



THE FLETCHER
SCHOOL

TUFTS UNIVERSITY

STUDENT HANDBOOK

2021-2022

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Introduction and Welcome

Dear students,

One of the most unique aspects here at The Fletcher School is the diversity of identities, cultures, values, beliefs, and aspirations represented by our students, faculty, and staff. We deeply value the diversity of our community and look to you to help sustain the Fletcher culture that cherishes inclusion. The perspective and background of every member contributes to the strength of this community and indeed defines it as we come to know each other in a vibrant social and intellectual environment. We encourage you to share your views, listen carefully, and be respectful in your words and actions.

Academically, we are trained to analyze and make sense of the complex issues that abound in this world. Many of those issues, including events that may occur during the school year, can provoke intense feelings. In our academic pursuits, in class or out of class, in our debates electronically or in person, it is easy to forget that some members of the community may be impacted on a very personal level and we can inadvertently be insensitive to their realities. In our discussions and debates—electronically or in person—courtesy, respect, and collegiality should be foremost in our minds.

Mastering civility and mutual respect, finding common values and building community cannot be taught in a classroom or acquired by reading a textbook. These traits are the very core of diplomacy, and require experience to manage well. This uniquely diverse community provides the opportunity to develop and hone characteristics that will serve your academic, professional, and personal life regardless of where your ultimate career path leads you.

Above all, we expect that your time at Fletcher will help you to develop the skills, expertise, and relationships that prepare you for a fulfilling career and enable you to contribute to the betterment of the world. We look forward to seeing what you make of your Fletcher education—both during your time on campus and after commencement.

We expect every student to read this handbook in its entirety prior to the start of each semester. In the event of any questions, students are invited to contact the relevant offices (Registrar's Office, Office of Equal Opportunity, etc.). The contents of this handbook are designed to provide every student with a clear understanding of what is expected during your time at Fletcher, and of the processes in place to serve you in a variety of circumstances.

Sincerely,



Laurie Hurley, Associate Dean of Admissions and Student Affairs

Student Code of Conduct

A. Preamble

The Fletcher School at Tufts University is a broad community of students, faculty, administrators, and many visitors. The long-standing mission of the School is:

- to educate professionals from around the world and to prepare them for positions of leadership and influence in the national and international arenas;
- to increase understanding of international problems and concerns through teaching, research, and publications;
- to serve local, national, and international communities in their search to develop relationships of mutual benefit, security, and justice in an increasingly interdependent world

Fletcher students are expected to be responsible citizens of the School and should exercise good judgment and ethical behavior in their academic, professional, and personal lives. A professional, ethical environment requires a common set of behavioral expectations, the participation of all students, and adherence to Tufts University and Fletcher School policies.

The Fletcher Code of Conduct encompasses School and University policies that are designed to ensure that all students share a collective responsibility for maintaining the highest ethical standards and professional conduct. The Code of Conduct sets forth a process to ensure accountability, in order to reinforce the need for all students to comply with University policies and federal, state, and local laws of the surrounding cities in which they live, study, work, and visit.

The Code is supplemented by the Guiding Principles of The Fletcher School, which are set forth immediately below.

B. Guiding Principles of the Fletcher Community

The Guiding Principles of the Fletcher Community are values that students are expected to honor in their time at the School. These Principles are not formally part of the Code of Conduct but rather complement it by providing guidance on matters of broader concern that may arise within our community. Some actions that community members might find uncivil, rude, or disrespectful cannot be dealt with under the Code of Conduct Procedures set forth in Section E below. However, such concerns may be addressed in other ways, such as through counseling, mediation, and/or school-wide conversations to raise awareness of the perceived problems.

Accordingly, Fletcher students are expected to uphold the following Guiding Principles:

- *Community*—Build and enhance the community by fostering inclusiveness and collaboration. Treat all members of the community fairly.
- *Compassion*—Show kindness and compassion to others. Seek to interact with and understand people who are different from yourself. Understand and appreciate how your decisions and actions impact others.
- *Integrity*—Maintain the highest standards of academic and professional integrity, as set forth in the Code of Academic Integrity.
- *Respect*—Respect yourself, others, property, and the community, which includes respecting others' safety, privacy, and personal autonomy. In both the intellectual and social community, respect transcends disagreement and facilitates learning and understanding.
- *Responsibility*—Be accountable for your decisions and actions, and do not abuse any position of authority or responsibility. Refrain from decisions and/or actions that would interfere

with University activities or would expose the University to legal risk. Do not engage in any activity that would damage the health, safety, or welfare of anyone.

C. Scope (Jurisdiction) of the Code of Conduct

Fletcher's Code of Conduct applies to all students, degree and non-degree, at The Fletcher School. Alleged violations of the Code of Conduct will be considered under the Procedure Regarding Violations of the Fletcher Code of Conduct set forth in Section E below.

The Code of Conduct applies during regular academic terms; during academic breaks, such as the summer or winter breaks; during internships; and while students are on personal, medical, or other leave. The Code of Conduct applies to behavior that occurs on any of Tufts' campuses, off campus, and online; it applies to students who are cross-registered at other universities or who are studying abroad. The Code of Conduct applies to all Fletcher student organizations.

In the event of serious misconduct committed while enrolled but reported only after the accused student has graduated, the University may invoke and utilize the Procedure Regarding Violations of the Fletcher Code of Conduct detailed in section E. Should the former student be found responsible for misconduct, the University may impose penalties up to and including revocation of that student's degree.

In some instances, an action that violates Fletcher and/or Tufts policy may also violate the laws of Massachusetts or of federal or local governments. Any such violation of law may be pursued in civil or criminal court simultaneously with and separate from the resolution of a complaint through the Procedure Regarding Violations of the Fletcher Code of Conduct. A pending legal action shall not delay University action, nor shall the outcome of a civil or criminal case determine the outcome of a University proceeding.

D. School and University Policies Included Within the Code of Conduct

Students are expected to abide by all published University policies, including the following Fletcher and Tufts University policies, which taken together make up the Fletcher Code of Conduct. All of the policies below are set forth or summarized in the Fletcher Student Handbook.

D1. Student Safety Policies

- [Weapons & Violence Free University](#)
- [Alcohol and Other Drugs](#)
- [Smoking](#)
- [Disorderly Conduct](#)
- [Physical Abuse and Reckless Endangerment](#)
- [University-Affiliated International Travel Safety](#)
- [Threats](#)
- [Theft](#)
- [Unauthorized Access](#)
- [Fire Safety, Life Safety Equipment, and Residence Hall Security Devices](#)
- [Community Health](#)

D2. Working with Others Policies

- [Hate Crimes and Bias-Motivated Violations](#)

- [Harassment](#)
- [Hazing](#)
- [Retaliation](#)
- [Working with One Another Policy](#)

D3. Community Living Policies

- [Disruption of Community Well-Being](#)
- [Disruption of a Community Activity](#)
- [Gatherings, Protests, and Demonstrations](#)
- [Declaration on Freedom of Expression](#)
- [Off-Campus Disturbances](#)
- [Property Damage and Vandalism](#)
- [Unauthorized Recording](#)
- [Tufts Policy on Political Activities](#)
- [Controversial Speakers and Programs](#)
- [Failure to Comply with a University Official](#)
- [Gaming and Gambling](#)
- [Public Nudity](#)

D4. Information Technology Policies

- [Responsible Use of Information Technology](#)
- [Tufts Email Account Policies](#)
- [Email Distribution Lists](#)
- [Directory Policies](#)
- [Class Videotaping Policy](#)
- [Use of Tufts' and Fletcher's Name, Brand, and Marks](#)

D5. Student Organization Policies

- [Fletcher Trek Policy](#)
- [Fundraising](#)

E. Conduct Not Addressed by the Code of Conduct

E1. Sexual misconduct

Allegations of a sexual misconduct policy violation are resolved using the sexual misconduct adjudication process (SMAP). Information about the SMAP is available online at <https://oeo.tufts.edu/policies-procedures> and is summarized in the Student Handbook.

E2. Discrimination

Allegations that University non-discrimination policy was violated are investigated by the Office of Equal Opportunity (OEO). Information about the OEO's non-discrimination investigation and resolution procedures are available online at <https://oeo.tufts.edu/policies-procedures> and is summarized in the Student Handbook.

E3. Violations of academic or professional integrity

Allegations of violations of standards of academic or professional integrity are governed by the Code of Academic Integrity (“Honor Code”) and resolved under that Code. The Code of Academic Integrity is available in the Student Handbook and available on-line at <https://myfletcher.tufts.edu/fletcherconnect/school-governance-and-policies/>.

E4. Grievances against a faculty member or administrator affiliated with Fletcher

Grievances against Fletcher faculty member or administrator are governed by the Student Grievance Procedure set forth in the Student Handbook.

F. Procedure Regarding Violations of the Fletcher Code of Conduct

Alleged violations of the University or Fletcher policies embodied in Fletcher’s Code of Conduct by any Fletcher student, as witnessed by any employee, student, or other individual, will be handled as described in the following section, unless otherwise indicated in the relevant policy. Allegations of failure to conform to the Guiding Principles (Section B above) are not subject to these Procedures.

F1. Code of Conduct Committee

At the beginning of each academic year, the Dean of The Fletcher School shall appoint a Code of Conduct Committee composed of five people drawn from the School. Three members of the committee shall be members of the faculty; one member shall be a second-year Fletcher student, elected by the student body of the School; and one member shall be the Fletcher Director of Student Affairs or her/his designated representative. When a matter is referred to the Code of Conduct Committee, the Committee shall evaluate the information presented and determine an appropriate outcome or sanction, if any, pursuant to the following procedures. Decisions regarding a violation of the Code of Conduct are based upon the preponderance of the evidence (whether it was more likely than not that policy was violated by the conduct alleged).

F2. Disciplinary Action and Fair Process

The procedures described in this section and the following sections ensure that a fair review has taken place and that the information presented by the complainant, respondent, and any witnesses has received full consideration.

The University makes every effort to protect the privacy of each individual. The Committee shall give due consideration to such privacy interests and will conduct its work accordingly. Official records of disciplinary investigation and action are maintained in the Office of the Registrar. These records are generally considered private and internal. They may be released to third parties pursuant to University policies and federal law, including the Family Educational Rights and Privacy Act of 1974, as amended. These policies currently provide that information may be released “[w]hen the information is a record of a campus disciplinary proceeding.”

F3. Reporting Violations of the Code of Conduct

An allegation is a written assertion that a violation of the Code of Conduct may have occurred. Any employee, student, faculty member, or visitor of the University may present an allegation to the Director of Student Affairs. Each allegation should describe, with as much specificity as possible (e.g., dates, names, locations, occurrences), the particular factual events that constitute the alleged violation. If such specificity is missing, the person making the allegation will be asked to supplement as appropriate.

Should community members wish to report violations of the Code of Conduct anonymously, they may do so through EthicsPoint, by calling EthicsPoint toll-free at 866-384-4277 or visiting <http://tufts-oeo.ethicspoint.com>.

F4. Anonymity

Students or others who submit only information that is of a general or descriptive nature and that does not arise from their personal observation or knowledge may request to remain anonymous. They should indicate this desire when they deliver the information to the Director of Student Affairs, and the remainder of the process will use reasonable efforts to maintain the anonymity of these students or others. However, anonymity cannot be guaranteed. In most circumstances, students or others who provide information regarding alleged Code of Conduct violations in the form of their own observations cannot remain anonymous.

F5. Initial Review of an Allegation

The respondent must not contact the complainant with respect to the alleged violation. Any attempt to influence the complainant or to retaliate is itself a violation of the Code of Conduct and is subject to being considered under these Procedures.

Dishonesty in any stage of the Committee process could lead to further sanctions.

Upon receiving an allegation or complaint, the Director of Student Affairs will consider the information received. After reviewing the allegation or complaint and any other documentation s/he deems appropriate, the Director of Student Affairs will determine whether the grievance is within the jurisdiction of the Code of Conduct. If the Director determines that the allegation may allege conduct that, if confirmed, might violate the Code of Conduct, the respondent will be immediately notified of the substance of the allegation, either orally or in writing.

If the alleged policy violation is a minor infraction, the Director of Student Affairs, in consultation with the Associate Dean of Admissions and Student Affairs, may:

1. dismiss the case based on a lack of evidence;
2. meet with the complainant and respondent and come to an informal resolution based on the requests of the complainant and the nature of the complaint; or
3. advise and/or provide a verbal or written reprimand in cases when the facts are not disputed.

For all other allegations, the Director of Student Affairs will consider the complaint with the Code of Conduct Committee Chairperson. Code of Conduct Committee members also may be consulted to assess the allegation and assist in the decision to either:

1. dismiss the case based on a lack of evidence;
2. meet with the complainant and respondent and come to an informal resolution based on the requests of the complainant and the nature of the complaint;
3. advise and/or provide a verbal or written reprimand in cases when the facts are not disputed;
4. forward the case to the appropriate department at Tufts for further review and handling;
5. forward the case to the Code of Conduct Committee and, if necessary, further investigate the allegation; or

6. determine any outcomes or impose sanctions identified in sections F12(a) through F12(d).

An additional investigation pursuant to subparagraph 5 may include interviewing the respondent, the complainant, and witnesses, as well as gathering and reviewing pertinent documents and any other information. The Chairperson and/or individuals selected by the Chairperson (including but not limited to the Tufts University Police Department) will investigate the allegations.

The Committee Chairperson, after consulting with Committee members, will decide to proceed with or without a hearing, depending on the severity of the allegation and/or possible sanctions. In all cases, a Report shall be prepared that summarizes the allegations, the information obtained from the investigation, and the decision to dismiss or proceed with the case.

F6. Interim Actions

Complaints of student misconduct occasionally require the School to take immediate action in order to protect the health, safety, or wellbeing of individuals or the community; to uphold University values; to end ongoing or prevent further misconduct; to separate individuals involved in a case; or for other similar reasons. To that end, the Director of Student Affairs, the Code of Conduct chairperson, and their respective designees, are each authorized to impose immediate interim measures when, in their judgment, such measures are necessary and appropriate under the particular circumstances.

Possible interim measures include without limitation interim suspension of a student from the University, interim suspension from a student organization, no-contact orders, restricting a student's access to certain campus locations, or changes to academic or work schedules.

Interim measures will usually remain in place pending the resolution of the complaint.

Interim suspension of an individual student may only be imposed if, in the judgment of the Director of Student Affairs the Code of Conduct chairperson, or their respective designees, there is evidence or information which appears reliable suggesting that the respondent violated a policy and that interim action is necessary: (1) to ensure the safety and well-being of members of the University community or preservation of University property; or (2) to ensure the student's own physical or emotional safety and well-being; or (3) if the student poses an ongoing threat of disruption of, or interference with, the normal operation of the university.

While a student is on interim suspension, the student is not permitted to access any building, facility, or activity of the University, including classes, residence halls, and extracurricular activities.

F7. Stay Away Requests

The Director of Student Affairs or designee may issue Stay Away Requests (SARs) on behalf of students who would like to provide formal notice to another student that they do not wish to have further direct or indirect communication or contact with them. An SAR can be initiated by contacting the Office of Student Affairs.

1. An SAR prohibits direct or indirect communication or contact between the parties, including in person, mail, email, telephone, messaging, social media, or contact through friends, and is designed to secure the integrity of the adjudication process.

2. SARs stay in effect until further notice is given to the involved parties.
3. An SAR is a directive, not a disciplinary action, and it has no disciplinary consequences. It is not in itself a finding of responsibility for any disciplinary action, nor does it preclude future disciplinary action.
4. However, failure to abide by the terms of an SAR will likely result in serious disciplinary action, including a strong consideration of loss of privileges, probation, and suspension. Disregard of an SAR can also be used as evidence in a claim of harassment. Any party responsible for retaliation or threats of retaliation will also be subject to disciplinary action by the School.
5. An SAR does not necessarily restrict a student from being on campus or place restrictions on any academic or co-curricular activities of either party.
 - i. There is no minimum distance that must be maintained between the two.
 - ii. However, provisions regarding certain spaces on campus may be added to an SAR at the discretion of staff members in the Office of Student Affairs, and should the parties unexpectedly encounter one another, they are both expected to maintain the maximum distance possible and must not initiate direct or indirect communication with one another.
 - iii. The person who arrives second to a closed space is expected to leave that space.

F8. Cases Presented to the Code of Conduct Committee without a Hearing

The Code of Conduct Committee will meet, and the Chairperson will present the Report to Committee members. The respondent will be provided a copy of the Report and will be invited to submit a written explanation of the situation to the Committee.

The discussion will be followed by a vote in which a majority of the Committee will decide to either dismiss the case, hold a hearing as described in sections F9 through F11, or find that a violation has occurred. If the Committee finds that a violation has occurred, it may, but need not, impose a sanction (see section F12 below). However, the sanction(s) imposed may not include suspension or expulsion. If the Committee decides to consider a sanction that includes suspension or expulsion, the Committee must hold a hearing.

Whatever the outcome, the Committee Chairperson will notify the respondent and the complainant in writing of the Committee's decision and any next steps.

F9. Cases Presented to the Code of Conduct Committee with a Hearing

Prior to the hearing, the Chairperson will provide the respondent with a written letter of notification which shall include the following:

1. the time of the hearing (no sooner than ten business days from the date of notification);
2. the location of the hearing;
3. the allegation(s) to be considered;
4. the range of disciplinary sanctions that could result;
5. the names of the witness(es) and/or complainant(s) expected to meet the Committee; and
6. a copy of the Report prepared at the end of the Initial Review of an Allegation (see section F5 above) and any other written or documentary information that the Committee will consider.

The complainant and respondent will be invited to appear at the hearing either in person or via video/phone and be given the opportunity to:

1. present information personally or through the testimony of witnesses, provided that written notice of the identities of these witnesses is provided to the Chairperson of the Committee five business days before the scheduled hearing;
2. submit further written or documentary information for the consideration of the Committee, provided that s/he does so at least two business days before the scheduled hearing;
3. question any person who presents information, except in cases when a person not physically present at Fletcher provides only a written statement rather than appearing in person;
4. make an oral or written statement presenting his or her position(s) to the Committee; and
5. be accompanied by a support person who is a current member of the faculty or administration. Written notice of such accompaniment must be given to the Committee at least two business days before the hearing and must include the name of the support person. The support person will be present only to advise the respondent and will not be allowed to address the Committee. The support person cannot be a member of the Committee and must sign a confidentiality agreement that prevents disclosure of any information from the hearing.

F10. The Code of Conduct Hearing

The Chairperson of the Committee or some other Committee member appointed by the Chairperson will conduct the hearing. The hearing will proceed as set forth in the Committee Chairperson's letter of notification (described in section E7), beginning with a presentation of the Report. After all information is presented, the respondent will be invited to make a statement to the Committee and respond to its questions. Upon request, the complainant also may address the Committee and answer questions. Upon request, the complainant may participate in the hearing outside the presence of the respondent, subject to the approval of the Committee. In such circumstances, the respondent shall be provided as soon as is practicable with a written transcript of any statement(s) made by the complainant and may respond thereto.

Code of Conduct hearing procedures are intended to be as flexible and informal as practicable. There are no formal rules of evidence. The Committee may consider any information that it deems relevant and may attach whatever weight, if any, it deems appropriate to such information. Any such information submitted to or considered by the Committee shall be transmitted to the complainant and respondent, who may comment thereon. When s/he deems it appropriate, the Chairperson of the Committee will conclude the end of the hearing.

No audio or visual recording of any kind is allowed during the hearing; no transcript of the hearing should be made, unless otherwise provided herein. A documentary record of the proceedings will be kept in the files of the Office of the Registrar. This record should include: (1) the complaint and the respondent's response, (2) all documents submitted at the hearing, and (3) the decision letter. This record does not summarize or otherwise attempt to preserve the hearing or deliberative discussions.

F11. Committee Deliberation and Decision

After the hearing, the Committee will deliberate in private and make a decision by majority vote. Any Committee decision that finds a violation or imposes a sanction must be accompanied by a short summary of the case and a reasoned explanation for the decision. This summary and explanation will be provided to the complainant (if any) and respondent.

F12. Outcomes and Sanctions

Any or all of the sanctions below may be applied by the Committee.

(a) Counseling: The student will be counseled by members of the Committee or by a person or persons appointed or authorized by the Committee. Counseling is not considered a punishment or penalty; it is designed to help the student understand how his/her actions violated the Code of Conduct and how to avoid further violations.

(b) Verbal Reprimand: The student will receive a verbal reprimand from the Chairperson, a written record of which shall be documented but not noted on the student's transcript.

(c) Written Reprimand: The student will receive a written reprimand from the Committee and signed by the Chairperson. The reprimand will not be noted on the student's transcript, but the student will not be eligible for graduation honors or awards.

(d) Restitution: Where the student has damaged, converted, or otherwise impaired the value of the property of The Fletcher School, Tufts University, a Fletcher/Tufts University affiliate, or individual, the student may be required to make adequate restitution any injured party. Restitution may be by monetary compensation or by the student taking appropriate action, as specified by the Director of Student Affairs or Chairperson of the Committee, to redress the situation. The fact that restitution was ordered shall not be noted on the student's transcript.

(e) Loss of Privileges: A student or student organization may lose privileges for a specified period of time. Such privileges include but are not limited to access to campus, the ability to have a car on campus, parking privileges, participation in certain events, access to electronic resources, or use of Tufts-owned equipment. Loss of privileges also may entail the loss of membership or leadership positions in academic committees or student organizations.

(f) Probation: The student will be placed on probation for a specified period of time. The Committee may take appropriate steps, including requiring the student to appear regularly before the Committee or designated member(s), to ensure that the student is acting in accordance with the applicable Code policies. Probation will be noted on the student's transcript.

(g) Limited Suspension: The student will not be permitted to continue as a registered student for a specified period. At the expiration of this period, the student shall be re-enrolled upon his/her request. The student will receive credit only for those courses that were completed and passed prior to the suspension. At the discretion of the Committee, the student may be permitted to complete courses in progress, the current semester, or the current academic year before beginning the term of suspension. Suspension will be noted on the student's transcript.

(h) Indefinite Suspension: Indefinite suspension is a sanction just below dismissal and is given to a student who must demonstrate to the Committee that s/he merits re-entry to Fletcher. Students who are suspended indefinitely must be given specific assignments, benchmarks, requirements (for example, a verification from a healthcare professional), and/or tasks that they must accomplish, and a time frame, not to exceed two years, within which they must meet them. The Committee must decide by majority whether to allow the student's re-entry, continue the suspension, or dismiss the student. If the student does not fulfill all of the conditions for re-entry set by the Committee, the indefinite suspension converts to permanent dismissal without the right to re-apply, at the expiration of the time set for fulfilling the conditions. This action will be noted on the student's transcript.

(i) Dismissal with the Possibility of Re-Application: The student will be dismissed from the program but will be permitted to re-apply for admission to Fletcher, subject to all the

conditions of the regular admissions process. This action will be noted on the student's transcript.

(j) Permanent Dismissal: The student will be permanently dismissed from the program and not permitted to re-apply or re-enroll. This action will be noted on the student's transcript and shall be reported to the Student Exchange Visitor Information System (SEVIS), as needed.

(k) Suspension of Student Organization Status: Suspension of student organization status is the temporary termination of the School's recognition of a student organization. While a student organization is suspended, it may not exercise any of the benefits of recognition, including the use of University facilities, the use of the University or School's name or logo, the use of the University's electronic resources (including web hosting), access to University funds or banking, room reservations, etc.

(l) Additional Sanctions: Such additional sanctions may be imposed as the Code of Conduct Committee deems appropriate.

F13. Appeal Process

Either a complainant or a respondent may appeal a decision made by the Code of Conduct Committee to the Dean of The Fletcher School. The appeal must be made within one month of being notified of the decision. The appeal must state the specific grounds for the appeal and present any relevant information or evidence in support of the appeal.

The appeal process is designed to ensure that decisions reached by the Code of Conduct Committee are fair and consistent with Code of Conduct procedures. The appeal is not a re-hearing or reconsideration, but rather a review of the record.

There are only three grounds on which a decision may be appealed. They are:

1. **Newly Available Information.** There exists substantive and relevant information that was not available to the complainant or respondent at the time of the resolution of the complaint or that could not have been discovered through due diligence at the time of the resolution.
2. **Denial of Fair Process.** There was a substantial departure from the procedures outlined in the Procedures Regarding Violations of the Fletcher Code of Conduct that significantly affected the fairness of the process.
3. **Disproportionate Consequences.** The sanction(s) imposed vary significantly from the range of sanctions appropriate in the situation and have disproportionate consequences on the student concerned.

The Dean can review the appeal and make a final decision or may appoint an ad-hoc appellate committee for a second review. The Dean or appellate committee may:

1. deny the appeal and uphold the original decision;
2. accept the appeal and return the case to the Code of Conduct Committee (in situations where new information has become available); or
3. accept the appeal and revise the original decision and/or accompanying sanctions, with a reasoned explanation for the decision and revision(s).

The appellate decision is final and cannot be appealed further.

Nothing in this Code of Conduct is to be construed as contradictory to present or future University policies and procedures. In the event of any conflict, University policies and procedures will prevail. Approval of this Code of Conduct does not constitute approval or disapproval of the underlying Fletcher or University policies. Any amendment to this Code must be approved by the Fletcher faculty.

Requirements for the Degrees

Definitions

Residential Programs

For the purposes of this handbook, “residential” refers to students enrolled in the following programs whose primary mode of instruction is in-person::

Master in Global Affairs (MGA)
 Master of Arts in Law and Diplomacy (MALD)
 Master of International Business (MIB)
 Master of Arts (MA)
 Master of Laws in International Law (LLM)
 Master of Arts in Humanitarian Assistance (MAHA)
 Master of Arts in Transatlantic Affairs (MATA)
 Master of Science in Cybersecurity and Public Policy (CSPP)
 PhD in International Relations
 PhD in Economics and Public Policy

Online Programs

For the purposes of this handbook, “online” refers to students enrolled in the following programs whose primary mode of instruction is online:

Global Master of Arts (GMAP)
 Master of Global Business Administration (GBA)

Fields of Study

Fields of study are areas of specialization or concentration that are the basic building blocks of the Fletcher curriculum. Fields of study enable students to develop a specific set of skills related to a functional topic or geographic area. MALD and MIB students are required to graduate with two fields of study. MGA students are required to graduate with one field of study.

Global Affairs Fields of Study

Students starting at Fletcher in September 2021 will choose from the following eleven fields of study. These enhanced interdisciplinary fields will enable students to specialize in the substantive knowledge and skills required for particular careers. MGA students will be required to take 5-6 courses in their one field of study, including a practicum in their final semester. MALD and MIB students will complete two fields of study with 3-4 courses per field.

- Comparative and Regional Studies (regional tracks in Europe, Latin America, Middle East, or Pacific Asia)
- Gender and Intersectional Analysis (track in Gender and Intersectional Analysis in Global Affairs)

- Global Governance International Organizations
- Human Security and Humanitarian Affairs (tracks in Humanitarian, Migration, Conflict and Political Violence)
- International Business (tracks in Banking and Finance, Strategic Management and Consultancy, Business for Social Impact, and Marketing)
- International Development and Environmental Policy
- International Economic Relations
- International Legal Studies (tracks in Public International Law and International Business and Economic Law)
- International Negotiation and Conflict Resolution
- International Security
- Technology and International Affairs (tracks in Cyber Policy, International Information and Communication, Technology and Sustainable Development)

MALD students may fulfill two tracks within a field of study. In such cases, the courses taken toward each track may not double-count.

Students who started at Fletcher prior to September 2021 and completed at least one semester of coursework are ineligible to complete the fields of study from this list and should consult with the Fletcher Registrar on the list of fields available at their time of entry to Fletcher.

International Business Fields of Study for MIB Students

Students in the MIB program must complete one of these four international business fields of study along with one of the international fields of study listed above. Non-MIB students may complete one MIB field of study.

- Business for Social Impact
- International Finance and Banking
- Marketing
- Strategic Management and International Consultancy

Double-counting courses towards the Fields of Study:

Courses may not double-count between two fields of study for the MALD and MIB. Courses may double-count towards both breadth requirements and one field of study.

