# Contents

I. Getting Started as a Tufts Student
   - Enrolling in the Program ................................................................. 1
   - Tufts Email Address ........................................................................ 1
   - Tufts UTLN ....................................................................................... 1
   - SIS .................................................................................................... 2
   - Student ID Card and Number .......................................................... 2
   - Setting Up Your eBill Account ......................................................... 2
   - Flywire .............................................................................................. 2
   - Health Insurance .............................................................................. 3
   - Health Examination Report .............................................................. 4
   - Contact Information/Class Lists ..................................................... 4

II. MSEM Curriculum – Structure, Registration and Evaluation
    - Program Structure ........................................................................ 5
    - Class Schedule .............................................................................. 6
    - Registration .................................................................................... 6
    - Elective Courses ........................................................................... 6
    - Plagiarism Checker/TURNITIN.COM ............................................ 6
    - Module Evaluations ....................................................................... 6

III. Course Materials
    - Textbooks ..................................................................................... 8
    - eBooks ........................................................................................... 8

IV. Lecture Recording Capture
    - Definitions ................................................................................... 9
    - Policies ........................................................................................... 9
    - Procedures ..................................................................................... 10

V. Trunk
    - Logging In .................................................................................... 11
    - Tools ............................................................................................... 11
      - My Workspace ........................................................................... 11
      - Resources .................................................................................. 11
      - Assignments .............................................................................. 12
Messages.........................................................................................................................12
VI. TGI Facilities and Food Service.......................................................................................13
   Classroom Space .............................................................................................................13
   Rooms Available for Student Use ....................................................................................13
   Kitchen Area and Dining Program ..................................................................................14
   Logistics ..........................................................................................................................14
   Dining Selection .............................................................................................................14
   Dining Calendar ..............................................................................................................14
   Mailboxes .......................................................................................................................15
Tufts University Alcohol and Drug Policy ........................................................................15
Tufts University Student Code of Conduct and Academic Integrity .................................15
Library Services ................................................................................................................15
VII. Tuition ..........................................................................................................................16
   Billing Statements ...........................................................................................................16
   Financial Aid Options ....................................................................................................16
      Federal Stafford Loans .................................................................................................16
      GradPLUS Loans ..........................................................................................................17
      Private Loans ................................................................................................................17
      VA Benefits Through the Post 9/11 GI Bill ................................................................17
   Tuition Deferment ...........................................................................................................17
   Tuition Payment Options ...............................................................................................17
   Late Fees ..........................................................................................................................18
VIII. Grades ..........................................................................................................................20
   Interim Grade Reports ....................................................................................................20
   Final Course Grades ......................................................................................................20
   Incompletes ....................................................................................................................20
   Academic Standing .........................................................................................................21
   Minimum Grades for Courses .........................................................................................21
IX. Graduation .....................................................................................................................22
   Eligibility to March During the Commencement .............................................................22
   Graduation Requirements .............................................................................................22
   Degree Sheet ....................................................................................................................22
X. Time Limitations for Completing the Degree .......................................................... 23
   Leave of Absence .................................................................................................. 23
   Withdrawal .......................................................................................................... 24
   Extension of Time ............................................................................................... 24
   Reinstatement ..................................................................................................... 24
XI. MSEM Contact Information .............................................................................. 26
Congratulations on your decision to enroll in the Masters of Engineering Management program at Tufts University. As you get started on your journey, we hope that you find all of the information you need regarding the program in this handbook. Although MSEM students are students of Tufts University, TGI will be your main contact and home-base throughout your time at Tufts. TGI runs a one-stop-shop operation that is designed to assist students in balancing the demands of school, work, and their personal lives. Our goal is to assist you as much as possible so you can concentrate on your studies. If you have any questions about the material in this handbook, please contact Jane Wilmot (jane.wilmot@tufts.edu).

I. Getting Started as a Tufts Student

Enrolling in the Program

For new students, your journey in the MSEM program begins once we receive your enrollment decision form confirming your enrollment in either the weekend, evening, or saturday program. At that time, we submit your file to Tufts Student Services, and you will be officially enrolled as a graduate student at the university. A few months before the start of your first semester, you will begin to receive communications related to this section of the handbook, Getting Started as a Tufts Student.

Tufts Email Address

TGI will use the Tufts email address as our main contact with students during their time in the MSEM program. All emails sent from the faculty and staff will be sent to your Tufts account. To get your Tufts email address, please log into your Tufts Graduate Application Management account: https://gradase.admissions.tufts.edu/account/login. After you have successfully logged into your account, click, "Get your Tufts email address," then follow the instructions to create your Tufts email account. Once you set up your Tufts email account, you may access it by using this web address: https://exchange.tufts.edu.

