiency in animal care or treatment:

1. Call, write, e-mail, or speak to the IACUC Chair (Dr. Philip Hinds at 617-636-2734), IACUC/IBC Regulatory Director (Valerie Parkison at 617-636-5612), any member of the IACUC and its staff, or the Institutional Officials (Dr. David Harris at (617) 627-3310 for Tufts, Susan Blanchard for Tufts Medical Center at 617- 636-7692, or Dr. Simin Meydani for HNRCA at 617-556-3129). Reported issues will be addressed immediately and appropriate solutions will be determined on a case-by-case basis.
2. If you would like to remain anonymous, you may leave a message on the University’s 24-hour hotline (617-636-2492) specifically designated for reporting research misconduct. It is managed by the Office of the Vice Provost for Research. Alternatively, concerns can be registered through [EthicsPoint](#) through their website or by calling 866-384-4277. Indicate ‘Tufts University’ as the organization. Anonymous reports will be handled in the same fashion as other reports, although the outcome of the IACUC’s investigation may not be reported directly to the complainant.

e. Pets on Campus

Pets may be brought onto the Grafton campus only if they are to be booked into one of the hospitals for treatment or to donate blood. This policy (Appendix A) minimizes the chances of transmission of diseases to or from client-owned and research animal populations, minimizes the soiling of the campus, decreases the likelihood that some of our hoofed stock will be frightened by animals that run loose, and avoids the health risks to pets of sitting unattended in automobiles during very hot or cold weather, etc.

f. Safety and Infection Control

Faculty are expected to be role models for full compliance with all applicable safety policies and procedures. Faculty must exercise reasonable care regarding the safety of students in classes, laboratories, the hospitals and clinics, and farms. They should be aware of the location of all safety devices. Faculty should consult their departments for information specific to their discipline.

All new faculty employees, full-time and part-time must attend a safety orientation session covering chemical handling, infection control procedures and incident reporting and procedures.

These sessions are arranged for the new faculty member by the Department Manager through the University's Human Resource Office in Grafton at x:87975.

g. Occupational Health Program:

Employees of Cummings School of Veterinary Medicine at Tufts University receive occupation health related services via Tufts University Environmental Health Safety (<http://publicsafety.tufts.edu/ehs/>) and a third party occupational medical services provider. The latter is contracted to provide preventive, diagnostic, treatment and medical surveillance services to selected subgroups of the faculty, staff and students at the Cummings School of Veterinary Medicine of Tufts University (CSVM) that are exposed to human and zoonotic pathogens and biological toxins either in the laboratory, the laboratory animal operations or the Small and Large Animal Hospital. The provider is available 24/7 to respond immediately to an exposure incident, such as unplanned contact via injection, skin contact, ingestion, inhalation or other route of entry of known or suspected infectious agent, biological toxin or other high hazard agent.

h. Smoking

Massachusetts State Law requires that all public areas be designated non-smoking areas. Tufts University has implemented a smoke-free environment. The no-smoking policy affects all indoor spaces, all university facilities, residences, fraternities, and sororities.

<http://publicsafety.tufts.edu/firesafety/university-nosmoking-policy/>

i. Alcohol, Drugs, and Other Dangerous Substances

http://hr.tufts.edu/wp-content/uploads/Emp_EmployeeHandbook.pdf

Tufts University recognizes that the abuse of drugs and/or alcohol severely impairs the ability of employees to support our mission of providing the highest quality academic programs. The University supports constructive measures to deal with these problems, and strongly encourages employees with drug and alcohol problems to seek appropriate treatment. However, Tufts cannot and will not tolerate drug or alcohol abuse in the workplace.

In order to assure a safe and efficient work environment, Tufts University has adopted a formal policy. As a condition of employment with Tufts, employees must abide by the terms of this policy.

j. Drug-Free Campus and Drug-Free Workplace

<http://inside.tufts.edu/policies/poldrug.php>

Tufts University prohibits the unlawful manufacture, dispensation, distribution, sale, possession, and use of controlled substances, as well as reporting to work or conducting University business under the influence of a controlled substance. This policy applies on Tufts University property or to university activities off-campus, including university-sponsored field trips and study abroad programs. All faculty members, staff, and students are required to abide by the terms of this policy. In addition, Federal law requires that any employee notify the University if they are convicted of any criminal drug statute for a violation occurring in the workplace, no later than five (5) days after such a conviction. Tufts is required to notify the relevant funding agency, within the ten (10) days of receiving such notice, of any applicable conviction involving employees engaged in work on a federal grant or contract. As a recipient of Federal program funding, the University must certify

under the Drug-Free Workplace Act of 1988 and the Drug-Free Schools and Communities Act Amendments of 1989 that it has adopted and implemented a program to prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees. The foregoing policy is one part of that program. Federal regulations implementing these statutes also require that this policy and information about the related program be distributed annually to all campus constituencies. A notice will be sent annually in the fall to all faculty members, students and staff of the internet location of the current version of the program. Paper copies can also be obtained at any Public Safety or Human Resources Department Office on each campus. *Effective: July 1, 2015 (rev. 5-2-16)* 34

This policy is hereby deemed incorporated into the Faculty Handbook and Student Handbook of each of the respective schools of the University, as well as the Employee Handbook of the University. Further changes to or clarifications of this policy may be made to all constituencies by electronic or paper notification.

Employees in need of assistance in dealing with substance abuse issues are strongly encouraged to utilize the confidential assistance and services offered through Tufts' Employee Assistance Program (EAP) provider. They can be reached at 1-800-451-1834.

5.8 FACULTY AS SUPERVISORS

Faculty who are supervisors of staff must use the Human Resources Performance Development Program for the Performance Planning and Performance Reviews of their employees. Additional information on the Human Resources Performance Development and Compensation Program is available via <http://hr.tufts.edu/eserve/> > Employee Self Service Performance Planning & Review

Faculty may not be direct line supervisors of a spouse or other family member.

a. Hiring Procedures for Post-doctoral Fellows and Post-doctoral Associates

Hiring Procedures for Post-doctoral Fellows and Post-doctoral Associates is outlined in the Postdoctoral Handbook available at <http://viceprovost.tufts.edu/postdoc/handbook/>. No offers should be made until notification of all approvals has been received.

b. Hiring Procedures for Research Associates and Hiring Procedures for Staff (Technicians, Research Assistants, Laboratory Managers, Secretaries, Staff Assistants etc.)

All staff must be hired through Human Resources. Research Associates are considered staff. A Position Description and Job Requisition (PDRF) form must be sent to the Department Chair for approval. Once approved by the Dean, this is forwarded to Human Resources, which initiates the search. The offer and hire are done by Human Resources. Human Resources will have the supervisor complete a brief affirmative action form at the completion of the hire.

5.9 Faculty Professional Development

The Trustees of Tufts University and the Administration of the Cummings School of Veterinary Medicine support the continued professional development of faculty members throughout the course of their careers. To this end, formal and informal programs, designed to enhance the professional development of faculty are offered. These programs include but are not limited to: sabbatic leaves and leaves of absence, attendance at professional meetings, awards for scholarship and teaching, and continuing education courses and sessions.

Tufts University's Center for the Enhancement of Learning and Teaching (CELT), a division of the Office of the Provost, is a central resource for schools on all three Tufts campuses. CELT reports to the [Office of the Provost](#) and the University-wide Committee on Teaching and Faculty Development (UCTFD), whose role is to assist the Provost in affirming excellent teaching as a priority at Tufts. The Center strives to promote teaching innovation and support teaching-related initiatives, while collaborating and coordinating faculty development initiatives between campuses (<http://provost.tufts.edu/celt/welcome-to-celt/mission-statement/>)

a. Sabbatic Leave and Leave of Absence

Information on academic leaves of absence can be found in *Section 7.3.a* of this handbook. The Tufts University Policy on Sabbatic Leave & Leave of Absence can be accessed at <http://provost.tufts.edu/policies/sabbatic-leave-leave-of-absence/>.

b. Funding for Professional Development

Limited funds for professional development purposes, including travel, are available at the department level. Since the funds are administered through each department, faculty should work with their department administration for funding details.

c. Continuing Education

In the School of Veterinary Medicine, continuing education programs are offered for both veterinary and non-veterinary audiences. Cummings School encourages faculty involvement in its continuing education programs on a space-available basis. There may be costs associated with a program that will be offset by appropriate fees.

d. Annual Assessment

Once each year, faculty members are asked to report their professional activities and accomplishments to their Department Chairs via an annual report and self-assessment. The report includes, but is not limited to, current information on the faculty member's teaching and advising, research, clinical service, departmental and University service, as well as other professional activities appropriate to the individual's discipline, such as participation in professional meetings. This information is used as a part of the annual professional review. Annual or bi-annual meetings (depending on the department) with the Department Chair will provide an opportunity for the faculty member and the chair to review the faculty member's accomplishments during the year, to discuss and evaluate productivity in teaching, research, and service, as well as to discuss the faculty member's plan for the coming year.

e. Awards

Teaching Award

Excellence in teaching is a major component of the School's mission. In acknowledgment of this commitment and to encourage its continuance, the Cummings School of Veterinary Medicine presents the *Zoetis Distinguished Veterinary Teacher Award each year* "to improve Veterinary Medicine education by recognizing outstanding instructors who, through their ability, dedication, character and leadership contribute significantly to the advancement of the profession." Nominees must be full time members of the faculty of the Cummings School of Veterinary Medicine. The recipient is announced at the School's Commencement Ceremony.

