

**ARTS, SCIENCES & ENGINEERING
FACULTY MEETING
BALCH ARENA, AIDEKMAN ARTS CENTER
WEDNESDAY, SEPTEMBER 2, 2009**

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PRESIDENT BACOW: Welcome, everybody. For our new faculty who are here, let me introduce those at the table: Our Dean of Engineering, Linda Abriola; our Dean of Arts and Sciences, Bob Sternberg; and our Provost, Jamshed Bharucha. I'd now like to call on Dean Sternberg to open the A&S faculty meeting.

DEAN STERNBERG: I'd like to open an Arts and Sciences meeting at this time to vote degrees for Arts and Sciences. I'd like to call on the Dean of Undergraduate Education for Arts, Sciences and Engineering, James Glaser, to propose the candidates for the undergraduate degrees.

PRESIDENT BACOW: Jim is not here, so we're going to call on Lynne.

GRADUATE SCHOOL OF ARTS & SCIENCES MEETING

DEAN STERNBERG: I would like to call on Dean Pepall in place of Dean Glaser to open our Graduate School of Arts and Sciences faculty meeting to vote graduate degrees.

DEAN PEPALL: Members of the faculty, I have the honor to present these candidates from the Graduate School of Arts and Sciences. It is the function of this faculty to recommend to the faculty of Arts, Sciences and Engineering all candidates for degrees in the Graduate School of Arts and Sciences as authorized by the trustees for the award of the degree in September 2009, subject to the usual conditions. I am happy to certify that these candidates have met or will meet the degree requirements as set forth by this faculty for the programs in which they have been enrolled.

The total number of degrees to be recommended is 104. Of those, 95 are Master's degrees and Certificates of Advanced Study, and 9 are Ph.D.'s. The numbers of graduate degrees are as follows: 36 Masters of Arts, 36 Masters of Arts in Teaching, 20 Masters of Science, 3 Masters of Public Policy, and 9 Doctors of Philosophy.

PRESIDENT BACOW: Is there a second?

DEAN PEPALL: All those in favor? Opposed? Abstentions? Thank you.

ALL DEGREES APPROVED

*LIST OF GRADUATE SCHOOL OF ARTS & SCIENCES DEGREE CANDIDATES APPENDED
(APPENDIX A)*

SCHOOL OF ENGINEERING MEETING

PRESIDENT BACOW: I'd now like to call on Dean Abriola to open the Engineering faculty meeting.

DEAN ABRIOLA: I would like to open a meeting of the School of Engineering at this time to vote degrees. Members of the faculty, I have the honor to present the degree candidates from the School of Engineering. It is the function of this faculty to recommend to the faculty of Arts, Sciences and Engineering all candidates for degrees in Engineering as authorized by the trustees for the award of the degree in September 2009, subject to the usual conditions. I am happy to certify that these candidates have met or will meet the degree requirements as set forth by this faculty for the programs in which they have been enrolled.

The total number of degrees to be recommended is 48. Of those, there are 4 Bachelor of Science candidates, 1 Master of Engineering, 26 Masters of Science, 16 Masters of Science in Engineering Management candidates, and 1 Ph.D. candidate.

PRESIDENT BACOW: Is there a second?

DEAN ABRIOLA: All faculty in the School of Engineering, aye? Opposed? Abstain? Thank you.

ALL DEGREES APPROVED

LIST OF SCHOOL OF ENGINEERING CANDIDATES APPENDED (APPENDIX B)

SCHOOL OF ARTS & SCIENCES MEETING

PRESIDENT BACOW: I'd now like to call on Dean Glaser, Dean of Undergraduate Education, to propose candidates for the undergraduate degrees in Arts and Sciences.

DEAN GLASER: Members of the faculty, I have the honor to present these candidates from Liberal Arts and Jackson College. It is the function of this faculty to recommend to the faculty of Arts, Sciences and Engineering all candidates for degrees in Liberal Arts and Jackson College as authorized by the trustees for the award of the degree in September 2009, subject to the usual conditions. I am happy to certify that these candidates have met or will meet the degree requirements as set forth by this faculty for the programs in which they have been enrolled.

The total number of Bachelor degrees to be recommended is 100. Of those, in Liberal Arts, there are 48 Bachelor of Arts candidates, and 8 Bachelor of Science candidates. In Jackson College, there are 37 Bachelor of Arts candidates, and 7 Bachelor of Science candidates. Is there a second?

All those in favor? Opposed? Thank you.

ALL DEGREES APPROVED

LIST OF LIBERAL ARTS & JACKSON DEGREE CANDIDATES APPENDED (APPENDIX C)

PRESIDENT'S REMARKS

PRESIDENT BACOW: For those who are new faculty, what we've just done is we've convened a meeting of the School of Arts and Sciences, the Graduate School, and everybody else. Now we have to vote all those degrees all over again, together. This is just to make it kosher. I'd like to call for a vote on all the degrees just proposed. All those in favor, say aye. All those opposed? Thank you. We now have voted all the degrees, and we can proceed with the regular faculty meeting.

It's traditional that Jamshed and I offer a few remarks and comments at the start of this meeting. Mine will be relatively brief, just a few thoughts. The year just ended was an interesting year for all of us, given what happened in the economy. It's my hope that the year ahead is going to be really boring.

I have just finished a message to the community, which will actually go out in the next week or two, regarding the economy and how it's affecting us, and the news is all pretty good. All of you should have received a message earlier in the summer from Patricia and Jamshed, which basically described where we finished the year. We finished the last academic year with a balanced budget, thanks to the hard work of everybody in the university making mid-course

corrections when the markets collapsed. We actually recovered at year-end in terms of the Annual Fund, which (inaudible) given their current use, which provides both for financial aid and also to the deans and the department chairs to basically lubricate the financial system for the schools. It had been running -- well, in November it was 22% behind year-to-date. The last time I wrote, which was in March, it was 7%, and we actually wound up 6.3% ahead year-to-date.

Now, in fairness, we wound up ahead in part because we made some extraordinary appeals to some of our donors, some of whom actually, in effect, (inaudible) future for giving us the current use of the funds. So, it will be a challenge to maintain that level of giving, but it was the right thing to do just to make sure things didn't get worse. We will announce later this week a major gift to the university, which will bring the capital campaign to over the \$1 billion dollar mark. We have about \$180 million left to raise to reach our \$1.2 billion dollar goal.