Requirements for the Degree of Master in Global Affairs

All MGA students must complete 42.0 credits (also known as Semester Hour Units) in order to receive their degree. The following course requirements must also be met in addition to the credit requirement.

- One Field of Study
- Breadth Requirements
 - One (3.0 credits) ILO course
 - One (3.0 credits) DHP course
 - Economics requirement
 - EIB E201 Intro to Economic Theory **OR**
 - EIB E211 Microeconomics **OR**

- Pass the E201 Equivalency Exam and take a higher-level full credit (3.0 credits) EIB course from the following list: E211, E212M, E213, E214, E220, E221M, E230, E240, E241, E242, E245, E246, E247, E248, or E262
 - Quantitative Reasoning
 - One of the following courses from DHP P203, EIB B205, B206, E210M, E213, or B262 **OR**
 - Pass either the E210M or B205 Quantitative Reasoning equivalency exam
- Complete 2 (6.0 credits) courses that are listed as a Skills course
- Complete a practicum course associated with the Field of Study
- One summer of enrollment in either two courses (6.0 credits) **OR** one course (3.0 credits) and one approved internship for credit (3.0 credits).
- Participate in the Professional Development Program (PDP). Grading is satisfactory/unsatisfactory.

Notes on the MGA Degree Requirements:

- Courses listed as a Skills courses cannot be used to satisfy a breadth requirement.
- Courses listed as a Skills course can satisfy the field of study in addition to the Skills requirement.
- DHP P203 Analytic Frameworks for International Public Policy Decisions may not be used to satisfy the DHP requirement
- EIB E213 Econometrics may be used to satisfy either the EIB divisional requirement or the Quantitative Reasoning requirement, but not both.
- In cases when an **equivalence exam is offered** by Fletcher (i.e. E201, B205, B206, E210M, E212M, and E217M) students may only gain equivalence by passing the equivalence exam. Equivalency does not constitute transfer credit; it does not entitle the student to count that course for credit; nor does it affect normal distribution requirements.
- Self-designed fields are not allowed for the MGA degree.

Requirements for the Degree of Master of Arts in Law and Diplomacy

All MALD students must complete 48.0 (also known as Semester Hour Units) credits in order to receive their degree. The following course requirements must also be met in addition to the credit requirement.

- Two Fields of Study
- Breadth Requirements:
 - One (3.0 credits) ILO course from a designated list
 - DHP requirement
 - One (3.0 credits) DHP course from a designated list
 - One additional (3.0 credits) DHP course
DHP P203 Analytic Frameworks for Public Policy Decisions which cannot be offered to meet the DHP division requirement.
 - Economics requirement
 - EIB E201 Intro to Economic Theory **OR**
 - EIB E211 Microeconomics **OR**
 - Pass the E201 Equivalency Exam and take a higher-level full credit (3.0 credits) EIB course from the following list: E211, E212M, E213, E214, E220, E221M, E230, E240, E241, E242, E245, E246, E247, E248, or E262
 - Quantitative Reasoning

- One of the following courses from DHP P203, EIB B205, B206, E210M, E213, or B262 **OR**
- Pass either the E210M or B205 Quantitative Reasoning equivalency exam
 - Complete a capstone project
- Participate in the Professional Development Program (PDP). Grading is satisfactory/unsatisfactory.

MALD Divisional Breadth Requirements

Division of Diplomacy, History, and Politics (DHP)

Each MALD student is required to take two full credit courses from the DHP Division. One of those courses must be one of the following list. For the second course, students may choose any full credit course(s) with a DHP designation with the exception of DHP P203 Analytic Frameworks for Public Policy Decisions which cannot be offered to meet the DHP division requirement:

- DHP H203 U.S. Foreign Policy, 1898 to Present
- DHP H205 The Historian's Art
- DHP D210 The Art and Science of Statecraft
- DHP D220 Processes of International Negotiation
- DHP P200 International Relations: Theory and Practice
- DHP P201 Comparative Politics
- DHP P214 Gender Theory and Praxis
- DHP P217 Global Political Economy: Macroeconomic Perspectives
- DHP P218 Global Political Economy: Comparative and Critical Perspectives
- DHP P219 International Political Economy of Development
- DHP P240 The Role of Force in International Politics

Division of International Law and Organizations (ILO)

Each MALD student is required to take one of the following ILO courses:

- ILO L200 The International Legal Order
- ILO L209 International Treaty Behavior: A Perspective on Globalization
- ILO L210 International Human Rights Law
- ILO L216 International Humanitarian Law
- ILO L220 International Organizations
- ILO L222 Selected Issues in Law of the Sea
- ILO L223 International Environmental Law
- ILO L232 International Investment Law
- ILO L240 Legal and Institutional Aspects of International Trade
- ILO L250 Law and Development

Division of Economics and International Business (EIB)

To satisfy the Economics Breadth Requirement, each MALD student is required to successfully complete one of the following options: (1) take and pass the course, EIB E201 Introduction to Economic Theory; (2) take and pass the course, EIB E211 Microeconomics; or (3) pass the EIB E201 Equivalency Exam and then take one full-credit course (3.0 credits) of the below listed higher-level economics courses or two modules to meet the requirement.

Students who pass the E201 Equivalency Exam may still choose to enroll in EIB E201 if they feel that their economics background is weak or needs refreshing, or they may take the more

challenging course, E211 Microeconomics rather than enroll in one of the below listed higher-level economics courses. Please carefully review the course descriptions for information on other prerequisites for the upper-level economics courses.

- EIB E211 Microeconomics
- EIB E212M Macroeconomics
- EIB E213 Econometrics
- EIB E214 International Economic Policy Analysis
- EIB E220 International Trade and Investment
- EIB E221M Advanced International Trade and Investment
- EIB E230 International Finance
- EIB E240 Development Economics: Macroeconomic Perspectives
- EIB E241 Development Economics: Policy Analysis
- EIB E242 Development Economics: Micro Perspectives
- EIB E245 Econometric Impact Evaluation for Public Policy and Social Programs
- EIB E246 Environmental Economics
- EIB E247 Econometric Impact Evaluation for Development
- EIB E248 Agriculture and the Environment
- EIB E262 The Economics of Global Health and Development

Notes on the Economics Breadth requirement:

- EIB E213 Econometrics may be used to meet either the Economics or the Quantitative Reasoning requirement, but not both.
- If a module is taken in fulfillment of the upper-level Economics requirement, a second module must also be taken, ex. EIB E212M and E221M must both be taken. The requirement is fulfilled with the completion of 3.0 credits.

Quantitative Reasoning

Each MALD student is required to pass one of the Quantitative Equivalency Exams (E210M and B205) or take one of the following courses:

- DHP P203 Analytic Frameworks for International Public Policy Decisions
- EIB B205 Data Analysis and Statistical Methods
- EIB B206 Data Analysis and Statistical Methods for Business
- EIB B262 Marketing Research and Analysis
- EIB E210M Quantitative Methods
- EIB E213 Econometrics

Notes on the Quantitative Reasoning requirement:

- In cases when an **equivalence exam is offered** by Fletcher (i.e. E201, B205, B206, E210M, E212M, and E217M) students may only gain equivalence by passing the equivalence exam. **When an equivalence exam is not offered**, students who have previously completed graduate level work equivalent to Fletcher courses may apply for a certification of equivalency for those courses. Such equivalence requires the written approval of the professor teaching the Fletcher course for which equivalency is desired. Equivalency does not constitute transfer credit; it does not entitle the student to count that course for credit;

nor does it affect normal distribution requirements. The option to obtain equivalency for a required course exists only for the purpose of eliminating the necessity of repeating course work previously taken. It is not intended that students may obtain equivalency for required courses through cross-registration in similar courses at Harvard or elsewhere during the academic year.

- EIB E213 Econometrics may be used to meet either the Economics or the Quantitative Reasoning requirement, but not both.

Requirements for the Degree of Master of International Business

All MIB students must complete 54 credits (also known as Semester Hour Units) in order to receive their degree. The following course requirements must also be met in addition to the credit requirement.

- Two Fields of Study. One field must be from the International Business Fields.
- Business course requirement (12.0 credits). Each MIB candidate is required to complete the following courses:
 - EIB B238M Pre-Session: Strategic Management and International Consultancy (1.5 credits)
 - EIB B200 Foundations in Financial Accounting and Corporate Finance (3.0 credits)
 - EIB B207 Financial Statement Management (3.0 credits)
 - EIB B263M Marketing (1.5 credits)
 - One of the following: EIB B206 Data Analysis and Statistical Methods (3 credits)
OR pass the B206 equivalency exam and enroll in EIB E213 Econometrics (3 credits)
- A Regional Studies elective (1.5 credits). The Regional Studies courses are listed below:
 - DHP P266M The Islamic World
 - DHP P287M Political Economy and Business of the EU
 - DHP P294M Political Economy and Business Context of Latin America
 - DHP H252 Russia and the World from Peter the Great to Putin
 - EIB B272M The Political Economy and Business Environments of Greater China
- Economics requirement: Each MIB candidate is required to complete a minimum of 3.0 - 6.0 economics credits at Fletcher: one microeconomics course from a choice of two (either E211 or E217m) and one macroeconomics course (E212m). Students who pass the equivalence exam for E212m and/or E217m must still take a higher-level economics course(s) beyond E201.
- One ILO course (3.0 credits) either ILO L230 or ILO L233
- One course from the DHP division (3.0 credits)
- The Business, Government, and Society Requirement: Each MIB student is required to complete one course from the list below:
 - DHP P217 Global Political Economy: Macroeconomic Perspectives
 - DHP P219 International Political Economy of Development
 - DHP P236 Cyber in the Civilian Sector: Threats and Upheavals
 - DHP P238 Technology, Development, and Regulation
 - DHP P257 Corporate Management of Environmental Issues
 - DHP P251 Energy, Entrepreneurship and Finance
 - EIB E220 International Trade and Investment
 - EIB B223 Informal and Underground Finance
 - EIB B232 Work and Employment Relations in the 21st Century

- ILO L232 International Investment Law
- ILO L240 Legal and Institutional Aspects of International Trade
- Complete a capstone project
- Participate in the Professional Development Program (PDP). Grading is satisfactory/unsatisfactory.

Requirements for the Degree of Master of Laws in International Law

All LLM students must complete 24.0 credits (also known as Semester Hour Units) in order to receive their degree. The following course requirements must also be met in addition to the credit requirement.

5 courses (15.0 credits) and no more than 6 (18.0 credits) courses taken within the ILO division

- One course (3.0 credits) from the DHP division
- One course (3.0 credits) from the EIB division
- Complete a capstone project
- Participate in the "high table" colloquiums

Requirements for the Degree of Master of Arts

All MA students must complete 24.0 credits (also known as Semester Hour Units) in order to receive their degree. The following criteria must also be met within those 24 credits:

- 3.0 credits from each of the Fletcher three divisions (ILO, EIB, DHP)
- Complete a capstone project

Requirements for the Degree of Global Master of Arts

All GMAP students must complete the 11-course core curriculum totaling 24.0 credits (also known as Semester Hour Units) in order to receive their degree, as well as complete a capstone project.

Requirements for the Degree of Master of Arts in Transatlantic Affairs

Coursework requirements for MATA Students completing year one at Fletcher

25.5 course credits, including a minimum of 3.0 credits from each of Fletcher's three divisions (ILO, DHP, and EIB)

- Integrate into one of College of Europe's study programs in the final (fourth) semester:
 - European Economic Studies
 - European Interdisciplinary Studies (*Natolin campus only*)
 - EU International Relations and Diplomacy Studies
 - European Legal Studies
 - European Political and Administrative Studies

Coursework requirements for MATA Students completing year one at College of Europe

- Coursework in one of College of Europe's study programs:
 - European Economic Studies
 - European Interdisciplinary Studies (*Natolin campus only*)
 - EU International Relations and Diplomacy Studies
 - European Legal Studies
 - European Political and Administrative Studies
- 12.0 or 13.5 credits from Fletcher course offerings in the final (fourth) semester (course division does not matter)

Degree Requirements for all MATA Students in Addition to Coursework

- Year One - Completion of joint transatlantic course and related project
- Third semester - 3-4 month high-level internship related to transatlantic affairs with associated report
- Completion of thesis related to transatlantic affairs
- Participate in the Professional Development Program (PDP). Grading is satisfactory/unsatisfactory.

Requirements for the Degree of Master of Global Business Administration

All GBA students must complete 36.0 credits (also known as Semester Hour Units) in order to receive their degree. The following course requirements must also be met in addition to the credit requirement.

- Core Courses (6 credits)
 - B200: Corporate Finance in Global Capital Markets (3 credits) [required]
 - B236: International Strategy and Innovation (3 credits) [required]
- Business Foundations – one course (3 credits)
 - B209: Beyond Balance Sheets (3 credits)
 - B212: Starting New Ventures (3 credits)
 - B250: Sustainable Business Dynamics (3 credits)
 - B260: Global Marketing Management (3 credits)
 - B281: International Supply Chains: Connecting the Developed and Developing Worlds (3 credits)
- Global Context - 2 courses (6 credits)
 - E212: International Macroeconomics (3 credits) [required – option 1]
 - P217: The Politics of the Global Economy (3 credits) [required – option 2]
 - P240: International Security (3 credits)
 - P292: Economic Policy Challenges in Emerging Markets (3 credits)
 - B295: Negotiating Leadership (3 credits)
- International Law – 1 course (3 credits)
 - L230: International Business Law (3 credits)
 - L237: Mergers and Acquisitions (3 credits)
- Analytical Tools - 1 course (3 credits)
 - E217: Managerial Economics (3 credits)
 - P207: Decision Analysis for Business (3 credits)
 - B207: Data Analytics and Statistical Methods (3 credit)
- 3 Additional Elective Courses (9 credits)
- Capstone Immersion and Course (4.5 credits)
 - B299M: Capstone Immersion: [month and year] (1.5 credits)
 - B300: Capstone Lab (3 credits)
- International Immersion or Course Alternative (1.5 credits)
 - B293M: Leadership Development Program (1.5 credits)
 - B297M: Seminar: Fl. Reads the News. (1.5 credits)
 - B298M: International Immersion: [city] (1.5 credits)

Requirements for the Degree for Dual and Joint Degrees

Dual and joint degree requirements may vary depending on the program. Fletcher requires that the following four criteria be met:

1. The student is admitted separately to each school.
2. The student spends three semesters and takes a minimum of 36.0 credits (four courses per semester for full-time) at Fletcher.
3. The student requests transfer credit for a maximum of four courses from the partner institution for the MALD degree before their graduating semester.
4. The student completes the Capstone.

Joint degree requirements vary by degree.

Requirements for the Degree of Doctor of Philosophy

PhD Coursework Phase for MALD/MIB Graduates

MALD/MIB graduates who are admitted to the PhD Program are required to spend one year in residence following their admission and enroll in at least four courses (12 credits). During their first year they must enroll in the required methodology courses, which are in addition to other courses they need in order to complete the program requirements, including:

- Two fields of study (four courses per field)
- P201: Comparative Politics
- P200 or H204: IR Theory
- E213: Econometrics

PhD Coursework Phase for Direct-Admit Students

Applicants who are directly admitted to the PhD program without pursuing the MALD or MIB first are generally able to complete all pre-dissertation coursework requirements in three semesters.

The following six steps apply to Direct Admit PhD students. They must:

1. Complete a minimum of eight and, normally, a maximum of **12 courses** (24-36 units of credit). Nine of the 12 courses must be Fletcher courses; only three of the 12 may be cross-registered courses. Direct Admit students can petition for equivalency credit for up to five PhD course requirements (15 credits). See the note below on equivalency.
2. Meet **division requirements** applicable to MALD and PhD students, which are to take two courses in each of two divisions and one course in the third division. Complete two Fletcher **fields of study**, with four courses per field, of which only one course per field can be an “exception” (non-Fletcher course, independent study, equivalency credit, etc.).
3. Submit a **thesis** for evaluation by a Fletcher faculty member. A master’s thesis written prior to enrollment at Fletcher may be submitted in lieu of a MALD thesis. In either case, the evaluating faculty member must assign a grade that will form part of the basis for continuation of PhD student status. The grade should be reported to the Fletcher Registrar and the PhD Program Director.
4. Pass the School’s reading and oral foreign **language examinations** as well as the **statistics exam**.
5. Achieve a cumulative **GPA of at least 3.6** in the eight to twelve courses taken as an enrolled Fletcher student. Students with a GPA of less than 3.60 at the end of the coursework phase will be withdrawn from the PhD Program.

6. Upon completion of the requirements listed above, the student would proceed to **Comprehensive Examinations**. Direct-admit students are not eligible to receive a MALD or MA degree.

Petitioning for Equivalency

PhD students who did not previously complete the MALD/MIB can petition for equivalency for up to four classes (12 credits) taken in a previous master's degree program, potentially reducing their coursework requirement to only eight classes (24 credits) toward the Fletcher PhD.

There are five opportunities to gain equivalency toward the 13 required courses in the program, which are:

1. First field of study – Students can petition for equivalency for one course of the four required. The field supervisor would make the decision on the petition.
2. Second field of study – Students can petition for equivalency for one course of the four required. The field supervisor would make the decision on the petition.
3. International Relations Theory (P200 or H204) – Students can petition for equivalency from Prof. Drezner.
4. Comparative Politics (P201) – Students can petition for equivalency from Prof. Katrina Burgess, field supervisor.
5. Econometrics (E213) – Students can petition for equivalency from Prof. Aker or Prof. Schaffner.

All other courses must be taken while the student is in the Fletcher PhD program.

Equivalency courses are treated the same as cross-registration courses; that is, students who receive equivalency for three or more PhD courses would not be able to receive any further cross-registration privileges. If they receive equivalency for only one course, they could cross-register for up to two courses, and if they received equivalency for two courses, they could cross-register for one course.

PhD Plan of Study and PhD Coursework for All Students

Before beginning the PhD coursework phase, all PhD students must submit to the PhD Program Office a PhD Plan of Study indicating their two fields of study and the other courses to be taken during the coursework phase.

By the completion of the coursework phase, all PhD students are required to have completed:

- Two **fields of study** with at least four courses per field with only one “exception” per field. The four courses should include the core course for each field.
- First year “Research Methods and Scholarship,” a half-course module that meets biweekly in the fall with PhD Academic Director, Prof. Toft.
- Three half-course methodology modules, generally the first three in the sequence offered by Professors Wilson, Mazurana, and Jacobsen.
- DHP P201 Comparative Politics
- EIB E213 Econometrics
- An international relations theory course, either P200 or H204.

All PhD students who have not taken and passed statistics at Fletcher (B205/B206) need to take and pass the B205 exam, offered during Orientation before the fall and spring semesters.

Both the PhD Program Director and the student's PhD Advisor must endorse the Plan of Study. All course requirements, the thesis, and the language examination must be complete before a student can take comprehensive exams.

Post-Coursework PhD Requirements

After completing coursework, PhD students must complete comprehensive examinations, composed of two written exams and an oral exam. After they have successfully completed their comprehensive exams, students are granted PhD candidacy. They then move on to research and write a dissertation, starting by defending their dissertation proposal.

Language Study

During the academic year, Fletcher students in residential degree programs who wish to pursue foreign language learning may enroll in language courses at Tufts University through cross-registration. Students may enroll in up to one foreign language course for credit towards their degree requirements. Permission to cross-register is at the discretion of the course instructor and the registration deadlines for both schools must be met. Enrollment for credit in a language learning course counts towards the student's semester course load and is subject to all course load and cross-registration policies. Students in two-year programs who believe they may benefit from a second foreign language course for credit may petition the Committee on Student Academic Programs (CSAP) when language study is appropriate for the student's academic program and professional goals.

In order to be eligible to receive credit for language study, the following criteria must be met:

- a) Foreign language instruction should be appropriate for both the student's Fletcher academic experience and their professional career objectives.
- b) Foreign language credit will be given for a maximum of two courses.
- c) Language study encourages a multi-cultural approach to language learning.
- d) The enrollment in a foreign language course does not hinder the student's progress towards other degree requirements.

Additionally, students in residential degree programs are eligible to audit one Tufts language course per term in addition to their normal course load. Audited language courses do not appear on the student's transcript. Enrolling in a language course either for credit or audit requires instructor permission.

Academic Policies and Procedures

Honor Code

Adopted by the Faculty of the Fletcher School of Law and Diplomacy, Tufts University on May 16, 2019 to take effect on September 5, 2019.

Section 1: Purpose, Principles, and Application

- (a) The purposes of this Code are to—
 - (1) codify and clarify the rights and obligations of Fletcher students with respect to the preservation and protection of academic integrity;

- (2) inform Fletcher students, faculty, and administrators with respect to such rights and obligations;
- (3) set forth procedures for judging and punishing offenses against academic integrity; and
- (4) safeguard the rights of students who are accused of such offenses.

(b) The School seeks to promote and preserve a vibrant community of ideas. Integral to assessing the origins, value, and implications of an idea is its attributability. Attribution requires identifying and respecting the distinctive contributions of all participants and the sources on which they rely. Students who claim credit for intellectual work must therefore uphold the highest standards of intellectual honesty by ensuring that work attributed to them is their own and by acknowledging the work of others.

(c) The provisions of this Code shall apply to all students, including non-degree candidates and cross-registrants, who study at the Fletcher School.

Section 2: Prohibitions

- (a) No student may claim credit explicitly or implicitly for the intellectual work of another.
- (b)(1) In preparing written work for academic evaluation, no student may, even inadvertently—
 - (A) engage in plagiarism, which means the appropriation of another person’s ideas, processes, results, or words without giving appropriate credit; or
 - (B) submit any written product that would mislead a reasonable person as to the source or origin of work for which such student asserts authorship; or
 - (C) falsify data, information, source material, or citations.
- (2) Except as an instructor may expressly authorize, a student—
 - (A) shall, with the exception of matters within common knowledge, identify the source of all factual data, including all written information, all internet and electronic data, and all work or material that is the product of another person, including all ideas, facts, data, interpretations, and other information and opinions derived from others, whether published or unpublished; and
 - (B) may not receive or provide any undue or excessive assistance or any advice or guidance that has the effect of vitiating the crediting of such work to such student.
- (3) Except as an instructor may expressly authorize, a student may not submit for scholarly evaluation at the School any work, or any part of any work, that has been previously published or written for compensation or submitted for scholarly evaluation at another institution or in another course at the School.
- (c) In taking examinations, except as an instructor may expressly permit, no student may—
 - (1) seek, offer, allow, give, or receive any assistance of any kind;
 - (2) communicate during an examination in any way with anyone for any purpose;
 - (3) exceed the specified time limit; or
 - (4) access any unauthorized material or source or any device, including any computer, cell phone, smart watch, or any other electronically-powered device or any other item or thing that may be of potential assistance.
- (d) A student shall consult the instructor in the event any doubt or uncertainty arises concerning what is permitted or prohibited in the preparation of written work or the taking of an examination.
- (e)(1) The materials in the Ginn Library are for the use of the entire Fletcher community.
- (2) No student may—

- (A) remove library materials without the authorization of the library;
- (B) stow library materials in book lockers or sections of the stacks not corresponding with the call numbers assigned to the materials; or
- (C) use or alter library materials in such a way as to significantly disadvantage other users of those materials.

Section 3: Honor Committee

- (a) There is established an Honor Committee, which shall carry out the duties provided by this Code.
 - (b) (1) The Committee shall consist of four members of the Executive Committee of the Fletcher faculty and one administrator, all of whom the Dean shall appoint at the beginning of each academic year; and two Fletcher students, both of whom the students shall elect at the beginning of each academic year.
 - (2) The Dean shall also appoint an administrator and a member of the Executive Committee of the Fletcher faculty, and the students shall also elect a Fletcher student, who shall serve as alternate members of the Committee in the event a member of the Committee is unable to be present for a meeting of the Committee.
 - (3) The Dean shall appoint a chair of the Committee from among its faculty members.
 - (4) A quorum shall consist of four members, except that in no case shall a quorum exist if faculty members do not comprise a majority of members present. The Committee may conduct no meeting in the absence of a physical quorum. Committee members may not participate by telephone or videoconference or submit proxy or absentee votes.
 - (5)(A) If a reasonable person would conclude that a member of the Committee cannot be impartial with respect to a matter before it, such member shall recuse himself or herself from participating in the consideration of such matter by the Committee.
 - (B) In the event of such recusal, the Dean shall appoint a faculty member, student, or administrator, as the case may be, as an *ad hoc* member of the Committee for the consideration of such matter.
 - (C) Respondent may challenge the impartiality of a member of the Committee by petitioning the Dean to appoint an *ad hoc* replacement, in which case the Dean may, after consulting with such member, appoint such replacement in the event the Dean determines that such member cannot be impartial with respect to the matter under consideration.
 - (6) The Committee may adopt such rules and procedures as it may deem appropriate to carry out the provisions of this Code, consistent with principles of efficiency and due process.

Section 4: Reports Concerning Potential Violations

- (a)(1) In the event an instructor has—
 - (A) first-hand, direct evidence that a student has violated this Code; or
 - (B) the facts concerning a violation are not in dispute as between such instructor and student;
 the instructor may reduce the grade of such student to a grade, including failure, that is proportionate to the gravity of such violation.
 - (2) No instructor may reduce a grade under this sub-section unless such student has been provided notice and an opportunity to respond.
 - (3) Such instructor shall report any such grade reduction to the Academic Dean, the Executive Associate Dean, and the Fletcher Registrar, who shall maintain a record of such

reduction, separate from the transcript of such student, in the repository maintained under section 5(b)(6)(B) of this Code.

(4) In the event the instructor or the Academic Dean believes that an additional penalty beyond grade reduction would be appropriate, the instructor or the Academic Dean may refer such report to the Committee, which shall consider such report in accordance with section 5(a)(1) of this Code.

(5)(A) Any such student who believes that such instructor has reduced any such grade in violation of the provisions of this Code may petition the Committee in writing, setting forth a reasonable factual basis for such belief and asking the Committee to redress such grade.

(B) Any such student is strongly encouraged to discuss the matter with such instructor before initiating such petition.

(C) The Committee shall consider such petition in accordance with section 7 of this Code.

(b)(1) In the event an instructor has—

(A) no first-hand, direct evidence that a student has violated this Code, or the facts concerning a violation are in dispute as between such instructor and student; but

(B) a reasonable factual basis for believing that a student has violated this Code; the instructor may report such belief to the Academic Dean.

(2) Following the transmittal of any such report, the Academic Dean or the instructor may, upon giving notice to such student and an opportunity to respond, refer such report to the Committee, which shall consider such report in accordance with section 5(a)(1) of this Code.

(c) In the event the Academic Dean or the Executive Associate Dean receives information providing a reasonable factual basis to believe that a student has violated this Code, the Academic Dean or Executive Associate Dean shall report such belief to the appropriate instructor, who shall provide such student with notice and an opportunity to respond, and who may thereafter refer such report to the Committee, which shall consider such report in accordance with section 5 of this Code.

(d) In the event a Fletcher student receives information providing a reasonable factual basis to believe that a violation of this Code has occurred, such student may report such belief to the Academic Dean, Executive Associate Dean, or appropriate instructor, who shall proceed in accordance with subsection (b) of this section.

Section 5: Committee Procedure and Hearings Concerning Reports of Potential Violations

(a)(1) Upon receipt of a report under section 4(a)(4), section 4(b)(2), or section 4(c), a panel consisting of the Academic Dean, Chair of the Committee, and a student member of the Committee designated by the Dean shall determine whether a reasonable factual basis supports such report.

(2) If such panel determines that such basis exists, the Committee shall—

(A) notify respondent in writing, describing such basis with specificity and identifying the specific provision of this Code that may have been violated;

(B) provide respondent with a copy of this Code and such other materials as the Committee may deem appropriate; and

(C) hold a hearing to determine whether such report is supported by clear and convincing evidence, according respondent a presumption of innocence.

(b)(1) At such hearing, the Committee shall examine respondent and such witnesses it may deem relevant and consider such evidence it may deem relevant, except as provided by paragraph (5)(B)(i) of this subsection, and shall accord respondent an opportunity to be heard and present such witnesses as respondent may deem relevant.

(2)(A) Respondent may be represented by an advocate, who may be an attorney, friend, family member, or Fletcher faculty member. The School will not provide respondent with an

attorney or interpreter, but respondent may use an interpreter. The School may use an attorney as it deems appropriate.