Faculty Research Award

Two awards are presented to faculty for research excellence at Cummings School. The *Zoetis Award for Veterinary Research Excellence* is "to foster innovative research, on which the scientific advancement of the profession depends, by recognizing outstanding research effort and productivity." The awardee must be the principal investigator in research that has attained or is likely to attain national recognition. This research must have been conducted within the past three years. The recipient is announced at the School's Commencement Ceremony. The *Junior Faculty Research Award* is to recognize a junior faculty who is making excellent progress in establishing research program of their own and to provide encouragement needed to become an established investigator. The award is based on Research productivity, Impact of research in the chosen field and Research Mentorship of DVM student/residents/graduate students. The recipient is announced at the Annual Veterinary Student's Research Day.

5.10 ADDITIONAL FACULTY POLICIES:

Please see the Appendix for numerous links to Cummings School and University Policies pertinent to faculty.

Please note that the current University policies that are available electronically should be checked periodically as updates may be available from time to time. Policies may be modified, amended or discontinued at any time by the University.

SECTION 6

GRIEVANCE PROCEDURES

Introduction

According to the Bylaws of the Faculty (Article IV, Section 2.g), " the Faculty Grievance Committee shall be responsible for reviewing grievances of full-time or part-time General Faculty members who hold the title of "Lecturer," "Instructor," "Clinical Instructor," "Assistant Professor," "Research Assistant Professor," "Clinical Assistant Professor," "Associate Professor," "Research Associate Professor," "Clinical Associate Professor," "Professor," "Research Professor" or "Clinical Professor." It shall be responsible for reviewing General Faculty grievance procedures and recommending to the Executive Faculty Board changes thereto. Upon receipt of formal notices of grievance it shall elect Formal Hearing Boards from among its members. These Boards shall conduct formal hearings regarding issues of procedural due process, and shall make and report findings and

recommendations based on such hearings to the President. The conduct of such hearings and subsequent reports shall be in accordance with established grievance procedures of the School.

Tufts University Faculty Grievance Procedures

(This policy has been approved by the Medical, Dental, and Sackler Schools)

Approved by the Executive Faculty Board of the Veterinary School on January 27, 1983

Section 1

In the interest of harmonious and efficacious performance of the duties and obligations of Tufts University and its faculty, the University recognizes the importance of prompt and equitable disposition of any grievance at the lowest organizational level possible under procedures of maximum informality and flexibility. It is the purpose of this grievance procedure to insure fairness in faculty relations, and to be a means of resolving misunderstandings and redressing injustices fairly and without undue delay.

Any faculty member shall have the right to present a grievance and have it promptly considered on its merits. In the interests of informality and prompt resolution as stated above, neither the parties to a grievance nor the University shall be represented by legal counsel at meetings conducted pursuant to the steps of this procedure, although advice of legal counsel or other appropriate counsel may be sought at any time.

Section 2 - Definitions

- (a) A grievance is defined as a complaint by a member of the faculty that she/he has been subject to a violation, inequitable application or misinterpretation of a specific provision of the Faculty Handbook or of a specific Tufts University policy or procedure affecting the faculty member. In cases involving appointments, renewals of appointments, promotions and tenure, grievances shall be restricted to issues of procedural due process. The grievance procedure shall not be applicable to grievances concerned with substantive matters of professional competence or worthiness for appointment, promotion, tenure or retention of a faculty member.
- () Grievances may be initiated only by employees either singly or jointly. "Parties" to the grievance shall be defined as the grievant (s) who is a member of the faculty and the officer of the Tufts University administration about whose action the grievant is complaining.
- (b) Working days shall be defined as days for which the university calendar calls for classes to be in session. The appropriate calendar is the official calendar of the particular Tufts school to which the grievant belongs.

Section 3 - Time Limits

If any grievance is not filed at any Step within the time limits specified in this procedure, the grievance shall be deemed settled on the basis of the last disposition and shall not be eligible for further processing. Failure at any Step of this procedure to communicate the decision on a grievance within the specified time limits shall permit the grievant to proceed to the next step.

The time limits specified within the grievance procedure may be extended in any specific instance by written mutual agreement.

Section 4 - Adjustment of Grievance

Under these procedures, a "grievant" may choose to follow both the Informal Procedure and the Formal Procedure. However, the grievant is required to follow the Informal Procedure as a prerequisite to filing a grievance at Step 1 of the Formal Procedure. The time limits specified under both the Informal and Formal procedures will run concurrently.

A. Informal Procedure

A faculty member may present a grievance in writing to the appropriate committee of the individual school. The grievance has to be presented within fourteen (14) working days after the faculty member had knowledge or reasonably should have had knowledge of the event leading to the grievance.

The written grievance shall contain a statement of the policy or procedure which the grievant claims to have been violated, name the administrator(s)/employee(s) about whose decision the grievant is complaining, and state the remedy sought.

The appropriate committee shall confer with the grievant and within fourteen (14) working days of the filing shall advise the grievant of the merits of the case and whether or not further action might be taken. The appropriate committee shall not take action or report further on the case without the written consent of the grievant. With the written consent of the grievant, the Chair of the appropriate committee, after consultation with the Committee, may communicate with the interested parties in order to resolve the grievance informally.

B. Formal Procedure

Step 1 - Department Level

Any faculty member having a grievance and having submitted his/her grievance through the Informal Procedure outlined above, shall submit a written statement of the grievance and the remedy sought to the Department Chair within forty-five (45) working days after the grievant had knowledge or reasonably should have had knowledge of the event leading to the grievance. (For those faculty who have appointments in more than one department, the grievance must be submitted to the Chair of the department in which the grievant carries his/her primary appointment). The grievant shall discuss the matter informally with the Chair and every effort to resolve the grievance at this level shall be made. The Department Chair shall respond to the grievance in writing within fourteen (14) working days of the filing at Step 1.

Step 2 - Dean

If, in the estimation of the grievant, the grievance is not satisfactorily resolved at Step 1, the grievant may within seven (7) working days after receipt of the Step 1 response, deliver the written statement of the grievance, together with a statement of the action taken by the Chair, to

the Dean of the appropriate health science school. Copies thereof shall be delivered to the Chair, the Provost and the President. If the grievance involves an allegation of discrimination based on race, color, national origin, ethnicity, religion, age, sex, gender, sexual orientation, gender identity (including a transgender identity), military status and retaliation for reporting one of these protected categories needs to be reported to the Tufts OEO. Jill Zellmer is the Executive Director of the Office of Equal Opportunity (OEO) as well as the Title IX Coordinator and 504 Officer and can receive reports at Jill.Zellmer@tufts.edu or 617.627.3298. Reports can also be filed on the Tufts third party reporting tool, Ethicspoint at [Tufts-oeo.ethicspoint.com](https://tufts-oeo.ethicspoint.com). The OEO is responsible, by law, to investigate these matters and will submit the final decision to the Dean for action consistent with the findings

Step 3 - Hearing Board

If the grievance is not resolved to the satisfaction of the grievant at Step 2, they may, within seven (7) working days after receipt of the Step 2 decision refer the grievance to the group designated by each individual school to receive formal grievances in writing with a request for a hearing. The request for hearing must state the grounds for the grievance, the remedy requested and contain a preliminary list of those persons whom the grievant intends to call as witnesses. In cases involving appointments, renewals of appointments, or promotion and tenure, the Step 3 hearing shall be restricted to issues of procedural due process and the Hearing Board shall not consider or act with respect to substantive matters concerned with professional competence or worthiness for appointment, promotion, tenure or retention of a faculty member.