For those of you who were at matriculation, Lee Coffin described the characteristics of the incoming class. It's academically the most talented class that we have admitted to Tufts, that we have enrolled at Tufts. Like almost every other institution, however, with the exception of a few of our Ivy League peers, which would be Harvard, Princeton, and Yale, we saw a decline in the yield on every single financial aid category at Tufts. We rank financial aid categories based upon how needy students are, and the neediest group, literally they are paying nothing. We are providing everything for them. Even for those for whom there literally was no contribution, we saw a decline in yield. This was true nationally, attributable, we all think, to the economy. There were lots of families, even when kids got the most generous possible financial aid packages, where families said, "You're not going away from home, we want to keep you closer, you're going to stay here," whatever. What that means is that our class is slightly less diverse than we would hope. We admitted record numbers of candidates from all different groups that we sought to enhance the diversity of the university, but we did not do quite as well as the year before. We went back a little bit, and the class looks a little bit more like it did the year before last. We think it's all attributable to the economy.

As I think you know from my prior communications, we increased the financial aid budget by 12% this year. It was the only number that went up in the university budget as a matter of policy, and all that increment, 12% delta, was reserved for returning students. Because when we admit a student to Tufts, we make a commitment to meet their financial need for all four years, and that increase was needed for returning students. Where we had the same amount of financial aid this year for the entering class as we did for the previous year, which was a record amount the previous year, we were not able to increase that amount. We were need-blind for 95% of the class than we admitted. It was the last 5% that would have cost us an additional \$3 million in financial aid, which you have to multiply by four in steady state to understand the current budgetary impact. If we had just done it this year in order to do it, we would have basically had to find 60 jobs to cut in Arts, Sciences and Engineering in order to do that. We made the decision that we could not ask people who have devoted their lives to Tufts to give up their jobs, their employment, so that we could say, "Yes, we were need-blind for the last 5% of the class." It didn't seem right.

You know, the kids who we were not able to admit because we couldn't afford them, at the end all went to fabulous places. It's not that they didn't go to school. They're just not here at Tufts.

Financial aid, we make it our highest priority. It's the majority of the capital campaign; we work on that, but I just want to share with you where we are with that.

As I reported before, we took the full impact of the endowment decline this year, in this year's budget, so this year's budget is balanced. We're not expecting two more years of budget cuts, as so many of our sister institutions are. So, this year is likely to continue to be tight, and I've got my fellow colleagues in the Economics Department that are here, so everybody has their own opinion of where we are in the cycle. If you had asked me last spring, I would have told you that we were here. If you ask me where we are right now, I'd say we reached an inflection point. The question is: Is this a ski jump, which does this, does it just do this, or does it do that? We do not have enough data to extrapolate at this point. So, we will continue to try and manage our resources conservatively, but again, we're not looking at major budget cuts at all, because the budget is balanced. And, unless the endowment declines further -- the good news is that we ended the year with only a 25% loss with a budget of 30% loss in the endowment. We seem to be okay for the year ahead and the years beyond that. So, that's where we are with respect to the economy.

The last comment I would like to make is a special appeal to each and every one of you. What's likely to make this year challenging for us has nothing to do with the economy; it may have everything to do with the H1N1 virus. If you read the data that's coming out, the projections that are coming out of the Center for Disease Control, they're predicting that anywhere from between 30% to 50% of the population eventually could be affected, impacted by this flu bug.

Now, the good news is that those of us who were born before 1957 are less likely to get it than others, but the most vulnerable population is students living in dorm rooms. It's like a Petri dish. We've been doing lots and lots of planning to prepare in a whole variety of ways. Some of you who were out there today saw the Purell dispensers all over the place. We're going to need your cooperation and help going forward if we do get a major epidemic of the flu on this campus; we really need to have people stay at home and not come to work or to school to infect others. This begins with us. If we're sick, we cannot come and infect our colleagues or our students. We're going to have to demonstrate leadership on our own. The good news is they say this is not any more severe than the normal flu, but that people should basically isolate themselves until they've gone 24 hours with no fever. We're going to have to do that ourselves, so I hope people won't be heroes by dragging themselves into work when they've got the flu.

We're going to have to help our students who find themselves in that situation as well. We'll have to see how bad it is, but we're going to really try and arrange for meals to be delivered to students who are in their dorms. We've got some rooms where we can isolate a limited number of students if we have to, for those who are really sick, and we'll ask students to take notes for each other, but we're going to need your help as well. It's just common sense, so we'll see how it goes.

Other than that, I hope we have a really boring year. I don't know if anybody has any questions? Great, Jamshed, all yours.

PROVOST'S REMARKS

PROVOST BHARUCHA: Well, Larry and I don't often disagree. In fact, there are very few areas where we disagree, but I disagree about the boring year. I think we're going to have an extremely exciting year. I hope that it's even more exciting than I could imagine.

I've been here at Tufts now seven years. It's actually hard for me to imagine that it's been that long, but the trajectory, it is an astonishing one, and I hope that you will all agree, those of you who've been here. I know that those of you who have just joined us will see the fruits of a lot of that work.

Tufts, of course, has always been a strong institution. It's always been an institution that's been unique in so many ways, and pulling together, we have really built on the potential, and I just see no limit to the potential. There's every reason to believe that teaching at Tufts is and can be as strong as it is at any teaching institution, and research at Tufts is and can be as strong as it is at any research institution. We may well be one of the very few institutions that has figured out how to carry out both of those missions at the very, very highest level. As I look around the room, I can see many of you who are maintaining your position as scholarly leaders in your fields internationally, while also being very, very popular and sought after teachers who the students really benefit from on a daily basis.

We have put together over the last few years -- I say this only because in the context of the financial crisis, there's a little bit of sort of a rheumy feeling I think that there might have been last year, and I just want to give you a sense of really how much we have accomplished and how much more we will accomplish. Over the last few years, we have built a major arts facility, the new music building, and it has enabled us to take a program really a quantum leap up, thanks to our faculty and departments who worked on this for a long time; the Chair of the Music Department got the biggest start-up package that we've ever given -- a new building. The Political Science Department has moved into wonderful new facilities, and we expect to see a resurgence of their scholarly work and their teaching work and energy just bursting out of the building.

We continue to be focused on providing adequate research facilities in the sciences. We have renovations going on on Prince Street that have enabled us to make some critical appointments. The Biology Department is in dire need of new space. And we promise -- every morning when I wake up, the first thing I think about is how we can provide more space to the Biology Department.

