Budgetary Issues in AS&E: The Executive Committee worked hard this year to unravel the budgetary problems in AS&E. The committee met with Deans Glaser and Qu to understand what the circumstances were that led to the current and projected shortfalls. In addition, a faculty forum was held on October 3, 2018 to discuss this topic and a summary of that forum was posted on the Executive Committee website. In brief, it was recommended at the forum that the Dean of the School of Arts and Sciences and the Dean of the School of Engineering consider the following four questions at future faculty meetings and with the Executive Committee: 1. What are the causes of the budget deficits? 2. What is the extent of the budgetary shortfall? Can recent past, current, and anticipated future shortfalls be quantified and presented to the faculty? 3. What additional policies besides those referred to in the following set of questions, are being considered to reduce the deficit? 4. What effects have deficit reducing policies had on the academic mission of A&S and SOE? These questions were addressed, in part, at subsequent AS&E and A&S and SOE meetings throughout the academic year with the participation of the academic deans as well as Chris Helmuth, the Executive Administrative Dean and Thomas McGurty, Vice President for Finance and Treasurer of Tufts University. Though there is guarded optimism that AS&E and various other schools in the university will have slight budget surpluses in a few years, only time will tell if this turns out to be the case. Some solutions that are proposed for solving the budgetary deficits are creating more revenue raising academic programs such as masters degrees, enrollment of non-traditional students in Tufts courses and other initiatives proposed by the newly reformulated University College headed by Dean Auner.

University College: During the 2018-2019 academic year the University College (UC) was reformulated so its mission now is “to facilitate the development of university-wide degree and non-degree programs and partnerships, to reach new student populations best served by collaborating across schools, and to generate new revenue streams across the university... Critically, University College will serve Tufts University’s existing schools and units. Rather than operating as a silo, UC will provide strategic oversight, as well as administrative and operational infrastructure, that will support program development across all the university’s schools”. Though the Executive Committee did not participate directly in the discussions that led to the reformulation of the UC, it is concerned what the effects of some proposals may have on the educational mission of AS&E. This is an issue that next year’s Executive Committee needs to deal with.

Faculty Research Awards Committee: The problem of how to deal with the reformulation of the Faculty Research Awards Committee (FRAC) was once again under discussion. Since the Dean of the SOE was no longer going to support FRAC financially, the committee was instead going to be made an A&S committee. However, last academic year it was realized that there were no bylaws for A&S. This
was remedied during the current academic year by the creation of A&S bylaws. At an AS&E meeting the faculty voted against removing FRAC from AS&E, an administrative problem that has to be solved during the next academic year. In the meantime, A&S will be funding FRAC alone with no financial contribution by the SOE.

**New Committees and Committee Restructuring:** The Executive Committee helped facilitate the approval of two new committees: the Committee on Student Conduct, which will hear more serious cases regarding violations of the student code of conduct and the Committee on Advising and Co-curricular Learning which will give faculty a more defined and active role in fostering community and supporting the intellectual and academic growth of our students outside the formal classroom setting. There was also a revision of the bylaws of the Committee on Student Life to reflect its changed role with the creation of the two new committees described above.

**Faculty Advising of Students:** Student advising is an important concern that the Educational Policy Committee (EPC) discussed at length at its meetings during the last and current academic years. One issue is whether registration of fall courses for incoming students should take place in the summer instead of in the fall when they arrive on campus. A faculty discussion was held in April at a special AS&E meeting about this topic and the sentiment from the faculty members who were present was that summer registration is not a good idea since there would be little or no faculty involvement. Moreover, incoming students registering in the summer would not have the proper support to make an informed decision about which courses to take, especially if they plan to enroll in a language class. The justification by the administration for summer registering was based, in part, on a desire to get more accurate information about how many students were going to enroll in English 1 and 2 and large introductory courses such as Physics 1. However, this may not actually be a problem since departments probably have now made plans to accommodate the increased number of students that started to matriculate in September 2018.

Perhaps based on the discussion at this meeting and other sources of input, the deans decided not to move forward this year with summer registration. Whether it will take place at all in the future in light of the changes that may occur in the organization of Dowling Hall (see next section) and with the hiring of a new Dean of Student Affairs, who will be replacing Mary Pat McMahon who is leaving for a new position at Duke University, is uncertain.

**Review of Dowling Hall:** A review of how Dowling Hall functions especially with respect to the roles of academic affairs and student affairs was initiated by the provost ad interim Deborah Kochevar and stewarded by Vice Provost Kevin Dunn. The Executive Committee thought that the planned review should have significant input by faculty members, staff and students so that any proposed changes in the organization of Dowling Hall would reflect the interests of these three groups. The
Executive Committee spoke to the individual leading the review, Chip Franklin from Earthworm Advisors, to make certain that there was both student and faculty outreach during the review process. Subsequently an email was sent out to the Tufts community inviting them to contact Chip Franklin about their views of how Dowling Hall is functioning and what changes, if any, should be made to its operational structure. In addition a co-chair of the current Executive Committee, Vickie Sullivan, was appointed a member of the Dowling Review Steering Committee so the opinions of the Executive Committee could be made known during the review process.

Harry Bernheim- Co-Chair of the Executive Committee  
Vickie Sullivan- Co-Chair of the Executive Committee

Bruce Hitchner  
Vida Johnson  
David Proctor  
Andrew Ramsburg