## Contents

I. Registration .................................................................................................................. 3
   Course Materials ........................................................................................................... 3
   Professional Education Transfer Options ..................................................................... 3

II. Grading .......................................................................................................................... 4
   Grades and Credits ....................................................................................................... 4
      Grade Reports and Transcripts .................................................................................. 4
      Incompletes .............................................................................................................. 5

III. Academic Policies ...................................................................................................... 5
   Minimum Grades for Courses ..................................................................................... 5
   Academic Integrity ...................................................................................................... 5
      Plagiarism Checker/TURNITIN.COM .................................................................... 5

IV. Tuition .......................................................................................................................... 5
   Billing Statements ....................................................................................................... 6
   Payment Options and Financial Aid ........................................................................... 6
   Third Party Sponsorship ............................................................................................. 6
   Tuition Deferment ....................................................................................................... 6
   Late Fees ..................................................................................................................... 6
   3-year program- 3rd year tuition .............................................................................. 6

V. Graduation ..................................................................................................................... 7
   Eligibility to March During the Commencement ......................................................... 7
   Graduation Requirements ............................................................................................ 7
   Degree Sheet .............................................................................................................. 7

VI. Lecture Recording Capture .......................................................................................... 7

VII. Student Facilities and Food Service .......................................................................... 8
   Classroom Space ........................................................................................................ 8
   Rooms Available for Student Use ............................................................................... 9
   Kitchen Area and Dining Program .............................................................................. 9
      Logistics .................................................................................................................. 9
      Dining Selection .................................................................................................... 9
      Dining Calendar ..................................................................................................... 9

VIII. Additional Tufts Policies .......................................................................................... 9
   Tufts University Alcohol and Drug Policy .................................................................... 9
Congratulations, on your decision to enroll in the Masters of Engineering Management program at Tufts University. This document is an annex to the Tufts University Graduate Student Handbook. Although this document contains program specific information for the Gordon Institute Masters of Engineering Management, all Tufts policies and practices remain effective unless otherwise stated.

If students have any questions about the material in this handbook, please contact Rebekah Plotkin via email at, Rebekah.Plotkin@tufts.edu.

I. Registration
The Gordon Institute will register MSEM students for courses before each semester. Despite this fact, MSEM students will continue to receive emails from Student Services concerning registration and enrollment. MSEM students may disregard the registration emails while enrolled. Failing to notify Tufts Gordon Institute of withdrawal from the program or a leave of absence, will result in registration for the next semester and a tuition charge.

Once the MSEM core courses are complete, students must inform Gordon Institute staff of their intentions for completing the degree. Students will indicate their intentions by completing a survey, student MUST complete the survey to remain a continuing student. Students will be emailed the poll each semester after year two. Failure to respond to the survey will result in an administrative withdrawal. If a student selected the three-year program at the end of year two, they will be asked how they’d like to complete their 3rd year. Students may choose to take graduate level STEM electives or complete the Capstone Leadership Project (CLP). Gordon Institute will register students according to their selection.

Course Materials
All course materials for the MSEM core curriculum program are included in the program fees. Before each semester begins, students will receive book information from Gordon Institute staff in the form of an email. The email will contain instructions on the procedure for textbook distribution. All other reading materials, including articles and case studies, will be posted electronically on Canvas. Occasionally additional materials are needed to complete experiential learning projects (including but not limited to art supplies, renting equipment, etc.). These materials are not included in tuition and must be procured by the student.

If students are enrolled in the three-year program all materials for graduate level STEM electives are NOT included.

Professional Education Transfer Options
Students may transfer up to 2 Gordon Institute Professional Education courses into the MSEM program and opt to waive out of the repeat modules. If students wish to transfer in PE course credit, the grade earned in the PE course will be transferred into the grade for the related modules. Additionally, a tuition credit for the related tuition paid for the PE courses will be applied to the student’s bill in 4 equal installments over the first 4 semesters.

Transferring in credits requires completion of the PE transfer form. Eligible students will receive an email with the form link in advance of starting the program.

If students wish to take the modules along with their cohort while enrolled as an MSEM student, they may do so. In this case, the higher of the two grades will apply. See the table below for the map of PE courses and their MSEM requirement satisfaction.
II. Grading Grades and Credits

The MSEM program is made up of 6 core courses which are broken down into subcomponents called modules. Students earn grades for each module which are aggregated into final course grades at the completion of all related modules. The final course grade is calculated by weighting each module grade by its number of sessions. At the completion of the full course, the student earns official Tufts credit.