- (a) The Hearing Board shall convene the hearing as soon as possible, but not more than 30 working days from the date of the receipt of the hearing request. In the case of a faculty member who is under suspension, however, the hearing shall be held not later than fifteen (15) working days from the date of receipt of the hearing request.
- (b) Within thirty (30) working days after the conclusion of the hearing (exclusive of school vacation periods), the Hearing Board shall report its findings, including recommendations for disposition of the grievance to the President for final disposition. Copies of the report shall be issued to all parties to the grievance and to the (Grievance Panel), the Dean and the Provost.

The President shall base their decision on the Step 3 record including the finding of the Hearing Board and he may seek the advice of any other university officials. At their discretion, the President may remand the grievance to the Hearing Board for further evidence and/or reconsideration of their findings, in which case the Hearing Board shall promptly take further evidence and/or reconsider their findings and issue a second report within fourteen (14) working days.

Section 5 - General Provisions

- (a) The parties shall cooperate with each other in the investigation of any grievance and shall furnish each other such specific, reasonable and relevant information, not otherwise privileged, as is requested for the processing of any grievance.
- (b) Documents developed in tenure and promotion proceedings involving the understanding and expectation that they are confidential will not be made available to the grievant by the University. Such documents may include, but are not limited to, letters of

recommendation, evaluation forms and minutes of promotion and tenure committee deliberations.

- (c) Attendance by persons other than parties to the grievance at Step 1 and 2 meetings shall be at the discretion of the Chair, Dean or Provost, respectively.
- (d) Upon receipt of the grievant's request for hearing, a Hearing Board will be appointed. The size and membership of the grievance Hearing Board will be determined by the policy of the individual schools. The Hearing Board should elect a chairperson by majority vote. In the event that a faculty member has participated in the circumstances which led to the grievance, or in the event of other good cause shown, such person shall not serve on the Hearing Board.
- (c) Conduct of the hearing:
 - 1) The elected chairperson shall preside over the hearings.
 - 2) No member of the elected Hearing Board may vote by proxy.
 - 3) The hearing shall be closed unless opened by mutual consent of the grievant and the Hearing Board.
 - 4) The personal presence of the grievant shall be required. A grievant who fails without good cause to appear and proceed at such hearing shall be deemed to have abandoned the grievance.
 - 5) Each party to the grievance may be accompanied and/or advised at the Step 3 hearing by a person of his/her own choosing and shall be so informed in the notification of the Hearing. However, parties will represent themselves in their presentation before the Hearing Board.
 - 6) During the hearing, the parties to the grievance shall have the right to call and examine witnesses and to introduce evidence relevant to the issue of the hearing. At its discretion, the Hearing Board may examine witnesses and arrange for the presentation of such additional evidence as it deems relevant. If the grievant does not testify in his/her own behalf, he may be called and examined as if under cross-examination.
 - 7) Hearing need not be conducted strictly according to the legal rules of evidence or civil procedure.
 - 0) Upon conclusion of the presentation of oral and written evidence, the hearing shall be closed and the Hearing Board will, at a convenient time, conduct its deliberations in executive session.

SECTION 7

BENEFITS AND COMPENSATION POLICIES

To be eligible for benefits, paid faculty must work half time or more within the twelve-month academic year. Benefits may be modified, amended, or discontinued at any time by the University.

7.1 Benefits

Tufts University Human Resources Benefits Office serves all Tufts employees. It provides full details to faculty on the following benefits: Life Insurance, Long-Term Disability Insurance, Accidental Death and Dismemberment, Health Insurance, Dental Insurance, Basic Retirement Plans, Flexible Spending Accounts, and Tuition Remission. It also provides information on additional benefits such as commuter benefits, pre-paid legal services, access to in-home child care and adult services, and Employee Assistance Program. All benefit policies of the University are subject to change and may be amended, changed, or discontinued at any time. Call the Human Resources Benefits Office at 617-627-7000 and via <http://hr.tufts.edu/>.

The Human Resources Benefits Team sends an email regarding all benefits programs to eligible faculty as soon as it receives official notification of a faculty member's appointment. New faculty will also receive a copy of Tufts' affirmative action policy, an employee identification card, and information regarding University parking facilities. Though not available at this writing, forthcoming it is expected that new benefits-eligible faculty will receive a link to an online tutorial that reviews all of the benefits available, as well as a link to other required documents (e.g., the Summary Plan Description).

The staff of the Human Resources Offices in Grafton, Boston, and Medford/Somerville will gladly try to answer any questions.

Note: All benefits-eligible employees are automatically enrolled in the University Basic Life Insurance and Basic Retirement Plan on the date the faculty member first becomes eligible. For all benefits, the faculty member must actively enroll within 31 days from his/her eligibility date.

New Hire Benefits Enrollment Information

Benefits Information for New Hires can be accessed at <http://hr.tufts.edu/benefits/newhirebenefits/>

7.2 Additional Benefits

Faculty Tuition Remission

The Tufts University Tuition Remission Program has been developed to assist eligible faculty members in pursuing coursework, or a degree or certificate program at Tufts University. In addition, eligible spouses, qualified domestic partners, and dependents may participate in this Program. Additional information can be accessed at <http://hr.tufts.edu/benefits/tuition-remission/>

All eligible employees and their eligible dependents interested in taking classes at Tufts University, under the guidelines of the Tuition Remission Policy, must follow the process detailed in the above link.

7.3 Leaves of Absence

A leave of absence may be granted for a specified, limited period of time. The following are reasons for requesting a leave: medical, parental, military, jury duty, and personal. Whatever the type of leave, the leave officially begins on the first day of absence.

a. Academic Leave

i. Sabbatic Leave

Sabbatic leave is granted to members of a faculty as a recognition of notable service through teaching and scholarly contributions and as an aid and inspiration to further achievements. Sabbatic leave is intended to provide professors with opportunities for scholarly development and contacts which shall contribute to their professional effectiveness and to the value of their future service to Tufts University. It is assumed that a faculty member who accepts leave intends to return to the university.

Eligibility and Opportunity for Sabbatic Leave:

Sabbatic leave is granted only to those of professorial rank (assistant professor, associate professor, professor) and in consideration of the nature and period of service with such rank at Tufts University.

Sabbatic leave cannot ordinarily be granted unless the applicant would, at the expiration of such leave, be eligible for continued service on a faculty of Tufts University for at least one year before retirement.

Periods of Leave and Compensation During Leave:

Sabbatic leave may be granted for a period not to exceed one year, during which period the professor shall receive one-half of his/her regular salary; or it may involve absence for one-half year with full salary.

Time and Requirements of Application for Leave:

Completed application form (obtained from the Provost's Office) for leave should be addressed to the President of Tufts University via the chairman of the department concerned, the deans and the provost. The applicant must have a well-considered plan for spending the leave in a manner that will clearly contribute to the best interests of the university. A detailed written statement of this plan, together with clear indications of its professional advantages, shall accompany the application. Application forms should be received in the Provost's Office by January 1 preceding the academic year in which sabbatic leave is desired.

Upon returning to the university after sabbatic leave, the professor is required to write a detailed report of activities during leave and shall transmit the same to the provost and school dean. The report is due no later than three months following return from leave.

ii. Leave of Absence

Leave of absence, without pay, may be granted at any time, for not more than one academic year.

For additional information on academic leaves, see *Section 5: Faculty Roles and Responsibilities*. The information can also be accessed at <http://provost.tufts.edu/policies/sabbatic-leave-leave-of-absence/>

b. Non-academic Leave

i. Maternity Leave

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 this law, consult one of the nonacademic leave contacts, or see the Massachusetts [Parental Leave Act](http://www.mass.gov/mcad/docs/parental-leave-fact-sheet.pdf) (<http://www.mass.gov/mcad/docs/parental-leave-fact-sheet.pdf>) on the official website of the Massachusetts Commission Against Discrimination.