(B) Respondent's advocate may attend any hearing before the Honor Committee and consult with respondent throughout, subject to the following limitations:

(i) Such advocate may not participate directly in such hearing, except to give respondent's closing statement if respondent so chooses.

(ii) Respondent shall notify the Chair of the Committee not less than 48 hours before any scheduled hearing if respondent intends to be represented by an advocate at such hearing. Such notice shall include the identity and affiliation of such advocate.

(3) Unless respondent requests that such hearing be open, such hearing shall be closed except to members of the Committee; respondent; respondent's advocate and interpreter, if any; any witnesses; and, at the discretion of the Committee, University counsel.

(4)(A) No participant in any hearing or related proceeding or process may reveal the identity of—

(i) respondent to any non-participant unless expressly permitted to do so by respondent; or

(ii) a witness who requests anonymity upon providing evidence of independent significance with respect to its authenticity, probity, and reliability.

(B) Violation of clause (i) or clause (ii) of this sub-paragraph by a student shall constitute an offense against this Code.

(5)(A) At such hearing, respondent or respondent's representative may confront and cross-examine any witness who provides evidence unless such evidence is of no independent significance with respect to its authenticity, probity, and reliability, such as evidence concerning plagiarism under section 2(b) of this Code.

(B)(i) The Committee may not consider any evidence provided by any person if such person is unable or unwilling to appear in person for such purposes at a reasonable date and time.

(ii) All hearings shall be held during the fall or spring semesters.

(iii) Respondent may call such witnesses that respondent deems appropriate, except that the Committee may not take testimony from character witnesses.

(iv) The Committee may not permit any person to participate or be included in any hearing by telephone or videoconference.

(6) The Committee may, at its discretion, direct that any such hearing or any part thereof be recorded, in which case—

(A) the person who prepares such recording may attend such portions of the hearing that may be recorded;

(B) the Fletcher Registrar shall retain custody and control of such recordings, which shall be included in a repository of records of all Honor Committee reports transmitted to the Dean under paragraph (7)(D) of this subsection;

(C) the Committee may direct the production of such transcripts as it may deem appropriate; and

(D) the Committee shall make such recording, or a copy thereof, available to respondent upon respondent's request within a reasonable period of time thereafter.

(7)(A) The Committee shall determine, after the conclusion of such hearing, whether respondent has committed an offense against this Code with respect to the notice transmitted under subsection (a)(2)(A) of this section.

(B)(i) The Committee may not make such determination unless four members of the Committee concur that it is supported by clear and convincing evidence.

(ii) Ignorance of the provisions of this Code shall not constitute a defense to a violation thereof.

(C) The Committee shall describe such evidence with specificity in a finding of facts that supports such determination.

(D) Not later than fourteen calendar days following the last day of the hearing, the Committee shall report to the Dean and respondent, in writing—

- (i) such determination and findings of fact;
- (ii) a recommendation concerning which penalty, in any, it considers appropriate, as provided in section 6(c)(1); and
- (iii) the separate opinion, if any, of any Committee member who does not concur.

(E) After making a determination under subparagraph (A) of this paragraph but before recommending a penalty under subparagraph (D)(ii) hereof, the Committee shall review records of any prior offenses of respondent maintained in the repository under subparagraph (B) of paragraph 6 of this section.

Section 6: Action by the Dean

(a) Upon receipt of a report under section 5(b)(7)(D) of this Code, the Dean shall accord respondent a reasonable period of time in which to reply.

(b) After considering respondent's reply, if any, the Dean may—

(1) direct the Committee to re-convene the hearing; or

(2) impose a penalty under subsection (c) of this section, taking into account whether respondent has committed any prior offenses.

(c)(1) Penalties that may be imposed by the Dean include but are not limited to reprimand, grade reduction, failure of a course, censure, suspension, and expulsion.

(2) Any such penalty may be imposed with or without notation on respondent's official transcript, as the Dean may determine.

(3) The Dean may examine the registry maintained by the Fletcher Registrar under section 4(a)(3)(B) to determine the propriety and consistency of a contemplated penalty.

(d) The imposition of a penalty by the Dean may not be appealed, except that, after imposing a penalty, the Dean may re-convene the hearing or modify or remove such penalty in the event the Dean becomes aware of new evidence indicating that such penalty was unsupported by the totality of all probative evidence.

Section 7: Committee Procedure and Hearings Concerning Student Petitions Under Section 4(a)(5)

(a) Upon receipt of a student petition under section 4(a)(5) of this Code, the Committee shall transmit such petition to such instructor and accord such instructor a reasonable period of time in which to respond.

(b) After considering any such response, a panel consisting of the Academic Dean, Chair of the Committee, and a student member of the Committee designated by the Dean shall determine whether a reasonable factual basis exists to believe that such instructor reduced such grade in violation of the provisions of this Code.

(c) In the event such panel determines that such basis exists, the Committee shall hold a hearing to determine whether such petition is supported by clear and convincing evidence.

(d) In the event the Committee determines that such evidence—

(1) does not exist, it shall so inform such instructor, such student, and the Dean; or

(2) does exist, it shall recommend that the instructor consult with the Dean with a view to adjusting such grade.

(B) The Dean may make such adjustment if satisfactory accommodation is not reached with such instructor, in which case the Dean shall so inform such instructor, such student, and the Fletcher Registrar.

Section 8: Rights of Accused Students

- (a) In accordance with the provisions of this Code, every student has the right to—
- (1) specific notice of the elements of an offense, as provided by section 2;
 - (2) impartial judgment, as provided by section 3(b)(4);
 - (3) notice and an opportunity to respond, as provided by section 4(a)(2), section 4(b)(2), section 4(c), section 5(a)(2)(A), section 5(b)(7)(D), section 6(a), and section 6(b)(1);
 - (4) a presumption of innocence that may be rebutted only by clear and convincing evidence, as provided by section 5(a)(2)(C) and section 5(b)(7)(B);
 - (5) representation, as provided by section 5(b)(2);
 - (6) confidentiality, as provided by section 5(b)(3) and section 5(b)(4)(A);
 - (7) call, confront, and cross-examine witnesses, as provided by section 5(b)(5) and section 5(b)(5);
 - (8) any hearing recording or transcript that may be produced, as provided by section 5(b)(6)(D);
 - (9) a specific finding of facts that is prepared independent of awareness of any prior offenses, as provided by section 5(b)(7)(C); and
 - (10) incur no grade reduction in violation of the provisions of this Code, as provided by section 4(a)(5) and section 7.
- (b) The Dean may, under section 6 of this Code, impose a lesser penalty or no penalty in the event the Dean determines that any such right has been violated.

Section 9: Student Pledge of Compliance

Every Fletcher student shall, as a condition to enrollment, sign a pledge stating as follows: “I affirm that I have read and understand the Fletcher School’s Honor Code and I solemnly promise to comply with it.”

Section 10: Effective Date; Amendments

- (a) This Code shall become effective, and the earlier Code of Academic Integrity shall be repealed, on the first day of classes in the semester following the semester in which this Code was approved by the faculty.
- (b) No amendment to this Code may take effect unless approved by the faculty.

Student Status

Full-time Enrollment

Students in the residential programs are considered full-time enrolled when taking 10.5 credits or greater in a semester. The definition of full-time for the purposes of financial aid eligibility may differ. Students who are full-time enrolled pay the published tuition rates for a full-time student. Students enrolled over 12.0 credits may be subject to additional tuition charges depending on their degree program.

Part-time Enrollment

Students in residential programs are considered part-time enrolled when approved for a reduced course load of 9.0 or 6.0 credits. Beginning in fall 2020, reduced course load may be requested for one semester by completing a reduced course load petition. A new petition must be submitted each

semester in which the student is requesting reduced course load. Students will be billed on a per-course basis.

Students are expected to extend their degree program by no more than one semester. Module overload enrollment (7.5 and 10.5 credits) is not permitted for students on approved reduced course load. Auditing while on reduced course load is not permitted. All academic regulations apply, and students are encouraged to review the Student Handbook before requesting reduced course load. The deadline to return the Reduced Course Load Petition to the Fletcher Registrar is 10 days prior to the start of the term in which reduced course load is requested. Students must comply with all tuition deadlines regardless of the timing of their submission of petition.

Students considering part-time enrollment should consult with the financial aid office and the International Center (if applicable) before submitting a Reduced Course Load Petition.

Continuation

Continuation status allows for the completion of degree requirements in the fall or spring semester after student's expected graduation term. Continuation status is available for students in all programs except the PhD and GBA. Students in the GMAP program may continue on continuation status for one calendar year. There is no charge for the continuation semester provided the student is not enrolled in credit-earning courses. Students enrolled in credit-earning courses or cross-registration will be charged at the current per-course rate. Students who have not completed their degree requirements after the end of the continuation semester will have their student record discontinued and must petition for reinstatement in order to graduate.

Students in residential degree programs on continuation status will have a hold placed on their record at the start of the semester and must contact the Fletcher Registrar for all enrollment transactions. Audits are not permitted on continuation.

Under extenuating circumstances, PhD and GBA students may request a semester of continuation status.

Summer Extension

Residential students may request a summer extension for the completion of degree requirements in the summer following their final spring semester. There is no charge for the extension and the student may not enroll in credit-earning or audit courses at Fletcher or elsewhere in the summer term. Students who have not completed their degree requirements by the deadline set in the Academic Calendar for the summer in which extension is granted may be placed in continuation status. If students are ineligible for continuation for any reason, they will have their records discontinued and must petition for reinstatement in order to graduate.

Students who are approved for extension are considered active students.

Reinstatement

Students whose records have been discontinued may petition for reinstatement for the purposes of graduation or to continue their academic career at Fletcher. It is expected that all students (except for doctoral candidates) will complete their degree within seven years of their initial matriculation date, which is the first day of instruction in the semester the student began taking classes. Students

may only reinstate for the spring or fall terms. Students may not reinstate for the summer term, except for the GBA program as noted below.

Petitions for reinstatement for the purposes of graduation must be received by the Fletcher Registrar by the last day of instruction for the semester in which they plan to graduate. If approved, reinstated candidates will be charged a reinstatement fee during the semester that their candidacy is extended. This fee must be paid before the diploma will be issued to the student. Reinstated students are not considered enrolled and are not eligible for loan deferral.

Petitions for reinstatement for the purposes of students continuing their academic career at Fletcher must be received by the Fletcher Registrar no later than the first day of instruction in the semester in which they plan to enroll. A reinstatement fee may be waived during the semester that they enroll as a student at Fletcher. Reinstated students who enroll in coursework may be eligible for loan deferral depending on registration status (part-time, half-time, or full-time).

Petitions for reinstatement within seven years of initial matriculation are reviewed and approved by the Fletcher Registrar. Students who petition to reinstate after seven years must have their petition reviewed and approved by the Committee on Student Academic Programs (CSAP). If the student's petition is received after the last CSAP meeting for the semester, the student may be required to reinstate for the following term. In all cases, students who intend to reinstate are encouraged to contact the Fletcher Registrar as early as possible in the semester in which a petition will be submitted.

Reinstated students in residential degree programs will have a hold placed on their record at the start of the semester and must contact the Fletcher Registrar for all enrollment transactions.

Students who do not return by the date listed on their leave of absence form will have their records discontinued and will need to apply for reinstatement.

Doctoral candidates who do not maintain active student status either through payment of the PhD course tuition fee or payment of the PhD enrollment fee will be eligible to petition the PhD Committee for reinstatement of degree candidacy based on their stage in the program and the time lapse since their separation. If reinstatement is approved, PhD candidates will be charged the reinstatement fee in addition to their PhD tuition or enrollment fee charges.

GBA students who do not resume studies after an approved leave of absence may petition to reinstate their degree candidacy within seven years of the program withdrawal date. Students must submit the GBA Reinstatement Form at least one month prior to the start of the intended term of return.

If the reinstatement is approved, students will be charged a reinstatement fee in addition to tuition. Once reinstated, GBA students will be considered enrolled at The Fletcher School and may be eligible for loan deferral depending on registration status (part-time, half-time, or full-time). Reinstated students are not eligible for a leave of absence unless the leave is due to medical or compassionate reasons.

Students who were placed on academic probation in their last semester before discontinuation must petition CSAP for reinstatement.

Joint Degree

A joint degree student is enrolled in one degree program that is co-sponsored by Fletcher and another school. Only one diploma is issued for joint degrees. Each joint degree program has its own degree requirements. Students may fulfill their Fletcher requirements by direct enrollment at Fletcher, through cross-registration or enrollment in cross-listed courses.

Dual Degree

A dual degree student is enrolled in two dual degree programs concurrently. The student will be awarded two degrees, one from Fletcher and one from another institution in the same semester. MGA students are not eligible for dual degree because of the intensive nature of the degree.

Dual degree requirements may vary depending on the program. Fletcher requires that the following four criteria be met:

1. The student is admitted separately to each school.
2. The student spends three semesters and takes a minimum of 36.0 credits (four courses per semester for full-time) at Fletcher.
3. The student requests transfer credit for a maximum of four courses from the partner institution for the MALD degree before their graduating semester.
4. The student completes the Capstone.

All students interested in dual degree programs must apply to Fletcher and the partner institution separately. Each school/department will admit students according to their own policies and qualifications. Tuition will be charged by and scholarships will be awarded by the school in which the student is registered.

Exchange

Fletcher offers a number of exchange programs with partner institutions around the world. MALD and MIB students have the option of studying at one of our exchange partner institutions in their third or fourth semester. They are expected to take a full course load at the host institution. Fletcher tuition is paid and Fletcher financial aid is received during the exchange semester.

Students are not eligible for exchange in a semester after a leave of absence.

Non-Degree

Students may enroll at Fletcher through non-degree student status. All students who take courses at Fletcher are subject to all the policies outlined in this Student Handbook.

Academic Standing and Satisfactory Academic Progress

All policies are implemented, enforced, and may be amended by Fletcher's Academic Council.

Good Academic Standing

Tufts University defines a student as being in “good standing” as long as they remain actively enrolled and not on academic alert, academic probation and/or disciplinary probation. In general, students remain in good standing when they are making satisfactory academic progress towards their

degree program, meeting rate of work and earning satisfactory grades in all courses. Students must be in good academic and disciplinary standing to be eligible for cross-registration or to study abroad on exchange... Transfer credit toward the Fletcher degree will be accepted only from students who are in good academic and disciplinary standing at the time of credit transfer, and in accordance with all transfer credit policies.

Academic Alert

A full-time residential student may be placed on an academic alert at the end of any semester in which the student does not meet one criteria of satisfactory academic progress: failing to meet rate of work for their degree program or earning one failing grade (including modules). If student is on a Registrar-approved reduced course load, an academic alert will be issued if the student earns 3.0 credits fewer than total number of attempted credits. A GBA student will be sent an academic alert at the end of any semester in which that student has failed one course. Incompletes are not earned credits. A permanent notation of academic alert will be recorded on the student's unofficial transcript for the semester they are on academic probation.

Students may not be on academic alert for two consequent semesters. At the conclusion of a semester of academic alert, the student academic record is reviewed and students either return to good standing or are placed on probation in the semester after they are on academic alert. Students on academic alert may be subject to academic leave or dismissal in certain cases where continuous academic concerns impede progress towards the degree.

Students in dual degree programs may be placed on academic alert for academic reasons in either degree program.

Students who are on academic alert may not audit courses.

Academic Probation

A full-time residential student will be placed on academic probation at the end of any semester in which that student earned 6.0 credits or fewer or failed to make satisfactory academic progress. If student is on a Registrar-approved reduced course load, the student will be placed on academic probation at the end of any semester in which the student earns one failing grade (including modules). To return to good academic standing, in the following semester the student must complete 12.0 credits and earn satisfactory grades in all courses attempted. If student is on a Registrar-approved reduced course load, good academic standing is achieved by completing all credits attempted in the following semester and earning satisfactory grades in all courses attempted. Additionally, the student must submit an academic plan to the Fletcher Registrar to outline how the student will make up missing credits from prior semesters.

At the discretion of the Fletcher Registrar, students in residential degree programs on academic probation will have a hold placed on their record at the start of the semester and must contact the Fletcher Registrar for all enrollment transactions.

After a semester on academic alert, a GBA student may be placed on academic probation at the end of a second semester in which that student has failed more than one course or earned fewer than 3.0 credits or failed to make satisfactory academic progress. To return to good academic standing, in the following semester the student must satisfactorily complete all credits attempted in the following

semester. Additionally, the student must submit a plan to the GBA program to make up any missing credits from previous semesters.

Academic probation can affect financial aid, eligibility for cross-registration for residential students, and other privileges on a case-by-case basis. A permanent notation of academic probation will be recorded on the student's unofficial transcript for the semester they are on academic probation. Students who remain on academic probation for two or more consecutive semesters are subject to review by the Committee on Student Academic Programs (CSAP) and may be subject to academic leave or dismissal. If a student returns from a required withdrawal and is placed on academic probation in any semester after the return, the student will be subject to a permanent academic withdrawal, determined by the CSAP.

Students who are on academic probation may not audit courses.

Satisfactory Academic Progress

Satisfactory academic progress is met when the student meets rate of work in a semester and earns satisfactory grades (B- or higher) in all courses. Students who are not taking courses towards their degree requirements may also be considered not making satisfactory progress. Normal rate of work for residential programs is 12.0 credit hours in a semester for full-time students. MGA students have a summer course requirement. MIB students have additional credit requirements in their third and four semesters. Most courses at Fletcher are 3.0 credit hours. Module courses are 1.5 credit hours. For residential and GMAP students, capstone courses are non-credit, graded courses.

GBA and GMAP have their own rate of work as outlined in the box below. If student is on a Registrar-approved reduced course load, they meet rate of work by completing all attempted credits in a semester.

	Credits earned after each semester to meet rate of work						
	MGA (full-time)	MGA (part-time)	MALD	MA	LLM	MIB	MATA (Fletcher start)
Semester 1	12	6	12	12	12	12	12
Semester 2	24	12	24	24	24	24	24
Summer	30	18	N/A	N/A	N/A	N/A	N/A
Semester 3	42	24	36	N/A	N/A	39	36
Semester 4		30	48	N/A	N/A	54	48
Semester 5		36	N/A	N/A	N/A	N/A	N/A
Semester 6		42	N/A	N/A	N/A	N/A	N/A

	Credits earned after each semester to meet rate of work*		
	GBA	GMAP (Aug start)	GMAP (Jan start)
Semester 1	3	9	9
Semester 2	6	18	15
Semester 3	9	24	24
Semester 4	12		
Semester 5	15		
Semester 6	18		

**For GBA and GMAP students, the term “semester” is synonymous with “term”*

Students who are not making satisfactory academic progress may be reviewed by CSAP at the discretion of the Fletcher Registrar or the Academic Dean. A student will have the opportunity to submit a petition explaining their academic plan for completing the degree requirements and submit to CSAP any supporting documentation from Fletcher faculty or staff or other relevant documentation. CSAP will review the student’s academic record and petition and may, at its discretion, recommend that the student is placed on academic alert or that the student is additionally reviewed by Academic Council for academic leave or dismissal.

At the discretion of the Fletcher Registrar, students in residential degree programs who are not making satisfactory academic progress will have a hold placed on their record at the start of the semester and must contact the Fletcher Registrar for all enrollment transactions.

Financial Aid Implications

According to federal regulations and Tufts policy, the student must be making satisfactory academic progress towards their degree in order to be eligible for federal and state financial aid. They must accumulate at least the number of credits in the table above by the end of each semester and maintain a 2.7 cumulative GPA. Transfer credits and summer credits may be used to satisfy these requirements. Repeated courses can only be used to satisfy these requirements in cases where the student receives course credit for the repeated course. Progress will be reviewed at the end of each term in which the student is enrolled.

If the student does not meet the satisfactory academic progress guidelines, they will be given one semester on Financial Aid Warning. If they do not meet the guidelines by the beginning of the following semester, they will be ineligible to receive any federal or state financial aid, including Federal Direct Loans. They may regain eligibility if they meet the guidelines in subsequent semesters.

If the student returns from a leave of absence after making unsatisfactory progress, they will be placed on Financial Aid Probation and must agree to an academic plan that requires completing at least 12.0 credits in each subsequent semester. GBA students would need to complete at least 3.0 credits in each subsequent semester.

Student Visa Implications

According to the U.S. Federal immigration regulations, F-1 or J-1 visa bearing students must be making normal academic progress during the academic duration and are expected to meet the graduation requirements by their visa document (I-20 or DS-2019) end date.

It is not authorized for an international student to request an extension of the visa document end date due to failing or incomplete courses. If such condition occurs and the international student is not able to graduate before the visa document end date, they need to request a leave of absence and depart the United States as soon as possible. If school policy allows, they may be able to request a new visa document in order to apply for a new visa and return to The Fletcher School to resume the incomplete courses or academic requirements.

An international student with a F-1 or J-1 visa will lose their visa status when the school permanently dismisses the student effective immediately on the dismissal date. There is no “grace period” given for such a situation, and the student’s visa status will be terminated immediately. Once the student’s visa status is terminated, they must leave the United States as soon as possible regardless of the visa documents validity (e.g., F-1/J-1 visa or I-20/DS-2019 validity). The visa status termination record will be registered with the U.S. Immigration database, such as SEVIS (maintained by the U.S. Immigration and Customs Enforcement) and could affect the student’s future U.S. visa applications.

Committee on Student Academic Programs (CSAP)

The Committee on Student Academic Programs reviews all student requests for exceptions to academic requirements excluding those petitions related to PhD requirements, which are handled by the PhD Committee. CSAP normally meets once each month during the fall and spring semesters between September and April. CSAP does not meet during the summer. Student inquiries about CSAP petitions should be directed to the Fletcher Registrar.

Petitions include a written statement from the student. In general, this statement should address:

- What degree requirements the student must still fulfill in order to graduate
- How the student will fulfill the degree requirements (including faculty endorsement)
- How the student’s petition helps the student advance their academic and professional goals

Petitions Requiring Full Committee Review

Petitions regarding the following matters must be submitted to CSAP and should be endorsed in writing by a Fletcher faculty member. In some cases, students may need endorsement from a field advisor or degree program representative. The Fletcher Registrar will advise students on the appropriate faculty endorsement for their petition. In no case will a petition be heard without a faculty endorsement.

At the Fletcher Registrar’s discretion, the petitioning student’s Fletcher grades may be shared with CSAP as part of their petition. Students will be notified in advance if their grades will be shared with CSAP.

1. Petitions for reinstatement to degree candidacy more than seven years since last enrollment at Fletcher. In the case of incomplete work, endorsement of the Fletcher faculty who originally taught the course must be sought if reasonable to do so. If approved, the student will be expected to meet the current academic requirements when the petition is presented.

2. Petitions for self-designed fields. Self-designed fields must include at least three courses and include endorsement of the instructor of the core course. Only one course in a self-designed field may be from cross-registration or transfer credit.
 - a. Petitions for self-designed fields should be submitted prior to the first day of instruction of the student's last semester.
3. Petitions for change of degree program. See section below for details. Note that MATA students are not permitted to change degree programs.
4. Petitions for transfer credit taken more than five years ago. An official transcript from the transfer institution must be submitted with this petition.
5. Petitions for exceptions and substitutions for breadth requirements and course requirements.
6. Petitions to take two language courses for credit. Residential students may petition to take two semester courses in a language other than English for credit if the following conditions are met: language study is relevant for student's academic program or professional goals; language study is a continuation of previous language training; student receives endorsement of their faculty advisor.
7. All other requests for academic exceptions other than those listed in the section on administrative review below.

In limited cases, CSAP may provisionally approve a petition subject to conditions the student must satisfy. In these cases, the student may not be required to re-petition CSAP, but the Fletcher Registrar will be empowered to verify the conditions of a petition decision are satisfied before a petition is considered approved.

Petitions Requiring Administrative Review

The Fletcher Registrar is empowered to review petitions for the following exceptions:

1. Petitions for self-designed fields of study in Design, Monitoring, and Evaluation, Energy, GIS, International Human Rights Law, Latin America, Marketing, and Migration are submitted directly to the Fletcher Registrar for review. Fletcher faculty endorsement is required. Petitions for self-designed fields should be submitted prior to the first day of instruction of the student's last semester.
2. Petitions for transfer credit. Review of transfer courses for eligibility as transfer credit. In cases where students are requesting transfer courses to count towards breadth, course, or field of study requirements, faculty endorsement is required. Students are encouraged to submit their petition for transfer credit prior to enrollment at the transfer institution to ensure they will receive credit for their courses.
3. Petitions for substitutions for fields of study. The substitution of courses that are not listed as fulfilling a field of study must include endorsement of the instructor who taught the course and endorsement of the field advisor.

Conversion of Degree Program to MA

Students admitted to other programs will not be awarded the degree of Master of Arts (MA) if circumstances preclude the completion of their degree program.

Procedures to apply for degree program change

It is important for students to know that a change of degree program will likely change their aid award. Change of degree requests should be submitted by April 1 to assure the student is considered for scholarship aid for the correct degree program the following year. Students can request a degree

change after four full courses have been completed. Admissions criteria for the newly sought degree program will be taken into consideration in the committee's decision. The student should submit a new resume, articulate their goals in pursuing the new program, outline how they intend to fulfill new requirements, and explain why they have the background to pursue the new program.

MA or LLM student requests to change to MALD or MIB program

A student must petition to be transferred into the MALD or MIB program before having been awarded the MA or LLM degree.

MGA students requests to change to MALD or MIB prior to receiving the degree

Students in the MGA program may transfer to the MALD or MIB prior receiving their degree. Students may not transfer into the MGA program from other degree programs.

MA, LLM, or GMAP student requests to change to MALD or MIB program after receiving one-year degree

If the request is approved and it is within two years of the date when the one-year MA degree was awarded, the student will be required to enroll in two consecutive semesters of coursework to complete MALD or MIB requirements. If it is more than two years beyond the date on which the one-year MA degree was awarded, the student will be required to enroll in three consecutive semesters of coursework to complete MALD or MIB requirements.

MALD or MIB student requests to change to LLM program

The law faculty will review the student's petition, Fletcher transcript, and materials previously submitted for application to the two-year program prior to the review by CSAP.

LLM or MALD student requests to change to LLM/MALD dual degree program

The law faculty will review the student's petition, Fletcher transcript, and materials previously submitted for application to the two-year program prior to the review by CSAP. LLM degree recipients requesting admission into the joint LLM/MALD degree program are required to complete five semesters at Fletcher or three additional semesters of coursework beyond the LLM.

Self-designed Fields

Field requirements may also be satisfied through the design of self-designed fields. Enrolled students may apply to CSAP for permission to design fields to satisfy MALD, MIB, or PhD degree requirements. Students in the MGA degree program may not design a self-designed field. The student's petition statement should include a list of at least three courses being offered in the field and detail how each of the courses supports the design of the field and how the courses in the field work together to create a cohesive field of study. The student should outline what knowledge base will be gained through the self-designed field and address why his/her goals cannot be achieved through Fletcher's existing fields of study. Petitions for self-designed fields must be presented to CSAP prior to the first day of instruction in student's final semester at Fletcher.

To be approved, a self-designed field must satisfy the following requirements:

- A resident member of the Fletcher faculty must assume responsibility for advising the student on the self-designed field and must support the request in writing.
- The self-designed field must consist of at least nine course credits for the MALD and MIB and at least twelve for the PhD.

- The self-designed field must include at least one full-credit Fletcher course as the required course for the field.
- For PhD candidates, at least nine course credits in the field must be Fletcher courses. The self-designed field should consist of a group of courses with a clear methodology, a respectable volume of theoretical and applied literature, and boundaries that enable a clear distinction to be made between the subject of the self-designed field and related subjects outside the field.
- The field should have an international component and fit within the Fletcher curriculum.

Transfer Credit and Exam Credit

Transfer Credit

Transfer credit is only accepted for students in the MALD and GBA degree program. Transfer credit is not an option for all other degree programs: MGA, MIB, MA, LLM, MATA, GMAP, and PhD candidates. Transfer credit for MIB candidates is only accepted for students enrolled in dual or joint degree programs, or on approved exchange programs.