PRESIDENT BACOW: You've now just alienated all the other departments, Jamshed.

PROVOST BHARUCHA: We're a very collegial university. They want the best for their other colleagues.

But seriously, it's just a fact that we need to work hard on these new facilities. We're cramped for space. That doesn't mean that other departments are not cramped for space. We know who you are. We have really started with a very, very challenging baseline, and as requirements occur, whether it's in the sciences, the humanities, the social sciences, or the arts, we know we need to continue to invest in our facilities to be able to attract faculty of the caliber of the new faculty who are here today.

One of the greatest pleasures of being Provost is working on faculty recruitment with the deans and the departments. It's certainly the most important thing that I do, and to identify the resources to be able to do that. We've been following very closely all of your searches, and I'm just absolutely delighted to see the fruition -- that those searches came to fruition.

When I get together with other provosts around the country, certainly last year, we talked a lot about the cancellation of faculty searches around the country. Even though we did have to eliminate some searches because of the economy, we went forward with a larger percentage of our searches than did most of our peer institutions, and certainly most of the institutions that I know of. We were very aggressive, we had our eye on the ball, and the presence of some of you here today is a result of that hard work.

So, welcome to our new faculty members. I think you'll see Tufts as a very dynamic institution, and the sky's the limit for us. Thank you.

RESOLUTION ON RETIREMENT

PRESIDENT BACOW: Thank you very much, Jamshed. Before we move forward with the business of this faculty meeting, I wanted to follow up on some of the items from our May meeting, and I'd like to call on Teresa Howe, Interim Chair of Romance Languages, to present a resolution on the retirement of our colleague Claudia Kaiser-Lenoir.

PROF. HOWE: I'd like to say that I'm really standing not so much as Chair, but as a long-time colleague with Claudia.

Eva Claudia Kaiser-Lenoir was born in San Luis, Argentina, and came to the United States as an undergraduate student, where she received her B.A. in Spanish and Latin American Studies from Moorhead State University in Minnesota. She went on to earn an M.A. from the University of Nebraska, and her Ph.D. in Romance Studies from Cornell in 1976. She taught for three years at Yale as Assistant Professor of Spanish and Latin American Literature before coming to Tufts in the fall of 1979, where she was eventually promoted to Associate Professor in 1983.

During her years in the Department of Romance Languages, she has been at the forefront of introducing and expanding courses and programs that focus on Latin American and Latino literature and culture. Until she came to Tufts, there were very few courses in the curriculum devoted to these areas. She was instrumental in filling that void. She developed a number of courses that now form part of the Latin American literature curriculum, from surveys that introduce students to literature from across Latin America to upper-level classes on popular theater, testimonial literature, poetry, the short story, and civilization. As she once said, for a time she was responsible for the literature of an entire continent, and then some.

Claudia's initial scholarly interests derived from her doctoral dissertation which dealt with Latin American popular theater. Her book, *El Grotesco Criollo: estilo teatral de una epoca*, was published in 1977, followed by a critical anthology of readings on the same topic in 1989. In 1994, she contributed to a collaborative publication focused on Latin American popular theater

published by the University of New Mexico Press.

More recently, she has been drawn to Cuban literature and culture. It is an area of study that continues to intrigue her, especially since this year marks the fiftieth anniversary of the Cuban revolution. She is currently lecturing and participating in panels devoted to Cuban culture and is actively engaged in research that will lead to publication. She plans to continue this research after retirement.

Beyond writing and teaching about Latin American theater, Claudia has also taken an active part in directing, acting, and writing theatrical productions. She first manifested her many talents in this regard as part of a street theater project in Harlem and the East Side of New York City in the summer of 1982 in a project called "Fire 'Scapes." She also participated in similar capacities in Nicaragua in 1997 as part of the "Arts for a New Nicaragua." In addition, she helped organize theater workshops in both Boston and Barcelona. Between 1981 and 1984, she co-organized with the late VeVe Clark of this university a series of readings and performances devoted to African and African-American literary works called "Lift Every Voice."

Claudia has been a tireless advocate for expanding Latin American, Latino, and African-American studies at Tufts. She was a co-founder of the Africa and the New World Studies minor, serving as its director from 1987 to 1991. She was also a co-founder of the Latin American Studies minor and now major, serving as its director between 1996 and 1998 and as co-director from 2001 to 2007. She has also served as part of the Latino/Latina Curriculum Transformation project. Beginning in 1994, she has devoted much of her time and energy to organizing symposia, trips, and courses devoted to Cuba. In 1996, she led the first group of Tufts students on a study tour of Cuba and has continued to do so, the State Department willing, ever since.

Claudia has not limited her outreach to Tufts alone, but has spoken to and taught a wide variety of audiences in the greater Boston area, as well as in other cities both here and abroad. These have included a workshop for K through 12 teachers at Dorchester Technical High School, a lecture presented to "Boston Cares" at International Place in Boston, and as a presenter and discussant at the Belmont World Films Series, to name but a handful. And, oh yes, she also served as Chair and Deputy Chair in the Department of Romance Languages between 1998 and 1999.

Those who know Claudia are also aware of her unswerving commitment to human rights, both at Tufts and in the larger world. Whether the cause is the custodians at Tufts, the victims of Hurricane Mitch, the indigenous population of Guatemala, or the rights of women in Colombia, Claudia has been fearless in educating members of the Tufts as well as the greater Boston communities about these many groups who, too often, are overlooked.

She does have a lighter side as well. Those of us in the department remember her winning the first and only prize for best costume at our Halloween party a number of years ago. Students, faculty, staff, and passers-by are also well-acquainted with her boon companion, Una, unofficial mascot of the department and scrounger extraordinaire. For those of you who don't know, Una is a golden retriever. As a long line of student advisees waited outside Claudia's office door to consult about theses or courses, Una looked for pets and treats in equal measure.

We wish Claudia, Don, and Una a happy retirement. On behalf of the Department of Romance Languages, I ask that this resolution be spread upon the minutes of the faculty and that a copy of it be presented to Professor Kaiser-Lenoir and her family.

PRESIDENT BACOW: Thank you very much, Teresa, and congratulations and thank you.

FACULTY AWARD

PRESIDENT BACOW: I'd now like to call on Sam Sommers to present a faculty award which we were not able to present at the May meeting.