All students in the MSEM program are expected to use their Tufts email account. If you wish to forward your Tufts email to another email account, you may do so by going to: https://tuftstools.tufts.edu. Also, if you would like to set up your phone or other device to receive your Tufts email, please review the directions available at https://it.tufts.edu/email.

Tufts UTLN

Your Tufts Username and Password will be assigned when you set up your email account. You will need your Tufts Username (also referred to as UTLN - Universal Tufts Login Name) and Password to login to many computer systems at Tufts, and most importantly to access our student information system (SIS). Your UTLN consists of your first initial, the first five letters of your last name, and two randomly assigned digits, and it looks like this: "jsmith01".
SIS

With your Tufts UTLN and password, you can access Tufts’ Integrated Student Information System, or SIS. Your official student record will be housed in SIS. You will use SIS to manage your student financials, update mailing addresses, and more. Please note: once you have set up your Tufts email account, you will need to wait two business days before you can access SIS.

To log into SIS, go to https://sis.uit.tufts.edu/psp/paprod/EMPLOYEE/EMPL/h/?tab=PAPP_GUEST and login with your Tufts Username and Password.

Student ID Card and Number

You can find your student ID number in SIS on your personalized homepage under “About Me.” Your ID number will also appear on your Tufts Student ID Card. You must have a valid Tufts Student ID Card for use of most university facilities, including the library, fitness center, and the graduate student lounge. This card will also give you access to all of the TGI suites where your classes will be held. To create your Student ID Card, you can log into the Tufts ID Card photo upload site at https://picasso.publicsafety.tufts.edu/ and submit a photo for your ID. You will then receive your ID at the MSEM orientation in August.

If you are unable to upload a photo, or if you ever need to replace your ID, you can go directly to Tufts Public Safety and have your photo taken and your ID printed out. Tufts Public Safety is located at 419 Boston Avenue, Medford, MA. The Police Station will provide student IDs Monday through Friday, 9:00 – 5:00pm.

http://publicsafety.tufts.edu/police/about-tupd/contact-university-police/

Setting Up Your eBill Account

After you enroll in the program, you will receive an email from Tufts Student Services requesting you to sign up for an eBill account. eBill is Tufts online payment system, and can be accessed by logging into SIS. Paying tuition bills online is the preferred method of payment for MSEM students. Tufts University does not accept credit card payments.

When you login to SIS, you will be able to see your balance, pay your bill, and get a refund under the “Bills and Balances” tab.

Flywire

Tufts University has partnered with Flywire to streamline the tuition payment process for international students. With Flywire, you are offered excellent foreign exchange rates, allowing you to pay in your home currency (in most cases) and save a significant amount of money, as compared to traditional banks. You will be able to login to your Flywire account, at any time, to
track the progress of your payment and you will also be notified via email when your payment is received by Tufts University.

https://www.flywire.com/pay/tufts

Health Insurance

In order to ensure that all students have adequate medical insurance while pursuing their academic goals, Massachusetts state law requires that you have coverage, either through the Tufts University Student Health Insurance Plan or another carrier offering comparable coverage.

To simplify the health insurance requirements, MSEM students fall into one of two cases as described below.

Case 1 - If you are a US citizen or currently working and living in the US and already have health insurance coverage from your employer or another source, you do not need to do anything regarding health insurance, including filling out any health forms or waivers.

Case 2 - If you are an international student or are NOT currently covered under a US-based health insurance plan, you will need to purchase health insurance from the Tufts University Health Services Office, or show proof that you currently have comparable health insurance from a US provider.

To purchase Tufts University Health Insurance, complete the Enrollment Form available at:

http://ase.tufts.edu/healthservices/forms/enroll.pdf

Please note that you must complete this form to enroll, because MSEM students are not automatically billed for health insurance. This form should be mailed directly to the Health Services Office (the address is provided on the form).

If you are purchasing insurance from Tufts, you must also complete the entering student medical forms available at:

http://ase.tufts.edu/healthservices/form.asp?!!

The specific forms/letters that are appropriate for you are:

- Health Examination Report
- Letter to Doctor (graduate)
- Letter to Student (graduate)
- Pre-entrance Medical Requirements/Recommendations (graduate)
- Meningococcal Disease and Vaccination and Waiver for Students

If you will be purchasing Tufts Health Insurance, please notify Jane Wilmot (jane.wilmot@tufts.edu) so that she can verify the fee on your student account. If you are an
international student and want to waive the Tufts University Health Services Plan, you must contact Tufts Health Services directly at (617) 627-5176 or (617) 627-3349.

Health Examination Report

As mentioned in the above section, MSEM students who already have health insurance do not need to complete a health examination report. If you are purchasing health insurance from Tufts, you will need to submit this report that includes your medical history and immunization record as outlined above.