The university grants a leave of absence for pregnancy, childbirth, recovery from childbirth and breastfeeding to those full-time faculty who indicate their intention to return to work at Tufts at the end of their leave. This leave should be requested as far in advance as possible to allow for department planning, but at least one month prior to the beginning of the leave. If you have completed one or more years of service as of the earlier of the date the leave begins or the date of birth, you may take a leave of up to 12 calendar weeks. If you have completed less than one year of service, you may take a paid leave of up to eight weeks. During your maternity leave, your accumulated sick time will be applied to the leave. Should your accrued sick time be exhausted, the University will continue your salary for the duration of the 12-week leave. Employees who have accrued sick leave will be allowed to retain up to 3 days of sick time for use upon return from maternity leave; otherwise all accumulated sick time will be applied to the leave.

Upon return from this leave, the faculty member is entitled to the same position with the same status, pay, and length of service credit held before the leave began. However, since faculty are hired for specific periods (one year, two years, etc.) the obligations of this policy do not extend beyond the period for which time has already been contracted.

If the faculty member is unable to return to work upon the expiration of the maternity leave, she may apply for sick leave benefits and reinstatement (see policy below). After the twelve-week maternity leave of absence, an individual desiring an unpaid leave of

absence for purposes of childrearing should make such a request through the normal University procedures.

ii. Medical Leave

Benefits-eligible faculty may be eligible for up to six months of extended medical illness leave. If an employee uses sick time for a period that lasts over twenty-four (24) consecutively scheduled hours or three (3) consecutive workdays, the University will generally require the employee to submit a note from a healthcare provider that confirms the need to use earned sick time within seven (7) days of taking the time off. The employee's manager should notify the Human Resources Leave of Absence Administrator of absences that last over twenty-four (24) consecutively schedule hours or three (3) consecutive work days. For illness of more than six months, an optional Long-Term Disability Insurance is available to employees. Faculty members who are participating in the University's Long-Term Disability Insurance Plan may apply for benefits under that plan.

iii. Personal Leave without Pay

A Personal Leave may be granted for reasons of compelling personal circumstance that makes it impossible or difficult for an employee to be at work. Requests will be considered on a case-by case basis and must be approved in advance by your supervisor and human Resources, and normally cannot exceed six (6) months. See Tufts University Employee Hand book for additional information. The faculty member is encouraged to contact the Tufts University Human Resources Benefits Office in advance to discuss his/her options. During the course of the leave, the University does not contribute to the cost of any benefits; therefore, if a faculty member wishes to retain coverage, under one or more benefit programs and coverage is permitted under the terms of such programs during periods of unpaid leave, then they must pay the full premium. Faculty should consult the Benefits Office to discuss coverage and payment of premiums.

iv. Family and Medical Leave Policy

In accordance with the federal Family and Medical Leave Act of 1993, Tufts has established the following policy for staff covered by the Employee Handbook. A Family and Medical Leave of Absence (FMLA) shall be defined as an approved absence available to eligible employees for up to 12 weeks of unpaid leave per year for the following circumstances:

1. to care for a newborn child or a child placed with the employee for adoption or foster care; or
2. because of the serious health condition of a child, parent or spouse* requiring the employee's participation in care; or
3. when the employee is unable to perform the essential functions of his/her own position because of a serious health condition.**

*This policy will include also the same-sex domestic partners of employees who have completed the required affidavit of domestic partnership used to qualify for same-sex domestic partner coverage.

**For purposes of this policy, a "serious health condition" is defined as an illness, injury, or physical or mental condition involving inpatient care or continuing treatment by a health care provider. Requests for leave for other seriously ill family members or members of an employee's immediate household may be considered on a case-by-case basis.

A. Eligibility for Family Medical Leave

To be eligible for an FMLA leave an employee must have been employed for at least 12 months in total, and have worked at least 1,250 hours over the previous 12 month period. This means that an employee will be regularly scheduled to work at least 24 hours per week in order to qualify. Requests for leave by individuals who regularly work less than 24 hours per week and thus may not satisfy the eligibility requirements for leave will be considered on a case-by-case basis.

B. Calculation and Definition of Allowable Leave

Based on certification and approval, a leave may be taken all at one time or may be taken intermittently or on a reduced time basis. FMLA leaves may be approved for a maximum of 12 weeks in a 12-month period. For purposes of this policy, a "rolling" 12-month period will be used, measured backward from the time an employee uses any FMLA leave.

Job protection under FMLA may supersede an employee's job protection under University policy. However, job protection under University policy runs concurrently with an FMLA leave.

C. Requesting Family Care Leave

Whenever possible, employees will be expected to give their supervisor at least thirty days of advance notice of a request for an FMLA leave. In the case of planned medical treatment, an employee should make a reasonable effort to schedule treatment in a way that does not disrupt the work of his/her department. When an employee's need for leave, or its approximate timing, is not foreseeable, the employee (or the employee's representative) should give Tufts notice as soon as possible.

Requests for FMLA leave may require the completion of a Tufts' FMLA Leave/Certification Form, which can be obtained by contacting your campus Human Resources Office. Periodic re-certification of the need for continued FMLA absence may be required through the course of a leave. Failure of an employee to comply with requests for medical certification may result in the denial of an FMLA leave.

Under some circumstances, Tufts may require a second medical opinion at the University's expense. If the first and second opinion differ, the University, at its own expense, may require the binding opinion of a third health care provider, approved jointly by the university and the employee.

In cases of reduced schedules or intermittent leave, a department supervisor may transfer the employee to an alternative position for the duration of the leave period to accommodate the needs of the work area. In such cases, the employee's salary rate and benefits should remain the same. The employee must make every effort to schedule intermittent days off or a reduced workday in such a manner so to have the least impact on productivity.

D. Coordination with Other Leave Benefits

1. Pregnancy, Childbirth/Adoption/Foster Care Placement

An employee may request an FMLA leave in the event of the birth of his/her child or the adoption or foster care placement of a child. This leave must be completed within twelve months after the birth or placement of the child. Normally, this leave must be taken in a continuous period. Requests for a reduced schedule or intermittent leave will be considered on an individual basis, after approval of the supervisor and consultation with the Human Resources Office. Tufts does not allow intermittent FMLA leave for pregnancy.

In keeping with current policy, employees eligible for a paid maternity leave must take their leave as necessary during pregnancy or at the time of childbirth, for the leave to be considered paid. Any accrued sick leave will be applied to the paid leave.

Employees who have a child placed with them for adoption or foster care placement, and parents of newborn children are eligible to apply for and complete an FMLA leave within 12 months of the placement or birth. Sick leave benefits are not applicable to these leaves. Earned vacation and/or personal days may be used. For more details, see the University Leaves of Absence policy.

2. Employee's own serious health condition

If a leave is requested for an employee's own serious health condition, available sick time and/or approved extended illness leave (for non-exempt employees), shall be applied.

3. Care of a child, spouse or parent who has a serious health condition. If a leave is needed to care for a seriously ill child, spouse or parent, available "illness in family" days will be applied and accrued vacation time may be substituted for unpaid leave.

E. Continuation of Benefits During Family and Medical Leave

If an employee is already enrolled in health, dental, life insurance or long term disability coverage, such coverage will continue during approved FMLA

leaves. Employees are responsible for remitting payments during their leave.

Under IRS rules, contributions to the Tufts University Retirement Plan are not allowed during an unpaid leave. Employee deposits to the Flexible Spending Account(s) Programs also stop during an unpaid leave; however, incurred expenses may continue to be reimbursed for a limited period.

Employees should contact the Benefits Office for detailed information regarding benefits continuation and cost during an unpaid leave.

F. Confidentiality of Medical Records

The University is responsible for the strict confidentiality of medical records related to a staff member or family member's health condition.

G. Conditions of Return From FMLA Leaves

Before an employee is reinstated following a leave for his/her serious health condition, a letter from his/her health care provider will be required, certifying that they are able to return to work and perform essential job functions. This letter from the health care provider should also indicate what accommodations, if any, are recommended. The University may deny reinstatement until such "fitness for work" certification is provided.