PROF. SOMMERS: The Faculty and Staff Multicultural Service Award of Arts and Sciences is given to members of the Arts and Sciences faculty and/or staff who have made significant efforts to define Tufts as a multicultural environment in which race, ethnicity, religion, class, gender, and sexual orientation are not barriers to the full enjoyment of community membership.

I have the honor of presenting this award to this year's recipient, Kim Ruane, Associate Professor of Mathematics. Professor Ruane, or "Dr. Kim" as she is known by her students, is "off the charts" in her ability to develop close relations with all of her students in her often very large classes and to inspire fierce loyalty. From her days as a tenure-track Assistant Professor, a time in her career when it was particularly important to look out for herself, she has generously given of her time and energy to break down many barriers to full membership in the Tufts community.

An outstanding example is provided by her involvement with the First-Year Scholars Program for local incoming students interested in majoring in mathematics, science, or engineering. For many of these students, coming to Tufts requires a cultural adjustment with the increased demands of a university environment. From the perspective of the program directors, Professor Marilyn Glater and Diane Souvaine, Dr. Kim was a godsend. She was the center of the students' experience in terms of instruction as well as mentoring.

From the inception of the program, Dr. Kim taught Calculus I to these students in the summer preceding their enrollment, making herself available for unlimited extra office hours and appointments and establishing a personal connection with each of her students. These informal mentoring relationships often continued well beyond the students' matriculation, steering students toward continuing success at Tufts in the following months and years. These efforts, while completely below the radar for most of us, have had a significant and measurable impact on our community. Please join me in asking Dr. Kim to come on down to accept this award.

PRESIDENT BACOW: Congratulations, Kim, on an award that is richly deserved, and thanks, Sam.

INTRODUCTION OF NEW ADMINISTRATORS

PRESIDENT BACOW: We are now at that point of the meeting in which we make announcements about colleagues who have been promoted, new colleagues as well, in which we introduce them. The last time I checked, one of the things which this faculty did exceptionally well was read, and I know that you're all capable of reading the bios that we have provided. For

those who are doing the introductions, I'd actually like to ask you not to read the bios. Instead, maybe tell us something that's not in the bio or why you're excited about having your new colleague as a colleague.

Before we get started, we have a few administrative positions, though, and I'm going to try and model brevity for others. As many of you know, Linda Dixon, the Secretary of the Corporation, is retiring this year. We've had a search going on for Linda's successor. Tufts has become known nationally as an institution which has embraced good governance among the Board of Trustees. Linda is largely responsible for that. More to say about Linda at the occasion of her retirement, but we've selected her successor, and it's somebody who's well-known to everybody in this room, and that is Paul Tringale. There will also be very short applause, because we did start this meeting 45 minutes late, so I just want to recognize that.

Next I'd like to call on Patricia Campbell to briefly introduce our new Vice President for Information Technology, David Kahle, Chief Information Officer.

VICE PRESIDENT CAMPBELL: It is my pleasure to introduce our new Vice President for Information Technology and Chief Information Officer. This is easy to do, because he's known to many of you. David Kahle has partnered with a number of you on academic technology issues and projects, leading our academic technology at Tufts since 2001. He's already off to a great start, having been an acting head of UIT through much of last year. Join me in congratulating David and welcoming him.

PRESIDENT BACOW: Thank you. Congratulations, David. I'd now like to call on Kathe Cronin for an equally brief introduction. See where this is going?

VICE PRESIDENT CRONIN: It's my pleasure to introduce to you Alison Blackburn. Alison is our new Director of Human Resources and Talent Management, and for those of you who knew Shelley Ruocco, Alison is replacing Shelley in that job. Shelley has moved on to be VP for Human Resources at Hampshire College, so it's a nice coup for her.

Alison comes to us with a wealth of a very broad HR experience in retail, legal, and biotechnology. She's thrilled to be here and has spent the last couple of months just trying to get to know as many people as possible. She takes on the role that Shelley had in terms of overseeing the employee relations and recruitment function, but she's also taking on an enhanced role that's really going to help us get to that next level where we can attract, develop, and retain the very best talent. In addition, she is going to help me. She's going to provide leadership, along with her peer directors in HR, Regina Corrao, Ann White, and Anne DeBenedictis, in helping us do a better job in creating more seamless HR services and bridging the space between the specialty areas in HR so that it's easier for you as our clients to access our services. Please join me in welcoming Alison.

PRESIDENT BACOW: Thank you, and welcome, Alison. Jo-Ann Michalak.

MS. MICHALAK: I'd like to introduce new staff members. We have three new librarians at Tisch Library, and the first one is Martha Kellehan. She is our new Social Sciences

Bibliographer. She received her undergraduate degree in International Studies from Vassar and went on to a Masters in Library and Information Science from UCLA, and got a second Masters in Latin American and Caribbean Studies from Tulane University. She came to us from Binghamton University in New York. She's been learning about the collections in social sciences, and she looks forward to working with the social sciences faculty to improve the collections even more.

I'd like to introduce Evan Simpson, who is our new Head of Reference and Instruction. He has his BA from the College of Worcester in Ohio and his Masters in Library Information Science from the University at Albany. He is currently working on a Masters in Information Management at Brandeis. While he was at Brandeis, he had increasingly responsible positions, ending up as Head of Public Services with the responsibility of implementing an information (inaudible) there. He's been working with our team of reference and instruction librarians, and he looks forward to improving those programs.

I'd like to introduce Alicia Morris, who is Head of Technical Services. She received her BA from the University of Pennsylvania, her Masters in Information Studies from Drexel University, and she's worked in quite a career in large academic libraries, small academic libraries, and ended up in a corporate library at MITRE Corporation in Bedford, Massachusetts, where she was responsible for systems, web responsibilities, and also management of cataloging and taxonomy. She has been here since October, and she's already combined our acquisitions and cataloging compartment to have a smoother and faster work flow to get materials on the shelf, and has also given us more staffing flexibility.

PRESIDENT BACOW: Thank you. Sheila, who's right over there.

ASSOCIATE DEAN BAYNE: As some of you may know, the Resident Director of our two largest study abroad programs decided to retire at the end of this past academic year. Angel Berenguer, who has been Director of Tufts-in-Madrid and the Student Housing Coordinator has retired, and Jaki Levenson, the director of Tufts-in-London and Tufts-in-Oxford have both retired. During this past year we conducted a search, and we are delighted to have found two really wonderful people to succeed them.