Contact Information/Class Lists

Each semester, a class list is created for each cohort based on the contact information in our student database. This list is posted on Trunk, our online course management system, in the Info for MSEM Students site. The list will contain your classmates’ email addresses and business phone numbers. You will learn more about Trunk in a later section of the handbook, Trunk.

It is very important to keep TGI informed of any changes in your contact information or employment information so that our student database is current. Please contact Jane Wilmot (jane.wilmot@tufts.edu) with any changes.
II. MSEM Curriculum – Structure, Registration and Evaluation

Program Structure

Tufts Gordon Institute's MS in Engineering Management program requires that each student complete a defined, 10 credit degree program: 6 credits of coursework and 4 credits of project work. Tufts University Master's programs are stated in terms of 10 credits, which is equivalent to the 40 credits used by some universities.

<table>
<thead>
<tr>
<th>FIRST YEAR</th>
<th>SUMMER</th>
<th>SECOND YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semester 1 (Late August – Mid December)</td>
<td>Semester 2 (January – Mid May)</td>
<td>12-Week Experiential Learning Project</td>
</tr>
<tr>
<td>220 - 1 New Product Development and Marketing</td>
<td>210 - 1 Quantifying Process Capability</td>
<td>270 Industry Consulting Project - Team Practicum A collaborative consulting project addressing a specific problem or opportunity for a client organization.</td>
</tr>
<tr>
<td>230 - 2 Financial and Managerial Accounting</td>
<td>240 - 2 Technology Strategy and Innovation</td>
<td></td>
</tr>
<tr>
<td>230 - 1 Project Management and Software Methodologies</td>
<td>230 - 3 Supply Chain Management</td>
<td></td>
</tr>
<tr>
<td>260 - 4 Business Communication</td>
<td>250 - 1 Personal Leadership</td>
<td></td>
</tr>
<tr>
<td></td>
<td>260 - 2 Leading Organizations</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Unlike most graduate programs, students in the MSEM program do not complete an entire course over a single semester. The content of each of six core courses is broken down into a series of integrated modules. At any given time, students study several modules from several different courses simultaneously. This format provides students with exposure to important topics early in their studies, and builds upon what they have learned as they move through the
program. The number of classroom hours dedicated to each module varies, depending on the amount of time required to learn the specific material.

**Class Schedule**

At the beginning of each semester, each cohort will receive their specific class schedule. All schedules will be posted on Trunk in the Info for MSEM Students site. If you cannot attend class at some point during the semester, you may be able to take the same class with the other cohort. Please contact your instructors directly if you will be absent from class.

**Registration**

TGI will register you for your courses before the beginning of each semester, so there is no need for students to register themselves. Although you may receive emails from Student Services asking you to register for classes, please do not enroll in any courses.

It is important to note that because of our modular curriculum structure, you will not have access to an official or unofficial transcript until you complete the MSEM program. The grade reports that you receive at the end of each semester serve as unofficial transcripts and can be submitted to your employer for tuition reimbursement purposes, if required.

**Elective Courses**

As part of the MSEM program, you have the option to take three elective courses during your time here at Tufts. You can take any class in the Schools of Art, Science, and Engineering. These classes cannot be taken during the summer session. We recommend that students who are working full-time wait to take their electives until the third year of the program, when they are finished with the MSEM coursework and are concentrating on their ILP. If you would like to take any courses outside of the MSEM curriculum, please contact Jane Wilmot (jane.wilmot@tufts.edu) for more information.

For a listing of Tufts courses with course descriptions: [http://ase.tufts.edu/bulletin](http://ase.tufts.edu/bulletin)

**Plagiarism Checker/TURNITIN.COM**

Turnitin ([http://turnitin.com/](http://turnitin.com/)) is a search tool that identifies portions of student-submitted papers that have appeared elsewhere. Using this tool allows members of the TGI 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.

**Module Evaluations**

At the end of each semester, students are expected to complete module evaluations for each of the modules taken that semester. Module evaluations are very important to TGI, as they help
us to continually evaluate and improve our program and the services we provide. We appreciate everyone’s participation in completing these evaluations. The links to the evaluation surveys will be emailed to you on the last day of class. Once we receive all of the student responses, the surveys will be closed. Instructors must turn in their final grades before they see the results of the module evaluations.

You may also be asked to fill out peer evaluations at the mid-point and end of the semester to evaluate your team members’ performance for team projects. The results of these peer evals will be used by instructors for your final team grade and to detect any issues that may arise with a team throughout the semester.
III. Course Materials

All course materials for the MSEM program are included in your tuition.