GBA students may petition for to transfer in up to nine credits of credit from outside of Fletcher, which may be applied to elective courses only. It is expected that students will petition for transfer credit at least three months prior to the semester when they plan to reduce their enrollment.

Transfer credit approved from joint or dual degrees or exchange programs will be updated in the student's record at the time an official transcript is received by the Fletcher Registrar showing final grades in all courses being transferred. In other cases, transfer credit may not be updated in the student's record until 50% of the Fletcher program has been completed and an official transcript is received.

Petitions for transfer credit will be reviewed providing:

The Fletcher Registrar reviews all petitions for transfer credit for courses completed in all formal and ad hoc dual and joint degree programs as well as petitions to transfer graduate-level courses that were taken within the previous five years and not offered toward a prior degree. The GBA program administrator reviews transfer credit for GBA students.

A course syllabus is required for review of transfer credit. In general, the criteria for courses accepted as transfer credit:

1. The course was taken at an accredited graduate school and is comparable to course offerings at Fletcher in rigor and contact hours consistent with a 3.0 credit Fletcher course for a full-semester course or 1.5 credit Fletcher course for a half-semester course
2. The student was registered as a graduate student at the time the coursework was completed
3. The grade received is a B- or better and an official transcript is submitted
4. A course description, reading list, or bibliography are submitted
5. The course is evaluated and approved by a Fletcher faculty member who offers coursework in this area
6. The student presents a strong justification as to the relevance of the proposed transfer credit to their academic program at Fletcher
7. The courses were not offered toward a prior degree
8. Whether offered in-person or online, course has synchronous class meetings
9. Course content fits within the Fletcher curriculum

A maximum of twenty-five percent of the required course credits for a student's program may be fulfilled with non-Fletcher courses. The maximum applies to courses taken through cross-registration and courses accepted as transfer credit for degree programs that allow transfer credit. Courses taken at Fletcher prior to admission to a degree program may count towards a Fletcher degree provided the courses were not used towards a prior degree, up to the maximum of twenty-five percent of their course requirement. This policy to Fletcher courses taken as a non-degree student.

Courses taken at other institutions accepted as transfer credit towards the Fletcher degree may count as one course towards a student's field of study with endorsement of Fletcher faculty field advisor. Students requesting to use a non-Fletcher course towards the breadth and other course requirements for the residential degree programs must receive endorsement of the appropriate Fletcher faculty for the area of study and petition CSAP for the substitution of a course requirement.

Students who have taken courses at other institutions through dual degree programs must receive endorsement of appropriate Fletcher faculty for the area of study to count transfer credit towards their breadth and course requirements, and towards their field of study if applicable.

Dual-degree candidates

Students may transfer no more than the equivalent of four courses (including cross-registration courses taken while enrolled at Fletcher). The only exception to the four-course limit applies to official participants in Fletcher's degree programs with the Diplomatic Academy in Vienna and the University of St. Gallen.

Dual-degree candidates are cautioned that courses they plan to offer for transfer credit should not be taken during the same semester that they intend to graduate from Fletcher. Due to differences in academic calendars, the final grades and official transcripts for these courses may not reach the Registrar's Office in time for degree approval that semester. Dual-degree students are also cautioned that transferred courses may not be offered to meet breadth requirements.

Course Equivalency Exams

Students in residential programs may take the following equivalency exams:

- E201: Introduction to Economic Theory
- B205: Data Analysis and Statistical Methods
- B206: Data Analysis and Statistical Methods for Business
- E210M: Quantitative Methods
- E212: Macroeconomics
- E217M: Managerial Economics

Passing the equivalency exam exempts students from taking the course at Fletcher. In cases when an equivalency exam is offered by Fletcher, the only means of gaining equivalency is by passing the equivalency exam. Student may only attempt each exam one time in their degree program. Due to the grading of equivalency exams, students may not attempt an equivalency exam in their last semester. Registration for the equivalency exam is required in advance of the exam of the date. Students may only receive credit for the course or the equivalency exam, but not both.

When an equivalency exam for a course is not offered, students who have previously completed graduate level work equivalent to the Fletcher course may apply for an equivalency for the course. Such equivalency requires the written endorsement of the Fletcher faculty who teaches the course for which equivalency is desired. Equivalency does not entitle the student to count that course for credit.

MALD students may attempt equivalency exam for the economics breadth requirement and the quantitative reasoning breadth requirement. MALD students who pass the economics equivalency exam are required to fulfill an upper-level economics course to satisfy the breadth requirement.

MIB students wishing to take equivalency exams in managerial economics, data analysis and statistics, and macroeconomics, the exam must be taken and passed in the first year of study. If they are not taken in the first year, the associated course must be taken in the first year instead. All MIB students must take the B206: Data Analysis and Statistical Methods for Business course or pass the B206: Data Analysis and Statistical Methods for Business equivalency exam by the end of their first year of study.

Courses and Grading

Course Examinations

Students must take course examinations at the regularly scheduled time with exceptions granted only in extraordinary circumstances such as for medical or compassionate reasons. This policy also applies to final exams which take place after the last day of instruction. In cases where the student is requesting an exception to this policy, the student must notify the Fletcher Registrar and obtain approval from the course instructor prior to the exam date. For medical reasons, a note from a physician or the University Health Services may be requested. Non-native English speakers may be allowed an additional 30 minutes to complete exams with prior approval from the course instructor. Students with three final exams scheduled in a 24-hour period during final exam week will be eligible to request to move one exam to another date, subject to the approval of the instructor. This policy only applies to exams scheduled through the Fletcher Registrar and may not apply to other academic activities during final exam week.

The ability to make up an exam after the exam date is at the sole discretion of the instructor. Students who are absent from exams without prior approval for a new exam date may receive a failing grade for the exam.

The Student Accessibility and Academic Resource (StAAR) Center provides reasonable accommodations for students with disabilities. Any student requesting exam accommodations should connect with the StAAR Center to complete the registration process. Any student who is approved through StAAR for accommodations is responsible for sharing their accommodation letter with their faculty member if they intend to use accommodations in a course. StAAR recommends notifying faculty one week prior to a scheduled exam in order to coordinate accommodations as needed.

Grades

Passing grades at Fletcher have the following range: A, A-, B+, B and B-. Numerical equivalents for letter grades are as follows: A = 4.0, A- = 3.67, B+ = 3.33, B = 3.0, B- = 2.67. Grade point averages are not recorded on transcripts. In the case of courses taken outside of Fletcher, non-letter grades

will be accepted only if: 1) Letter grades are not an option or 2) Non-letter grading (e.g. Pass/Fail or Credit/No Credit) is specifically recommended by the program.

Repeating Courses

Students may not repeat a course in which they have already earned credit. Students may repeat a course if they did not earn credit on the first attempt because of a failing grade or withdrawal from the course. Independent study courses are exempted under this policy. The original enrollment and any assigned grade from the first attempt remain on the student's record.

Student who repeats a course to earn credit, either under the Failing Grades policy or after a withdrawal, must formally enroll in the course on SIS. Apart from the shopping period, students may not sit in on a course informally. Non-Fletcher students may not sit in on a course under any circumstances.

Failing Grades

Any grade less than B- is a failing grade. A failing grade must be offset by additional course work taken for credit. This policy also applies to cross-registered courses even though grades under B- are considered passing at other graduate schools. Students participating in any of our formal exchange programs are subject to the passing standard applied at the host institution.

If a residential student fails a course taken at Fletcher, they may take a fifth course overload without additional cost once during their time at Fletcher in order to make up the missing credit. Students on reduced course load are charged per course and are not eligible for the fifth course exception. Online students may be eligible to retake a single failed course at no charge, at the program's discretion. Students in the GMAP program may only repeat the same course to waive the tuition charge. Any additional failed courses that need to be made up are subject to standard tuition charges.

Incomplete Work

A student, who due to unusual circumstance is unable to complete the work of a course by the end of the semester, may request permission from the instructor to take a grade of incomplete. The decision to allow a grade of incomplete is at the discretion of the instructor. It is the responsibility of the student to request the incomplete from the instructor using the Incomplete petition and submit the form with instructor endorsement to the Fletcher Registrar. GBA students are required to submit an Incomplete Request Form for approval to the GBA program office.

The deadline to petition for an incomplete is the last day of instruction in the term the student is enrolled in the course for which an incomplete is being requested. If the student has not petitioned for an incomplete by the last day of the term, a failing grade may be assigned.

If an incomplete is granted, all work in the course must be completed and a grade submitted within one year from the start of the semester in which the course was taken. The instructor has the authority to shorten this deadline and has the discretion not to grant an incomplete. If the student is unable to complete the work by the stated deadline, then the grade for this course will become a permanent incomplete "PI" grade. The work for all courses must be reviewed and graded by the faculty member with whom the course was taken. If students receive a grade of incomplete for a cross-registered course, they must adhere to the policy of the host school.

Students who have attempted no work in a course may not request an incomplete “I” grade and will either drop the course with a “W” withdrawal grade before the drop deadline or receive a failing grade.

At the end of each semester, the Fletcher Registrar will review the academic records of all students. If, at that time, a residential student has two or more incompletes in a given semester, they will not be permitted to cross-register at Harvard or Tufts until all coursework has received letter grades. In cases where a student fails a course after receiving an incomplete grade, the student must submit an academic plan to the Fletcher Registrar to outline how the student will complete their degree requirements. Students with failing grades will not be permitted to cross-register until they have consulted with the Fletcher Registrar and are subject to all policies on satisfactory academic progress, academic alert, and academic probation. Students on academic alert or academic probation or with incomplete grades may not audit courses.

If an incomplete is received for the GBA core courses B200: Corporate Finance and Global Capital Markets or B236: International Strategy and Innovation, the GBA student may take elective courses in the following term, but must receive a final course grade before the beginning of course registration for the next term (i.e. if the incomplete is received for B200 in the spring, the student may take elective courses in the summer, but must receive a final course grade for B200 before the start of course registration for the fall term). If a final grade is not received for the core course before the registration deadline, the faculty member must enter the course grade as the student currently stands. If the student does not pass the course, the failure policy is implemented, and the student must take the core course again in the following semester, in some cases at no additional charge.

Registration

Policy on Overlapping Courses

The Fletcher School does not allow students to be enrolled in courses that overlap in time. This policy applies to courses being taken for credit as well as to those being taken for audit, and courses taken through cross-registration. Enrollment transactions that create a time conflict on a student’s class schedule will not be processed.

Policy on Concurrent Enrollment

Fletcher students may not enroll at another institution in the same semester they are enrolled and paying tuition at Fletcher. Courses taken at Harvard and Tufts through cross-registration are excluded from this policy. Students in dual degree and exchange programs are expected to enroll at each institution in different semesters and should submit their academic plan to the Fletcher Registrar.

Attendance Policy

Students enrolled in Fletcher courses for credit or audit are expected to attend class and participate regularly. Individual instructors may have an attendance and participation requirement that is used in the grade calculation and students should consult the instructor or review the course syllabus.

Registration Holds

Prior to registration, students are urged to check whether they have a hold on their account. Students may not participate in the registration/course enrollment process until all registration holds are resolved.

There are several reasons why an account might have a hold. These include:

- Outstanding financial obligations
- Health center issues, including proof of health insurance or immunizations
- Student needs to update emergency contact or local address information in SIS

Students can review their holds by logging into [SIS](#) and reviewing their holds. Students must then contact the office that placed the hold. Once the situation has been resolved, the hold will be removed from the student's account electronically.

Fifth Course Enrollment Policy

MALD and PhD candidates are permitted in two semesters to take five courses in a semester. MGA, MA, MATA, and LLM candidates are permitted to do so once. Pursuing five courses in a semester is optional and additional to normal course requirements. Optional means that students are not required to take a fifth course. To enroll in the fifth course overload, students complete the registration form and return it to the Fletcher Registrar.

MIB students are required to take a fifth course in their third and four semesters and may request an overload schedule from the Fletcher Registrar.

Students optionally take a fifth course solely for academic enrichment. The fifth course does not allow a student to decrease their required course load in a future semester. Students are expected to enroll in full-time credits for their degree program unless on a Registrar-approved reduced course load. Grading and transcript policies are the same for all courses. Fifth courses appear on students' transcripts and are considered in student's satisfactory academic progress. If a student withdraws from an optional fifth course after the drop deadline, a grade of "W" is recorded on the transcript. Students are charged the cost of one course, in addition to the published tuition rates for a full-time student. Additional financial aid may not be available for students taking an optional fifth course.

Students who failed a course in a previous semester may enroll in a fifth course at no additional charge. Students on reduced course load are charged per course and are not eligible for the fifth course exception.

Waitlist Registration

Instructors are individually responsible for waitlist management in cases where a waitlist is being used for the course. In most cases, student seek permission from the instructor for permission to enroll when the enrollment limit is met or exceeded. Class listings will indicate alternative procedures to instructor permission, including automated waitlist enrollment.

Independent Study Courses 300-399

Residential students may enroll in no more than two 300-level independent study courses, provided they continue to make satisfactory academic progress. One independent study course may be offered in fulfillment of a field of study requirement with endorsement of the faculty field advisor. A field

exception form must be submitted to the Fletcher Registrar. Independent study is not an option for MGA.

Independent study courses may earn 3.0 credits or 1.5 credits depending on the assignments and final deliverable. Students should expect to spend between 8-12 hours per week for a 3.0 credit independent study course, roughly 180 hours total during the semester. Students should expect to spend between 4-6 hours per week for a 1.5 credit independent study course, roughly 90 hours total during the semester. Assignments, readings, and submitted work are determined by the instructor. The deadline to submit all work for the semester is published on the Academic Calendar. Independent study courses always earn a letter grade.

A 300-level course may not be substituted for a core course in the field of study and may not be offered in satisfaction of breadth requirements. Students are not permitted to enroll in a Fletcher independent study course based on coursework done at another institution. Independent study courses are not available to online students.

In cases where an independent study is taken for credit towards an internship opportunity, a student must obtain endorsement from the Fletcher faculty member supervising the academic component of the independent study. International students should consult with the I-Center before pursuing an independent study taken for credit towards an internship. The required hours spent on the independent study course is towards academic work and does not include time spent at the internship.

Students may enroll, with faculty endorsement, in an [independent study](#) course in the same semester as the capstone. While the capstone and independent study are graded separately, the work for each may overlap. The same grade may be assigned to both the capstone and the independent study at the faculty's discretion.

Independent study courses may not be taken for audit.

Independent Study Courses for Online Programs

GBA students who are interested in pursuing an independent study course or independent capstone project must submit the appropriate petition form accompanied by a written proposal to the GBA Program Office. The petition must be received at least 4 weeks before the start of the term. If approved, independent study courses cannot be completed Pass/Fail and the student must receive a letter grade from the instructor at the end of the term to receive credit for the course.

GMAP students may not enroll in independent study courses.

Capstone

Students in the MALD, MIB, MA, and LLM programs require a capstone project and will be enrolled in a non-credit, grade Capstone course. For MALD and MIB, students enroll in their third semester. For MA and LLM, students enroll in their second semester. GMAP students should contact the GMAP program office for details about capstone enrollment.

Completion of this course with a letter grade is required to graduate. Capstone may not be taken pass/fail or for audit.

Extensions for capstones are entirely at the discretion of the capstone supervisor. If the capstone grade will not be submitted to the Registrar's Office by the grading deadline listed in the Academic Calendar, the student may receive an Incomplete "I" grade.

All students may extend one semester past their expected graduation date to complete their capstone and other degree requirements. Tuition is not charged for the continuation semester provided the student is not enrolled in courses.

If the capstone is not completed by the end of the continuation semester, the student will be automatically discontinued and will need to petition for reinstatement, pay the reinstatement fee, and submit any remaining work. Reinstatement beyond the continuation semester is required for the student to be eligible to graduate.

Regardless of the semester in which the student finalizes the capstone project, students are responsible for the original agreed upon capstone work and final assignment and must make a new agreement with the instructor on deadlines for submission.

PhD Reading and Research Courses

Students who are engaged in researching and writing their PhD dissertation will automatically be registered for IR 400, a 12-credit non-graded course that grants the student full-time status, each term including summer.

Half Courses (Modules)

The Fletcher School has a limited number of half courses worth 1.5 credits offered every year designated by the letter "M" in the course number. Additionally, half courses are also offered at other institutions where Fletcher has cross-registration agreements. In an attempt to encourage and allow students to take these half courses, residential students (excluding MIB students) who are enrolled full-time may take an overload of 13.5 credits once in their Fletcher career with no additional tuition charge.

Cross-Registration for Residential Programs

The Fletcher School only has cross-registration agreements with Tufts University and Harvard University. As such, Fletcher students are not permitted to cross-register at any other institutions.

Cross-registration is open to residential master's students and external admit PhD degree candidates up to a maximum of twenty-five percent of the required course credits for a student's program may be fulfilled with non-Fletcher courses. For students in two-year programs, students may cross-register to a maximum of four courses. For students in one-year programs, students may cross-register to a maximum of two courses. MGA students may cross-register to a maximum of two courses. The maximum applies to courses taken through cross-registration and courses accepted as transfer credit for degree programs that allow transfer credit. Full-semester cross-registration courses taken above 3.0 credits will earn 3.0 credits for the purposes of meeting rate of work towards their Fletcher degree.

Students in the MATA degree program who start at Fletcher may cross-register for up to 2 courses while enrolled at Fletcher. Students in the MATA degree program who start the College of Europe may cross-register for 1 course while enrolled at Fletcher.

Cross-registration courses may not be offered to fulfill breadth requirements or other course requirements. A maximum of one course taken through cross-registration may apply towards a field of study with faculty field advisor endorsement for MGA, MALD, and MIB students.

A maximum of two cross-registered full-credit semester courses may be taken in one semester for students enrolled in full-time credits (12.0 credits or greater). Students on approved reduced course load of at least 6.0 credits may enroll in one cross-registration course in the term they are part-time at Fletcher. Courses offered during the January term at Harvard are considered spring term courses and without exception must be credited toward a student's spring term enrollment.

Additional cross-registration restrictions:

- LLM only - One of the two cross-registration may be taken at Harvard Law School (HLS). In such cases, the HLS course may count towards the total number of law courses the LLM candidate is required to take. Courses taken at HLS or other graduate programs at Harvard cannot be offered to fulfill the DHP or EIB distribution requirements.
- MIB only - Two of the four cross-registered courses may be taken at Harvard Business School (HBS).
- Internal admit PhD students - May cross-register for two non-Fletcher full-credit courses during their PhD coursework phase, regardless of the number of non-Fletcher credits that were taken to meet MALD or MIB requirements.
- External admit PhD students – A maximum of three cross-registered full-credit courses may be used to fulfill requirements. Any accepted petitions for equivalence will reduce the number of cross-registered courses permitted (e.g. equivalence granted for one course reduces the number of cross-registered courses allowed to two).
- MATA (third or fourth semester at Fletcher) and Exchange students - Students may cross-register at Harvard or Tufts for a maximum of one full-credit course.
- Online students are not permitted to cross-register for classes.

Audits

Full-time residential students may, with the permission of the instructor, register to audit one Fletcher course per semester. This is in addition to the normal full course load. Upon satisfaction of requirements specified by the instructor, the audit will be recorded on the student's transcript as a Certified Audit (CA). In all other cases, including language courses for audit taken at Tufts, courses will be graded with Audit (AU) and do not appear on the student's transcript. Audits may not satisfy degree requirements. There is no additional tuition charge for auditing a class. Audit registration forms will not be accepted after the audit registration deadline indicated in the Academic Calendar. Students who are reinstated for the purposes of graduation may not enroll in a course for audit. Students who are reinstated for the purposes of continuing their academic career may enroll in one course for audit in any semester where they are enrolling full time in coursework for credit.

Students on part-time status, approved reduced course load or continuation may not take courses for audit.

A student may switch a course from a credit to an audit until the last day of instruction with the approval of the course instructor. The student should submit an audit registration form signed by the course instructor to the Fletcher Registrar. At the end of the semester, the student must receive a CA from the course instructor. Otherwise, the course will be considered a withdrawal and result in a “W” grade assigned as the switch from credit to audit was made after the drop deadline. No refund of tuition is permitted after the last day of registration according to the Academic Calendar for students switching from credit to audit.

Switching a course from audit to credit is not permitted after the late registration deadline.

Language Courses

All residential students may enroll in one language course (other than English) for credit through cross-registration. Additionally, all students may audit up to one language course (other than English) per semester. Consent to enroll in a language course for audit through cross-registration requires instructor permission.

Pre-Session Courses

Pre-session courses for residential students begin prior to the academic semester. In the fall, this is typically in August and in the spring, this is typically in January. August courses count as part of the fall semester course load and January courses count as part of the spring semester course load.

Given the condensed duration of these courses, the following policies apply:

- All course sessions are mandatory. Students are not permitted to miss any class meetings except for extenuating circumstances pre-approved by the course instructor and the Fletcher Registrar.
- Registration must be finalized by the 1st of the month in which the course is offered. No late enrollments will be permitted after this date.
- The drop deadline for pre-session courses is 11:59 PM on the first day of instruction. Any drops made after this deadline will result in a withdrawal code of a “W.” Thereafter, all course withdrawal policies apply.

Late Registration

During the registration period indicated in the Academic Calendar for each semester, students are able to add and drop courses through self-service in SIS. Students in residential programs with two or fewer semesters remaining may enroll during the priority registration period indicated in the Academic Calendar. Once the course registration period ends, students are no longer able to register for courses using SIS. After the online course registration deadline has passed, residential students must submit a late registration form signed by the instructor to add a course to their class schedule by the late registration deadline indicated in the Academic Calendar.

Late registration forms will not be accepted after the late registration deadline. If the late registration deadline has passed and a residential student is still missing the sufficient number of credits needed for degree completion, the residential student may enroll in one or more second-half semester modules, cross-register at Harvard for a half-credit module in the second-half of the semester, or may enroll in a half-semester independent study with permission of a Fletcher instructor.

For second-half of the semester course modules, late registration forms will only be accepted prior to the third class meeting with instructor permission. Late drops after the drop deadline will result in a “W” for withdrawal being placed on the student’s record.

GBA students must request permission to drop courses after the add/drop deadline. Students should follow the Harvard drop/add deadlines when registering for Harvard modules that start in the second half of the semester.

Course Withdrawal

Students who choose to withdraw from a class after the official deadline to drop classes has passed will receive the a withdrawal “W” grade on their transcript. Requests for late withdrawal submitted after the last day of instruction must be endorsed by the instructor or the Academic Dean and may require the student to submit supporting materials or petition CSAP for a retroactive withdrawal. If a student chooses to take a “W,” the student must overload and pay for the course in a future semester in order to make up the credits.

Withdrawal from a course is not equivalent to a course failure.

Tuition and Financial Aid

Refund Policy

Refund policies vary by degree program. All programs except GMAP and GBA adhere to the University guidelines listed here (<http://students.tufts.edu/financial-services/billing/withdraw-tufts>). GBA students are eligible for a 100% refund through the end of the add/drop period. After the end of the add/drop period, no refunds are offered.

GMAP students adhere to the following refund policy:

1st to the 12th calendar day after the start of the reading period*	refund 80%
13th to the 19th	refund 60%
20th to the 26th	refund 40%
27th to the 33rd	refund 20%
Thereafter	no refund

* In rare cases of admission after the first day of a reading period, the first day of the reading period will be considered the day of acceptance of the admission offer.

Graduation

Fletcher degrees are awarded by the Board of Trustees of Tufts University three times each year in August, February, and May. University-wide commencement ceremonies are held one time each year during May. Students who receive their degree in August or February are invited to participate in the following May’s commencement exercises.

Marching

Students in the residential master’s programs on approved continuation semester (fall or spring) or extension for summer may participate in the May commencement ceremony as a future degree recipient. Students in the GBA, GMAP, and PhD programs are not able to participate in the May commencement ceremony prior to their conferral date. Graduates and participants wear academic

robes, march with their classmates, have their name printed in the commencement bulletin, and be called forward by name to receive congratulations from the Dean. Participants will receive their degree after their conferral date, on the first degree granting date following fulfillment of all degree requirements.

GMAP students have their own commencement ceremony, held annually in July. GMAP students should contact GMAP's Associate Director for marching guidelines.

Application to Graduate

During the first three weeks of the semester, all residential degree candidates will be invited to apply for graduation using self-service in SIS. In addition to confirming their intention to complete their degree requirements, the application to graduate allows students to indicate a diploma name and a diploma address. Instructions for submitting a diploma name and address are indicated in the application to graduate.

Online programs have their own application process and students are encouraged to contact the degree program office at the start of the semester in which they intend to graduate.

All degree candidates should submit their name as they want it to appear on their diploma using self-service in SIS. Fletcher reserves the right to edit or reject a diploma name for any reason including the use of nicknames, punctuation, or capitalization. Additional degrees will not be permitted to be listed on the diploma.

All degree candidates should submit the address where their diploma should be mailed to in cases where they are unable to pick up their diploma at Commencement.

Diploma Reorder

Generally, students requesting a diploma reorder must have a valid reason acceptable to the Fletcher Registrar for making the request and may be responsible for the charges to reorder the diploma and have it shipped to the student.

Students whose diploma is damaged may return the damaged diploma and have the diploma reordered at no additional cost.

Research Involving Human Subjects (Including Data)

All members of the Fletcher community who are dealing with human subject data or who are observing or interviewing human subjects for a thesis, dissertation, or other research agenda need approval from the University's Social, Behavioral & Educational Research Institutional Review Board (SBER IRB).

The SBER IRB is a panel of Tufts faculty, staff, and community members that reviews all human subject research to ensure the safety and welfare of research participants. The IRB ensures that any research study under its jurisdiction is in compliance with federal, state, and institutional regulations. Only the IRB has the authority to approve human subject research.

Student should discuss with their capstone advisor whether or not IRB approval is needed well in advanced of starting research. For information on evaluating the need to go through the IRB

process and to view forms and deadlines, see [here](#) for full details. PhD students should contact Monica Duffy Toft before they start the IRB process.

Accessibility and Academic Resources

Accessibility Services

The Student Accessibility and Academic Resource (StAAR) Center supports Fletcher students with disabilities taking classes in-person or remotely. The StAAR Center provides reasonable accommodations to students who qualify as having a disability under the Americans with Disabilities Act (ADA). The ADA defines disability as: “a physical or mental impairment that substantially limits a major life activity; a record of such an impairment; or being regarded as having such an impairment.”

The services provided to students registered with StAAR may include, but are not limited to:

- Coordinating services for students with disabilities, which includes verifying eligibility for accommodations based on disability documentation and determining reasonable accommodations as needed
- Providing advocacy support for students with documented disabilities
- Assisting members of the campus community in responding to disability related issues and concerns
- Working with the larger campus community to overcome architectural, attitudinal, and administrative barriers
- Educating and training students on assistive technology resources

Students must register with the office to request accommodations. This includes submitting documentation from a medical provider and meeting with a StAAR Center representative to determine reasonable accommodations through an interactive process. Documentation guidelines, along with instructions on how to register, can be found on [The StAAR Center website](#).

The StAAR Center also encourages students who do not have a documented disability, but believe they may have a disability, to request an appointment to discuss resources and support that may be available. The StAAR Center can assist in the diagnostic evaluation referral process. Please note that registration with StAAR is not indicated in a student’s academic profile nor transcript.

Academic Coaching Program

The Student Accessibility and Academic Resource Center (StAAR) Center’s Academic Coaching program includes:

- Academic skills workshops to help adjust to the demands of graduate school
- Individual student meetings for support in time management and/or study skills
- A Graduate Student Success Canvas with resources for the transition to graduate school

Please contact the Student Accessibility and Academic Resource Specialist for The Fletcher School for more information. Students can also call 617-627-4539 or [email the StAAR Center](#).

PhD Information

Information for students applying to or enrolled in the PhD program is available on the doctoral program website, <https://sites.tufts.edu/fletcherdoctoral/> (Tufts login required).

Policy on Capricious Grading

Approved by the Faculty on February 24, 2010

Prohibition against capricious grading

Section 1. Capricious grading is prohibited.

Definition

Section 2. Capricious grading consists of the arbitrary and capricious assignment of a grade to a student—

- a. for reasons other than the student's performance in the course;
- b. through resort to more exacting or demanding standards than were applied to other students in the course; or
- c. by a substantial departure from the instructor's previously announced standards for the course.