<table>
<thead>
<tr>
<th>Course Title</th>
<th># of Classes</th>
<th>Satisfies for MSEM</th>
</tr>
</thead>
<tbody>
<tr>
<td>EM 211 Lean Six Sigma</td>
<td>13</td>
<td>210A Quantifying Process Capability (6 classes) and 210B Design of Experiments and SPC (6 classes)</td>
</tr>
<tr>
<td>EM 231 Project Management &amp; Software Methodologies</td>
<td>6</td>
<td>230A PM and Software Methodologies (5 classes)</td>
</tr>
<tr>
<td>EM 261 Leadership for Technical Professionals</td>
<td>13</td>
<td>260A &amp; 260B Leading Teams and Organizations (12 classes)</td>
</tr>
<tr>
<td>EM 262 Conflict Resolution</td>
<td>6</td>
<td>260C Conflict Resolution (6 classes)</td>
</tr>
<tr>
<td>EM 294 Operations and Supply Chain Management</td>
<td>13</td>
<td>203C Supply Chain Management (5 classes) and 230D Operations Management (5 classes)</td>
</tr>
</tbody>
</table>

Per Tufts Academic Standards, students must earn a B- or higher in the full course for it to count for graduate credit. However, a student may earn less than a B- in individual modules.

Grade Reports and Transcripts

All module grades will be posted to the student’s transcript at the end of each semester, and final course grades are posted at the completion of the course. A student’s unofficial transcript can be found on sis.tufts.edu. If you require an official transcript (some employer require this for reimbursement), please request one via sis.tufts.edu.

Tufts Gordon Institute offers the option to receive early preliminary grades in the fall semester. This is only open to students who are required to submit their reimbursement paperwork for December PRIOR to the end of the semester. To apply for early grades the student must complete the application on time. A link for the application will be provided via email each November. The official module grades at the end of the module may differ from the preliminary grade reports.
Incompletes
If a student has a situation where they will not finish all required course work before the end of a module, they have the option of requesting an incomplete. A student can request an incomplete by contacting their instructor. The instructor will then fill out an “Incomplete Form” and send this to Tufts Gordon Institute. By requesting an incomplete, a student will receive the grade of “I” on their interim grade report, and will have no more than one calendar year to complete all required course work. If the student does not complete the work in that amount of time, they will receive the default grade specified on the incomplete form.

III. Academic Policies
Review and determination of a student’s academic status is made by the Director of the MSEM program at the end of each semester. A student will receive a letter of warning if at any point during their studies they accrue two module grades below a B- or one module grade below C-. A letter of warning will be generated even if the modules are within multiple courses.

If the student receives an additional module grade below a B-, the Director will set an appropriate resolution, which may range from a recommendation that a student repeat a module to the recommendation to the Dean of the Graduate School that the student be administratively withdrawn.

No module may be repeated more than once. No more than two modules may be repeated in total.

Minimum Grades for Courses
Consistent with the Tufts Graduate School policy, to graduate from the MSEM program, all course grades must be a B- or above. Since module grades are combined to create the course grades, this means that a student can receive a grade below a B- in a module and still receive a grade above a B- for the course. If a student receives below a B- on a module grade, the faculty advisor will discuss with the student whether it is necessary to retake the module. If a student receives more than one module grade below a B-, the student may need to retake those modules or be administratively withdrawn because of poor academic standing.

Academic Integrity
The Gordon Institute takes academic integrity very seriously. Offenses include, plagiarism, unauthorized collaboration, false sources, falsifying data, fraudulent excuses for missing course work, cheating on exams, and submitting another’s work as students own. The consequence for offenses are based on their severity and prior offenses. Consequences can include, reduction in grades (including failing courses), academic probation, suspension, and expulsion.

The full Tufts University policy on Academic Integrity can be found here: http://uss.tufts.edu/studentAffairs/documents/HandbookAcademicIntegrity.pdf

Plagiarism Checker/TURNITIN.COM
To combat plagiarism and contribute to databases, Tufts subscribes to Turnitin (http://turnitin.com/). Turnitin is a search tool that identifies portions of student-submitted papers that have appeared elsewhere. Using this tool allows members of the Gordon Institute faculty to identify suspected plagiarism. The Turnitin database includes over 24 billion web pages, over 300 million student papers and millions of books and publications. Any instructor who has questions about the academic integrity of an assignment may elect to run the piece of work through the Turnitin program to check authenticity.

IV. Tuition
Tufts Gordon Institute along with Tufts Bursar’s office administers tuition billing and collection for MSEM students. We highly recommend discussing students plans for tuition payment with Rebekah Plotkin, prior to the beginning of students first semester. Please contact Rebekah by phone (617-627-6512) or email (Rebekah.Plotkin@tufts.edu) with any questions related to student tuition billing or payment.
Tuition is due prior to the start of each semester.

If students have signed an Employer Deferred Payment Agreement:
- The deferred amount is due within 30 days after we issue students grade report.
- Any amount that is not deferred is due prior to the start of each semester.