Textbooks

Before each semester begins, you will receive information from TGI informing you of the process for textbook delivery for that semester. All other reading materials, including articles and case studies, will be posted electronically on Trunk. The links to these materials will be posted in the Readings folder for that particular class.

eBooks

We offer students the option obtaining their books electronically, when available, through Kindle. Many of the MSEM texts are available as eBooks, and can be sent directly to your Kindle or Kindle app. The Kindle app is free to download on all phones, tablets, and computers. Before the semester begins, TGI will contact students about the option of receiving eBooks. Students may only receive their course materials in one format, and cannot receive both hard copies and eBooks.
IV. Lecture Recording Capture

TGI recognizes that MSEM students and faculty desire access to class sessions to augment their learning and teaching. TGI'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 TGI.
- **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.

Policies

- Prior to commencing classes in the MSEM program, students are asked to sign a Consent and Release Form granting TGI 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 in order 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.
- Absent an instructor’s express revocation of permission, in writing, Tufts Gordon Institute assumes that faculty members agree to the policy that their lectures may be recorded without additional authorization.
- TGI 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 Trunk 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.

**Procedures**

- The TGI administrative staff will be responsible for recording lectures.
- Recorded lectures will be posted on the secure Tufts University controlled Trunk 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. A reasonable effort will be made to remove the remark(s) prior to the recording being posted on Trunk, however this cannot be guaranteed.
V. Trunk

Trunk is an online environment designed to facilitate teaching, learning, and assessment at Tufts. At the beginning of each semester, a Trunk site will be created for all modules being offered that term. Students will be automatically enrolled in the Trunk sites, and will only have access to the sites once the instructor has published the site.

Students will also have access to the Info for MSEM Students site. Students can access class lists, class schedules, team lists, and the photo directory by going to the Resources folder of this site. TGI policies are also posted on this site, including the Academic Policy, Graduation Policy, Tuition Policy, and Time Limitations Policy.

Logging In

In order to log into Trunk, students need their Tufts email username (UTLN) and password.

https://trunk.tufts.edu/xsl-portal

If you are having difficulties logging into Trunk, please use Tufts Tools to get your UTLN or password, or email trunk@tufts.edu:

http://tuftstools.tufts.edu/

Tools

My Workspace

When you first log in to Trunk, you will be brought to My Workspace, which is your personalized home page. My Workspace is a special type of site that serves as a private work area for Trunk users. The Home page will display an updated listing of recent calendar events and announcements from your sites. The tools in My Workspace allow you to view all your calendar events and announcements; to store, organize and manage a collection of resources; and to maintain a personal profile and specify settings valid on all your sites.

Resources

Most course documents will be posted in the Resources tool. To access this tool, go to your course site and click “Resources” in the menu on the left side of the page. If you do not immediately see the document, it may be inside a folder. To open a folder, click on the “+ icon” on the folder. You can also use the Search tool to locate documents on a site quickly.

If the document you are looking for is an assignment, your instructor may have posted it in the Assignments tool instead. To go to the Assignments tool, click on “Assignments” in the menu on the left side of the page.
Assignments

To submit an assignment for your course, go to the Assignments tool. You may see a single assignment or multiple assignments listed. Click on the appropriate assignment. A screen will appear that reads “In Progress”. You may use the inline box to type a message or a full response.

If you need to include an attachment, scroll to the bottom of your screen, click “Browse”, locate the file. When you see it appear in the upload field to the left of the Browse button, choose “Submit”, “Preview” or “Save Draft”. “Submit” will submit your assignment to your instructor. “Preview” will enable you to see what it looks like before submitting. And “Save Draft” will save a draft for you to continue working on before finally submitting.

Once you submit your assignment, you should see a confirmation screen. You should also receive a confirmation email. Once an assignment due date is past, unless your instructor has allowed late submissions, you will no longer be able to submit the assignment in Trunk.

Messages

The Messages tool in Trunk is a simple way of communicating with students or other members of your site. There are several ways in which your instructor may communicate with you through Trunk. Your instructor may choose to use email notification to notify you that they have added a new announcement, calendar event, resource item, etc. to the site. These notifications will come to your Tufts email address or the address used to create your account in Trunk, if you do not have a Tufts username and password.

In addition to the email notification function, instructors may choose to use the Messages tool to send information in Trunk. If your instructor is using the Messages tool and does not check cc email, then you will only receive these messages inside Trunk and you must check the Trunk home page or the Message tool to read these. Alternatively, you can choose to have information sent from the Messages tool to an email of your choice. To do this, click Settings and select the Yes option next to Auto-forwarding. Then add your email address and click Save Settings.
VI. TGI Facilities and Food Service

Classroom Space

All classes in the MSEM program will be held at 200 Boston Ave. 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)

There is also a small classroom in the building next door in Suite 2500, 196 Boston Ave. If your class has been moved to a different space, you will be notified via email before the start of class. The location of your meal will always be included in the email notifying you of the room change.