Filing of a Student Complaint

Section 3.

- a. A student who believes that his or her grade in a course constitutes capricious grading under section 2 of this Policy shall so notify the course instructor not later than 14 week days after the day on which the grade was posted, or after the first class has met in the semester following the semester in which the course was taken, whichever is later.
- b. The student and the instructor shall confer promptly to seek a mutually acceptable resolution.
- c. (1) If no such resolution can be achieved, the student may file a preliminary complaint with the Academic Dean not later than 14 week days after the day on which notification occurred under subsection (a) of this section, or after the first class has met in the semester following the semester in which the course was taken, whichever is later.
(2) Such preliminary complaint shall include a written statement specifying the factual basis for the preliminary complaint and presenting any available supporting evidence.

Action by the Academic Dean

Section 4.

- a. The Academic Dean shall review the preliminary complaint in question and shall dismiss the preliminary complaint if—
 1. the preliminary complaint does not allege actions which could constitute capricious grading as defined in section 2;
 2. the preliminary complaint was not filed within the period of time required under section 3(c)(1);
 3. the student has not conferred with the instructor required under section 3(b); or
 4. the student has filed the same, or substantially the same, preliminary complaint under another formal grievance procedure.
- b.
 1. In the event the preliminary complaint is not dismissed under subsection (a) of this section, the Academic Dean shall seek to resolve the dispute informally.
 2. In so doing, the Academic Dean shall not seek to determine the validity of the preliminary complaint or to determine whether capricious grading occurred, but shall act as

a good-faith mediator in attempting to facilitate a mutually acceptable resolution between student and instructor.

- c. 1. In the event the Academic Dean is unable to facilitate such a resolution, he shall determine whether substantial evidence exists to support the preliminary complaint.
2. In the event the Academic Dean determines that no such evidence exists, he shall dismiss the preliminary complaint.
3. In the event the Academic Dean determines that such evidence does exist, he shall refer the preliminary complaint to the Honor Code Committee.
- d. 1. Not later than 10 week days following such referral, the student shall file with the Academic Dean a written complaint specifying in full the basis for the allegation of capricious grading and presenting any available supporting evidence.
2. The Academic Dean shall immediately transmit the complaint and any accompanying materials to the instructor.
3. The instructor shall transmit an answer to the complaint to the Academic Dean not later than 10 week days following receipt of such complaint.
4. Not later than 20 week days following the date on which the instructor's answer is transmitted under paragraph (3) of this subsection, the Academic Dean shall transmit to the Honor Code Committee, the student, and the instructor—(A) a copy of the complaint, answer, and any accompanying materials; and (B) a statement summarizing actions taken by the Academic Dean under subsection (b) of this section.

Action by the Honor Code Committee

Section 5.

- a. (1) The Honor Code Committee shall determine whether a complaint filed under section 4(d)(1) of this Policy is supported by clear and convincing evidence.
- (2) If the Committee determines in the negative, it shall dismiss the complaint.
- (3) If the Committee determines in the affirmative, the Committee shall order an appropriate remedy, which (A) may include the awarding of a new grade in the course but only in the event of exceptional circumstances involving gross negligence or intentional disregard of the prohibition in section 1 of this Policy; and (B) may not constitute a reprimand or other disciplinary action against either the instructor or the student.
- (4) The Fletcher Registrar shall immediately record any new grade awarded by the Committee under clause (A) of paragraph (3) of this subsection upon notification in writing by the Chair of the Committee that such new grade has been awarded.
- b. The Committee shall exercise due regard for the discretion accorded each instructor to evaluate student performance in accordance with principles of academic freedom, and, accordingly, shall not consider whether the grade in question was awarded incorrectly or erroneously.

Procedure before the Honor Code Committee

Section 6.

- a. (1) The Committee shall, prior to considering any complaint on the merits, (A) determine not later than 20 week days after the date on which materials were transmitted under section 4(d)(4) of this Policy whether it may exercise jurisdiction to do so; and (B) invite the student, instructor, and Academic Dean to present arguments in this regard in a form and manner that the Committee deems appropriate.

- a. (2) To the extent feasible, the Chair of the Committee shall ensure that the identities of the student and instructor remain confidential unless and until the Committee finds that it may exercise jurisdiction under paragraph (1) of this subsection.
- b. If the Committee finds that it may exercise jurisdiction under subsection (a) of this section, it shall convene to consider the complaint on the merits not later than 10 week days thereafter.
- c. (1) The student and instructor may attend any meeting of the Committee that the Committee designates as directed at the finding of facts.
 - (2) In any such meeting, the student and instructor: (A) may present any evidence relevant to the manner in which the grade was assigned, including testimony by other persons; (B) shall have an opportunity to question or refute any evidence presented; and (C) may each be accompanied a person of his or her choice to assist in presenting evidence or advocating on his or her behalf.
 - (3) The Committee shall determine the admissibility of evidence and shall adopt rules of procedure.
- d. (1) The Committee shall make no decision in the absence of a quorum.
 - (2) A quorum shall consist of a majority of members of the Committee.
- e. All meetings of the Committee shall be closed to the public, and, except as authorized herein, no member of the Committee may disclose publicly any information, written or oral, that is learned, transmitted, or received in the course of the Committee's consideration of a complaint under this Policy.
- f. The Committee shall transmit its decision in writing to the student, the instructor, and the Academic Dean.
- g. The Committee shall proceed as expeditiously as possible.

Appeals

Section 7.

- a. Except as provided in subsection (b) of this section, the decision of the Committee is final and may not be overturned, modified, or amended for any reason.
- b. (1) Not later than 20 week days after the date on which the Committee transmits its decision under section 6(f), the student or instructor may appeal to the Dean if any provision of this Policy has been violated by the Academic Dean, the Committee, or any member thereof.
 - (2) Any such appeal shall be in writing and shall state specifically the circumstances of such violation.
 - (3) Not later than two week days following the receipt of an appeal under this subsection, the Dean shall transmit such appeal to the Chair of the Honor Code Committee and the Academic Dean and shall promptly notify the student.
 - (4) Not later than five week days following such notice, the Chair of the Honor Code Committee or the Academic Dean, or both, may transmit an answer to the Dean, which shall be in writing.
- c. The Dean shall review such appeal and answer and shall determine—
 - (1) whether a material provision of this Policy was violated by the Academic Dean, the Committee, or any member thereof to the prejudice of either party; and
 - (2) if so, whether such violation could reasonably be expected to have affected the determination made by the Committee under section 5(a) of this Policy.
- d. If the Dean so determines, he shall vacate such determination of the Committee, order a new hearing, and take appropriate steps, including but not limited to the re-constitution of the Committee, to ensure that no such violation recurs.

Leave of Absence, Withdrawals, Parental Accommodation and Leave, Medical Emergencies, and Hospitalizations

Leave of Absence

A student may apply to take a leave of absence (LOA) for medical, academic or personal reasons (including, for example, parental leave). Because students' circumstances differ, Fletcher handles each LOA on an individualized, case-by-case basis.

The Director of Student Affairs, or the applicable Program Director for GBA or GMAP students, should be contacted to initiate the LOA process. Each request for leave will be evaluated by the Office of Student Affairs in consultation with the appropriate academic and administrative staff to determine the conditions of the leave, including duration of time, effective date and return date. Students granted a LOA are expected to use that time to address the life events and circumstances which precipitated the need for time away from the curriculum.

Generally, a leave of absence is granted for up to one year except for medical leaves of absence, which may last longer. Students on leave of absence are not considered to be actively enrolled. As a result, students on leave do not regularly attend co-curricular student activities, reside in university residence halls, or use university facilities or resources such as the library and fitness center. Students who wish to use university facilities or attend university sponsored activities while on leave should speak with the Office of Student Affairs about whether or not such requests can be accommodated.

Students who do not return by the date listed on their leave of absence form will have their records discontinued and will need to apply for reinstatement. In extraordinary circumstances, requests for extensions will be considered by the Office of Student Affairs.

Tuition and Financial Aid

Students who leave the University during the first six weeks of classes are eligible for a refund of a percentage of tuition in accordance with the [schedule](#) set by the Bursar. Students with questions should contact the Bursar's Office in the [Student Services](#) Center in Dowling Hall.

Students on financial aid should discuss the effect of a leave on their financial aid award or loans prior to going on leave. Students should contact [Tufts Student Financial Services](#) for questions about loans and [Fletcher's Office of Admissions and Financial Aid](#) for questions about scholarships. Students on leave are neither eligible for loans nor loan deferral.

International Students

Please note that all leaves of absence must also be coordinated with the [International Center](#), as a reduced course load may impact your visa status.

Personal Leave of Absence

A student who has experienced a family emergency, illness, death, or who encounters other unforeseen circumstances that require the student to take time off from school, may request a

personal leave of absence. Leaves may also be granted for temporary jobs or internship opportunities. The term of the personal leave may be for a period of up to one year.

Students who wish to take a Personal Leave should submit a letter to the Registrar's Office or the applicable Program Office for GBA or GMAP students, stating their reason for the request, the departure date, and anticipated date of return. The Registrar's Office or the applicable Program Office for GBA or GMAP students, in turn, will consult with the appropriate academic and administrative staff in consideration of the request.

Students on a personal leave of absence are required to inform the Registrar's Office or the applicable Program Office in writing of their intent to return at least three months prior to the beginning of the semester that they wish to return.

Medical Leave of Absence

A medical leave of absence is available for students who find it difficult to productively or safely manage the demands of their academics, research, and campus life due to a physical or mental health concerns. The Office of Student Affairs facilitates the medical leave process and approves medical leaves with input from the student's treatment provider, who may be a University clinician or an outside clinician engaged in the care of the student.

The term of the Medical Leave may be for a period of up to one year. The medical leave may be extended for up to a second and final year, based upon the recommendation of the student's treating provider in consultation with the Office of Student Affairs.

How to Request a Medical Leave of Absence

Although medical leaves may be initiated by the student, in certain cases, medical health practitioners or physicians may recommend that it is not in the student's or the community's best interest for the student to continue at the university. The Office of Student Affairs will accept such documentation on the student's behalf on a case-by-case basis.

Student-Initiated Leave

The student obtains a letter from their primary care physician or other treating physician, recommending a medical leave of absence. This letter should indicate the reason for the leave and the expected duration. The student should submit the letter to the Director of Student Affairs who will review the request and determine whether leave is to be granted. Before approval is granted the Office of Student Affairs may consult with University and/or outside experts, as they deem necessary. Students must give permission for their care providers to speak to the appropriate clinicians in Health or Counseling and Mental Health Services to apprise them of the student's treatment plan.

School-Initiated Leave

The Director of Student Affairs or Associate Dean of Admissions and Student Affairs may place a student on a medical leave of absence if the student cannot safely or productively continue in the program. School-initiated leaves may be for a period of up to one year. Students on a school-initiated medical leave should use this time to address the life events and circumstances precipitating their leave and to develop their independence and stability.

How to Return from a Medical Leave of Absence

A student on a medical leave of absence should notify the Director of Student Affairs of intent to return by the date indicated in the chart below. The following steps must be taken for a student to return from a medical leave of absence:

1. **Letter Regarding Your Time Away.** Submit a letter addressed to the Director of Student Affairs summarizing the student's time away from Tufts, the treatment and care received (if any), and plans for returning to academic and co-curricular life. The student may want to discuss the reasons for taking a medical leave, what has changed in the intervening time, why they feel ready to come back, and any other relevant information about how they have remained engaged and productive during their time away. The student should specify in which semester they are requesting to return.
2. **Supporting Documentation.** Submit to Health Service or Counseling and Mental Health Service the Clinical Progress Report Form from the primary treatment provider summarizing the student's treatment course during the leave, the current treatment plan, an assessment of the student's progress while away from Tufts, and any recommendation for support structures that could be useful upon return (if any). Students are required to provide the appropriate release forms to their treatment providers for this form.
3. **Meetings with Appropriate Staff**
Upon submitting materials, students returning from Medical Leave will be required to speak with the appropriate Tufts administrators attending to health and academics. This may include:
 - Your contact in the Office of Student Affairs.
 - Counseling and Mental Health Service clinician for re-entry evaluation, if applicable.
 - Medical Director of Health Services or clinical designee for re-entry evaluation, if applicable.
 - Your program Director.

Final decisions about the student's return are made by The Fletcher School's Office of Student Affairs and if applicable, a designee determined by the Director of Student Affairs in consultation with the Director of Tufts Health Service or Counseling and Mental Health Service. Approval to return from Medical Leave will be based on the student's ability to demonstrate that they are ready to return to The Fletcher School.

Semester of desired return	Last day to notify Director of Student Affairs of intent to return	Last day to receive all documentation and complete evaluative interviews
Fall	June 1	July 1
Spring	October 1	November 1
Summer	February 1	March 1

Considerations for Medical Leave

Academics

A medical leave of absence provides time for students to focus on receiving treatment and assistance for a health concern. Thus, students on medical leave may not be on the Tufts campus without approval, which means that they are typically unable to complete in-person coursework.

Additionally, students may not attend co-curricular activities at the University while on medical leave

without approval. This practice is intended to help students fully invest in addressing the health concern precipitating the leave.

A student taking a medical leave may choose to have all classes removed from their transcript for the semester in which they seek to take the leave. Alternatively, if a student chooses to complete one or more classes, all the classes for the semester will remain on the transcript and the usual grading scale will be applied. Please note that a student's medical leave status will not appear on the student's transcript.

Health Insurance

Students who have purchased the insurance plan offered through UnitedHealthCare Student Resources for Tufts University and have met eligibility first will be able to continue on the plan while on medical leave for up to one year from the start of their medical leave. Please note that while on medical leave, a student will not be able to receive on-campus services, including Health Services and Counseling and Mental Health Services.

Please check with the Health Insurance coordinator at [Health Service](#) or your private insurance carrier if you have questions regarding your student insurance coverage.

Withdrawals

Students who wish to withdraw from The Fletcher School should notify the Fletcher Registrar.

Parental Accommodation and Leave

Fletcher students are eligible for Parental Accommodation or Parental Leave following the birth, adoption, guardianship, or fostering of a child. Parental Accommodation is for semester-long relief from academic requirements, while maintaining active student enrollment. Parental Leave is for up to a year-long leave, during which the parent is not considered an active Fletcher student.

Parental Accommodation

Students in good standing may request one semester of parental accommodation. This policy makes it possible for a student to focus on the responsibilities of new parenthood while maintaining active registration status. Active status allows the student to keep benefits associated with this status that are also part of their degree program benefits, such as loan repayment schedules, housing eligibility, and health insurance.

Eligibility

To be eligible for a parental accommodation under this policy students must:

- Be in good standing at The Fletcher School and have completed at least one semester.
- Apply through the Office of Student Affairs (procedure below) and provide all required documentation at least two months before the expected accommodation is proposed to start. (Exceptions to the notice time frame are permitted in extenuating circumstances.)
- Take the Parental Accommodation within six weeks of the birth, adoption, or placement of the child.
- Take the accommodation during one full semester. (The accommodation period may not span multiple semesters.)

Preparing for the Accommodation Period

Students should provide the Office of Student Affairs a brief letter documenting the anticipated birth or placement at least two months in advance of the expected accommodation period. Examples of documentation that would satisfy this requirement include a letter from a doctor, social worker, or adoption agency, or a documentation from a court of law. Students should then meet with the Director of Student Affairs or applicable Program Director for GBA or GMAP students to discuss the upcoming accommodation.

International students must consult with the International Center in advance of a Parental Accommodation for information regarding their compliance with applicable immigration laws. Students should consult with the [Tufts Student Financial Services](#) and [Fletcher's Office of Admissions and Financial Aid](#) regarding their loan eligibility prior to the accommodation and should understand that if they do not return following the expiration of an accommodation period, that this may impact their loan repayment terms, including the expiration of any grace period associated with applicable loans.

Students who require disability related accommodations under the University's accommodations policies should contact StAAR.

During the Accommodation Period

A qualified and eligible student already enrolled may continue health insurance coverage during the parental accommodation period subject to the terms, conditions, and limitations of the applicable plans in place.

Students may opt to take courses during their accommodation period. Any requests for changes to coursework deadlines during this period must be arranged with individual faculty members and will be at the faculty's discretion.

Students may continue to have access to on-campus facilities.

Ph.D. students who receive stipends will be eligible to keep their stipends when using parental accommodation, but those stipends might not be extended or increased as a result. For students with questions about parental benefits for on campus jobs, please speak with Tufts Support Services.

Parental Accommodation does not count toward your time to degree. Taking a Parental Accommodation does not affect a student's ability to later take a leave of absence.

Retaliation and Discrimination Prohibited

It is prohibited to retaliate or discriminate against any student for having exercised their rights under this policy.

Parental Leave

Alternatively, a student may wish to take a Parental Leave for up to one year. Parental Leave must be taken within one year of the child's birth or within one year of the child entering the home. Students who wish to take a Parental Leave must first speak with the Director of Student Affairs, or the applicable Program Director for GBA or GMAP students, and then complete the [Leave of](#)

Absence Form with the Registrar's Office or the program office for online programs. To request access to University services while on leave, please contact the Director of Student Affairs. Students will be expected to return from leave by the date determined at the time their leave of absence is approved.

Considerations for Parental Leave

Tuition and Financial Aid

Students who take a Parental Leave may be eligible for a refund of a percentage of tuition in accordance with the [schedule](#) for their degree program. Students with questions should contact the Bursar's Office in the [Student Services](#) Center in Dowling Hall.

Students on financial aid should discuss the effect that taking a leave will have on their financial aid award or loans prior to going on Parental Leave. Students should contact [Tufts Student Financial Services](#) for questions about loans and [Fletcher's Office of Admissions and Financial Aid](#) for questions about scholarships. Students on leave are eligible for neither loans nor loan deferral.

International Students

International students should contact the International Center to discuss any visa implications for a Parental Leave.

Health Insurance

The student health insurance provided by Tufts University is in effect for 12 months beginning in August. Students who have purchased the insurance plan offered through the University will be eligible to continue the plan while on Parental Leave until the end of the 12 months. Please note that while on Parental Leave, a student will not be able to receive on-campus services, including Health Services and Counseling and Mental Health Services.

Please check with the Health Insurance coordinator at [Health Service](#) or your private insurance carrier if you have questions regarding your student insurance coverage.

Academics

A student taking a Parental Leave may choose to have all classes removed from their transcript for the semester in which they seek to take the leave. Alternatively, if a student chooses to complete one or more classes, all the classes for the semester will remain on the transcript and the usual grading scale will be applied. A student's Parental Leave status will not appear on the student's transcript. Parental Leave does not count toward your time to degree. Taking a Parental Leave does not affect a student's ability to later take a personal or medical leave.

Campus Access

Students on a leave of absence continue to have access to Tufts systems that require a username and password such as Box, Canvas, Fletcher CORE, and Library systems. Per University policy, students on a leave of absence, however, are not enrolled and do not have access to services for enrolled students, including opportunities to work for Fletcher or Tufts departments, take or audit classes, access Ginn Library, access the Office of Career Services, or serve in leadership positions in student organizations.

Lactation Rooms

Tufts University is committed to supporting and meeting the needs of nursing individuals returning to work, school, or visiting the campus. Any nursing individual who is a member of the Tufts community (faculty, staff, students, patients, visitors, third parties or community members) can use the lactation rooms. The Fletcher School has one lactation room, which is open during building hours. For access, please contact the front desk receptionist. For further information on lactation rooms, please see the University's [Lactation Policy](#).

Medical Emergencies and Hospitalizations

The following steps will be taken to assess a student's readiness to return to Tufts after a hospitalization or a stay in a treatment facility, an intensive outpatient hospital, or a rehabilitation center. A student must be discharged to a parent, family member, sibling over 21, or a family friend chosen by the student's family. A student cannot be discharged directly to Tufts University.

The post-hospitalization discharge summary from the admitting hospital must be provided to Counseling and Mental Health Services (CMHS) at Tufts University or Health Services (HS). The student will need to sign an [Authorization to Release Medical Records](#) with their provider and with CMHS or HS should additional information be needed. It may be necessary for a Tufts University clinician to speak with the student's own health care provider(s).

A meeting must be arranged with the Director of Student Affairs. The Director of Student Affairs will make arrangements for additional interviews as necessary including a Tufts University clinician or a clinical provider, etc. Following the meetings and the review of the clinical discharge summary, the Tufts University Clinical Team or the Clinical Director of Health Services will make a recommendation to the Director of Student Affairs as to whether the condition necessitating the hospitalization has been resolved sufficiently that it seems prudent for the student to return. The Director of Student Affairs will review the recommendation and will make a determination as to the student's readiness to re-engage in the rigors of university life. The outcome will be promptly communicated to the student in writing. Until this decision is communicated, the student may not be on campus, attend classes, or participate in any school-related activities.

Student Safety Policies

Weapons and Violence-free University Policy Statements

Weapons

No individual other than a Tufts University police officer or other law enforcement official may manufacture, transfer, sell, possess, carry, store, use, or have in his or her custody and/or under his or her control, a firearm or other weapon defined within this policy anywhere on any Tufts University campus, grounds, in any university facility, or at any university sponsored event. This prohibition exists whether or not a federal or state license to possess the weapon has been issued to the possessor. The full [University Weapons Policy](#), including a list of prohibited weapons, is available on the Department of Public Safety website. Exceptions to this policy will be rare, and granted only under extraordinary or unusual circumstances. Exception requests must be made in writing to the Director of Public and Environmental Safety or his/her designee. University Police will confiscate weapons and violators may be subject to criminal prosecution and/or referral for university disciplinary action, up to and including suspension, termination, or expulsion.

Violence-Free University Policy Statement

Tufts is committed to maintaining an environment in which individuals are safe to learn, work, and live. In support of this commitment, we affirm that Tufts will not tolerate violence or threats of violence anywhere on its campuses or in connection with university-sponsored programs.

Alcohol and Other Drugs Policy

Tufts students are responsible for conducting themselves safely, responsibly, and legally regarding the use, possession, sale, or distribution of alcohol and other drugs. Tufts requires students to follow state and federal laws related to alcohol and drug use; failure to follow the law is a violation of this policy. See [Section VIII: Appendix](#) to learn more about the health impacts of alcohol and drugs and federal and state law regarding alcohol and drugs. This policy is designed to promote student safety and create useful social guidance for a campus environment where most students are under the legal age for alcohol and adult marijuana use, and where the use of marijuana remains prohibited under federal law.

Alcohol Policy

Students under the age of 21 are prohibited from possessing or consuming alcohol. Students are prohibited from using false identification or making false statements in order to obtain alcohol.

All students are prohibited from engaging in dangerous, illegal, and inappropriate behaviors that result from the use of alcohol, including but not limited to driving while under the influence of alcohol; public intoxication; vandalism; behaviors that require an intervention by University officials or cause a disturbance; and behaviors that pose a risk to safety of self or others or endanger property.

No student or student organization may provide alcohol to individuals under the legal drinking age. No student, regardless of age, may possess or carry open containers of alcohol in public or in open campus areas. Open areas of campus are any areas accessible to more than ten people or that a reasonable objective person would judge to be open spaces; open areas include residential hall lounges and hallways, outdoor space, classrooms, and other non-residential campus buildings. Residence hall assigned suites or living rooms are private spaces for the students who live there and their invited guests, thus they are not considered open campus areas.

Drinking games or other activities involving rapid and/or excessive consumption of alcohol on campus or in University-approved housing are prohibited. Bulk alcohol dispensing sources (e.g., kegs, punch bowls, coolers, or garbage cans) are prohibited.

Adult-Use and Medical Marijuana

Adult-Use Marijuana

Although the Commonwealth of Massachusetts has legalized adult use of marijuana by people at or over the age of 21 with certain restrictions, Tufts must follow federal law, which prohibits the possession and use of marijuana. In order to remain eligible for federal funding, including student financial aid, Tufts must comply with the Drug-Free Schools and Communities Act.

Tufts prohibits the use, sale, growing, manufacturing, distribution, possession, or facilitation of the use of marijuana, products containing tetrahydrocannabinol (THC, the primary active ingredient of

marijuana), and products that contain other substances designed to create a similar effect as marijuana or THC upon the user. This prohibition applies on campus, in fraternities or sororities, and as part of any Tufts-sponsored activities off campus.

Tufts prohibits the selling and distribution of marijuana, regardless of location or age. Tufts prohibits driving while under the influence of marijuana, regardless of location or age.

Medical Marijuana

Because the federal Drug-Free Schools and Communities Act applies to the use of medical marijuana, Tufts prohibits the use, possession, or distribution of marijuana, including for medicinal purposes, on campus, in all fraternities and sororities, and as part of any Tufts-sponsored activities. This prohibition applies even if the Massachusetts Department of Public Health (DPH) has issued a Medical Marijuana Registry identification card to an individual, authorizing that individual to possess and use marijuana for medicinal purposes.

Prohibited Substances

Students and student organizations, regardless of age or location, are prohibited from possessing, using, selling, growing, manufacturing, and facilitating the use of illegal drugs, controlled substances, and other illegal substances, as well as substances that are used to impair, even though they may not be illegal.

Tufts prohibits the unlawful distribution, possession, social sharing, non-prescribed use, or abuse of prescription drugs. Altering, tampering, or forging a prescription is prohibited.

Tufts prohibits driving while under the influence of prohibited substances, regardless of location or age.

Tufts also prohibits the possession of drug paraphernalia.

Required Action in Alcohol- or Other Drug-Related Medical Emergencies

Members of the Tufts community are responsible for summoning emergency medical services (by contacting 911, the Tufts University Police, or the appropriate official) to obtain assistance and evaluation for any person who is in their room or immediate presence and is, or is suspected to be, under the influence of alcohol or other prohibited substances, when that person's well-being and safety is known to be or reasonably should be known to be in jeopardy. When an individual knows, or reasonably should know, that another person is in jeopardy, failing to summon emergency medical services when it was reasonably safe to do so or actively preventing the aid of emergency medical services shall be considered a serious violation of this policy.

Smoking

Students are prohibited from smoking any substance in all University indoor spaces, all University facilities, University residences, fraternities, or sororities, and all other areas designated as smoke-free. Smoking includes but is not limited to use of cigarettes, cigars, pipes, e-cigarettes, and personal vaporizers or other devices associated with vaping.

In addition, smoking is prohibited within 25 feet of any building.

Disorderly Conduct

Tufts prohibits disorderly conduct. Disorderly conduct is defined as any unreasonable or reckless conduct by an individual or group that is inherently or potentially unsafe to other persons or property and/or conduct that interferes with the University's normal business operations.

Physical Abuse and Reckless Endangerment

Physical abuse of others and physical abuse of oneself that negatively affects others are prohibited. Reckless endangerment of oneself or others is prohibited. Physical abuse is violence of any nature against any person; fighting; assault; battery; the use or brandishing of a knife, gun, or other weapon with the intent, effect, or reasonable possibility of injuring any person; restraining or transporting someone against their will; or any action that threatens or endangers the physical health or safety of any person or causes reasonable apprehension of such harm. Reckless endangerment is conduct that could reasonably and foreseeably result in physical injury even if no injury actually occurs.

University-Affiliated Travel Safety

All members of the Tufts University community, including students, are subject to the University Travel Policy traveling abroad on university-affiliated business. This includes all travel which is funded in whole or in part by the University, undertaken for academic credit, or sponsored/approved by University faculty or administrators. Common examples of travel at Fletcher that fall into this category include research trips, treks, and internships abroad affiliated with the School or the University.

For Covid-19 related travel restrictions and updates, please see [here](#). For full details on the International Travel Policy, please visit the [Global Travel website](#).

For information on international travel resources, including how to submit an application for review, the Travel Registry, Tufts' International Travel Policy, or the international travel assistance program, please visit the [Global Travel website](#).

Threats

Threats, intimidation, coercion, and other verbal or physical conduct that can be reasonably construed as an expression of an intent to endanger the mental or physical health or safety of any person is prohibited, when such conduct is persistent, severe, or pervasive and is subjectively threatening to the complainant and objectively threatening to a reasonable person. Threats, intimidation, coercion, and other threatening conduct can occur in person, by phone, through third parties, online, or in other venues.