Billing Statements
Students will receive automatically generated tuition billing statements from the Tufts University Bursar’s Office (ex: eBill system). However, many students have requested additional information regarding their bill to facilitate reimbursements by employers. Therefore, Tuft Gordon Institute will also email students a more detailed bill around the same time as the official university bill is issued.

Payment Options and Financial Aid
Please refer to the Tufts Financial Aid office and Graduate student handbook for related information regarding payment options and financial aid.

Third Party Sponsorship
In some cases, an employer or other third party will be paying the student’s tuition on their behalf. To request that a bill be sent directly to the third party, please follow the instructions at https://students.tufts.edu/financial-services/billing/my-bill/outside-scholarships-and-3rd-party-billing.

Tuition Deferment
Tufts Gordon Institute allows students to defer up to a semester’s worth of tuition until 30 days after grades are issued if the following criteria are met:
1. If your employer has a tuition assistance policy that requires students to submit grades prior to receiving reimbursement,
2. The student cannot make alternative arrangements to pay tuition in advance of the semester
3. The student is in good standing with Tufts University

To request tuition deferment the student must sign an Employer Deferred Payment Agreement each semester.

Please keep in mind that although a student may be reimbursed by their employer, they are ultimately responsible for paying tuition, not the employer. Before signing the agreement, it is important that you speak with your Human Resource representatives concerning eligibility and company specific tuition reimbursement benefits.

Late Fees
If full payment has not been received, or financial arrangements have not been agreed upon by the specified due date, a late payment fee will be assessed by the Bursar’s office.

The following actions will take place should students fail to meet their financial obligations to the university. Students will not be allowed to attend Tufts Gordon Institute classes; register for optional courses on the Tufts campus; receive students grade report; or have their official transcript issued. Any unpaid student account balance may be referred to the university’s collection agency. Students will be responsible for all costs associated with collection, including collection agency fees, attorneys' fees, and court costs. Students may also be reported to a credit bureau servicing the university. A candidate for a degree must have paid all charges ten days preceding commencement. Diplomas and official transcripts of records for those in arrears are regularly withheld until all payments have been made.

3-year program- 3rd year tuition
Students in the three-year program will be asked at the end of year two how they’d like to complete year 3. Students have the option to be billed for their final $10,000 of tuition evenly across both semesters 5 and 6 ($5,000 each), all in semester 5, or all in semester 6. The students’ registration as a continuing student and their workload will be based on
this selection.

Students wishing to be billed all in semester 6 will be required to take a leave of absence during semester 5 (and take no courses or work on their CLP).

V. Graduation
Tufts University has three-degree award dates each academic year: August, February and May. The all-university commencement ceremony is held only once a year - in May - and all approved graduates within a given academic year are invited and encouraged to attend.

Eligibility to March During the Commencement
MSEM students who fulfill all the necessary requirements for the May graduation period will be eligible to march during the ceremony. Students whose projects will not be completed by the May graduation deadline, but who have demonstrated the ability to complete the CLP project by the August deadline, may be allowed to march in the May commencement ceremony. Students must have fulfilled all other requirements and all final determinations are based on the MSEM Director’s approval.

Students who are enrolled in the 3-year program, ARE NOT eligible to march in the May commencement ceremony during their second year. They are however, eligible to march (assuming completion of requirements) in the May commencement ceremony during their third year.

Students receiving diplomas in February may march during the following May commencement ceremony.

Graduation Requirements
MSEM graduation requirements include:

- Course grades for EM 210 thru EM 270 (based on the relevant module grades) of B- or higher.
- Completion of EM280 or 2 approved electives (3-year program only) with a grade of B- or higher
- Completion of an ‘on-line’ Tufts exit survey. Completion of the survey is a requirement of the Graduate School of Tufts University
- Completion of the ‘on-line’ MSEM exit survey
- Completion of the Capstone Leadership Project EM280 course evaluation survey (if applicable)

The deadlines for completing the coursework and the Individual Leadership Project (EM 280) are provided in the Graduation Policy for that academic year. The Graduation Policy is posted on Canvas in the Info for MSEM Students site.

Degree Sheet
Students who wish to graduate must fill out a degree sheet for their graduation period. Instructions for filling out the degree sheet will be emailed out before each graduation period.

VI. Lecture Recording Capture
Tufts Gordon Institute recognizes that MSEM students and faculty desire access to class sessions to augment their learning and teaching. Tufts Gordon Institute’s standard practice is to record most MSEM lectures while ensuring that the intellectual and privacy rights of students, staff and faculty are also protected.

Definitions:

- Recording -The term ‘recording’ refers to any audio, visual or written (transcription by CART or other service) recording of a lecture or other teaching session using any type of audio, visual recording device or transcription service including the built-in classroom recording devices at Tufts Gordon Institute.

- Course Materials - Outlines, slide presentations, readings, or other content made available to students.
Lecture – Video, speech and supporting materials including slides, images and supplementary audio and video recordings.