Your Student ID card will provide access to all of the classroom space. Students will also receive a key that will allow access to the front doors of 200 and 198 Boston Avenue in the evenings and on weekends.

Rooms Available for Student Use

There are several spaces available at TGI for students to reserve.

- Suite 2400, 200 Boston Ave
  - Breakout Room, 200 Boston Ave
  - Conference Room, 200 Boston Ave
- Suite 2600, 200 Boston Ave
  - 2614
  - 2615
- Suite 3900, 196 Boston Ave
  - Back Conference Room
  - Open Conference Room
- Suite 2500 (Small Classroom), 196 Boston Ave

Each of these rooms has a site on Trunk listed under “Project Sites”. Please go to the site for the room you wish to reserve, and then follow the instructions for adding your request to the calendar.

The main classroom in Suite 2400 can also be reserved if necessary. Please contact MaryAnn DiRamio to reserve the main classroom (mary.diramio@tufts.edu).

Students can also reserve study rooms in Tisch Library on the main campus. Please go to the library website for more information and to reserve a room:
Kitchen Area and Dining Program

The kitchen area in the main suite is a great place for students to meet before and after class, or to do group work. It is also where most meals are served. The lunches and dinners that we provide are not only convenient timesavers, they provide great opportunities for students and faculty to network, discuss topics of interest and build a sense of community.

TGI is committed to maintaining our goals of Community, Diversity, and Sustainability for MSEM food service by:

- providing a dedicated meal time for each cohort
- ordering from a variety of local restaurants
- encouraging sustainable practices where possible

TGI provides a meat option, a vegetarian option, green salad, and dessert with every meal, along with filtered water, hot coffee and hot tea at all times.

If you have any questions about our dining program or suggestions for new caterers please email them to Jessica Bartlett at Jessica.Bartlett@tufts.edu.

Logistics

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

We will notify you in advance if meals will be provided in another location. The quantity of food available corresponds to the size of each class, so we ask that you only eat on the days when you have class.

Dining Selection

Meals are catered from a variety of local caterers in Medford, Somerville, and Cambridge and will always include both meat and vegetarian options. While we understand that students may have various dietary restrictions, needs or choices, unfortunately we are unable to provide specialty meals in those cases.

Dining Calendar

A dining calendar will be posted on Trunk in the Info for MSEM Students site before the start of each month to inform students of the upcoming schedule. The calendar is subject to change depending on caterer availability. A hard copy of the calendar will also be posted in the kitchen in our main suite, 2400.
**Mailboxes**

Each student has a mailbox located in the back of the main suite across from the cubicles. It's important for students to check their mailboxes during the week when they are here for class. Mailboxes are mainly used by instructors to return homework assignments or papers to students, but we may also use them to hand out books or other important information.

**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 you please respect this policy and refrain from drinking alcoholic beverages in any of the TGI suites, unless there is a TGI sponsored event where alcohol is served.

**Tufts University Student Code of Conduct and Academic Integrity**

The Tufts University Student Code of Conduct is posted on the Tufts website, along with the Academic Integrity handbook for student reference:


**Library Services**

Students in the MSEM program have access to all the Tufts Libraries. The primary library for TGI programs is Tisch Library, located in the center of the Medford Campus. The physical building houses print and media collections, group and individual study areas, public computers, printers, and scanners as well as librarians who are available to meet with students. The Tufts Libraries also make available an online collection of over 500 databases containing journal articles, eBooks, and other materials covering all disciplines including engineering and management; these are available 24/7 from any location where an internet connection is available. MSEM students can schedule individual or group meetings with the Engineering/Business librarian to discuss their research projects. More information on library sources and services is available at [http://tischlibrary.tufts.edu/](http://tischlibrary.tufts.edu/).
VII. Tuition

TGI administers tuition billing and collection for MSEM students. We highly recommend discussing your plans for tuition payment with our Institute Administrator, Jane Wilmot, prior to the beginning of your first semester. Please contact Jane by phone (617-627-4723) or email (jane.wilmot@tufts.edu) with any questions related to your tuition billing or payment.

Billing Statements

TGI issues its own customized billing statements in order to accommodate the requirements of third party or employers’ tuition reimbursement processes. Please note that you will also receive automatically generated tuition billing statements from the Tufts University Bursar’s Office (ex: eBill system). Although the eBill statements are useful, we prefer that MSEM students use the TGI billing statements since they are customized for each student’s specific needs.

Financial Aid Options

Federal Stafford Loans

The Federal Stafford Loan is an unsubsidized loan with a fixed interest rate of 5.41%. Students are eligible for $20,500 per year for tuition charges, with up to $18,500 of additional funds for living expenses. There is also a 1% origination fee which is deducted from the amount of the loan. Stafford Loans begin accruing interest from the time the loan is disbursed, to the time the loan is repaid in full.