At the completion of the approved leave period, an employee will be reinstated to their former position or a position of equivalent classification and pay within his/her department. If the position has been eliminated (due to a reduction in force or other operational change under circumstances applying equally to other similar positions in the department), the Reduction In Force policy will apply, or efforts will be made to find other suitable employment at the University.

v. Jury Duty

The University will pay the difference between the employee's regular University pay and jury duty pay for as long as you are required to serve (up to thirty (30) days) pursuant to a lawful jury summons. The department chair should be informed as soon as possible if you are called for a jury and if you are impaneled on a jury.

vi. Sympathy Leave:

You may be granted up to three (3) days of paid leave if there is a death in your immediate family or individual living with you. Immediate family is defined as spouse, domestic partner, children (including stepchildren), daughter/son-in-law, mother/father-in-law, parent (including stepparent), brother or sister (including stepbrother and stepsister), brother/sister-in-law, grandparent, and grandchildren. Upon request, employees may be given sympathy leave of up to three (3) days in the event of the death of a family member

of an individual living with them. The Department Chair should be informed as soon as possible.

7.4 Vacation & Personal Days

The faculty vacation and personal day policies can be found at:

<https://sites.tufts.edu/facbulletinboard/home/cummings-school-faculty-handbook/cummings-school-faculty-handbook-policy-updates/>

Vacation Policy

1. Vacation Days

- a. Vacation is earned on an accrual basis, in accordance with the guidelines below.
 - i. Vacation is accrued on a monthly basis at a rate equivalent to the total number of annual vacation days divided by 12 months.
- b. Vacation accrued in one fiscal year may be carried forward to the next fiscal year. The maximum vacation time that an employee can accrue is 25 days. Once the maximum accrual is reached, vacation time will stop accruing until the balance drops below the maximum allowed.
- c. Vacation time must be recorded in accordance with procedures of Cummings School of Veterinary Medicine. These procedures will be established and communicated separately from this policy. These procedures will be updated and modified from time to time at the discretion of Cummings School of Veterinary Medicine.
- d. Vacation does not accrue during an unpaid leave of absence.
- e. All accrued, unused vacation time will be paid out upon termination, provided that the faculty member has recorded, and documented vacation time as directed by Cummings School of Veterinary Medicine. In the event that vacation time has not been consistently recorded or known vacation periods are not recorded, the maximum accruable vacation time will be one year.

2. Benefits-Eligible Faculty

- a. Full-time faculty holding twelve-month appointments with 25 or fewer years of service are eligible to take up to one month of vacation leave (20 days) with pay each fiscal year (July 1 to June 30). Vacation accrues at a rate of 1.67 days of vacation per month.
- b. Full-time faculty holding twelve-month appointments with over 25 years of service are eligible to take up to 5 weeks of vacation (25 days) with pay each fiscal year (July 1 to June 30). Vacation accrues at the rate of 2.08 days per month.
- c. Part-time faculty holding twelve-month appointments are eligible to receive pro-rated vacation benefits based on their regular work schedule. For example, faculty who work half-time or 20 hours per week are eligible to earn up to 10 vacation days with pay each fiscal year. Vacation days are accrued monthly at a rate equal to total annual eligible vacation days divided by 12 months.

3. Non-Benefits Eligible Faculty

- a. Faculty holding nine-month appointments and those holding nine-month appointments paid over a twelve-month period are not eligible to receive vacation benefits with pay.

4. Using Vacation Benefits

- a. Attendance at the School by faculty on their assigned days and performance of their duties are of paramount importance to fulfill the School's educational mission. Any planned absences must be justified by the faculty member who will submit a written (email is acceptable) request to the chair and/or relevant hospital or clinic director for approval, in accordance with Cummings School procedures.
- b. Vacation of more than ten consecutive days (or that will create an absence of more than two calendar weeks) is normally only granted by a chair or hospital or clinic director if it will not disrupt normal academic (DVM, graduate, or house officer) programming. Absences of greater than ten days must also be approved by the dean.
- c. Vacation can be taken in partial day, day or week increments.
- d. Vacation time should be approved in advance by the department chair and where appropriate, the relevant hospital or clinic director; in the absence of the chair or the relevant hospital or clinic director, approval is by the School Dean.
- e. Vacation days are usually used from the bank of accrued days. The chair and relevant hospital or clinic director may approve advanced use of up to 5 vacation days (in arrears) within a fiscal year if there is the expectation of continued employment of over a period that the faculty member would accrue the relevant days.
- f. During the first year of employment, faculty must complete at least ninety (90) days before taking any accrued vacation time. Exceptions that permit new faculty to take vacation in arrears may be made by the chair and, if appropriate, the hospital or clinic director, with concurrence of the dean.
- g. Illness during Vacation: If you become sick for more than three (3) days during your vacation, you may use your earned sick time. In some cases, employees may be asked to obtain a written statement from their physician regarding the illness.
- h. When a holiday occurs during a vacation, it is not counted as vacation time.
- i. Personal days are not normally to be used to replace or extend vacation times.
- j. The University recognizes the right of employees to observe the holidays of their religion. At the employee's discretion, time taken for this reason may be considered vacation time, compensatory time, personal days, or absence without pay.

Personal Day Policy

1. Personal days are awarded annually and can be used throughout the year.
2. Personal days are provided for the purpose of providing paid time off to faculty who need time off during regular working hours for personal business, emergency situations,

- religious events, family events or as time off for personal or mental health. Personal days are not intended to be additional vacation days and should not be used as such.
3. Personal days are intended to be used in ½ or 1-day increments and are not normally to be used adjacent to other vacation days or University holiday days. Absences of less than ½ day for routine personal business (e.g. doctor’s appointments, brief meetings, etc.) are not considered personal days and can be taken at the discretion of the faculty member.
 4. When scheduling a personal day, employees are expected to give their department chair, section head, or other relevant supervisor sufficient notice so that the normal business of Cummings School is not disrupted.
 - a. Faculty should avoid scheduling personal days during times when their absence may cause disruption of normal Cummings School business (e.g. teaching assignments, clinical service). It is however recognized that this may not always be possible
 - b. It is recognized that not all personal days will be able to be scheduled in advance and they may be used on an emergency basis.
 5. The University recognizes the right of employees to observe the holidays of their religion. At the employee’s discretion, time taken for this reason may be considered vacation time, compensatory time, personal days, or absence without pay.
 6. All personal days must be recorded in accordance with Cummings School procedures, as established outside of this policy and modified from time-to-time.
 7. Full-time faculty are eligible to receive two (2) personal days per fiscal year (July 1 to June 30).
 - a. Part-time and part-year faculty who work 20 hours per week or more are eligible to receive pro-rated personal days (in ½ day increments) based on their regular work schedule.
 - b. During the first year of a faculty appointment, faculty hired between July 1 and December 31 will receive two (2) personal days; faculty hired between January 1 and March 31 will receive one (1) personal day; faculty hired after March 31 are not eligible personal days until July 1.
 - c. Personal days are not normally to be used during the first three months of employment, but Cummings School of Veterinary Medicine recognizes that there is often personal business that must be conducted as part of the relocation process. As such, discretion will be applied by department chairs in permitting such business to be conducted without them being considered as personal days.
 8. Personal days may not be accumulated or carried over from year to year and do not accrue. Unused personal days are not paid out upon termination.

7.5 Additional Compensation

a. Compensation for Internal Professional Activities:

Full-time faculty in the Cummings School of Veterinary Medicine at Tufts University may receive additional compensation for activities in the following areas. Participation in any of these activities must be approved by the Department Chair. The total amount of compensation for all of these activities (A, B, C, D, E) received in a given fiscal year normally will not exceed 20% of the faculty member's base salary.

A. Continuing Education

Cummings School of Veterinary Medicine offers financial compensation to faculty who participate in the continuing education programs sponsored by the School. All programs for which compensation is requested must be approved in advance by the Office of Continuing Education. The amount of compensation for these activities is based on a pre-approved schedule.

B. Hospital On-Call Payments:

Faculty at Cummings School who provide clinical service in the Grafton hospitals are eligible to participate in the Foster Hospital for Small Animals and Hospital for Large Animals on-call payment plan and receive compensation for on-call emergency work according to a policy and schedule developed by the Hospital Director.

C. Tufts Ambulatory Service On-Call Payments:

Faculty at the Cummings School Tufts Ambulatory Service (TAS) in Woodstock, CT who provide clinical service are eligible to receive on-call compensation for on-call emergency work according to a policy and schedule developed by the Chair of the Department of Environmental and Population Health, and approved by the Dean.

D. Faculty Incentive for Contract Research:

Cummings School faculty who participate in contract research with outside constituencies may be eligible for additional compensation. See full description of the program "Faculty Incentive for Contract Research" in Appendix A.