To report threats or learn more, please visit the Tufts University Threat Assessment and Management (ITAM) Program [website](#).

Theft

Theft and possession of stolen property are prohibited. Theft is the unauthorized taking of property. Possessing stolen property occurs when a student or students know or reasonably should have known that property in their possession was obtained through theft.

Unauthorized Access

Tufts students are expected to exercise respect for the property of others, including the University. Tufts prohibits students from unauthorized entry into or use of any buildings, roofs, property, or housing, including University property and private property belonging to others. Unauthorized access is being present in any area that is posted to prohibit unauthorized access, that is locked to prohibit unauthorized access, or that a reasonable individual knows or should know is considered a private and/or unauthorized area.

Unauthorized entry includes breaking and entering or entering an access-restricted area by circumventing established security procedures (e.g., using another person's credentials, tailgating authorized individuals into a restricted area).

Tufts prohibits unauthorized possession or duplication of means of access to any University building, including keys or ID cards.

All University roofs are prohibited areas unless a person has obtained specific written authorization from the Facilities Services Department and follows the specifications of the [Fall Prevention Program](#).

Fire Safety, Life Safety Equipment, and Residence Hall Security Devices

Tufts prohibits failing to evacuate during a fire alarm or drill; starting an uncontrolled fire; or purposely issuing an alarm in the absence of fire or safety concerns.

The use of fire or flames on properties subject to Tufts University control is allowed for indoor cooking, outdoor cooking permitted via a Tufts University Barbeque Permit, laboratory usage of open flame devices, ceremonial candles allowed (per Code) in religion-affiliated venues, and university authorized outdoor ceremonies utilizing candles. Any usage of fire or flames not listed herein, on properties controlled by Tufts University must comply with applicable public Codes and laws and Tufts University Fire Safety policies and with documental approval by the Tufts University Department of Public and Environmental Safety.

Tufts also prohibits tampering with or misusing life safety equipment and building security features including fire extinguishers, fire alarms, fire protection sprinklers, or smoke detectors, Automatic External Defibrillators (AEDs), video monitoring equipment, blue light phones, window security screens, intrusion detection alarms, and duress alarms.

Community Health

Preamble

The COVID-19 pandemic has challenged us to reimagine every aspect of the Fletcher experience — academic, social, and personal. Taking steps to minimize the risk of COVID-19 infections, while preserving our sense of community and connection at Fletcher, is a shared responsibility: our community is only as strong as its most vulnerable member, and we commit to keeping ourselves and others safe.

As members of our community, we (students, faculty, and staff) commit to the proactive behaviors described below to protect ourselves and one another, as well as the broader Tufts and local communities. Students living off campus have a heightened responsibility to adhere to current health

guidelines, in order to protect the campus community and to protect those individuals and families living in their neighborhoods.

We must all do our part to protect ourselves and each other. Wearing a mask is not only an action designed to protect each of us from exposure to the virus, but it is also a visible sign that each member of our community is doing their part to safeguard the health and wellness of others.

Behaviors that violate these expectations jeopardize health and safety, increase the likelihood of a viral outbreak on our campus and in the local community, and may result in actual harm to one or more community members. We therefore encourage a commitment to shared accountability – reminding others who might forget or ignore safe practices and doing so with compassion and understanding.

Our mission at The Fletcher School is to educate professionals committed to maintaining the stability and prosperity of a complex, challenging, and increasingly global society; and to pursue just and mutually beneficial solutions to some of the world’s most intractable challenges. At this crucial moment, let us recommit to this mission as we confront one of the most significant public health crises of our lifetimes. It is up to each of us to do our part in meeting this challenge.

Public Health Measures to Ensure Community Safety

All students who will access campus are required to follow all University COVID-19 mitigation policies, which may include but are not limited to, mask wearing, participation in the university’s COVID-19 testing protocol, cooperation with contact tracing, isolation, and self-quarantine, agreeing to share test results and other necessary medical information with the University and other contact tracers, and following the directions of contact tracers, medical staff, and the Tufts and Fletcher administration regarding these policies. For up-to-date information during this academic year, visit <https://coronavirus.tufts.edu/>.

Working with Others Policies

Accommodation Policy

Tufts University is committed to providing reasonable accommodations with regard to:

- People with qualified disabilities
- People with sincerely held religious beliefs (see “Religious Accommodation” section)
- Nursing mothers
- Qualified service animal requests
- Immunization waivers for sincerely held religious beliefs

These policies can be found on the OEO’s [webpage on accommodation policies](#).

Nondiscrimination Policy

This section provides a brief summary of the issues covered in more detail in the Non-Discrimination Policy. The full text of this policy, as well as reporting procedures, can be found on the [Office of Equal Opportunity website](#).

Tufts prohibits discrimination against and harassment of any student, employee, applicant for employment, third party, patient, visitor 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, visitors, patients and community members to join with and uphold this commitment.

Any member of the university community has the right to raise concerns or make a complaint regarding discrimination or harassment under this policy without fear of retaliation. It is a violation of university policy to retaliate against an individual for filing a complaint of discrimination or harassment or for cooperating in an investigation of alleged discrimination or harassment.

Managers, supervisors, faculty and other “responsible employees” of the university are required by law to promptly report to OEO or other reporting officers (OEO liaisons or Deans) any allegations of discrimination and/or harassment based on protected categories and other forms of sexual misconduct that they observe or learn about in their capacity as employees. The university defines “responsible employees” to include managers, supervisors and officials with significant responsibility for student and campus activities including but not limited to student housing, discipline and campus security.

Contact OEO immediately, at 617-627-3298 or OEO@tufts.edu, or file a report by calling EthicsPoint toll-free at 866-384-4277 or completing [the Tufts EthicsPoint form](#), if you feel that you are being retaliated against for filing a complaint, participating in a complaint or speaking out against a potential discriminatory practice. Retaliation is prohibited by Tufts University policies and by state and federal anti-discrimination laws. Retaliation at Tuft University is also subject to disciplinary action up to and including termination from employment for employees or expulsion for students from Tufts.

Sexual Misconduct Policy

This section provides a brief summary of issues covered in more detail the Sexual Misconduct Policy. The full text of the policy can be found on the Office of Equal Opportunity (OEO) website <https://oio.tufts.edu/policies-procedures/sexual-misconduct/>.

Unlawful discrimination has no place at Tufts University. It violates the University’s core values, including its commitment to equal opportunity and inclusion, and will not be tolerated. Sex and gender based discrimination and harassment are prohibited by Tufts University policy and can constitute violations of state and/or federal law. State and federal law, including Title IX of the 1972 Education Amendments, prohibit sex and gender based discrimination and associated retaliation in all of the University’s programs and activities, and Title VII of the 1964 Civil Rights Act, and its state counterpart, M.G.L. c. 151B, prohibits sex and gender based discrimination and associated retaliation in employment. Tufts University policy, the Violence Against Women Act (VAWA), as amended, and other state and federal laws prohibit sexual assault, stalking and relationship violence (including dating and domestic violence).

Prohibited Conduct

Tufts is committed to providing a campus environment free of sex and gender based discrimination, and sex and gender based harassment. To that end, Tufts prohibits sexual misconduct, that, under this policy, can include: (1) sex and gender based discrimination; (2) sexual and sex and gender based harassment (including a hostile environment based on sex or gender); (3) sexual assault; (4) sexual exploitation; (5) stalking; and (6) relationship violence (including dating and domestic violence). Under Tufts University policy, sexual misconduct can occur in any sex or gender configuration (i.e., between the same sex or different sex or gender) and regardless of actual or perceived sex, gender, gender identity, gender expression, and/or sexual orientation. Tufts also prohibits retaliation.

Sexual misconduct is not limited to the workplace or the educational environment. It can extend beyond University property and could occur at any University sponsored program, activity, or event regardless of the location. It can occur out of state or country, such as at a conference, off-site project, study abroad, field placement, or at an externship. Sexual misconduct can occur between students, employees and third parties such as visitors, vendors, contractors and other community members. Tufts' Sexual Misconduct Policy applies broadly and in many different circumstances. Tufts will consider the effects of the off-campus conduct when evaluating whether there is a hostile environment on campus. More information about what constitutes prohibited conduct please refer to the full text of each of the policies, which can be found at: <https://oeo.tufts.edu/policies-procedures/>

University Response to Allegations of Sexual Misconduct

The University takes all allegations of sexual misconduct seriously and is committed to providing information, education, resources, support, interim measures, and clear direction to Tufts community members to prevent and address such conduct. The University will *always* respond to sexual misconduct that it knows or should know about in order to stop prohibited conduct, prevent the recurrence of any conduct of concern, prevent and/or eliminate any hostile environment, and, where appropriate, address any effects on campus from such prohibited conduct.

Tufts University is committed to addressing and working towards preventing crimes of sexual violence that are never acceptable and will not be tolerated.

Violations of the Sexual Misconduct Policy are subject to disciplinary action. Depending on the nature of the violation, disciplinary consequences for violations of this policy may include denial of privileges, disciplinary probation, suspension and expulsion for students, and may include warnings (verbal or written), demotions, suspensions, and termination for employees. The conduct discussed in this policy may also constitute violations of the law, to which other laws and regulations may apply beyond the scope of this policy and Tufts' disciplinary measures. Criminal definitions under state and federal law for some of the conduct described under this policy such as relationship violence (including dating and domestic violence) and stalking can be found in Appendix A to this Policy. Tufts University will abide by court ordered restraining orders and orders of protection, and will assist individuals seeking these or other law enforcement options. Tufts will honor a complainant's/victim's/survivor's decision either to pursue a law enforcement remedy or to decline to pursue that avenue of remedy.

It is the responsibility of the Tufts' Office of Equal Opportunity (OEO) to make inquiries into reports of sexual misconduct on behalf of the University. Violations of this policy can be filed

through the applicable internal procedures and guidelines. The procedure that applies to complaints against students is called the Sexual Misconduct Adjudication Process (SMAP). A copy of the SMAP can be found at: <https://oeo.tufts.edu/policies-procedures/sexual-misconduct/smap/>. The procedure that applies to complaints of a violation of the Title IX Policy is called the SMAP-X. A copy of the SMAP-X can be found at: https://oeo.tufts.edu/wp-content/uploads/SMAP-XProcess_2020.pdf. The Discrimination Complaint Processing Guidelines (Guidelines) apply to complaints filed against employees and third parties. A copy of these Guidelines can be found at: <https://oeo.tufts.edu/policies-procedures/non-discrimination/complaint-guidelines/>. OEO will conduct investigations for matters brought under the SMAP, SMAP-X, and the Guidelines. All violations of this policy will be decided by the preponderance of the evidence standard (whether it was more likely than not that University policy has been violated by the conduct alleged). Additional information about OEO's adjudication process can be found at <http://oeo.tufts.edu/>.

Information about how to file criminal and disciplinary claims is detailed in the full text of the Sexual Misconduct Policy <https://oeo.tufts.edu/policies-procedures/sexual-misconduct/>.

Support and Interim Measures

Tufts is committed to assisting complainants/victims/survivors, accused students and witnesses through many resources available to support them. Information about those resources can be found on the Tufts' Sexual Misconduct Resources website: <http://oeo.tufts.edu/> and through a confidential non-clinical resource in the Center for Awareness, Resources and Education (CARE) <http://care.tufts.edu/>. An individual reporting a matter need not disclose any information or personal details to access information or to receive resources and supports from CARE. To schedule an online appointment with CARE, please go to: <http://care.tufts.edu/>.

The University encourages those who wish to receive confidential support services regarding sexual misconduct to seek assistance from: (1) the University's Counseling Centers (for students) or any other mental health services provider; (2) the University Health Services (for students) or any other medical care provider; (3) the Student Advisory and Health Administration Office (for students); or (4) any Chaplain or other staff member in the Tufts University Chaplaincy. The Employee Assistance Program (EAP) provides confidential counseling for employees and employees are free to seek confidential assistance from other health or mental health services providers as well as the University Chaplaincy or any off campus religious or spiritual resource. Additional resources with different confidentiality and reporting requirements can be found on the Tufts' Sexual Misconduct Resources website: <https://oeo.tufts.edu/reporting/sexual-misconduct/> and in the full text of the Sexual Misconduct Policy <https://oeo.tufts.edu/policies-procedures/sexual-misconduct/>.

Tufts seeks to empower complainants/victims/survivors by informing them that there are options to address sexual misconduct, both through our disciplinary process and/or through the legal system. Complainants/victims/survivors can use any or all of these options simultaneously to address sexual misconduct. The University affirms the right of complainants/victims/survivors to decide whether they wish to be involved in any process to address sexual misconduct – or not. However, should the conduct at issue pose a threat to campus safety (which includes but is not limited to threats of further violence, the use of weapons and/or repeat offenders), the University must take action regardless of whether the complainant/victim/survivor wishes to proceed with their individual employee or student complaint. More information about Reporting Options can be

found in the full text of the Sexual Misconduct Policy <https://oio.tufts.edu/policies-procedures/sexual-misconduct/> or at <https://oio.tufts.edu/reporting/sexual-misconduct/>

The University will provide interim measures in response to sexual misconduct in order to stop prohibited conduct, prevent the recurrence of any conduct of concern, prevent and/or eliminate any hostile environment, and, where appropriate, address any effects on campus from such prohibited conduct. Interim measures and other support options are available regardless of whether disciplinary or criminal claims are pursued. In some instances, interim measures may lead to a person's immediate removal from campus. Various available and appropriate interim measures and support options include, but are not limited to: health and counseling services, stay away orders, no-contact orders, no trespass orders, schedule and housing changes, academic supports or adjustments, and information about financial aid and visa/immigration related issues. Tufts will make efforts to implement interim measures in a manner that will minimize the burden on the complainant/victim/survivor whenever possible. More information about available interim measures and how to seek them can be found in the full text of the Sexual Misconduct Policy <https://oio.tufts.edu/reporting/sexual-misconduct/>.

Prohibition Against Retaliation

Retaliation against anyone who makes a good-faith report or complaint of an incident of sexual misconduct, or in any way participates in an inquiry or investigation of sexual misconduct under this policy is strictly prohibited. The prohibition against retaliation applies to a reasonable objection to conduct an individual believes, in good faith, to be a violation of law or policy. A person engaged in retaliatory conduct will be subject to disciplinary action by the University. Depending on the nature of the retaliation found, discipline may include denial of privileges, disciplinary probation, suspension and expulsion, for students, and may include warnings (verbal or written), demotions, suspensions, and termination for employees. The University will also provide interim measures in response to retaliation-related concerns in order to stop prohibited conduct, prevent its recurrence, prevent and/or eliminate any hostile environment, and, where appropriate, address any effects on campus from such conduct. In some instances, these measures may lead to an accused person's immediate removal from campus or other various available and appropriate interim measures. Conduct prohibited by this section is further described in the full text of the Policy <https://oio.tufts.edu/reporting/sexual-misconduct/>.

Reporting Obligations of Responsible Employees

All employees of the University – with a few limited exceptions – are considered “Responsible Employees” under this policy and as a result are required to promptly report allegations of sexual misconduct that they observe or learn about to the Executive Director of the OEO and Title IX/504 Coordinator, Jill Zellmer (email oio@tufts.edu or call 617.627.3298) or to any Title IX Liaison found on the OEO website <https://oio.tufts.edu/reporting/sexual-misconduct/liasons/>. The Title IX Coordinator is charged with the responsibility of coordinating Tufts' efforts to comply with its obligations under Title IX, including addressing complaints of sexual misconduct, coordinating investigations and providing appropriate interim measures for the Tufts community.

Although Responsible Employees are required to report conduct under this policy to OEO, they will otherwise maintain the privacy of the information related to the matter reported. Responsible Employees may also report such conduct online through the EthicsPoint reporting portal, providing all known details of the situation: <http://tufts-oio.ethicspoint.com>. All Responsible Employees are

required to report any incident of sexual misconduct, even if the person(s) concerned about or affected by the misconduct is unsure about pursuing a disciplinary complaint. Reported allegation(s) will be reviewed by OEO staff who will assess the report and consult with the complainant. Responsible employees who knew about but did not report allegations of sexual misconduct may be subject to disciplinary action.

Only employees of Tufts' Counseling and Mental Health Services, Tufts' Student Advisory and Health Administration, Tufts' Health Service, Tufts' Chaplains and the EAP, all of whom have legally defined confidentiality privileges, are exempt from these reporting requirements. The Tufts University Sexual Misconduct Resource Specialist (SMRS) and the Sexual Misconduct Prevention Specialist (SMPS) have limited confidentiality privileges and, as such, is still required to report non-identifying information to OEO and TUPD about violations of policy and criminal conduct, respectively. The SMRS and SMPS's records may also be subpoenaed in a civil or criminal legal matter.

Reporting Options and Support Resources

A partial list of reporting options and support resources are listed below. For additional information about confidential and other reporting options and supporting resources, both on and off-campus, please visit the Tufts Sexual Misconduct Resources website: <http://o eo.tufts.edu/resources-guide/>.

- Tufts University Police Department (TUPD): 617-627-6911 (emergency) and 617-627-3030 (non-emergency)
- Office of Equal Opportunity (OEO): Call 617-627-3298; email OEO@tufts.edu; or submit a report online with [EthicsPoint](#) (anonymous reporting option).
- Counseling & Mental Health Services: 617-627-3360 (*confidential*)
- Health Service: 617-627-3350 (*confidential*)
- Tufts University Chaplaincy: 617-627-3427 (*confidential*)
- Counselor-On-Call or Chaplain-On-Call: Via Tufts Police: 617-627-3030 (*confidential*)
- Director, Center for Awareness, Resources, and Education (CARE) Alexandra Donovan: Call 617-627-5140 ; email alexandra.donovan@tufts.edu (*confidential*)
- Tufts' Sexual Misconduct Reporting Liaisons (Title IX) are university employees who are available to receive reports of sex discrimination at Tufts, including sexual harassment and sexual assault. The liaisons can provide information regarding available resources, but are not responsible for investigating reports. Rather, they will direct the information they receive to the university's Title IX Coordinator in the Office of Equal Opportunity.
 - Tufts' Sexual Misconduct Reporting Liaison (Title IX) within Fletcher:
 - Laurie Hurley, Associate Dean of Admissions and Student Affairs
 - Katie Mulroy, Director of Student Affairs
 - Kate Drizos Cavell, Assistant Director of Student Affairs
 - Adrian Thomas, Assistant Dean for Diversity and Inclusion
 - Maribel Blanco, Executive Associate Dean
 - Andy Marx, Registrar and Manager of Student Academic Programs
 - Tufts' Sexual Misconduct Reporting Liaisons (Title IX) outside of Fletcher can be found at <https://o eo.tufts.edu/reporting/sexual-misconduct/liasons/>)

See an expanded list of Tufts' sexual misconduct resources for students on the Medford campus here: https://oio.tufts.edu/wp-content/uploads/Sexual-Misconduct-Resources_Medford-Som-SMFA.pdf. This list includes campus resources as well as Boston-area and national resources.

OEO Complaint Procedures

For the OEO complaint processing guidelines and the Sexual Misconduct Adjudication Process, visit <http://oio.tufts.edu/>. You may also request more information regarding these processes by contacting OEO at (617) 627-3298.

Other Resources

Complaints or inquiries concerning discrimination or harassment may be filed directly with:
For university employees:

1. Equal Employment Opportunity Commission (EEOC)
JFK Federal Building
475 Government Center
Boston, MA 02203
800-669-4000
Statute of limitations: 300 days

2. Massachusetts Commission against Discrimination (MCAD)
John McCormack Building Worcester City Hall
One Ashburton Place 455 Main Street
Sixth Floor, Room 601 Room 101
Boston, MA 02108 Worcester, MA 01608
617-994-6000, 508-799-8010
Statute of limitations: 300 days

For the student community:

1. U.S. Department of Education (DOE)
Office for Civil Rights (OCR)
5 Post Office Square Eighth Floor
Boston, MA 02109-3921
617-289-0111

Consensual Relationship Policy

Tufts University seeks to maintain a professional work and educational environment. Actions of faculty members, academic administrators, and staff that are unprofessional, or appear to be unprofessional, are inconsistent with the University's educational mission. It is essential that those in a position of authority do not abuse, nor appear to abuse, the power with which they are entrusted. Faculty members, academic administrators, and sometimes staff exercise power over students, whether by teaching, grading, evaluating, or making recommendations for their further studies or their future employment. Amorous, dating, or sexual relationships between faculty members, academic administrators, and staff with students are impermissible when the faculty members, academic administrators, and staff have professional responsibility for the student. Voluntary consent by the student in such a relationship is suspect, given the fundamental nature of the relationship. Moreover, other students may be affected by such behavior because it places the faculty

member, academic administrator, or staff in a position to favor or advance one student's interest to the potential detriment of others. Therefore, it is a violation of university policy for a faculty member, academic administrator, or staff member to engage in an amorous, dating, or sexual relationship with a student whom s/he instructs, evaluates, supervises, or advises, or over whom s/he is in a position to exercise authority over in any way.

To learn more about the Tufts University Consensual Relationships policy, as well as reporting procedures, visit: <https://oeo.tufts.edu/policies-procedures/other/> .

Hate Crimes and Bias-Motivated Violations

Any violation of university policy that was motivated in whole or in part by the offender's bias against the victim's perceived or actual race, color, national or ethnic origin, age, religion, disability, sex, sexual orientation, gender, gender identity and expression including a transgender identity, genetics, veteran status, and any other characteristic protected under applicable federal or state law, is considered a bias-motivated violation. A bias-motivated violation is not a separate policy violation but is the violation of another policy that was motivated by the offender's bias. In cases where there is a bias-motivated violation, the conduct officer or hearing panel will take the bias motivation into consideration when sanctioning.

In some instances, a bias-motivation will also constitute a violation of the non-discrimination policy. In cases where there is a non-discrimination policy violation and referral from OEO, the conduct officer or hearing panel will accept the policy violation documentation from OEO, including any bias-motivated violation, into consideration when sanctioning.

Harassment

Under Massachusetts law, stalking and cyber-stalking are prohibited felonious acts. Stalking includes a willful, malicious, and knowing pattern of conduct or acts over a period of time directed at a specific person that seriously alarms or annoys the person and that causes a reasonable person to suffer substantial emotional distress and makes a threat with the intent to place the person in imminent fear of death or bodily injury. Stalking can be accomplished by mail, telephone, electronic mail, Internet communications, and facsimile. Conduct that does not include a threat of death or bodily injury is also illegal and considered criminal harassment.

The Tufts University Sexual Misconduct Policy has a higher standard which governs our community related to physical stalking and cyberstalking. The Office of Equal Opportunity's Sexual Misconduct policy defines stalking as persistent, unwanted or unwelcome and repeated course of conduct that would cause a reasonable person to become fearful for the person's safety or the safety of another, or suffer substantial emotional distress. There does not need to be a threat or intent to harm another person according to the definition of stalking as defined in the Sexual Misconduct policy. For more information about this and for examples of stalking conduct, please see Section E of the sexual misconduct policy, which is [available online](#).

Tufts University Police, the Office of Equal Opportunity, and the Director of Fletcher's Office of Student Affairs can explain the options for pursuing court proceedings or internal disciplinary action for stalking and other forms of sexual misconduct.

Hazing

Tufts prohibits hazing. Hazing is any activity that humiliates, degrades, or endangers the mental or physical health of someone because that person is joining or continuing membership in a group, team, or organization. Hazing is prohibited regardless of the person's willingness to participate in the activity.

Hazing includes all behaviors that violate Massachusetts General Laws Chapter 269, Sections 17-19 (reproduced in their entirety below).

Endangering mental health is defined as sleep deprivation, extended isolation, public degradation, intimidation, creation of artificial and excessive stress, public nudity, and other comparable behaviors that are reasonably likely to or do cause a significant degree of distress, humiliation, anguish, or interference with academic, professional, or personal pursuits.

Apathy or acquiescence in the presence of hazing are not neutral acts and constitute hazing as prohibited by this policy. Students and other members of the University community are required to report incidents of hazing that they witness or for which they were present. Incidents of hazing shall be reported to Tufts University Police and the Dean of Student Affairs Office. Failure to report incidents of hazing is a violation of this policy and, in some cases, is a violation of Massachusetts law (M.G.L. c. 269 Section 18).

Any retaliation or threats to retaliate against any person who reports, is a witness to, is involved with, or cooperates with the investigation of hazing is strictly prohibited.

All groups, teams, and organizations are required to provide annual notice to all members about the University's hazing policy and state hazing law, and to certify that they have done so to the Office of Student Affairs.

Research on hazing suggests the behavior exists on a spectrum ranging from intimidation to harassment to violent hazing. Prohibited forms of hazing include but are not limited to:

1. Intimidation Hazing: Behaviors that emphasize a power imbalance between new members and other members of the group or community. This is termed "intimidation hazing" because these types of hazing are often taken for granted or accepted as "harmless" or meaningless. Intimidation hazing typically involves activities or attitudes that breach reasonable standards of mutual respect and place new members on the receiving end of ridicule, embarrassment, and/or humiliation tactics. Members often feel the need to endure intimidation hazing to feel like part of the group or community.

Examples of intimidation hazing include but are not limited to:

- Deception
- Silence periods
- Deprivation of privileges
- Social isolation
- Name calling
- Assignment of duties not assigned to other members
-

2. *Harassment Hazing*: Behaviors that cause emotional anguish or physical discomfort in order to feel like part of the group. Harassment hazing often confuses, frustrates, and causes undue stress.

Examples of harassment hazing include but are not limited to:

- Verbal abuse
- Threats or implied threats
- Sexual simulations
- Requiring situationally inappropriate attire
- Sleep deprivation

3. *Violent Hazing*: Behaviors that do or could cause physical or psychological harm. Examples of violent hazing include but are not limited to:

- Placing students in the shower against their will
- Forced or coerced alcohol or other drug consumption
- Forced or coerced sexual acts
- Beating
- Paddling, or other forms of assault
- Forced or coerced ingestion of vile substances
- Bondage
- Kidnapping
- Expected participation in illegal activity.

The sanction of disciplinary suspension or disciplinary expulsion will be strongly considered for students and student organization found responsible for harassment and violent hazing and for situations where respondents use deception or collude with others to obstruct a hazing investigation.

Massachusetts General Law 269

Section 17 Whoever is a principal organizer or participant in the crime of hazing, as defined herein, shall be punished by a fine of not more than three thousand dollars or by imprisonment in a house of correction for not more than one year, or both such fine and imprisonment.

The term “hazing” as used in this section and in sections eighteen and nineteen, shall mean any conduct or method of initiation into any student organization, whether on public or private property, which willfully or recklessly endangers the physical or mental health of any student or other person. Such conduct shall include whipping, beating, branding, forced calisthenics, exposure to the weather, forced consumption of any food, liquor, beverage, drug or other substance, or any other brutal treatment or forced physical activity which is likely to adversely affect the physical health or safety of any such student or other person, or which subjects such student or other person to extreme mental stress, including extended deprivation of sleep or rest or extended isolation. Notwithstanding any other provisions of this section to the contrary, consent shall not be available as a defense to any prosecution under this action.

Section 18 Whoever knows that another person is the victim of hazing as defined in section seventeen and is at the scene of such crime shall, to the extent that such person can do so without danger or peril to himself or others, report such crime to an appropriate law enforcement official as soon as reasonably practicable. Whoever fails to report such crime shall be punished by a fine of not more than one thousand dollars.

Section 19 Each institution of secondary education and each public and private institution of post secondary education shall issue to every student group, student team or student organization which is part of such institution or is recognized by the institution or permitted by the institution to use its name or facilities or is known by the institution to exist as an unaffiliated student group, student team or student organization, a copy of this section and sections seventeen and eighteen; provided, however, that an institution's compliance with this section's requirements that an institution issue copies of this section and sections seventeen and eighteen to unaffiliated student groups, teams or organizations shall not constitute evidence of the institution's recognition or endorsement of said unaffiliated student groups, teams or organizations.

Each such group, team or organization shall distribute a copy of this section and sections seventeen and eighteen to each of its members, plebes, pledges or applicants for membership. It shall be the duty of each such group, team or organization, acting through its designated officer, to deliver annually, to the institution an attested acknowledgement stating that such group, team or organization has received a copy of this section and said sections seventeen and eighteen, that each of its members, plebes, pledges, or applicants has received a copy of sections seventeen and eighteen, and that such group, team or organization understands and agrees to comply with the provisions of this section and sections seventeen and eighteen.