Students apply for this loan by filling out the FAFSA online.

http://www.fafsa.ed.gov/

The FAFSA can be filled out at any time after January 1st for the following academic year. Students who are still applying to the program can fill out the FAFSA online before their application is complete, and Student Financial Services will be notified when they decide to enroll. All students are eligible for federal loans as long as they will be enrolled part-time in a graduate program.

Once a student has filled out the FAFSA and decided to enroll, Student Financial Services will contact them via email with their loan package. The student is responsible for completing entrance counseling and signing a promissory note online before the funds will be deposited into their student account. Students will be contacted after January 1st during their first year of the program to renew their loans for the 2nd year of the program. The Stafford Loan must be renewed for each academic year.
GradPLUS Loans

The GradPLUS loan can be used in addition to the Stafford Loan if a student requires more than $20,500 per year for tuition charges. The GradPLUS loan has a 6.41% fixed interest rate, and a 4% origination fee.

Private Loans

Private loans may be a better option for some students (especially those that have a good credit score) than the GradPLUS loan, depending on the interest rates available. Several private lenders offer educational loans for financing graduate school education. Most private lenders require a U.S. co-signer for international students. Detailed information on Alternative Private Loans can be found on the Tufts University Student Financial Services website at http://uss.tufts.edu/finaid/gradaid/altoans.asp

For any questions related to Federal Stafford, GradPLUS or Private loans please reach out to Tufts Student Services at: 617-627-2000 or studentservices@ase.tufts.edu.

VA Benefits Through the Post 9/11 GI Bill

Students who are eligible for benefits through the GI Bill are eligible for up to $19,198.31 per academic year. Before each semester, the department submits an Enrollment Certification Form to Student Services. Student Services communicates with the VA, and the funds are sent directly to the student’s account.

In addition, some students are eligible for the Yellow Ribbon benefit, where Tufts awards the student $2,500 per semester and the VA gives an additional $2,500 per semester. These funds are also sent directly from the VA to Tufts. Students interested in the Yellow Ribbon program must speak to the VA about eligibility.

http://gibill.va.gov/resources/benefits_resources/rates/CH33/Ch33rates080112.html#TUITION

Tuition Deferment

If your employer has a tuition assistance policy that requires you to submit grades prior to receiving reimbursement, Tufts Gordon Institute will allow you to defer the amount of tuition that is to be paid by your employer for up to 30 days after we issue your grades for that semester. Please keep in mind that although you are signing the Employer Deferred Payment Agreement, you are ultimately responsible for paying your tuition, not your employer. It is very important that you speak to your HR representatives about your tuition reimbursement benefits, and make sure that you are eligible before you sign the agreement.

Tuition Payment Options

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

<table>
<thead>
<tr>
<th>Semester</th>
<th>Tuition Payment</th>
<th>Billing Schedule</th>
<th>Payment Due</th>
<th>Deferred Payment Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2017</td>
<td>$13,200</td>
<td>July 2017</td>
<td>August 1, 2017</td>
<td>30 days after Fall 2017 grades issued</td>
</tr>
<tr>
<td>Spring 2018</td>
<td>$13,200</td>
<td>November 2017</td>
<td>December 1, 2017</td>
<td>30 days after Spring 2018 grades issued</td>
</tr>
<tr>
<td>Fall 2018</td>
<td>$13,200</td>
<td>July 2018</td>
<td>August 1, 2018</td>
<td>30 days after Fall 2018 grades issued</td>
</tr>
<tr>
<td>Spring 2019</td>
<td>$13,200</td>
<td>November 2018</td>
<td>December 1, 2018</td>
<td>30 days after Spring 2019 grades issued</td>
</tr>
</tbody>
</table>

Tuition payments can be made in any of the following ways:

a. Electronically via Tufts eBill system. You will receive the detailed instructions for creating your Tufts eBill account via email shortly after you enroll as a student. **This is the preferred method of tuition payment.**

b. If necessary, we will accept a personal or corporate check payable to “Trustees of Tufts College”, which should be mailed to:

   Jane Wilmot  
   Tufts Gordon Institute  
   200 Boston Ave. Suite 2400  
   Medford, MA 02155

c. Wire transfer: for instructions please refer to your eBill

**Credit card payments are not accepted by Tufts for the payment of tuition and fees**

**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. Late fees will
be calculated based on 1.5% of the outstanding balance on student accounts. This percentage will be charged on a monthly basis as long as an outstanding balance remains.