E. Faculty Compensation for Other Cummings School Programs

Faculty who assist with special Cummings School programs such as Adventures in Veterinary Medicine, Catnip and Your Dog newsletter publications, may be eligible for additional compensation.

b. 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 their estate. Applications for the benefit should be directed to the appropriate school dean. Any child of a full-time faculty member who is receiving tuition assistance at the time of the death of the faculty member will continue to receive tuition assistance until the child's specific academic program is completed. This benefit may be modified, amended, or discontinued at any time by the University.

SECTION 8

BYLAWS OF THE FACULTY

The Bylaws of the Faculty can be found here:

<https://sites.tufts.edu/facbulletinboard/home/cummings-school-bylaws-of-the-faculty/>

SECTION 9

ADMINISTRATIVE PROCEDURES AND SCHOOL SERVICES

9.1 Human Resources

Tufts University Human Resources policies and procedures can be accessed at <http://hr.tufts.edu/> Additional information can be found in the Employee Handbook, which can be accessed at http://hr.tufts.edu/wp-content/uploads/Emp_EmployeeHandbook.pdf

9.2 Library

Library Resources for Faculty

The Webster Veterinary Medical Library, located in the Franklin M. Loew Veterinary Medical Education Center, serves Cummings School students, faculty and staff, and contains the largest collection of clinical veterinary medicine literature and resources in New England.

The library's web site (<http://www.library.tufts.edu/vet/>) is the gateway to an array of electronic resources and services. Electronic journals and databases are accessible from both home and office. The library web site connects users to topical research guides, problem based learning resources and resident specialty board reading lists. The Tufts online catalog includes materials owned by all the Tufts libraries. JumboSearch helps users find articles, books, journals and other materials located in the electronic collections and other Tufts University collections. Library staff will provide scanned PDFs from journals and books in the Webster Family Library collection and from other libraries. Requests for books and articles can be made in the Tufts Library Catalog, ILLiad (our interlibrary loan system), or by clicking on a Find It @ Tufts link in our databases. To borrow materials from any of the collections, library users need a valid Tufts University ID.

Cummings School of Veterinary Medicine faculty have library privileges at the 18 member libraries of the Boston Library Consortia (<http://blc.org>) and the 23 member libraries of the Worcester Academic and Research Collaborative (<http://www.worcesterarc.org/>). Faculty are also permitted to use Harvard's Countway Library of Medicine, although materials must be borrowed via interlibrary loan.

A collection of 25 laptops serves as a mobile classroom; individual laptops can also be loaned out as needed. Faculty may reserve the laptops for teaching computer facilitated courses by contacting the library or TTS. Library staff provides training on techniques for information access, database searching, bibliographic management tools, as well as customized research consultations. Classes can be tailored to meet the needs of departments or individuals. The staff will work with faculty to improve students' access to information and to assist them in developing skills for life-long learning. The library offers a Veterinary Informatics selective, as well.

The Grafton Campus uses the Tufts University Science Knowledgebase (TUSK), an online curriculum management system. Library staff manages, provide support for and training in the use of TUSK. Faculty are strongly encouraged to contact the library for support in their use of TUSK.

9.3 International Center

The International Center of Tufts University acts as a focal point for international, cultural, and social activities. The Center staff provides individual counseling, immigration advising and visa

documents for students, faculty, and scholars from over 100 countries. The Center also offers information on immigration and visa issues, compliance with U.S. tax regulations, and sessions on cultural re-adjustment issues. It provides visa services to over 800 international students and 350 faculty and research scholars from more than 110 countries. The Center also provides counseling and advising, as well as orientation programs to incoming students and faculty, and directs individuals to appropriate resources for handling problems connected with taxes and housing.

**LINKS TO KEY UNIVERSITY POLICIES
AND
DOCUMENTS**

LINKS TO KEY UNIVERSITY POLICIES AND DOCUMENTS

The University-wide policies below apply to all colleges within Tufts University. If the policy has been voted by the Board of Trustees, the date of last revision is included.

Where policies are available electronically, check periodically to see if policies have been updated. If you have trouble finding a policy please contact Faculty Affairs in the Cummings School Dean's Office for assistance.

SELECTED UNIVERSITY-WIDE POLICIES

The policies listed below can also be accessed on the Office of the Provost and Senior Vice President's website at <http://provost.tufts.edu/policies/>.

Academic Freedom, Tenure and Retirement: (2/8/14)

<http://provost.tufts.edu/policies/academic-freedom-tenure-retirement/>

Affiliation Agreement Approval Process:

<http://provost.tufts.edu/policies/affiliation-agreement-internal-approval-process/>

Conflict of Interest: (2/15)

<http://viceprovost.tufts.edu/research-policies/conflict-of-interest/>

Consensual Relationships Policy:

<http://oeo.tufts.edu/wp-content/uploads/Consensual-Relationships-Policy-December-2012.pdf>

Family Educational rights and Privacy Act (FERPA): (8/18/15)

<https://students.tufts.edu/registrar/family-educational-rights-and-privacy-act-ferpa>

Guidelines on Outside Activities: Conflict of Commitment Policy

<http://viceprovost.tufts.edu/research-policies/conflict-of-commitment/>

Guidelines for Periodic Review of Academic Centers and Institutes: (9/12)

<http://provost.tufts.edu/policies/review-academic-centers/>

Guidelines for Proposing New Degree Programs:

<http://provost.tufts.edu/policies/guidelines-for-proposing-new-degree-and-certificate-programs/>

Guidelines for Proposing New Centers: (9/12)

<http://provost.tufts.edu/policies/guidelines-for-proposing-new-centers/>

Institutional Biosafety Policies: (8/18/16) <http://viceprovost.tufts.edu/ibc/policies/>

Intellectual Property: Policy on Rights and Responsibilities with Respect to Intellectual Property:

<http://viceprovost.tufts.edu/research-policies/intellectual-property/>

Research Faculty Appointments: (2/24/90 and 11/1/03)

<http://provost.tufts.edu/policies/research-faculty-appointments/>

Role and Eligibility of Principle Investigators

<http://viceprovost.tufts.edu/research-policies/role-and-eligibility-of-pi/>

Sabbatic Leave and Leave of Absence: (5/19/2001)

<http://provost.tufts.edu/policies/sabbatic-leave-leave-of-absence/>

Scientific Misconduct: (8/15)

<http://viceprovost.tufts.edu/research-policies/misconduct-in-research-policy/>

Use of Tufts University Name and Insignias

<http://communications.tufts.edu/editorial/>

Vacation Policy for Faculty

<http://provost.tufts.edu/policies/vacation-policy-for-faculty/>

Domestic Violence Leave for Faculty: (*app. 6/2015, eff. 7/2015*)

<http://provost.tufts.edu/policies/domestic-violence-leave-for-faculty/>

Earned Sick time Policy for Faculty: (*app. 6/2015, eff. 7/015*)

<http://provost.tufts.edu/policies/earned-sick-time-policy-for-faculty/>

Parental Leave Policy for Faculty: (*app. 6/2015, eff. 7/2015*)

<http://provost.tufts.edu/policies/parental-leave-policy-for-faculty/>

Working with One Another Policy

<https://oeo.tufts.edu/policies-procedures/other/>

Policies of University Counsel, as listed below, can be accessed via the website of University Counsel at

<http://legal.tufts.edu/policies-and-procedures/>.

University Counsel policies are used for broad spectrum of legal issues including operations, litigation, student issues, real property and construction, fundraising, environmental and other government regulations, intellectual property, employment, tenure, finance and investment, academic affiliation, trust administration, and general legal policy.