Each institution of secondary education and each public or private institution of post secondary education shall, at least annually, before or at the start of enrollment, deliver to each person who enrolls as a full time student in such institution a copy of this section and sections seventeen and eighteen.

Each institution of secondary education and each public or private institution of post secondary education shall file, at least annually, a report with the board of higher education and in the case of secondary institutions, the board of education, certifying that such institution has complied with its responsibility to inform student groups, teams or organizations and to notify each full time student enrolled by it of the provisions of this section and sections seventeen and eighteen and also certifying that said institution has adopted a disciplinary policy with regard to the organizers and participants of hazing, and that such policy has been set forth with appropriate emphasis in the student handbook or similar means of communicating the institution's policies to its students. The board of higher education and, in the case of secondary institutions, the board of education shall promulgate regulations governing the content and frequency of such reports, and shall forthwith report to the attorney general any such institution which fails to make such report.

Retaliation

Retaliation by individual students, groups of students, or student organizations is prohibited. Retaliation is a serious adverse action taken against an individual for reporting behavior that may be prohibited by law or policy or participating in an investigation or resolution process related to an allegation of misconduct. Retaliation is sufficiently severe or pervasive to create a work or academic environment that a reasonable person would consider intimidating, hostile, or abusive and that adversely affects the victim's educational, work, or living environment.

Working with One Another Policy

Tufts University reaffirms its commitment to the principle of equal opportunity and equal treatment in education and employment regardless of a person's race; color; religion; sex; sexual orientation;

gender; gender identity and expression, including a transgender identity; age; genetics; disability; veteran status; ethnicity or national origin. In accepting either a faculty or staff position at Tufts, an individual agrees to share this commitment in the performance of his or her assigned responsibilities and in interaction with faculty and staff colleagues, students and community members. Similarly, students, by way of admittance into the Tufts community, also agree to share this commitment in their educational programs with other students, faculty, staff members and community members.

Tufts University strives to provide all staff and faculty with a work environment that is free of harassment or other unreasonable interference with the performance of their University duties. Tufts also strives to provide students and community members with an educational environment that is free of harassment or other unreasonable interference with the performance of their chosen academic responsibilities. We aspire to be a community in which mutual respect guides our day-to-day interactions. While the University respects an individual's right to self-expression, it expects that the rights and concerns of others who work and study at Tufts are respected as well. At Tufts, there is no place in the work or educational environment for conduct that demeans or belittles another person. For these reasons, harassment of any kind, including retaliation, is unacceptable.

Student Grievance Procedure

This procedure applies to grievances that are not covered by the sexual misconduct policy, the nondiscrimination policy, or the capricious grading policy.

A student with a grievance should contact the individual faculty or administration member with whom they have a grievance, or they may contact a designated grievance procedure focal point: Katie Mulroy (Director of Student Affairs), Laurie Hurley (Associate Dean of Admissions and Student Affairs), Andrew Marx (Registrar and Manager of Student Academic Programs), or Adrian Thomas (Assistant Dean for Diversity and Inclusion).

If the grievance cannot be resolved, the student should next contact:

- The Executive Associate Dean (Maribel Blanco) for any non-academic grievance;
- The Academic Dean (Kelly Sims Gallagher) for any academic grievance; or
- Other individual designated by the foregoing.

At this stage, a grievance must be submitted in written form.

The Academic or Executive Associate Dean will acknowledge the grievance within five business days, and the student will be updated within 30 days regarding steps taken to resolve the complaint.

If the respective Dean is unable to resolve the grievance, he or she will refer the problem to the appropriate standing faculty committee or to the Dean of The Fletcher School.

If neither the standing faculty committee nor the Dean is able to resolve the grievance, the Dean may appoint an ad hoc committee to review the grievance and report back with specific recommendations.

In the course of resolving a complaint, the administration may need to consult with other members of the community, while striving to protect the student's privacy to the extent practicable. Note that it may be necessary to share the student's name with others in order to resolve the complaint.

Community Living Policies

Disruption of Community Well-Being

Tufts expects that members of its community will not engage in behavior that compromises or has serious negative effects on their physical and mental health, safety, academic progress, or professional responsibilities, or that of others. In situations where a student's physical illness or emotional difficulties effect not only the student but others in the community, the University will consider the well-being of the community as well as the well-being of the student when making decisions.

Disruption or Obstruction of a Community Activity

Disrupting or obstructing normal University or University-sponsored or University-hosted activities, including, but not limited to: studying, teaching, research, University administration and operations; or disrupting fire, police, or emergency services is prohibited. Disruption or obstruction can include disrupting a lawful meeting; blocking access or egress to facilities; obstructing pedestrian or vehicle traffic; creating a hazardous situation; or engaging in behavior that a reasonable person would view as substantially or repeatedly interfering with the instructor's ability to teach the class or the ability of other students to benefit from the instruction.

Gatherings, Protests, and Demonstrations

Active citizenship, including exercising free speech and engaging in protests, gatherings, and demonstrations, is a vital part of the Tufts community. See Freedom of Expression policy in Appendix. Students engaging in protests, gatherings, or demonstrations are expected to conduct themselves responsibly and in accordance with Tufts' standards of behavior. These standards include compliance with all University policies, adherence to all safety requirements (e.g., safe occupancy limit of a building, room, or facility), and following relevant laws.

University policies which may be of particular relevance to students considering participating in protests, gatherings, or demonstrations include:

- Disruption or obstruction of community activity
- Unauthorized access
- Disorderly conduct
- Property damage and vandalism
- Room reservation

Students are encouraged to contact the Office of Student Affairs with questions about how these policies apply to a particular activity they are planning.

All events on campus—including protests, gatherings, and demonstrations-- are subject to reasonable time, place, and manner restrictions. For example, events that use amplified sound or cause loud noise are prohibited within hearing distance of residential facilities between midnight and 8 a.m. throughout the year and for longer times during reading period and final examination week each term.

Certain large campus events have additional restrictions to ensure safety for participants and others in the community. For any campus event with over 25 attendees, the following additional restrictions apply:

1. Open flames (e.g., torches, fire pits, etc.) are prohibited from all indoor and outdoor spaces, unless the student or student organization has approval from the Department of Public and Environmental Safety.
2. Wearing masks, bandanas, or other material to cover a person's face in order to conceal their identity are prohibited, with the following exceptions:
 - there is a declared public health emergency which requires the wearing of masks to prevent the spread of disease;
 - the student or student organization has approval from the Department of Public and Environmental Safety;
 - the item is allowed under the Office of Equal Opportunity's Religious Accommodation Policy.
3. Possession of sticks, clubs, bats, and other objects that may be used as a weapon are prohibited, unless the student or student organization has approval from the Department of Public and Environmental Safety.

Students who require a religious exemption to the any of these three restrictions should refer to the Religious Accommodation Policy, available online at <https://oeo.tufts.edu/policies-procedures/accommodation-policies/religious-accommodation/>.

Tufts University Declaration on Freedom of Expression

Policy Statement as Approved by the Tufts Board of Trustees, November 7, 2009

Tufts University is an educational community that has as its paramount mission the discovery and dissemination of knowledge and the pursuit of the arts through study, teaching, and research. For this community to achieve its mission, all members must have full and equal opportunity to pursue personal and intellectual growth. Freedom of expression and inquiry are fundamental to the academic enterprise. Without freedom of expression, community members cannot fully share their knowledge or test ideas on the anvil of open debate and criticism. Without freedom of inquiry, community members cannot search for new knowledge or challenge conventional wisdom. Freedom of expression and inquiry are not absolute. The law, for example, provides that freedom of expression does not include the right to slander the reputation of another, to engage in specified forms of harassment, to threaten or obstruct a speaker who advances unwelcome ideas, or to incite another person to violence. Scholarly inquiry also is limited by federal and state regulation, ethical tenets, and professional standards designed to protect human and animal subjects. In addition, the University seeks to ensure the orderly function of the educational enterprise and to ensure that all members of the community have the opportunity to participate in and benefit from the discovery and dissemination of knowledge.

Members of the Tufts community owe one another the basic respect and ethical obligations of human beings engaged in a common endeavor. While not enjoying the force of law, these obligations reflect three basic community values:

1. respect for the freedom of other community members to inquire and express themselves fully;
2. the need to exercise freedom of expression and inquiry in ways that respect the human dignity of others; and
3. the importance of a climate at Tufts that is conducive to learning and in which all community members, regardless of background, are free from behavior that interferes with their ability to study, grow, and attain their full potential.

Members of the university community, including academic and administrative leaders, must hold accountable those who do not respect these values. When community values are not respected, every member of the Tufts community has an obligation to respond. Those who are the target of such speech should not and must not bear the burden of responding alone. An affront against any member of our community is an affront to all of us. It is only by affirming our collective values that we can build a stronger, more cohesive, and more vibrant community where differences are respected and all are made to feel welcome.

It is incumbent upon all members of the Tufts community, and especially the University leadership, to educate the community about the diverse world in which we live and to support and empower members whose rights are violated. In the end, freedom of expression and inquiry is necessary but not sufficient on its own for learning to take place. Achieving our educational mission requires an environment of respect, tolerance, and civil dialogue.

For more on this policy and the Tufts Board of Trustees, see [here](#).

Off-Campus Disturbances

Students are expected to be good neighbors when living off campus in our local communities. Behavior that causes a neighborhood disturbance or violates local ordinances is prohibited. This includes but is not limited to creating excessive sound and vibration, hosting a number of people in excess of the capacity of your building, improper care for pets that causes a disturbance, or failing to maintain your residence in a habitable condition. Such disturbances are prohibited by University policy and local laws.

Property Damage and Vandalism

Unauthorized conduct that is reasonably likely to or actually does cause damage, destruction, or vandalism of Tufts property or the property of another individual is prohibited.

Unauthorized Recording

Making or attempting to make audio, video, or photographic recordings of a person who has a reasonable expectation of privacy without (1) that person's consent, or (2) authorization under the Tufts video security policy is prohibited. Disseminating such recordings is also prohibited. People have an expectation of privacy in private areas such as locker rooms, residence hall rooms, and restrooms; and a person has an expectation of privacy if they ask not to be recorded even if they are in a public area. Tufts prohibits unauthorized recording of administrative or faculty meetings; to record a meeting, a student must obtain consent of all recorded parties. Malicious or negligent disclosure of private personal information also is prohibited.

Tufts University Policy on Political Activities

The University is committed to free and open discussion of ideas and opinions. As part of its dedication to active citizenship, Tufts encourages students, faculty, and staff to exercise their civic rights to participate as individuals in the political process. At the same time, no member of the University community should feel any institutional pressure to support a particular candidate or position.

As a tax-exempt entity, Tufts is prohibited by federal law from participating in or attempting to influence campaigns for any elective public office or any political initiative (such as a public

referendum). The University may not endorse a candidate or ballot proposal, provide or solicit financial or other support for candidates or political organizations, or establish political action committees.

This policy is adopted by the University in an attempt to balance these competing considerations, based on advice of counsel and prevailing practices in the academic community.

Should you have any questions relating to this policy, please contact the Senior Vice President for University Relations at 617-627-4220 or the Office of Government & Community Relations at 617-627-3583 or communityrelations@tufts.edu.

This policy only provides basic information regarding political activities. It is strongly advised that you seek guidance before you sponsor a political event. For additional guidance on political activities, please see the [American Council on Education \(ACE\) Memo on Political Campaign-Related Activities of and at Colleges and Universities](#).

Student Publications

Student publications may run editorials expressing the editors' views on candidates for public office, provided that the publication's editorial policy is free of editorial control by University administrators or faculty advisors. A statement on the editorial page must indicate that the views expressed are those of the student editors and not those of the University.

Individual Involvement in Political Campaigns

Members of the University community who participate in political campaigns must do so in their individual capacity. No member of the community should feel pressured to contribute money or time to any political campaign, and no University function or publication may support or endorse any political party or candidate (including members of the University community running for political office).

At all events, individuals' political activities must not create the appearance or fact of a University endorsement of a political party or candidate.

Use of Facilities and Resources

Use of University facilities and resources in support of a political candidate, party, referendum, or political action committee (PAC) that could give the appearance that the University is supporting one candidate or position over another is prohibited.

The following activities are specifically prohibited (note that this list is merely illustrative):

- Using official University stationery, word mark, seal, email, telephones, computers, printers, and copiers.
- Providing mailing lists, office space, telephones, photocopying, computers or other institutional resources.
- Posting a hyperlink on a University-administered website to a candidate or campaign site.
- If the University believes that one or more postings on a University-administered website (i.e., a website with a tufts.edu extension) create the impression that the University has endorsed a particular candidate or a particular side of a public referendum, it may request, as a condition of hosting the site, that a disclaimer be posted on the site stating that the

opinions expressed are attributed to the author and do not represent the views of the University.

The following activities may be permitted:

- Subject to University policies on permission and scheduling, recognized student groups may use University facilities for partisan political purposes so long as they reimburse any costs the University may incur in providing such space, in accordance with the policies established by Office of Student Life.
- If an appearance by a declared candidate for public office or a group supporting a public referendum is broadly publicized to nonmembers of the Tufts community or is co-sponsored or paid for by outside organizations, the sponsors must rent the space from the University on the same terms that are available to any group wishing to use such space as established by the Tufts Conference and Event Services. If space is rented to a candidate in an election, any competing candidate would be able to rent space on the same terms.
- Candidates may be invited to appear on campus in a non-candidate capacity, e.g., to participate in a class, provided that no campaigning or fundraising is done at the event and a non-partisan atmosphere is maintained.
- Candidate forums or debates may be held on campus as part of the University's educational mission, as long as all qualified candidates are invited to participate.
- Administration and faculty should take special care in relation to any above-described activities, to avoid the appearance of institutional endorsement.

Any student, faculty or staff interested in inviting an elected official or political candidate onto campus should notify the Office of Government & Community Relations at 617-627-3780 or communityrelations@tufts.edu.

Fundraising

Funds or contributions for political candidates or campaigns may not, under any circumstances, be solicited in the name of Tufts University or on any University campus, and University resources may not be used in soliciting such funds. If Tufts students, faculty, or staff make political contributions, they must do so as individuals.

Voter Registration

Voter registration and “get out the vote” drives by University-sponsored organizations must be done on a non-partisan basis (i.e., they may not focus on a particular party).

Gifts and Lobbying

Federal and Massachusetts laws prohibit gifts and honoraria for public officials, including meals and tickets to sporting events.

Any lobbying on behalf of the University must be approved by the Vice President for University Relations.

Controversial Speakers and Programs

Tufts is an open campus committed to the free exchange of ideas – even those that may be considered offensive to some members of the community. In general, some community members' finding a speaker or program offensive will not be considered cause to prevent the program from

running; the University will strive to uphold the right of campus organizations to host controversial programs and to hold them without interruption.

It is incumbent on event organizers to consider during their planning whether the nature of an event suggests that disruption is likely, and, if so, should discuss the likelihood of disruption with the Executive Associate Dean. A decision about whether special security measures are necessary will be made by the Executive Associate Dean and the University's Director of Public Safety.

Other necessary arrangements, such as where the event should be held or how widely it should be advertised, will depend on the nature of the program and be determined in consultation with the Executive Associate Dean.

Failure to Comply with a University Official

Students are required to comply with the directives of University officials and emergency responders during the performance of their duties.

Gaming and Gambling

Tufts prohibits illegal gambling. Students are expected to follow Massachusetts laws, which prohibit some forms of gambling. Information about Massachusetts gambling laws can be found at <https://www.mass.gov/info-details/massachusetts-law-about-gambling-and-casinos>.

Public Nudity

Students are generally prohibited from engaging in acts of public nudity and public urination. Public nudity is nakedness or exposure of one's intimate parts, such as genitalia, groin, breast and/or buttocks in an open area of campus or public area or exposure that is visible from an open area of campus or public area. Public nudity includes acts such as streaking, public urination, and nude sunbathing. Open areas of campus are any areas accessible to more than ten people or that a reasonable objective person would judge to be open spaces, such as residential hall lounges and hallways, outdoor space, classrooms, and other non-residential campus buildings.

There are some circumstances in which exposure of one's intimate parts may be permissible and appropriate, such as nude modeling for a fine arts class, certain art or drama performances, or nursing mothers who are breastfeeding. Such activities do not constitute public nudity under this policy. For more information on the University's resources for nursing mothers, please review the University's [Lactation Policy](#).

Conversely, there are some circumstances in which exposing one's intimate parts may constitute more than mere public nudity and will, instead, become a violation of the [Sexual Misconduct Policy](#). When the exposure is sexual in nature (i.e., flashing, masturbating) and/or is targeted at a specific individual or group of individuals without their consent, then the act of public nudity will be considered Indecent Exposure, which is a violation of the Sexual Misconduct Policy. Indecent Exposure may, but does not necessarily have to, include a sexual act.

Library and IT Policies

The Edwin Ginn Library (Ginn) is one of six libraries at Tufts. The libraries all work collaboratively to provide students with access to the print and digital resources. Our partnership with the other libraries enables us to provide even more access to databases, journals, books, and skill building

opportunities. For information on Ginn and Tufts-wide library collections, policies, and services, please visit <http://ginnlibrary.tufts.edu/>.

Ginn Library staff provide services and support to students who use our physical space and to students who attend Fletcher remotely. For questions about the library or to schedule an appointment with a library staff member, visit our [Ask a Librarian](#) portal on the Ginn Library website.

In addition to managing and sourcing library materials, Ginn Library is responsible for School-wide technology and audio-visual (A/V) equipment and services. We collaborate with colleagues from Tufts Technology Services (TTS) to ensure the Fletcher community has tools and access to technology systems. For more information about Tufts Technology Services, please visit <https://it.tufts.edu/>.

Responsible Use of Information Technology

As members of a University community, all Fletcher students are responsible for keeping their School-related Internet and IT activities consistent with applicable laws, academic standards, and Tufts' policies on rights and responsibilities online. This responsibility covers any activity conducted using University IT services (including hardware, software, applications, networks, databases, websites, and social media), as well as any activity conducted under the auspices of or pursuant to one's education.

Tufts' [Information Stewardship Policy](#) outlines policies that apply to all members of the Tufts community who use, create, and/or manage information at Tufts. Compliance with the policies is mandatory, and violations can result in severe consequences up to and including loss of network access and civil or criminal prosecution.

In addition, students are encouraged to familiarize themselves with Tufts' Overview of Your Rights and Responsibilities Online [and the Digital Millennium Copyright Act & FAQ](#) and to understand their legal and policy obligations on issues including copyright law; libel; invasion of privacy; obscenity, child pornography, and indecency; and hacking, cracking, and spamming.

If you are located in one of the countries that is a member of the European Economic Area when you provide us personal information, please review our [EEA Privacy Statement and EEA Privacy Statement for Students](#). Those statements provide information about how we collect and use personal information subject to the European Union's General Data Protection Regulation (GDPR), as well as a description of the rights you have with regard to your personal information under the GDPR.

Any questions about information use, including copyright, safe computing, and managing sensitive information should be directed to the Director of Ginn Library and Information Technology.

Email as Means of Official Communication; Accounts and Forwarding

The University's primary method of communicating with students is through email; in many cases, including information about course information and expectations, registration, bill payment, campus emergencies, special events, and Commencement, email may be the only communication used.

It is therefore each student's responsibility to check their Tufts email account regularly, whether via the University-provided Outlook service or another email service of the student's choice. Visit [Email for Students](#) for information about Tufts email, including the accessing webmail application, setting up email on your devices and forwarding your email.

Tufts Email Account Policies

Email services are provided to the Tufts community to conduct University business. Use of Tufts email services is subject to and bound by the [Information Stewardship Policy](#) and [Tufts Email Policy](#), applicable laws, and the Honor Code. In addition, all email users are expected to maintain standards of professional and personal courtesy and conduct.

Violations of the Email and Tufts University Responsible Use policies will be subject to disciplinary action and violators may have their email account suspended during any investigation.

Email abuse may be reported to abuse@tufts.edu. Reports of abuse will be investigated and handled as appropriate. In all cases, do not delete any evidence or message(s) as they can be used as evidence.

Email Distribution Lists

Fletcher maintains several official, moderated mailing lists, as well as the official but unmoderated Social List. Use of all email lists, including the Social List, is subject to the Information Stewardship Policy, the purposes of the respective lists, and common standards of personal, professional, and academic courtesy and conduct. All students are automatically subscribed to and may not unsubscribe from official distribution lists. Subscription to the Social List is at students' discretion: students must request to join the list (with their Tufts email only), and may request to unsubscribe at any time.

In general, mailing lists may be used for purposes related to teaching, coursework, research, and administration at Fletcher/Tufts and School- or University-sanctioned student activities.

Commercial use of mailing lists, except for authorized School or University business, is prohibited. Mailing lists may generally not be used for personal or School-related fundraising; see the policy on fundraising elsewhere in this handbook for more details.

For more information on usage of and policies governing mailing lists, see the [Tufts Mailing List Policy](#).

Fletcher Listservs

Official Students Listserv: (*FletcherStudents@elist.tufts.edu*)

Purpose: For official School business and approved Fletcher or Tufts-related announcements to the entire student body.

Subscribers: All enrolled Fletcher students (required), select faculty and staff.

Posting: Students may post non-event announcements to this list that are affiliated with an official student organization, faculty or administrative department. This list is moderated (messages must be approved to go out to the list) and is not a forum for discussion.

Note: if you send a message to this list, please do not duplicate the message to the Fletcher Social listserv. Official Fletcher and Tufts event announcements may be posted to the Official List on the day of the event only.

List Owner: Registrar's Office

Social Listserv: (*FletcherSocial@elist.tufts.edu*)

Purpose: Optional, unmoderated forum for Fletcher student use.

Subscribers: Optional subscription open to enrolled Fletcher students, staff, and faculty.

Individuals must request to subscribe by sending a message to the list owner.

Posting: List is not moderated (i.e. messages need not be approved by list owner); however, postings are limited to subscribers only.

List: Owner Registrar's Office

Fletcher Student Council: (*Fletcher-Council@elist.tufts.edu*)

Purpose: To e-mail all Student Council members at one time.

Subscribers: Student Council Members

List Owner: Katie Mulroy (*katie.mulroy@tufts.edu*) and Registrar's Office

Fletcher Events: (*FletcherEvents@elist.tufts.edu*)

Purpose: For event announcements to the Fletcher community

Subscribers: All Fletcher students, faculty, and administrators

Posting: Students may request to send event notifications through this list. Posting is subject to moderation and approval.

List Owner: Registrar's Office

Directory Policies

Tufts University publishes directory information, including email addresses for faculty, staff, and students. Directory records, including students' emails, are publicly visible. Students appear in the directory once they matriculate and until they graduate or otherwise disaffiliate from Tufts. Students who have walked but not graduated will remain listed on directories (and distribution lists) until they administratively separate from the University.

Any Tufts University electronic and printed directories are provided solely for the purpose of assisting individuals to contact one another. Information in the directories may not be extracted by any means for the creation of distribution lists for use by businesses or other organizations outside of Tufts. Use of directory information for solicitation of business or donations is expressly prohibited.

Students who do not wish to appear in the directory may request a privacy lock from the Fletcher Registrar. Students with privacy locks will not be listed in any online directories and will also not be able to use their name address alias (*firstname.lastname@tufts.edu*). These students will only be able to use their delivery-address email (username@tufts.edu).

To edit your entry in the Tufts Directory visit <https://directory.tufts.edu/edit.cgi>.

Access to Email and IT Services After Graduation

Students retain access to all email and IT services for 90 days after formally graduating. (Those who walk without having completed graduation requirements remain active until completing all requirements and receiving a diploma.) After 90 days, students lose access to their student email accounts and all IT services except SIS. Graduates will always have access to SIS, and may elect to set up an alumni email account.

For more information and instructions on email and IT services for alumni, visit Ginn Library's [Information for Alumni](#) webpage.

Use of Tufts' and Fletcher's Name, Brand, and Marks

Students are required to follow the University [policy regarding use of university name and insignias](#). No consulting or other outside arrangement grants the right to use the names "Tufts University" or "The Fletcher School," or any variant, or to identify Tufts in any advertising or promotional sales or third party marketing context, without the prior written consent of the Office of the President of Tufts University or, as appropriate, the Office of the Dean of The Fletcher School of Law and Diplomacy.

In addition to University-wide policies, the School maintains its own style guide governing use of the School name, logos, and wordmarks. Compliance with School and University style and policy is mandatory; please visit <https://fletcher.tufts.edu/communications> and/or contact the Office of Communications, Public Relations, and Marketing at cprmsupport@tufts.edu for more information.

Use of The Fletcher School Branding and Logos for personal social and digital media (social media accounts, blogs, etc)

Use of The Fletcher school name and marks requires prior written permission from the Office of Communications. Requests for these uses should be submitted to cprmsupport@tufts.edu

Class Videotaping Policy

No student may make any audio and/or visual recording of a Fletcher School class without permission. Students may not download, copy, or otherwise duplicate recorded sessions of online courses without permission. This policy reflects both wiretapping statutes (see Mass. General Law Ch. 272 Sec. 99) and pedagogical goals. Students may request official taping of classes in limited circumstances by advance request in writing to the course instructor or Academic Dean. Students wishing to record classes on the basis of an academic accommodation should consult the relevant policy elsewhere in this handbook.

Student Organizations and Events Policies

Fletcher Trek Policy

Fletcher Treks are student-organized educational or cultural tours of a country or region. Treks can be rewarding experiences, but a successful trip requires advanced planning and attention to detail. Please review the following policies and procedures before planning your trek.

The Fletcher Office of Student Affairs welcomes applications for treks to all parts of the world. All trek leaders must complete a short application to receive approval to plan a trek. Additionally, all treks must follow all Tufts University procedures outlined below. Please note that approval to plan a trek using school resources (email listservs, meeting space, etc.) does not indicate that The Fletcher School endorses, approves of, or in any other way sanctions the political, economic, social, or other policies of the country to be visited or the trek's funding sources.

Trek Approval Requirements & Timeline

- [Trek Planning Application](#) to the Fletcher Office of Student Affairs (required)
 - At least 10 weeks prior to travel (or 16 weeks prior to travel if utilizing crowdfunding as a fundraising option)

- [International Travel Review Committee \(ITRC\) approval](#) (required for all travel to all high-risk travel destinations)
 - At least 8 weeks prior to travel (or 15 weeks prior to travel if using crowdfunding)
 - If you don't know if your destination is considered to be "high risk" by the U.S. Department of State, please visit the Global Operations [website](#).
- [Register travel with the Tufts Travel Registry](#) (required)
 - At least 8 weeks prior to travel but after receiving ITRC approval, if applicable.
- [Establish Funding Sources](#) (required)
- [Crowdfunding Application](#) (optional)
 - Recommended approximately 15 weeks prior to travel
- [Consult with Healthcare Professional](#) (recommended)
 - At least 6 weeks prior to travel
- [Announcement Transparency](#) (required)
- [Application Transparency](#) (required)

Trek Application

- Submit your application to Fletcher Office of Student Affairs no later than 10 weeks prior to travel. Applications submitted within 10 weeks of the proposed dates of travel will not be considered.
 - Note: if you are applying for Crowdfunding, please plan to submit your application at least 4 months (or 16 weeks) prior to travel.
 - The Office of Student Affairs will generally review your application within 5 business days.
- After receiving the approval to plan a trek from the Office of Student Affairs, organizers may take advantage of the following resources:
 - Use of the Fletcher listservs (to advertise the trek)
 - Fletcher/Tufts meeting space
 - Fletcher name and affiliation (e.g. when soliciting sponsors, organizing meetings, etc., students can convey that this is a Fletcher-affiliated trek)
- Approval to plan a trek using school resources (email listservs, meeting space, etc.) does not indicate that The Fletcher School endorses or approves of the political, economic, social, or other policies of the country to be visited or the trek's funding sources.
- Note: Students cannot send out any emails on Fletcher listservs (including the Social List) until the trek has been approved by the Office of Student Affairs.
- If there is a change in trek leadership, please notify the Office of Student Affairs as soon as possible. New trek leaders will be asked to submit an abbreviated application.