The following actions will take place should you fail to meet your financial obligations to the university. You will not: be allowed to attend TGI classes; register for optional courses on the Tufts campus; receive your grade report; have your official transcript issued. Any unpaid student account balance may be referred to the university’s collection agency. You will be responsible for all costs associated with collection, including collection agency fees, attorneys’ fees, and court costs. You 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.
VIII. Grades

Interim Grade Reports

At the end of each semester, students will receive an interim grade report containing their module grades for that semester. Grade reports will typically be issued 1-3 weeks after classes end. If your employer has a specific deadline for grades, we will do our best to accommodate this deadline.

Final Course Grades

At the end of the 4th semester and the completion of the ILP, students will receive their final grade report, which will contain their final course grades for the MSEM program. Course grades are calculated from the module grades and are weighted by the number of classes in each module. Below is an example of how a course grade is calculated.

---

Course Grade Calculation

Course grade = weighted average of all module grades within the course

<table>
<thead>
<tr>
<th>Course</th>
<th>Grade</th>
<th>Sessions</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>220-1 NPD</td>
<td>B (3.00)</td>
<td>10 sessions</td>
<td>1.50</td>
</tr>
<tr>
<td>220-2 EDM</td>
<td>A (3.67)</td>
<td>6 sessions</td>
<td>1.10</td>
</tr>
<tr>
<td>220-3 Sustain</td>
<td>A (4.00)</td>
<td>4 sessions</td>
<td>0.80</td>
</tr>
<tr>
<td>EM 220</td>
<td></td>
<td>20 sessions</td>
<td></td>
</tr>
</tbody>
</table>

---

B+

---

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 TGI. By requesting an incomplete, a student will receive the grade of “I” on their interim grade report, and will have a specified amount of time 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.
Academic Standing

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, in order 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.
IX. 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

Students will be eligible to participate in the Tufts commencement in May after they complete their coursework. MSEM students who fulfill all the requirements for the May graduation period will be eligible to march during the commencement ceremony on this date. Students whose projects will not be completed by the May graduation deadline, but who demonstrated that they will be able to finish their project by the August deadline and who fulfilled all other requirements, may be allowed to march in the May commencement ceremony - upon MSEM Director’s approval.

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

Graduation Requirements

MSEM graduation requirements include:

1. Course grades for EM 210 thru EM 280 (based on the relevant module grades) of B- or higher.
2. Completion of an ‘on-line’ Tufts exit survey. Completion of the survey is a requirement of the Graduate School of Tufts University.
4. Completion of the ILP module evaluation survey.

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 Trunk 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 mailed out before each graduation period.
X. Time Limitations for Completing the Degree

All requirements toward a master’s degree must be earned within five years from your matriculation date. Failure to meet the graduation requirements within five years constitutes evidence that a student is making inadequate degree progress and they will be administratively withdrawn from the program.

MSEM students are given six consecutive semesters to complete all of the degree requirements (coursework and projects) without incurring any additional fees other than the program tuition. If students do not complete all degree requirements within six consecutive semesters, they can:

1. Register as a Master’s Degree Continuing student at a fee of $800 per semester for up to four semesters.
2. Withdraw from the program. It is important to note that unless a student officially withdraws from the program at the end of six semesters, they will automatically be charged the $800 continuation fee each semester until they finish their degree requirements.

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall Semester</th>
<th>Cost</th>
<th>Spring Semester</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Semester 1</td>
<td>Coursework</td>
<td>Tuition</td>
<td>Semester 2</td>
</tr>
<tr>
<td>2</td>
<td>Semester 3</td>
<td>Coursework</td>
<td>Tuition</td>
<td>Semester 4</td>
</tr>
<tr>
<td>3</td>
<td>Semester 5</td>
<td>Additional Time for ILP</td>
<td>$0</td>
<td>Semester 6</td>
</tr>
<tr>
<td>4</td>
<td>Semester 7</td>
<td>Continuation Fee</td>
<td>$800</td>
<td>Semester 8</td>
</tr>
<tr>
<td>5</td>
<td>Semester 9</td>
<td>Continuation Fee</td>
<td>$800</td>
<td>Semester 10</td>
</tr>
<tr>
<td>6</td>
<td>Semester 11</td>
<td>* Extension of Time *</td>
<td>$800</td>
<td>Semester 12</td>
</tr>
</tbody>
</table>

Leave of Absence

MSEM students have the option of taking either a one-semester or one-year leave of absence during their time in the program. The time spent on the leave of absence will not count towards your time in the MSEM program. International students cannot take a leave of absence and remain in the United States. Please contact the International Center for more information.

To request a leave of absence, a student must discuss their decision with their advisor and fill out the Request for a Leave of Absence Form.

http://gradstudy.tufts.edu/documents/students_loa.pdf

The form is then approved by the student’s advisor and Student Services. Students who are on leave are not charged tuition and do not have access to most of the university services. After your leave has ended, TGI will contact you to discuss your plan moving forward.
Withdrawal

Students may withdraw at any point during the program. In order to withdraw from the program, a student must discuss their decision with their advisor, and send an official email to the department stating that they wish to be withdrawn from the program.