- Business Conduct Policy
- Family Education Rights and Privacy Act (FERPA)
- Guidelines for Employees' Personal Use of Social Media
- Guidelines for Handling Inquiries from the Press, Outside Attorneys, and Other Outside Parties Regarding Individual Employee and Student Matters
- Information Stewardship Policy & Supporting Information Policies
- Medical Marijuana Policy
- Policy for Official Social Media Accounts at Tufts
- Policy on Antitrust Compliance
- Policy on Political Activities
- Policy on Rights and Responsibilities with Respect to Intellectual Property
- Policy on Subpoenas for University Records

The **Office of Equal Opportunity** (OEO) lists the following policies and procedures pertinent to the work of that office: <https://oeo.tufts.edu/policies-procedures/>

OEO Policies and Procedures

- Non-Discrimination Policy
- Americans with Disabilities Act (Accommodations)
- Religious Accommodation Policy (Accommodations)
- Sexual Misconduct Policy
- Title IX Policy
- Lactation Policy
- Sexual Misconduct Adjudication Process Summary (SMAP)
- Sexual Misconduct Adjudication Process with cross-examination (SMAP-X)
- Sexual Misconduct Resources and Supports for Grafton students and employees
- Reporting Incidents of Any Misconduct, Discrimination or Harassment

Financial Policies:

Financial policies include those for all employees, such as the Business Conduct Policy, designed to serve as a guide to appropriate business behavior, as well as specialized policies for controllers, bursars, accounting, treasury and purchasing, which provide comprehensive guidelines to fulfill financial tasks in a uniform, secure manner.

<http://finance.tufts.edu/policies-procedures/>

Communications Policies:

Communications policies, including domain name use, university branding, social media and web accessibility, provide guidelines for uniformity in messaging and visual identity across Tufts websites and social media channels.

<http://communications.tufts.edu/policies-guidelines>

Information Stewardship and Information Technology Policies:

The Information Stewardship Policy outlines the actions all members of the Tufts community are expected to follow when working with university information. Supporting policies focus on using information systems, classifying and handling data, and roles and responsibilities for data. Additional policies establish requirements for using email, the Tufts network and other IT resources, such as Tufts Box, cloud services, and passwords. The Information Security Program provides for the university's compliance with the Massachusetts data privacy laws and regulations.

<https://it.tufts.edu/univ-pol> . For additional IT-related policies, please visit the University Policies page on <https://it.tufts.edu/it-policy> .

Copyright and Fair Use: <http://sites.tufts.edu/scholarlycommunication/>

University No-Smoking Policy:

Massachusetts State Law requires that all public areas be designated non-smoking areas. Tufts University has implemented a smoke-free environment. The no-smoking policy affects all indoor spaces, all university facilities, residences, fraternities, and sororities.

<http://publicsafety.tufts.edu/firesafety/university-nosmoking-policy/>

UNIVERSITY- WIDE ADDITIONAL SOURCES OF INFORMATION

Human Resources: <http://hr.tufts.edu/>

Office of Institutional Research and Evaluation: <http://provost.tufts.edu/institutionalresearch/>

Post-Doctoral Handbook: <http://viceprovost.tufts.edu/postdoc/handbook/>

Department of Public and Environmental Safety - Public and Environmental Safety policies help to keep Tufts' campuses a safe and healthy learning environment. Requirements for emergency notifications, conducting business with minors on campus, video security and weapons on campus are listed within the policies and enforced on all campuses. - <http://publicsafety.tufts.edu/policies/>

Tufts Threat Assessment and Management (8/18/16): <http://sites.tufts.edu/ttam/about/policy-statement/>

Research: <https://www.tufts.edu/about/research>

Technology Transfer and Industry Collaboration: <http://techtransfer.tufts.edu/>

- Corporate and Foundation Relations – <http://cfr.tufts.edu/corporate-partnerships-at-tufts/>
- Research Support - <http://viceprovost.tufts.edu/>
- Centers and Institutes - <http://provost.tufts.edu/centers-institutes/>
- Libraries - <https://www.tufts.edu/about/libraries>

Tufts' [Academic Calendar](#) notes the main holidays of the predominant religious traditions in our University community (Christian, Jewish, and Muslim) that may conflict with classes. 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.

TUSK Resources Related to Courses, Curriculum, and Rotations: <http://tusk.tufts.edu/home>

University Chaplaincy: <http://chaplaincy.tufts.edu/religious-holidays/>

Weather Closing Information: <http://emergency.tufts.edu/weather/closing/>

APPENDICES

Appendix A



Office of the Dean

To: Veterinary School Faculty

From: Joseph McManus, Executive Associate Dean

Date: September 12, 2013

Re: Faculty Incentive for Contract Research

I have been asked to reissue a description of our faculty incentive for contract research, in order to inform new faculty members how it works and to remind longer-term faculty of the details.

Contract research is research, development or research services generally provided to pharmaceutical, biotechnology, medical device and animal health companies. Tufts Cummings School's unique research infrastructure, including faculty expertise, lab animal facilities, large animal herds and teaching hospitals are attractive to these companies. We have been doing contract research since 1985 and have had a faculty incentive in place since about 1991.

We have pursued contract research and developed this incentive for several reasons. First, contract research brings additional opportunities for faculty to become involved in funded research. Contract research brings faculty salary support and indirect cost recovery that are essential to the operation of the school. The contract research animal census helps to hold down the price of per diems for other faculty research. Contract research sponsors often fund equipment acquisition and research facility improvements that enhance the school's research capability. Our research with companies ("science-based economic development") is a major factor in the Commonwealth's rationale for its annual appropriation for Tufts Cummings School. Finally, the contract research incentive provides a way for faculty to augment their salaries through academic endeavor.

The following school research support is available to assist you in pursuing and implementing contract research projects.

Denise Rouleau (x98725) is the Research Administration Associate Director. Denise will work with our school's team of research administrators to ensure efficient workflow, adequate training, coverage and backstopping. Denise will also continue to administer her pre- and post-award grant portfolio, supporting faculty in Biomedical Sciences, the IDGH faculty in the Barbour Building and specific faculty.

Gail Zamarchi (x84736) is the Senior Research Administrator. Gail, who has an M.S. in Microbiology and an M.B.A., will continue to support all Cummings' faculty, and the fellow research administrators, in developing and negotiating research and service contracts with private sponsors. Gail will also provide research administration support to Department of Environmental and Population Health faculty.

Our Laboratory Animal Medicine Service (LAMS) provides lab animal housing for large and small animals, procedure space, staffing for procedures, husbandry, animal model expertise and IACUC pre-review. They will help you develop the portion of your budget involving animal work.

Ann Holm (x-84739) is the IACUC Coordinator. She will help process your research protocol for IACUC review.

Here is how the faculty contract research incentive works:

We sought an incentive formula that would strive to maximize faculty salary relief and recovery of indirect costs (ICR), would be easy to implement, would be easy to explain and would be consistent faculty to faculty, project to project and company to company.

We have developed an incentive that will achieve these goals. The contract research incentive is a formula calculated as a percentage of salary relief and ICR, and is added to the price of the project billed to the sponsoring company, not deducted from ICR.

**Cummings School of Veterinary Medicine at Tufts University
Contract Research Faculty Incentive
Formula**

Faculty Salary Relief and Benefits (based on actual effort)	S
Plus Indirect Cost Recovery on the project	<u>+ I</u>
Equals Incentive Base	B
Times the Fixed Incentive Percentage	<u>x 10%</u>
Equals Contract Research Faculty Incentive Pool	\$

Examples From Two Actual Projects

<u>Example:</u>	Company A	<u>Example:</u>	Company X
<u>ICR</u>	\$ 109,280	ICR on total direct costs	\$ 20,300
Dr. Y Salary & Benefit	\$ <u>6,920</u>	Salary & Benefit: Dr. B	\$ 2,872 39%
= Incentive Base	\$ 116,200	Dr. C	\$ 4,413 61%
	<u>x 0.10</u>		\$ 7,285 100%
Incentive pool	\$ 11,620	Incentive Base =	\$ 27,585
Supplemental pay for Dr. Y	10,729		x 0.10
Benefits @ 8.3%	891	Incentive pool	\$ 2,759
		Supplemental pay pool	\$ 2,548
		Benefits @ 8.3%	\$ 211
		Supplemental pay for Dr. B	
		39% of \$2,548 =	\$ 994
		Benefits @ 8.3%	83
		Supplemental pay for Dr. C	
		= 61% of \$2,548	\$ 1,554
		Benefits @ 8.3%	129

Notes:

- (1) The Contract Research Faculty Incentive pool includes the mandated fringe benefits expense that is charged to supplemental pay. The rate is set annually by the university and is usually between 8 and 9%. The current rate of 8.3% is used in the examples above.
- (2) The incentive is added to the price of the project to the sponsoring company, most often in the salary line, and not deducted from ICR.
- (3) The School's negotiated ICR rate or its equivalent must be budgeted in the project for a participating faculty member to be eligible for incentive on the project.
- (4) When there is more than one investigator on a project, they will share the ICR based portion of the incentive based on their own salary offset on the contract relative to the total faculty salary offset on the contract.
- (5) If, because of price pressure, elements of cost in the contract have to be negotiated down, below our standard fee schedule, the faculty incentive will participate in the downward price negotiation.
- (6) When calculating hours of effort budgeted on a project, as a percentage of your total effort, 1600 hours of annual effort should be the denominator. It is understood that faculty actually work much longer than this, but using this minimum number which deducts vacation, holidays, etc. enhances the incentive and provides consistency.
- (7) This incentive program is subject to change.
- (8) Faculty incentives are generally capped at 20% of faculty salary. Rare exceptions must be approved in advance by the Chair and the Dean.
- (9) It is important to note that investigator incentives on federal projects are specifically prohibited by the government.**
- (0) The corporate incentives are charged to the companies in addition to the full cost of the work, also prohibited on federal grants. Federally funded faculty are also able to do contract research projects and participate in this incentive.