In Madrid, we have hired Dr. Susan Sanchez-Casal, and the reason we're excited to have her -- her Ph.D. is from University of California at Riverside -- but the reason we're especially happy to have her is that she has done a lot of academic work in minority studies and identities in education. She has published in those areas.

The new director of the Tufts-in-London and Tufts-in-Oxford programs is Dr. Simon Steel, whose Ph.D. is in Astrophysics from the National University of Ireland, and among other things, he has an interest in special needs education and the sciences, and he is the co-author of the first Braille book on modern astronomy called *Touch the Invisible Sky*.

TENURE & PROMOTION DECISIONS, ENGINEERING

PRESIDENT BACOW: Thank you very much. I'd now like to call on Dean Abriola to

announce our promotions in the School of Engineering.

I've been asked to request that you hold your applause until the end. We have two promotions to Full Professor, Lenore Cowen, Computer Science, and Karen Panetta, Electrical and Computer Engineering. If you're here, stand up. I didn't see Lenore. Tenure and promotion to Full Professor, we have Fiorenzo Omenetto, Biomedical Engineering, and Kurt Pennell, who I'll introduce later, Civil and Environmental Engineering. And Associate Professor with tenure, Norman Ramsey, Computer Science. Is Norman here?

I'd like to introduce new Associate Deans in the School of Engineering, both Shafiqul Islam and Sergio Fantini stepped down after serving their terms, and I am pleased to announce that I've twisted Lew Edgers' arm and he's assumed the responsibilities for Associate Dean for Graduate Education. Lew, do you want to stand up? I also twisted Eric Miller's arm, but I don't see him here, so I haven't twisted hard enough. Eric, are you here? He will assume the responsibilities of Associate Dean for Research, so you'll meet Eric later. And we have a new department chair, Kurt Pennell, who I will be introducing shortly. He will be chairing Civil and Environmental Engineering.

NEW FACULTY, ENGINEERING

DEAN ABRIOLO: Now I call on my department chairs or their designees to introduce new faculty, and I didn't see David Kaplan here. Is there anyone from Biomedical? Lauren Black is starting in January, so I'm not surprised. We will hold off with that until the next time. I don't see Nak-Ho, but I do see Jerry Meldon.

PROF. MELDON: Nak-Ho Sung had to run off to Brigham and Women's because he's anticipating the arrival of his first grandchild. I told him that was, in my opinion, not an excuse, but he twisted my arm.

I'm very happy to introduce Matthew Panzer here, who's joining us as Assistant Professor in the Chemical and Biological Engineering Department. Personally, I'm glad to have him aboard. Chemical engineers like me know something about gases and liquids, but not very much about solids, and Matt is an expert on solid state physics and photovoltaics, quantum dots, and other things that I don't know how to pronounce, but I'm very happy to have him join us.

DEAN ABRIOLO: It's my pleasure now to introduce to you a new faculty member in Civil and Environmental Engineering, Kurt Pennell, and I think I see him sitting over there. Kurt joined us from Georgia Tech, where he was a professor for 14 years, and his background makes him ideally suited for interdisciplinary research. His degrees were actually in forestry and soil science, but he's a registered professional engineer and a board-certified environmental engineer. That's kind of a rare combination.

I think that this is quite a change of environment for Kurt, because if any of you know Georgia Tech, their department of Civil Environmental Engineering is actually called a school, and it's almost as large as our School of Engineering. So, Kurt comes from a large environment, and I think he's looking forward to being here. His research interests have broadened substantially, and most recently, one of the things that has attracted him to Tufts is being able to partner with

the medical school. He's moved from working in environmental pollution under mediation to start to look at the neurotoxicity of these pollutants, and he's looking at the role of environmental pollution in neurological disorders, such as Parkinson's disease.

He also is a long-time collaborator of mine. In fact, his first position out of his Ph.D. was a post-doc in my lab at University of Michigan. I never imagined that I'd have him as a colleague again, but I note that I'm still his boss.

Kurt's wife, Paige, is a neurologist, and she's the new Director of Research for Epilepsy at Brigham and Women's, so this was a two-body problem that worked out to everyone's advantage. We're delighted to have him here and serving in the Department of Civil and Environmental Engineering. Welcome, Kurt.

And finally, I introduce Diane Souvaine, Chair of Computer Science.

PROF. SOUVAINE: Sara Su comes to the Computer Science Department from MIT, where she earned her Ph.D. last spring and has been a post-doc ever since. She did her Ph.D. on Enhanced Visual Authoring Using Operation History. Prior work she's done, she's been an instructor in the MIT Women's Technology Program, and she's been an intern at Adobe and Microsoft, so she's bringing both academic and industry experience to us.

She'll be teaching an advanced course in graphics this fall, but also a half-credit course, Exploring Computer Science, using some visualization which requires no computer science background. We're happy to have her joining the department and here doing things in the visualization center that's in Anderson Hall. We welcome her as Visiting Assistant Professor.

PRESIDENT BACOW: Thank you, welcome. Now I'd like to call on Dean Sternberg to announce promotions in the School of Arts and Sciences.

TENURE & PROMOTION DECISIONS, ARTS & SCIENCES

DEAN STERNBERG: I'm very pleased to announce the following promotions to Full Professor. Please hold your applause until the end. Julian Agyeman in Urban and Environmental Policy and Planning, Linda Datcher Lounsbury in Economics, John McDonald in Music, and Elena Rybak-Akimova in Chemistry. Could I ask them to stand?

We have one tenure and promotion to Full Professor, who will be fully introduced later, Peniel Joseph. We have four tenure and promotions to Associate Professor: Gary Bedell in Occupational Therapy, Marina Bers in Child Development, Christine McWayne in Child Development, and Sam Sommers in Psychology. May I ask you all to stand?

We have three deans: Andrew McClellan, who is continuing as Dean of Academic Affairs, Lynne Pepall, who is continuing as Dean of the Graduate School of Arts and Sciences, and Vickie Sullivan, who was reappointed last spring as Dean of Academic Affairs. Could you stand?

I would like to introduce our new and reappointed department chairs. The new ones first: Daniel

Abramson in Art and Art History, Arthur Utz in Chemistry, Jayanthi Mistry in Child Development, Gregory Crane in Classics, Barbara Brizuela in Education, Roger Tobin in Physics and Astronomy, Kevin Dunn in Religion, Teresa Howe, interim in Romance Languages, and Jim Dow in Visual and Critical Studies, also interim. Can I ask you to stand?