Prior to beginning classes in the MSEM program, students are asked to sign a Consent and Release Form granting Tufts Gordon Institute permission to record their likeness and voice in the video and audio capture of lectures. Unless otherwise agreed upon, recordings are for educational purposes only and for the exclusive use of students enrolled in the MSEM program at the time of the recording and for faculty and administrative staff involved in the delivery and administration of the recordings. Individuals must receive permission from Tufts Gordon Institute and the instructor in writing to access a recording.

The Gordon Institute will make a reasonable effort to record MSEM class sessions as described in this policy. However, it is possible that unforeseen circumstances such as equipment failure or human error may result in a class session(s) not being recorded.

Lectures are subject to the University’s intellectual property and copyright policies.

Tufts Gordon Institute will obtain faculty and student consent prior to using a recording for marketing or other educational purposes beyond that outlined in this policy.

Students are not permitted to make any unauthorized recordings of class sessions. Recorded lectures will be stored on Canvas for a period not to exceed 6 months from the recording date. During this time, recordings will be accessible exclusively to the students enrolled in the MSEM program at the time of the recording along with the faculty and staff charged with delivering the lectures and administering the course.

Recordings may not be reproduced or uploaded to publicly accessible web environments. Any recordings made are for personal academic use only. Public distribution of such materials constitutes copyright infringement which will be considered as a violation of federal and state laws, and University policy. Violation of this policy may subject a student to disciplinary action.

Recorded lectures will be posted on the secure Tufts University controlled Canvas site after the lecture is delivered. Any student or faculty member who would like to request that a personal remark(s) be removed from a recording should send their request, in writing (email is acceptable), to the instructor and the Gordon Institute Associate Director of Administration. A reasonable effort will be made to remove the remark(s) prior to the recording being posted on Canvas, however this cannot be guaranteed.

VII. Student Facilities and Food Service

Classroom Space

All classes in the MSEM program will be held at 200 Boston Ave. From time to time class location may change. These locations are regularly posted in the TGI main suite.

We use the following classroom space in the building:
- Main classroom, suite 2400
- Charles River Room, 1st floor
- Suite 2600, across from the main suite
- Class Room 4745, 4th floor
- Suite 3875 (large classroom and two small classrooms)

Kindly note: All the above-mentioned spaces are borrowed except for the Main Classroom. Student are not permitted to stay in the borrowed spaces after their scheduled class time.
Rooms Available for Student Use
There are several spaces available at Tufts Gordon Institute for students to reserve using Tufts Space and Resource Reservation System (ems.tufts.edu). There are additional conference rooms and meeting spaces available for reservations on Tufts main campus.

- Suite 2400, 200 Boston Ave
- Breakout Room, 200 Boston Ave
- Conference Room, 200 Boston Ave
- Suite 2600, 200 Boston Ave
  - 2614
  - 2615

Kitchen Area and Dining Program
The kitchen area in the main suite is a great place for students to gather while enjoying a meal or for group projects. The lunches and dinners that we provide are more than convenient timesavers. The meal program serves as an opportunity for students and faculty to network, discuss topics of interest, and build a sense of community. If students have any questions about our dining program, or suggestions, please email them to Jessica Bartlett at (Jessica.Bartlett@tufts.edu).

The MSEM meal program is provided at no cost to students. Tufts Gordon Institute provides meat and vegetarian options for each meal. Students have access to the Bevi Seltzer Machine, filtered water, hot coffee, and hot tea while in the Gordon Institute suite. We will notify students in advance if meals will be provided in another location.

Logistics
The quantity of food ordered for each meal corresponds to the size of the cohort. Therefore, we ask that students only eat meals on the days when they are attending a class. If there are leftovers students may help themselves but only after the designated meal time have ended.

- Lunch is served for the Weekend cohort from 12:00pm - 1:00pm
- Dinner is served for the Evening cohorts from 5:00pm - 6:00pm

Dining Selection
Meals are catered from a variety of restaurants in the area. While we understand that students may have various dietary restrictions, needs or choices, we are unable to provide specialty meals in those cases.

Dining Calendar
A dining calendar will be posted on Canvas in the MSEM Students’ site before the start of each month. The menu is distributed to inform students of the upcoming schedule. This is subject to change depending upon the availability of the caterer. A copy will also be posted in the kitchen in our main suite, 2400.

VIII. Additional Tufts Policies
Tufts University Alcohol and Drug Policy
According to the Tufts University Alcohol and Drug Policy, “no individual, regardless of age, may carry open containers of alcoholic beverages in public, including outside of buildings, public areas of residence halls, lounges, or other college buildings (except for areas that have been designated and have controls in place for the use of alcohol)”. We ask that students please respect this policy and refrain from drinking alcoholic beverages in any of the Tufts Gordon Institute suites, unless there is a Tufts Gordon Institute sponsored event where alcohol is served.