Examples From Two Actual Projects:

Example:	<u>Company</u>	<u>A</u>	Example:	<u>Company</u>	<u>X</u>
ICR	\$	109,280	ICR	\$	20,300
Dr. Y Salary & Benefit		\$			
= Incentive Base	\$	116,200	Salary & Benefit: Dr. B	\$	2,872 39%
		x	Dr. C	\$	4,413 61%
Dr. Y Incentive	\$	11,620		\$	7,285 100%
			Incentive		
			Dr. B Salary & Benefit	\$	2,872
			ICR (\$20,300 x 39%)	\$	7,917
			= Incentive Base	\$	10,789
				x	0.10
			Dr. B Incentive	\$	1,079
			Dr. C Salary & Benefit	\$	4,413
			ICR (\$20,300 x 61%)	\$	12,383
			= Incentive Base	\$	16,796
				x	0.10
			Dr. C Incentive	\$	1,680

Notes:

- (11) The Corporate Research Faculty Incentive includes the 8% mandated fringe benefits expense that is charged to supplemental pay.
- (12) The incentive is added to the price of the project to the sponsoring company, not deducted from ICR.
- (13) The School's negotiated ICR rate or its equivalent must be budgeted in the project for a participating faculty member to be eligible for incentive on the project.
- (14) When there is more than one investigator on a project, they will share the ICR based portion of the incentive based on their own salary offset on the contract relative to the total faculty salary offset on the contract.
- (15) If, because of price pressure, elements of cost in the contract have to be negotiated down, below our standard fee schedule, the faculty incentive will participate in the downward price negotiation.
- (16) When calculating hours of effort budgeted on a project, as a percentage of your total effort, 1600 hours of annual effort should be the denominator. It is understood that faculty actually work much longer than this, but using this minimum number which deducts vacation, holidays, etc. enhances the incentive and provides consistency.
- (17) As with previous formulae, this incentive program is subject to change.
- (18) Faculty incentives are generally capped at 20% of faculty salary. Rare exceptions must be approved in advance by the Chair and the Dean.
- (19) It is important to note that investigator incentives on federal projects are specifically prohibited by the government. The corporate incentives are charged to the companies in addition to the full cost of the work, also prohibited on federal grants. Federally funded faculty are also able to do contract research projects and participate in this incentive.

If you have any questions on the contract research incentive, please call me at extension 84734.

Appendix B

POLICY ON PETS ON CAMPUS



Office of the Dean

MEMORANDUM

TO: All Cummings School of Veterinary Medicine Faculty, Staff, and Students

FROM: Deborah T. Kochevar, DVM, PhD, DACVCP Dean and Henry and Lois Foster Professor

DATE: September 16, 2010

I am writing to remind everyone of our longstanding (since 1982) policy regarding pets on campus.

Pets may be brought on campus only if they have a hospital appointment for treatment or to donate blood. Pets on campus must be leashed or in a carrying case and are not allowed in offices or hallways unless en route to the appointment. Keeping your pet in the car is expressly not allowed as this presents dangers associated with both heat and cold exposure depending upon the season.

Our policy is comparable to that at many other veterinary schools. The reasons for this policy include: minimizing the chances of transmission of diseases to or from client-owned and research populations, minimizing the cleaning burden on our housekeeping and facilities personnel, decreasing the likelihood that hoofed stock will be frightened by dogs, and avoiding the health risks to pets of sitting unattended in cars.

This policy is effective during normal working hours, after hours, and on weekends. We cannot make exceptions for individual campus social functions or athletic events. However, if you would like to register as a user in our farm field north of Route 30, please visit the Campus Police office between 9AM - 4PM on any weekday. Field users are reminded to clean up after your dog using the bags provided and to keep animals leashed. Work on an off-leash area of the farm field is progressing and we will update you when this area becomes available.

Please model good pet ownership practices by following these rules and cooperating with our campus police who are asked to enforce these policies.

Thank you for your attention.



**Cummings School of Veterinary Medicine at Tufts University
Policy for Outside Clinical Practice**

Background

"Outside Clinical Practice" is defined as clinical practice other than that conducted under the auspices of Tufts University. Recruitment and retention of certain veterinary clinical academicians is increasingly difficult due to competing opportunities for lucrative specialty practice outside of the academy. Encouraging the most talented and dedicated clinicians to remain in academia may be enhanced by more liberal policies with regard to outside clinical practice.

The advantages of a liberalized policy for outside clinical practice include enhanced faculty compensation, improved incentives for development of longterm academic careers, and increased potential to cultivate rewarding relationships with private practitioners.

Disadvantages of a liberalized policy include potential competition for cases between TCSVM and outside clinical practitioners and potential conflict of commitment.

The proposed policy attempts to balance the need for excellence in academic clinical service, teaching and research against the realities of increased opportunities in clinical specialty practice. Success of the policy will depend upon conscientious efforts of faculty members and administrators to place the needs of our students and the school as the highest priority.

Policy Description

Full-time DVM faculty on fixed term or continuous term appointment or staff veterinarians with clinical faculty appointments are eligible to participate.

Eligible participants may request up to 2 days per month to be taken when they are not assigned to clinical duty at TCSVM and that do not conflict with or detract from other school responsibilities including teaching, research or non-clinical service. Outside practice during times outside of expected working hours at TCSVM (e.g., typically nights and weekends during off-clinic time) is allowed and does not count towards the two days per month.

Outside practice is restricted to venues located outside of a 75 mile radius around Cummings School of Veterinary Medicine in Grafton.

Outside practice may not involve use of Cummings equipment, supplies, vehicles, administrative or technical support, computers or any other service maintained by Cummings School of Veterinary Medicine or Tufts University. This policy applies to on- line practice consulting as well as direct outside practice.

Appendix D



Tufts Ambulatory Services Policy on Special Veterinary Activities

While Consulting is covered by the Cummings School of Veterinary Medicine at Tufts University (Cummings School) policy on Outside Clinical Practice, there are other non-consulting activities in which Tufts Ambulatory Service (TAS) faculty may participate when they, **are not on** regularly scheduled clinical service. **These special** veterinary activities include, but are not limited to, work at Sale Barns, Livestock Auctions as well as Horse and Livestock Shows. These activities serve the agricultural community and may be appropriate for TAS and Cummings School to **support**. Many of these activities occur within a 75 mile radius of Cummings School or TAS.

All involvement in these veterinary activities must be approved in advance by the Tufts Ambulatory Service Section Head and the Department of Environmental and Population Health Chair, to make sure that they are **appropriate** for a Cummings School faculty member and do not put TAS or Cummings School in a position of high risk liability. Additionally, these activities must be done when the faculty member is off work for the day or weekend, when they are not on call or when **they are** taking vacation time. These activities may not be done when the faculty member is on clinical duty or on "off road" status. **Faculty** will not take time off on other days to compensate for time spent during these activities.

Since many of these activities require access to veterinary equipment, medications and **supplies**, use of TAS vehicles, equipment, and **supplies** will be permitted as long as it is under the **auspices** of TAS. In this **situation**, TAS will **gamer** the call charge (based on standard TAS call fees or university mileage reimbursement rates), all material and equipment fees (i.e., ultrasound or radiograph fee) and 20% of the professional fees. The other 80% of the professional time fee will be paid to the faculty member as a supplemental payment. TAS will do the billing and invoicing. If the client does not pay, the faculty member will not receive payment.