And finally, I would like to announce our reappointed chairs: Enrico Spolaore in Economics, Anne Gardulski in Geology, Hosea Hirata in German, Russian and Asian Languages and Literatures, Joe Auner in Music, Rob Devigne in Political Science, Josè Antonio Mazzotti in Romance Languages, and Diane O'Donoghue in Visual and Critical Studies. Could I ask you to stand?

NEW FACULTY, ARTS & SCIENCES

DEAN STERNBERG: I would now like to call on the department chairs and program directors very briefly to introduce new faculty, starting with Juliet Fuhrman in Biology.

PROF. FUHRMAN: The Department of Biology is delighted to welcome Eric Dopman as Assistant Professor. Eric comes to us after finishing his NIH-sponsored post-doctoral fellowship at Harvard. We're particularly excited about him coming because his research combines very fundamental questions of biological evolution using state-of-the-art computational methods, large data-centered analyses. So, just about everybody in the department thinks that they're going to be his direct mentor, and it's probably true. We're delighted to have him in the department, and he'll be co-teaching a course called Evolution and Genetics of Natural Populations starting this fall.

DEAN STERNBERG: Arthur Utz for Chemistry, please.

PROF. UTZ: The Chemistry Department is thrilled to welcome two fantastic new colleagues this fall. First, Joshua Kritzer is a Ph.D. graduate of Yale and is more recently in a post-doc at the Whitehead Institute in an NIH-funded fellowship. He's going to be doing research. It's really the interface of molecular biology, biology and chemistry, and this fall he'll be teaching a biochemistry course. We welcome Joshua.

The second, Sam Thomas, also no stranger to New England. Sam received his Ph.D. from MIT and then moved down the red line to Harvard, where he worked with George (inaudible) on a post-doc, and then he moved two more stops down the red line to Tufts, where he joined us this fall. Sam's research is actually in the area of organic materials, which is a really fascinating new area using organic molecules and assemblies of organic molecules to obtain new functionality. So, his research is multidisciplinary, and he'll be teaching an introductory organic chemistry class in the graduate school this fall. We welcome Sam as well.

DEAN STERNBERG: Thank you. Jayanthi Mistry for Child Development.

PROF. MISTRY: It is my distinct pleasure to introduce Associate Professor Christine McWayne as a new faculty member and director of the Early Childhood Education Program in our department. Christy, as we have come to call her, is an applied developmental psychologist -- and this is the important part -- and a community-based researcher. Her work focuses on

understanding the individual and the contextual factors associated with low-income, urban-residing children's early school success.

Christy received her Ph.D. in 2003, and in a very short time was established with a remarkable track record and excellent scholarship, high-quality publications, and an excellent record of grantsmanship. Her students have received federal grants, and she has a stellar record as a teacher and a mentor. But, the most valuable thing for us is her focus on community-based collaborations, and I just want to mention one thing: As a graduate student, when she received her first grant from the Department of Health and Human Services, the research that she did, based on the research that she did under partnerships she established with Head Start parents, she was invited as a graduate student to be the community representative to the Head Start Parent Policy Council. And this, for those of you who may not know Head Start, is really quite remarkable and is a testament to the integrity and respect with which she established this partnership. We are also excited because Christy is coming with some very exciting initiatives we're launching in the department, and even though she will be joining us full-time only in January, she has already started working with us, and we welcome you wholeheartedly to our department and to Tufts.

DEAN STERNBERG: Thank you. Enrico Spolaore in Economics.

PROF. SPOLAORE: The Department of Economics is delighted to introduce three new colleagues: Randy Akee, Emilia Simeonova, and Heiwai Tang. If you're impressed by their quantity and quality, you should be, because this is the outcome of two searches over two years, and what can go wrong if you have lots of economists, considering what's happening in the economy now? I am happy to report that they are not responsible, I believe, for the collapse of Lehman Brothers or Madoff's scheme. In fact, if you look at their bios, which I will not repeat, their economic research is of very high social value.

Randy is an expert on development of labor. He has done a lot of work on inequality and education of American Indians, and he also has done work on immigrants. He's a hiker from his years of growing up in Hawaii -- lucky him -- and for a summer, he was a national park ranger at Haleakala Park in Maui. He's planning a hike for the coming summer at the Kalalau trail in Kauai in Hawaii. I've seen the pictures, and I think this would be an excellent location for the next faculty meeting.

PRESIDENT BACOW: I thought you were going to suggest for a run.

PROF. SPOLAORE: I think that would be a good idea too, to train for the next marathon! Emilia's main area of research is health economics, and she has a special interest in health outcomes of the very extremes of age. She has studied both very small children and older people, and now I hope that she will also pay some attention to us, the health of economists, because I think we are less mature than most children and more absent-minded than my grandmother. Emilia is a native of Bulgaria, but she left home when she was thirteen to complete her high school at the United World College in Duino in Italy. It was there, I understand, that she picked up two vices: One is that she's a big opera fan, and the other is she's a real coffee snob.

Last, but not least, Heiwai's research is in international economics and the study of the Chinese economy. He has done a lot of work, particularly on the interactions among labor markets, institutions, and trade patterns, and also on the impact of mass migration. He comes to us from Hong Kong. Now, I understand that he was a rugby star when he was in high school before studying electrical engineering, mathematics, and economics, but I also learned his real secret, that he had an early childhood dream to be a great chef.

So, now I am looking forward to experiencing his cuisine -- which I don't know -- but what I do know is that he can cook excellent economics research, and so can Randy and Emilia, so I now will try to do my worst Julia Child/Meryl Streep impersonation and say that for our students and colleagues that want to taste delicious economics, "*Bon appétit!*"

DEAN STERNBERG: Hosea Hirata for German, Russian, Asian Languages.

PROF. HIRATA: I'm supposed to be introducing two people, both of them in Arabic language, but Lutf Alkebsi is having some visa issues, and I'm hoping that he will make it for classes. Otherwise, I'll have to start teaching, and I don't know one word in Arabic.

I'm really happy to introduce our new Assistant Professor, Kamran Rastegar, and I'm so happy that we were successful in stealing him away from the institution where he was teaching, the University of Edinburgh. He is clearly one of the very few rising in our field -- his field, actually -- not only the Arabic language, but also in Comparative Literature. He received his Ph.D. in 2005 from Columbia University in Comparative Literature, and it's phenomenal that he was able to publish his first book in two years. In 2007, he published a monograph. It's a comparative study of English and Persian and Arabic literatures. It's really a fascinating study, and I'm really happy to have him here to teach a very important field, Arabic culture. Please welcome Kamran.