High-Risk Travel Destinations

- Any student traveling to a country that falls under Tufts' high-risk travel policy needs to be approved by Tufts University in addition to the Office of Student Affairs. Trek leaders must submit a Travel Review application for the entire group, which will be reviewed by the Tufts International Travel Review Committee (ITRC). To find out if the country you will be traveling to is considered high risk per the latest U.S. Department of State travel advisories, please visit the [Tufts Travel Review](#) page.

- Trek leaders should submit applications for Travel Review as soon as they have received approval from the Office of Student Affairs and no later than 2 months (or 8 weeks) prior to travel (or 15 weeks if applying for Crowdfunding).
- Visit the [Tufts Global Operations webpage](#) for important information to review before finalizing any travel plans or sending any announcements to the student body.
- Support from Global Operations entitles access to:
 - International SOS support as Tufts' travel assistance provider
 - Includes medical, security, and emergency assistance
 - Location and group specific security and travel briefings
 - Includes real-time updates and alerts while on trip
 - Group orientation and travel safety trainings managed by Global Operations

Tufts Travel Registry

- All student travelers must register in the Tufts Travel Registry.
- Global Operations will enter treks into the Tufts Travel Registry as groups.
- All trek participants will receive an email with instructions to finish their required travel registration. Students should have their personal and emergency contact information and passport details ready when completing their registration.
- Trek leaders are responsible for ensuring that all participants have registered.
- Students should register their travel with Global Operations as soon as they have received approval from the Office of Student Affairs and no later than 8 weeks prior to travel (or 15 weeks if applying for Crowdfunding).

Establish Funding Sources

- Determine whether a Fletcher [Center or Program](#) will manage your funds or you will be managing your funds independently.
 - If a Fletcher Center or Program is managing your funds:
 - The Center or Program must agree in advance to provide all necessary logistical support (including but not limited to managing the group's finances, processing reimbursements, and coordinating with the Fletcher Office of Finance and Administration, Office of Development and Alumni Relations (ODAR), and Tufts Budget Center, as necessary.)
 - You will work with the Center or Program administrator (and potentially ODAR) to deposit funds into a school Dept ID (a funding account).
 - If the trek does not already have a designated Dept ID, the departmental administrator must request one with [Susan Lagasse](#), Senior Budget Analyst.
 - Soliciting Funding:
 - You may apply for funding from other centers, programs, or departments within Tufts. Note: Any department with an account in the central Fletcher budget (e.g. Office of Career Services, Student Affairs, etc.) cannot provide funding for treks.
 - If you plan to secure financial support from external organizations, alumni, or other individuals, you must first secure approval from the Office of Development and Alumni Relations (ODAR).
 - You may apply to use the Crowdfunding platform.

- If you are managing your funds independently of a Fletcher Center or Program:
 - Funds cannot be deposited into any school account, nor can Tufts crowdfunding be used.
 - Even if managing funds independently, if you plan to secure financial support from external organizations, alumni, or other individuals, you must first secure approval from the Office of Development and Alumni Relations (ODAR).
 - Trek organizers will be responsible for managing all travel booking and associated costs, logistical support, and any reimbursements.

Crowdfunding Application

- Crowdfunding at Tufts is a platform to help student initiatives raise money from individuals. [Tufts University Advancement](#) approves crowdfunding applications and manages the online platform.
- *Before* applying for [crowdfunding](#) you must:
 - Complete other steps on the Fletcher Trek timeline including securing Fletcher Office of Student Affairs approval, consulting with Global Operations, and registering the group's travel on the Tufts Travel Registry.
 - If you are planning travel to a destination deemed to be high risk by the U.S. Department of State and an ITRC review is required, University approval must be obtained before submitting a crowdfunding application.
 - Review the [crowdfunding guidelines](#) for eligibility requirements.
 - Students are only eligible for crowdfunding if a Fletcher Center or Program has agreed to manage the trek's funding. (Please see "Establish Funding Sources.")
 - Please note that crowdfunding approval is not guaranteed.
- The application review process may take up to 10 business days. If approved, trek team leaders will be responsible for the trek's crowdfunding page content development. This will determine the length of time from approval to project launch.
- Please note: Crowdfunding projects launch on the 1st of February, April, September and November. Exceptions may be made for an out-of-cycle crowdfunding project launch by request.
- Approved projects will have up to 30 days to raise funds. Funds raised via crowdfunding will be transferred to the trek's Dept ID on a bi-weekly basis.

Consult with a Healthcare Professional

- Visit [Centers for Disease Control \(CDC\)](#) to check which vaccines are recommended for your travel destination.
- Make an appointment with [Tufts Health Services](#) or a travel doctor for a consult about your travel plans and to receive any recommended vaccinations.
- Additional information on vaccines and travelers' health can be found [here](#).

Announcement Transparency

- Trek organizers must be transparent about *funding sources* and *selection criteria* when communicating with the student body.

- All trek announcements should include information related to funding sources and selection criteria in any communications on the Official and Social email listservs:
 - Funding Sources:
 - All sources of funding (or the intended funding sources if the trek is still seeking funding).
 - Students are encouraged to note if any of the funding sources have a relationship with any national government and the nature of that relationship.
 - Selection criteria:
 - The criteria the funders and/or trek organizers will apply in selecting participants for the trip.

Application Transparency

- All treks must disclose how they will select participants.
- Participant applications must include the following questions (or slight variations):
 - What do you expect to gain from attending the trek? / How does this relate to your career or personal goals?
 - Are you willing to abide by all School and University policies related to treks?
 - What prior experience or knowledge do you have with the region and language? (optional)
 - Have you participated on a Fletcher trek before? (optional)
- Organizers should consider using a blind admittance policy when reviewing trek participant applications.
- Trek leaders should provide applicants with an estimated total cost for the trek.

Points of Contact

Fletcher Student Affairs: Katie Mulroy, Director

Global Operations: Elisabeth Keegan, Assistant Director, International Safety

ODAR: Alyssa Cooper, Director, The Fletcher Fund; Paulina Kusiak, Assistant Director, The Fletcher Fund

Fundraising (General)

Tufts University defines fundraising as “the collection of money through donations, sales, and/or event programming for the purposes of charitable donation or organizational budget enhancement.” No student may conduct any fundraising activity for their personal benefit on campus or using University resources.

Students wishing to conduct fundraising must:

- First notify and be granted permission by Katie Mulroy, Director of Student Affairs (katie.mulroy@tufts.edu)
- Set a date and reserve space ahead of time for any fundraising activity (within Fletcher, space can only be reserved on the first floor of Cabot; no fundraising is permitted in the Hall of Flags)
- Use any and all funds raised in one of two ways:
 - Offsetting the costs of planned student organization activities within the same semester, with all funds deposited into the organization’s account

- Donation to a U.S.-based, IRS-recognized charitable organization, in which case 501(c)(3) documentation must be provided before securing approval to fundraise and the name and mission of the charitable organization must be included in any advertisements for the fundraiser
- Ensure compliance with all applicable local, state, and federal laws, as well as University policies
- During the fundraiser, post a sign identifying the fundraising organization, goods and/or services being sold, and prices

Cases that may have implications for School or University development, e.g. soliciting corporate sponsorship or alumni donations, will incur additional review and conditions. Katie Mulroy will identify these cases based on fundraising applications and take the lead in coordinating with relevant development and/or corporate and foundation relations officers.

Fundraising for political purposes is also subject to additional conditions as set forth in the “Fundraising” subsection of the policy on individual political involvement published elsewhere in this handbook.

Student Council

Student Council representatives are elected annually and include three first-year students, three second-year students, one Januarian, and one PhD candidate. One GBA and one GMAP representative will attend one meeting per semester. The three second-year student representatives, the Januarian representative, and the PhD representative are elected during the spring of the preceding year. First-year representatives are elected during the Fall Student Elections.

Student Council members may be emailed at Fletcher-Council@elist.tufts.edu. The Student Council Bylaws can be found here: <https://sites.tufts.edu/fletcherconnect/student-activities/student-council/regulations-and-bylaws/>

Student Organizations

Student Organization Non-Discrimination Policy

Officially recognized Fletcher student groups must allow any student to join, participate in, and hold leadership positions in the group. Groups may not discriminate on the basis of race, color, national or ethnic origin, ancestry, age, religion or religious creed, disability or handicap, sex or gender, gender identity and/or expression, sexual orientation, military or veteran status, genetic information, or any other legally protected status. Any group that violates this policy will lose funding and/or recognition.

Creating a New Student Organization

Each semester, potential student groups have the opportunity to apply for official club status. Officially recognized student organizations enjoy the following privileges:

- Eligibility to receive club funding
- Inclusion on the Fletcher clubs and organizations webpage
- Eligibility to send announcements regarding club business and activities to the Fletcher official listservs.

To apply for official club status, student group leaders must submit the following information to fletcher-council@elist.tufts.edu:

- Mission statement
- Statement describing organization's unique contribution to Fletcher community
- Budget proposal form
- Names of student leaders
- 10 original signatures of interested current students (can be scanned)

New student clubs will be notified of their approval status after the first student council meeting of each semester.

Guidelines for Hosting an Event

- The event must be open to the entire Fletcher community. Internal student organization meetings (i.e. meetings involving only some or all members of a student organization) are excluded from funding. However, affinity groups MAY hold closed events if their purpose is to serve members of their community. (Please see Student Affairs with any questions.)
- All student club-sponsored events that take place in the Fletcher School facility are expected to be green events. Information on how to make events green is found at this website: <http://sustainability.tufts.edu/get-involved/green-guide/green-event-resources/>.
- If alcohol is served at an event on campus, it must be arranged through Tufts Catering and campus police must be present. Otherwise, alcohol is not allowed at events.
- If a video recording is shown at an event such as a movie night or film festival, it must be licensed for public showing. Showing a DVD or video that does not have public performance rights at an event hosted by a student club is a violation of copyright law.
- Alumni speakers should always be coordinated with Director of the Office of Development and Alumni Relations.

Restrictions on Use of Club Funds

No organization may open an outside account or arrange for credit with an institution. The following items may not be purchased with club funds:

- Alcohol
- Gift cards or cash cards
- Airfare for guest speakers (except from New York City or Washington, D.C.)
- Payment for consulting services, honoraria, travel grants, research stipends, or any other payment of this type
- Gas can only be reimbursed with a record of mileage— *not* with a receipt. A record of mileage includes the exact address of the start and end point of the trip and a line describing the purpose of the trip.
- Gifts to speakers that are not Fletcher- or Tufts-branded.

Policy on RSVPs and No-Shows at Events

1. If you sign up to attend an RSVP event (e.g. Charles Francis Adams lecture, ISSP luncheon), you must attend or give notice of your cancellation at least 24 hours in advance.
2. In case of no-shows without proper cancellation, students will not be permitted to sign up for the next RSVP event offered.

- If you must cancel within 24 hours of the event, the no-show penalty can *only* be avoided if the organizer is able to fill your spot by offering it to another student.

Room-Booking Processes

For Regularly Scheduled Classes

Inquiries about changing the classroom or time for a regularly scheduled class should be directed to the Fletcher Registrar by email at Andrew.Marx@tufts.edu or by phone at 617-627-3055.

For All Other Events

To reserve individual rooms throughout Fletcher – in either the Cabot, Goddard or Mugar buildings – for meetings, lunches, make-up classes, etc., visit reserve.tufts.edu or contact the receptionist in the Hall of Flags at 617-627-3329.

Room bookings are assigned one of two priority levels:

- Level 1* priorities cover essential core functions, for which dates can be set well in advance. These include all Fletcher and associated academic degree requirements such as final exams, foreign language exams, and Professional Development Program sessions; major school-wide events such as commencement activities, convocation, fall and spring orientation programs, open-house events for admitted students, and fall and spring alumni reunion programs; and classroom IT maintenance and upgrades.
- Level 2* priorities cover important core functions, the dates of which can generally be set well in advance (though they can change somewhat once scheduled). These include meetings of the executive faculty, student council, administrators, school committees, and library/IT instructional sessions. Course review sessions, PhD comprehensive exams, PhD defenses, OCS employer visits, and required student group study meetings are also level 2 priorities.

When booking space on campus, higher-priority events take precedence over lower-priority ones. In the occasional but inevitable cases where events of the same priority level conflict, a good-faith effort will be made to reconcile competing interests.

Posting Notices

Bulletin boards are located on Cabot 1, Mugar 2 (in front of the Ginn Library), and in front of the Mugar Computer Lab. These bulletin boards are used by various student organizations and school departments to make announcements for upcoming meetings, speakers, and events. These boards are also used to post articles of special interest to various groups of students. The bulletin board adjacent to the Office of Career Services contains OCS notices about various job application deadlines, career opportunities, and other OCS activities.

Within two weeks prior to an event, organizers may post a poster board on an easel stand in the Hall of Flags.

Restrictions

- Notices posted on surfaces other than the bulletin boards on Cabot 1, Mugar 2 (in front of the Ginn Library), and in front of the Mugar Computer Lab will be removed.
- No notices may be posted in Ginn Library.
- No notices may be posted on doors within the building.

- All posters should clearly identify the posting organization/individual and a contact point for further information.
- Organizations or individuals that post notices in the Fletcher School complex are responsible for removing the notices immediately after the conclusion of the event.
- If a poster or notice is considered offensive, individuals should discuss the matter with the sponsors. Members of the community may not remove controversial posters. The Executive Associate Dean is willing to consult on these matters; however, please be advised that it is not School policy to censor notices nor to remove posters based on content.

Members of the community should consider carefully whether or not it is appropriate to post notices that are generated by those who are not members of the Fletcher Community.

Violations of Other University Policies

Students are required to follow all published University policies, including but not limited to:

- Residential Life policies and License Agreement;
- Event policies;
- [Department of Public Safety](#) and [Environmental Health & Safety](#) policies.

Appendices

Crime Awareness and Campus Security Act

The Jeanne Clery Disclosure Act of 1998 as well as its amendments provide the Tufts University Department of Public Safety an opportunity to explain various services, policies, programs, and expectations that help contribute to achieving reasonable safety and security at Tufts University. As one of our efforts to comply with the Clery Act, an [annual Public Safety brochure](#) is made available. This publication also informs the Tufts community of campus crime statistics. A printed copy of the brochure may be requested by contacting the Department of Public Safety, 419 Boston Avenue, Medford Campus.

University Guidelines Concerning Religious Observances

Tufts University is committed to providing an academic and work environment that is respectful of the religious beliefs of its students, employees, patients, visitors and community members. As part of this commitment, Tufts will make good faith efforts to provide reasonable religious accommodations to those in our community whose sincerely held religious beliefs conflict with a university policy, procedure, or other academic or employment requirement unless such an accommodation would create an undue hardship or would fundamentally alter our work, program and/or mission.

Religion or Creed

Includes traditional, organized religions but also sincerely held religious beliefs, including those that are new, uncommon, not part of a formal church or sect. All aspects of religious belief and observance that are sincerely held will be considered as part of this policy.

Undue Hardship

Significant difficulty or expense based on the university's resources and circumstances in relationship to the cost or difficulty of providing a specific accommodation. Undue hardship may refer to financial difficulty in providing an accommodation or accommodations that are unduly expensive, substantial, disruptive, or that would fundamentally alter academic requirements, the nature or operation of the university's business, or the essential functions of a job.

Accommodations which interfere with the safe and efficient operation of the workplace or campus or with a bona fide seniority system will often present an undue hardship.

Religious Accommodation

A reasonable change in the work or academic environment that enables a student or employee to practice or otherwise observe a sincerely held religious practice or belief without undue hardship or fundamentally altering the educational, workplace or mission of the university.

A reasonable religious accommodation may include but is not limited to:

- time for prayer during a work day
- the ability to attend religious events or observe a religious holiday
- or any necessary modification to university policy, procedure or other requirement for a student's or employee's (or prospective employee's) religious beliefs, observance or practice, provided such accommodation is reasonable and does not cause undue hardship or create a fundamental alteration of the educational, workplace or mission of the university.

All students may request a religious accommodation by making a written request for an accommodation to the OEO, an OEO liaison, an appropriate faculty member or other relevant administrator such as an Academic Dean in accordance with their Code of Conduct or Student Handbook.

Once the request comes to the Office of Equal Opportunity, employees, students, patients, visitors, community members or third parties will be required to complete a formal accommodation request form and may be required to provide other documentation or information supporting the request. Employees and students who anticipate being absent from work or class because of a religious observance must submit their request for time off in advance and as soon as they become aware of the need or at least ten (10) business days in advance.

Accommodation requests will be made on a case-by-case basis taking into account factors including but not limited to, the fundamental requirements of the applicable academic program and/or related technical standards, essential functions of an individual's job, the duties of others in the department or job group, the requirements of the department or major, any impact of the accommodation, the duration of the accommodation request, and the availability of alternative accommodations.

The University will endeavor to protect the requesting student or employee's privacy in evaluating and implementing the accommodation requested to the extent possible. However, following receipt of the request, the university official or administrator, supervisor(s) or designee(s) will discuss the accommodation request as necessary with the student or employee, and with select others in order to further evaluate and/or implement the accommodation. Approvals will be provided in writing to the requesting student or employee whenever possible.

Individuals with questions about this policy and/or its application may contact OEO [here](#).

FERPA: Notice of Student Rights with Respect to Education Records

University policy in effect as of July 1, 2015, sponsored by Counsel and owned by the University Registrar

Purpose

This notice establishes the University policy with respect to certain types of student records. This policy is designed to help students understand how to access their education records and, if they wish, how to prevent their disclosure to third parties.

Scope

This policy applies to all schools and divisions at Tufts University.

Policy Statement

The Family Educational Rights and Privacy Act of 1974 ("FERPA") provides students certain rights with respect to their educational records. In general, these rights include:

- 1) *The right to inspect and review education records (with certain limited exceptions) within 45 days of the day Tufts receives a student's request for access.* A student should submit any such request to the Registrar's Office in writing, identifying the specific records that the student wishes to inspect. The Registrar's Office will make arrangements for access and notify the student of the time and place where the records may be inspected.

- 2) *The right to request the amendment of education records if the student believes they are inaccurate.* Students should submit any such request to the Registrar's Office in writing, clearly identifying the records that the student wants to have amended and specifying the reasons the student believes those records to be inaccurate. The Registrar's Office will notify the student of the University's decision whether to amend the student's records. If the University decides not to amend the student's records, the Registrar's Office will inform the student of the right to a hearing regarding the student's request for amendment.
- 3) *The right to require Tufts to obtain the student's written consent before releasing personally identifiable information from the student's education records unless an exception applies.*

Definitions

For purposes of this policy a student is defined as someone who is (or someone who has) officially matriculated at the University, and who attends (or has attended) classes at Tufts. This definition does not include prospective students or applicants.

Education records are records relating to a student that are maintained by the University or by a party acting on its behalf, with some exceptions.

The following records are not considered education records:

- Records created by a school official as a personal memory aid (such as notes of a private telephone conversation) Records of the Tufts University Police Department which are maintained separately and solely for law enforcement purposes.
- Most records created and maintained by a physician, psychiatrist, psychologist or other treatment purposes. Even though these records are not considered education records under FERPA, they may still be made available to students following completion of a HIPAA release form.
- Records pertaining to a former student other than those generated when that person was a student, such as alumni records.

Personally identifiable information includes a student's name, address or other information that would allow a student to be identified. FERPA generally prohibits the University from disclosing personally identifiable information from a student's education record without the student's consent unless the information has been designated as directory information or another exception applies.

Directory information consists of the following:

- Student's name
- Address (both local and permanent)
- Telephone number (local, cell and permanent)
- Date and place of birth
- Academic program (school, degree, major, minor)
- Enrollment status (dates of attendance, full-time/part-time status)
- Degrees, honors and awards received
- Participation in athletics and student activities
- Most recent educational institution attended
- E-mail address
- Photo

Privacy Blocks are available to students who wish to prevent the University from disclosing their directory information (in student directories and commencement programs, for example) by selecting the appropriate privacy settings through SIS.

For additional information about privacy blocks, please contact the Registrar's Office.

Release of Your Records to Third Parties

Personally identifiable information in your records, except for directory information as discussed above, may not be given to third parties without your written consent, with the following exceptions:

- To Tufts officials such as employees and members of faculty and trustee committees who have a need to know or who are required to work with your records to carry out their duties.
- To officials of another education institution in which you seek to enroll. If your record is transferred, however, you will be entitled, upon request, to a copy of such records. This applies to other schools and colleges within the University and to institutions in which you may be cross-registered or enrolled at the University.
- To authorized representatives of the U.S. Comptroller General, the U.S. Attorney General, the U.S. Secretary of Education, or state and local authorities responsible in connection with an audit or evaluation of federal or state supported education programs.
- To an individual or organization required to be informed in connection with your application or receipt of financial aid.
- To state and local officials to whom information is specifically required to be reported by state laws enacted prior to November 19, 1974.
- To appropriate parties in a health or safety emergency if necessary to protect your health or safety or that of another.
- In compliance with a subpoena, or in response to other legal action involving the student and the University.
- When the information is a record of a campus disciplinary proceeding. For students under the age of 21, the University may also inform parents about violations of any federal, state, or local law, or any University rule or policy that governs the use or possession of alcohol or a controlled substance.

Any request or authorization to allow material from your files to be shown to third parties should include: (1) a specification of the records to be disclosed; (2) the purpose of the disclosure; and (3) the party or class of parties to whom disclosure may be made. For additional information about authorizing disclosures from your education records, please contact the Registrar's Office.

Please note that the University does not preserve students' education records in perpetuity. In fact, most records are not maintained for more than 7 years after a student's expected date of graduation.

Complaint Procedure

A student has the right to file a complaint with the U.S. Department of Education concerning alleged failures by Tufts to comply with the requirements of FERPA. A complaint must be submitted to the Department within 180 days of the date of the alleged violation or of the date that the student knew or reasonably should have known of the alleged violation. The name and address of the office that

administers FERPA and accepts such complaints is: Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue SW, Washington, D.C. 20202-4605.

Tufts University Threat Assessment and Management (TTAM) Program

Tragic events across the country in recent years have highlighted the dangers posed by violence on college and university campuses. On October 7th, 2013, Tufts University President Anthony Monaco wrote to the university community about important, proactive efforts to ensure the continued safety and well-being of students, faculty, staff, and visitors. In his message, the President issued the following violence free university policy statement:

Tufts is committed to maintaining an environment in which individuals are safe to learn, work, and live. In support of this commitment, we affirm that Tufts will not tolerate violence or threats of violence anywhere on its campuses or in connection with university-sponsored programs. In support of the President's policy statement, Tufts has established the Tufts Threat Assessment and Management (TTAM) program to identify, evaluate and address potentially threatening situations affecting members of the Tufts community. Recognizing and reporting early signs of a potentially dangerous situation are crucial to preventing violence and enhance the university's ability to provide assistance to community members who may be in distress.

We encourage all members of the university community to use this additional safety resource to learn how to recognize potential threats and the multiple ways to safely and if you so choose, to confidentially, report concerns at <http://sites.tufts.edu/ttam/>

Class Suspension Due to Weather or Emergency

The general University policy is not to cancel classes for snow or other emergencies, but rather to hold all class meetings that can reasonably be held. Only the President or the President's designee can suspend, in part or totally, regularly scheduled academic or administrative activities at Tufts. The decision to suspend regularly scheduled academic activities is made as far in advance as possible and announced by the deans.

In cases when the University suspends operations due to weather, in-person classes and activities will be canceled or changed to a virtual format. School deans will decide whether in-person classes will shift to a virtual format or be canceled. Deans will also decide if virtual classes will be continued, canceled, or the decision left to individual faculty. Faculty will be responsible for communicating the modality of the class to their students.

If a Tufts University campus closes due to snow, announcements will be via the following channels. These are the only official sources of a snow closing announcement.

- Tufts University homepage (<http://www.tufts.edu>) and the Announcements site (<http://announcements.tufts.edu>)
- Sent via email from CampusClosings@tufts.edu to members of the affected campus(es)
- 617-627-INFO (617-627-4636) for all campuses and 508-839-6124 for additional details for the Grafton campus
- [Facebook](#) (TuftsUniversity) and [Twitter](#) (@TuftsUniversity).

Faculty Responsibilities

According to the School's Faculty Responsibility Guidelines, "the principal professional commitment of faculty members of The Fletcher School is to the process of education." Students can therefore expect that their faculty will be prepared for class, will provide and prepare quality course materials, will not unnecessarily cancel or reschedule class, will not delegate essential course material to guest lecturers (including students), will provide fair grades and reasonably detailed commentary on submitted work, and will be accessible to students outside of classroom hours for a reasonable period each week (e.g. in office hours or by appointment).

Students who feel they are being underserved by a faculty member on any of these fronts should first attempt to work with the faculty member to achieve an adequate resolution. Failing that, students should raise their concerns in writing with the Academic Dean.

Committees

The business of the School is conducted by various committees. All committees' faculty and administrator members are appointed by the Dean; each fall, students are elected to sit on relevant committees. No students are named to the Faculty Committee on Diversity and Inclusiveness, the Academic Council, or the Committee on Tenure and Promotion, which deals with sensitive personnel information; the Deans periodically brief the Student Council on the work of these committees. Committee work is voluntary and does not include payment.

Students serve on the following committees:

Committee on Admissions and Scholarships

Focus: Advises on and makes decisions on admissions for entering students.

Selection Process: Students apply in early October to the Office of Admissions and Financial Aid; those selected will be compensated on a per-file basis. Approximately 10 students are selected annually to serve as full-voting members of the Committee.

Time Commitment: 2-3 meetings during the Fall semester to discuss policies, procedures, and early notification applications. Spring semester meetings are held on Friday mornings for 3-4 hours weekly from late January to early March (each student member reviews and rates 300-350 files, or approximately 50 per week). Total time commitment (reading files, meetings) is approximately 90 hours.

Honor Code Committee

Focus: Considers alleged violations of the Honor Code and Policy on Capricious Grading

Selection Process: Two students are elected each year

Time Commitment: Meets as necessary throughout the year

Code of Conduct Committee

Focus: Considers alleged violations of the Code of Conduct

Selection Process: One second year student is elected each year

Time Commitment: Meets as necessary throughout the year

Committee on Career Services

Focus: Supports and advises the Office of Career Services

Selection Process: Six students are elected each year; two each by sector: public, private, and non-profit.

Time Commitment: Meets at least twice per semester

Faculty Committee on Diversity and Inclusiveness

Focus: Monitors and proposes action to enhance the diversity of the Fletcher faculty and staff and the student body. Monitors and advises on affirmative action policies and plans.

Time Commitment: 3-4 meetings per year.

Standing Committee on Diversity, Equity, and Inclusion

Focus: The Standing Committee on Diversity, Equity, and Inclusion (DEI) is comprised of faculty, students, staff, and alumni. The committee is charged with creating and supporting DEI programming and climate initiatives that involve collaborations with various university centers, initiatives, and programs.

Selection Process: Six students are elected each year.

Time Commitment: 5 hours per month.

Committee on the PhD Program

Focus: Reviews PhD candidacy and academic and programmatic topics pertaining to the PhD program.

Selection Process: Two students are elected each year.

Time Commitment: Meets 3-4 times per semester.

Committee on Student Academic Programs

Issues: Considers all student petitions for exceptions to academic requirements.

Selection Process: Two students are elected each year.

Time Commitment: One 90-minute meeting per month.

Faculty Search Committees/Student Advisory Committees

In addition to the above committees, students may serve on Student Advisory Committees to observe and advise on searches for faculty positions, according to the following process.

When the School conducts a faculty hiring search, the Dean appoints a Faculty Search Committee, which is responsible for conducting the search and making a hiring recommendation. In addition, a Student Advisory Committee may be appointed (with the guidance of the Student Council), to observe and provide student input on the search process.

The responsibilities of the Student Advisory Committee are three-fold:

1. Attend public lecture of each candidate,
2. Meet as a group for one hour with each candidate, and
3. At the end of the process, meet with the Faculty Search Committee to comment on the candidates.

Up to six students normally serve on a Student Advisory Committee. The formation of a committee will be announced to the student body, at which time interested students may sign up in the Student Affairs office. If more than six students express an interest in serving, the students can caucus among themselves and select six.