If a student withdraws during the first two weeks of classes, they will receive a full refund of their tuition. After this date, refunds are calculated based on the following schedule:

- Between two (2) and three (3) weeks: 80% credit adjustment
- Between three (3) and four (4) weeks: 60% credit adjustment
- Between four (4) and five (5) weeks: 40% credit adjustment
- Between five (5) and six (6) weeks: 20% credit adjustment

Thereafter no adjustment of charges.

Extension of Time

If students do not complete all degree requirements by the end of five years, they can request an Extension of Time for two additional semesters. If students select this option, they will be charged a fee of $800 per semester for each of their two additional semesters. Students who request an Extension of Time will have a total of six years instead of five to complete their degree requirements.

All students who have not completed the MSEM degree requirements after five years (or six with an Extension of Time) will be administratively withdrawn from the program.

To request an extension of time, a student must fill out the Request for Extension of Time Form and submit this to the department.

http://gradstudy.tufts.edu/documents/students_extensionorreinstatement.pdf

The extension is then approved by the advisor and Student Services.

Reinstatement

MSEM students who have been withdrawn and later decide to resume work in the degree program must be reinstated. A student may only apply for reinstatement once. Students will be charged a $350 reinstatement fee, and charged a continuation fee of $800 per semester. The reinstatement and continuation fees must be paid before students are enrolled in modules or assigned an advisor for the EM 280 Individual Leadership Project. Reinstated students will be granted one year from the date of reinstatement to complete their degree requirements, and they must graduate in one of the graduation cycles that occur in that timeframe. If students fail to complete their degree requirements by the end of one year, they will be administratively withdrawn from the program and will not be able to graduate.
In order to be reinstated, a student must contact their advisor and develop a plan for completing the remaining courses and/or projects. They must also submit in writing to the department their desire to be reinstated.
XI. MSEM Contact Information

<table>
<thead>
<tr>
<th>First Name</th>
<th>Last Name</th>
<th>Title</th>
<th>Phone Number</th>
<th>Email Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jessica</td>
<td>Bartlett</td>
<td>Program Coordinator</td>
<td>617-627-0665</td>
<td><a href="mailto:jessica.bartlett@tufts.edu">jessica.bartlett@tufts.edu</a></td>
</tr>
<tr>
<td>Nancy</td>
<td>Buczko</td>
<td>Director, Marketing and Admissions</td>
<td>617-627-3117</td>
<td><a href="mailto:nancy.buczko@tufts.edu">nancy.buczko@tufts.edu</a></td>
</tr>
<tr>
<td>MaryAnn</td>
<td>DiRamio</td>
<td>Administrative Assistant</td>
<td>617-627-3110</td>
<td><a href="mailto:mary.diramio@tufts.edu">mary.diramio@tufts.edu</a></td>
</tr>
<tr>
<td>Carla</td>
<td>Eberle</td>
<td>Manager, Marketing &amp; Admissions</td>
<td>617-627-3112</td>
<td><a href="mailto:carla.eberle@tufts.edu">carla.eberle@tufts.edu</a></td>
</tr>
<tr>
<td>Partha</td>
<td>Ghosh</td>
<td>Professor of the Practice</td>
<td>617-627-6510</td>
<td><a href="mailto:partha.ghosh@tufts.edu">partha.ghosh@tufts.edu</a></td>
</tr>
<tr>
<td>Myer</td>
<td>Henderson</td>
<td>Specialist, Marketing and Admissions</td>
<td>617-6275342</td>
<td><a href="mailto:myer.henderson@tufts.edu">myer.henderson@tufts.edu</a></td>
</tr>
<tr>
<td>Samuel</td>
<td>Liggero</td>
<td>Professor of the Practice</td>
<td>617-627-6405</td>
<td><a href="mailto:samuel.liggero@tufts.edu">samuel.liggero@tufts.edu</a></td>
</tr>
<tr>
<td>Mary</td>
<td>Viola</td>
<td>Program Director, MSEM Program</td>
<td>617-627-4622</td>
<td><a href="mailto:mary.viola@tufts.edu">mary.viola@tufts.edu</a></td>
</tr>
<tr>
<td>Jane</td>
<td>Wilmot</td>
<td>Institute Administrator</td>
<td>617-627-4723</td>
<td><a href="mailto:jane.wilmot@tufts.edu">jane.wilmot@tufts.edu</a></td>
</tr>
<tr>
<td>Ewa</td>
<td>Winston</td>
<td>Lecturer</td>
<td>617-627-3108</td>
<td><a href="mailto:ewa.winston@tufts.edu">ewa.winston@tufts.edu</a></td>
</tr>
</tbody>
</table>