DEAN STERNBERG: Thank you. Beatrice Manz for History.

PROF. MANZ: History is also delighted to have two new people to introduce today. Hold your applause until both of them have been introduced, please.

Coming from Bates College as Assistant Professor of French History is Elizabeth Foster, who has her B.A. from Harvard, *summa cum laude*, and her Ph.D. from Princeton, earned in 2006. She is interested not only in French History, but what really delights us is that she's doing French Colonial History and is particularly interested in the colonies of Africa. She's done her thesis on the French church, the Catholic church, and the French state in Senegal, 1880 to 1940, and now (inaudible) her first book on that subject. She will be teaching not only French History, but also European History this fall, a research seminar on World War I and its impact, and for future topics is thinking of French Colonial Law in West Africa, questions of confessional communities, and another newer topic, I guess after this summer (inaudible) seminar, Faith and the Role of Chaplains in the Trenches of World War I, both African and European cultures.

Hold your applause. We have yet another person. We were extremely fortunate in persuading Peniel Joseph to come to us from Brandeis as Full Professor in African-American History.

Many of you may know his work already. His main interest is the Civil Rights Movement of the 20th century, particularly the Black Power Movement, and he's notable here for (inaudible) international movement, another thing which delights the History Department because we are world and global focused. He is, in connection with this, able to use French and is fluent in Haitian Creole. He has a very widely acclaimed book out as of 2006 called *Waiting 'Til the Midnight Hour: A Narrative History of Black Power in America*. In January of 2010 another book will be coming out: *From Black Power to Barack Obama*. This, of course, is in addition to numerous articles and edited books. He will be showing his interest in our younger students by beginning to teach a sophomore seminar in Black Power, and has also over the years emerged as a public intellectual, most notably as political analyst for PBS during both national conventions of 2008. Please welcome our two new faculty members.

DEAN STERNBERG: Thank you. Joe Auner for Music.

PROF. AUNER: My colleagues and I from the Department of Music are so pleased to have Stephan Pennington joining us this year. Stephan was finishing up a Ph.D. at UCLA, and the title of his dissertation was "Made for Love: Performances of the New Woman and the New Man at the End of Weimar". You can get a sense of the range of his teaching and research interests from some of the courses he's taught recently, which include Cultural Politics of 1960 Spies in Music and Media; Gay and Lesbian Perspectives in Popular Music; History and Practice of Electronic Dance Music; Black Expressive Cultures; and Motown and Soul. He has an incredible range in his musical abilities, which include banjo, analog synthesizers, and vocal performance. Prior to doing his undergraduate work, Stephan was in the army for many years. In 1993, he was selected Soldier of the Year for the United States Army Intelligence and Security Command in Europe, so you can see that he knows what he's talking about when he's teaching about spies.

PRESIDENT BACOW: Been there, done that.

PROF. AUNER: Please join me in welcoming him.

DEAN STERNBERG: Thank you. Linda Tickle-Degnen for Occupational Therapy.

PROF. TICKLE-DEGNEN: I'm very pleased to introduce Michael Roberts, Lecturer in Occupational Therapy. He has a great sense of humor, but that's not why we brought him here. He came as a senior occupational therapist after teaching many science courses around the Boston area, including at Tufts, to help our students bridge from the academic curriculum into the clinical world, and he's very interested in gaming technology, rehabilitation, and oncology rehabilitation, so please welcome him.

DEAN STERNBERG: Thank you. Nancy Bauer for Philosophy.

PROF. BAUER: I'm really happy to introduce to you our new Assistant Professor of Philosophy, Brian Epstein. We had been looking for years, actually, for somebody that we could get really excited about in the field of metaphysics, and I knew that Brian was either the last person we would hire or the first person we would hire. He started his talk by putting in a PowerPoint slide of what I think was every philosopher who ever lived and how they were

somehow all connected to his incredibly arcane project. I thought he was either insane or a genius. One of the schools competing for him called me up and said, "I think 'Brainy Brian' is coming to you, so you guys (inaudible)."

Metaphysics people tend to work on things that are (inaudible), for example, what is the relationship between a thing and the parts that it composes -- so, what's the relationship between the statue and the clay that composed it, and you might think that's not a problem, except if you think about the fact that if the statue is still wet (inaudible), we want to say that it's the same clay, and the statue's gone, and there are philosophers who have banged their heads against the wall and been up late at night, if you can believe it, worrying about that. The super cool thing about Brian is that he actually makes this incredibly interesting and socially pertinent, because he thinks about the metaphysics of social groups. What he's interested in is, how do you take a hundred people in the Senate, and they all have individual opinions, and then somehow something emerges from there that's somehow not quite (inaudible). What is the relationship between human parts and the wholes that comprise human social groups?

In addition to that, Brian also does work in philosophy and language, and his specialty is in philosophy, the social sciences, and he's incredibly interested in economics; he knows a lot about it. After we had hired him, he made an enormous mistake, not knowing I'd repeat it, of telling me how much he loved doing service work when he was at Virginia Tech, which we stole him from. So, we're very delighted about that.

The other thing is that he has an incredibly broad range of interests, so he came to me almost right after we hired him and said, "You and I should teach a course together on feminism and race studies," and I was like "Yay!" I am totally, completely happy to welcome Brian Epstein to join us.

DEAN STERNBERG: Thank you. Roger Tobin for Physics.

PROF. TOBIN: The Physics Department is very excited to welcome two new faculty this year, spanning a range from the extremely large to the extremely small, starting with the extremely large. The first to be introduced is Danilo Marchesini, who comes to us from Italy via Yale. He works on how the galaxies got to be the way they are, something like that. (Inaudible) that, and it's going to be sort of chaotic, and see galaxies, and you look closer, and you see these beautiful spiral things, and he's going to figure out how one got to be the other. He's also an avid sailor.

PRESIDENT BACOW: We need to talk.

PROF. TOBIN: The second new member is Cristian Staii, who works on very small things, although not as small as some of my colleagues. He's studying the behavior of proteins on the level of the individual molecule, probing them with techniques from physics, things like atomic-force microscopes, and also the interface between nano-science and biophysics, and I suspect there are lots of people here who think, "Ooh, this could be a really interesting collaborative here". I hope so. Cristian was actually hired in the 07-08 year, but he decided that he was going to wait until real estate prices collapsed before coming here, so we arranged for that to happen so that we could get him on the faculty. Please welcome Cristian Staii.

DEAN STERNBERG: Thank you. Rob Devigne for Political Science.

PROF. DEVIGNE: I'd like to introduce Dennis Rasmussen, and I'm going to invoke Aristotle for a second time today: Aristotle would tell us that to understand something, you not only need to know what it is, but also what it is not. So, I'll start out with telling you what Dennis is not. He was not a member of a conference at the University of Toronto five or six years ago on the Anglo-Scottish Enlightenment, that part of the Enlightenment led by David Hume that focused on promoting the emerging commercial orders of the 18th century and built the premises of what Karl Marx would eventually label 'capitalism'. At this conference, there was a lot of discussion about Adam Smith, and what kept coming up was that Adam Smith, the chief architect in many ways of commercial society, was deeply influenced by Rousseau, who is considered by many to be the greatest critic of modern commerce. The other thing that was obvious in these discussions was that nobody understood how Rousseau had exerted this influence on Smith. Indeed, all the participants of the conference were all arguing with each other as to why someone else would be the best person to carry out this project of studying the relationship between Rousseau and Smith.

Well, thankfully, while the scholars at this conference were playing, Dennis Rasmussen was not fiddling around. Dennis was at Duke writing a wonderful dissertation on this very subject, a dissertation that turned into a Ph.D. award in 2005, which turned into a post-doctorate at Brown University, which turned into a very well-received book and a variety of articles. All of this centered on the relationship between Rousseau and Smith, and how Smith set out to integrate, incorporate, and in some ways ameliorate the critiques that Rousseau made of commercial society in constructing a vision of how modern commercial society should function.

So, Dennis is off to a fast start. He's well known already among scholars of political thought at this point and seen as a rising figure. Now, we ourselves think he's only reached the tip of the iceberg, and we've only seen the tip of the iceberg. Why is that? Two reasons. One: Dennis is tall. While tall people generally have a hard time running at first, he is already at a full sprint's pace. Two: Dennis is already deeply involved in a second project on the European Enlightenment, which is Diderot, Voltaire, Smith, Hume, and Montesquieu. He's developing an analysis that these central Enlightenment thinkers had a far better understanding of both the advantages and disadvantages of the modern world that they were creating than most of their critics, and the implication of his thesis is that they set up the political and social order that can incorporate many of the challenges that continually confront it as we go through time.

Now, in conclusion, I should point out that Dennis is very happy to come to Tufts. Why do I know this? Well, when he was on his job interview, I said, "Look, dude, you've been in North Carolina, you're now at the University of Houston" -- where he was last year -- "and it gets cold up here. It gets real cold up here". He said, "No problem". Basically the spirit of his comment was that none of us can really understand the crimes and the punishments that humanity suffers because of the sins of Adam until they've lived a summer in Houston. So, having been bred in northern Michigan, Dennis feels he is returning to a familiar climate here in Boston. And while he is happy to be arriving here at Tufts, we in Political Science are absolutely joyous about his arrival at Tufts as Assistant Professor.

DEAN STERNBERG: Thank you. Teresa Howe for Romance Languages.

PROF. HOWE: I would like to introduce our new faculty member in person here, but at the moment our new colleague, Pablo Ruiz, is in Argentina at a conference. He is coming to us, expecting to finish his Doctorate at Princeton in Comparative Literature. He has been teaching (inaudible). His scholarly interests cover virtually all of Latin American literature, from colonial to contemporary writings from Mexico to Argentina. It doesn't get more complete than that. But we have hired him as a trans-Atlantic scholar, because his dissertation is a work that encompasses Borges, who I assume many of you are familiar with, and a Parisian, or at least in French, poetic (inaudible). So, he covers the Atlantic in both French and in Spanish, and will be teaching essentially Latin American literature, beginning with a course on Borges. Thank you.

DEAN STERNBERG: And finally, Julian Agyeman for UEP.

PROF. AGYEMAN: It's my great pleasure to introduce Penn Loh. I can think of no better person to introduce as Professor of the Practice for UEP than Penn. Penn comes to UEP from Alternatives for Community & Environment, which is a Boston-based charity, and it is probably, I think, one of the top five environmental justice organizations in the United States, and in no small part. That's an example of devotion, his vision, and his leadership. That's what we're really excited about getting. In UEP, he'll teach our Foundations in Public Policy class. He'll also teach the class that I used to call my Environmental Justice class, but it's his class now. He will also help establish a community strategy. Every year that Penn's taught, he has asked me to pay for community groups to come in, and I begrudgingly gave him the money, not because I begrudged giving \$100, but I think that there's a better way of dealing with community groups. So, part of the reason Penn is coming to us is that he's going to help us develop community strategy. I think it might work something like this: What if these groups that come into our classes enrich our classes and talk to our students? What if they came for (inaudible) and then we gave them a community credit that they could use perhaps to nominate somebody to come into one of our classes and learn, actually take one of the classes, and then take that back to the community? That's building our student communities, because (inaudible) really to walk the walk and talk the talk. We talk a lot about communities, and Penn is going to help us walk that walk. Thanks, Penn.

PRESIDENT BACOW: I would like to first thank all of our presenters, because what you all did was not only be brief, but you actually taught us something about the fields and about the work that everybody is doing in each field, and I found this to be very interesting and very engaging.

But second, I also want to thank each and every faculty member who served on the search committees that recruited these remarkable new colleagues that we have. I know it's never easy working on a search committee, and it requires lots of effort and hard work, but we see the fruits of your work with the people that we have just been introduced to.

I have the pleasure along with Jamshed, Linda, and Bob, of reading the promotion cases as they come forward, and what I can say about our new faculty is that you are the future of this institution, and hearing about your accomplishments prior to coming here, but also the promise

of your teaching and your scholarship makes me very, very optimistic about the future of Tufts.

At this point, now we have the pleasure of adjourning, unless there's other new business to come before, if anybody has any other business they wish to bring before the faculty. If not, we have the pleasure of adjourning to the Provost's Reception, where we can get to know and welcome all of our new colleagues with a little food and drink. Good luck to everybody in the start of the new year. It's always a period of great excitement around the campus, and I'd like to ask all those who are in favor, please rise.

MEETING ADJOURNED

Respectfully Submitted,

Jillian Dubman
Secretary of the Faculty for Arts, Sciences & Engineering