## Announcements

Annual Committee Reports

Anthony Monaco, President

Letter to the President

Steve Marrone, History

## New Business

Recommendation of AS&E Degrees for May, 2015

David Harris, Provost and Senior Vice President

Annual Election of the Secretary of the Faculty for AS&E

Anthony Monaco, President

## Reports

End-of-Year Reports from President Monaco and Provost Harris

## Celebration of the Retirement of:

- Howard Malchow, History
- Kim Knox, School of Engineering
- Bruce Reitman, Student Affairs

## Faculty Award Presentations:

1. *The Faculty Research Awards Committee Distinguished Scholar Award*
   
   Gilbert Metcalf, Economics
   
   23

2. *The Lillian and Joseph Leibner Award*
   
   Richard Eichenberg, Political Science
   
   25

3. *The Henry and Madeline Fischer Award*
   
   Jack Derby, Gordon Institute
   
   26
   
   Matthew Panzer, Chemical Biological Engineering
   
   28
The Lerman-Neubauer Prize
Norman Ramsey, Computer Science………………………………………………………… 29

The Faculty/Staff Multicultural Service Award
Steph Gauchel, Director, Women’s Center and Director, Student Affairs Pluralism Initiatives…………………………………………………………………………………………………… 31
Stephan Pennington, Music………………………………………………………………………… 31

The A&S Seymour Simches Award for Distinguished Teaching and Advising
Francie Chew, Biology………………………………………………………………………… 32

Appendices

Agenda and Briefing Information……………………………………………………………… Appendix A
ANNOUNCEMENTS

ANNUAL COMMITTEE REPORTS
PRESIDENT MONACO: Welcome, everyone. We have two announcements to start the meeting. The annual committee reports are now available online. So for those committee chairs who have not yet submitted your annual reports, I encourage you to send them to Jillian as soon as possible.

The second is Steve Marrone from history wanted to say something about a letter they just submitted to me with faculty signatures.

LETTER TO THE PRESIDENT
PROFESSOR MARRONE: I want to let the faculty know that a group of us have submitted a letter to the president with the signatures of sixty-one faculty members, just gathered in one day, calling upon the administration to reverse its position with regard to the layoffs of the janitorial staff. I just wanted the faculty to know this. We'd be happy to receive other signatures. Thank you.

PRESIDENT MONACO: Thank you, Steve. I will address this in the president's report, and at that part of the report, we can have a discussion, and people can express their views. Thank you.

NEW BUSINESS

RECOMMENDATION OF AS&E DEGREES FOR MAY, 2015
New business. We're going to start with the recommending of AS&E degrees for May 2015. David.

PROVOST HARRIS: Thanks, Tony. Good afternoon, everyone. Members of the faculty, I have the honor to present these candidates from Liberal Arts and Jackson, the School of Engineering, and the Graduate School of Arts and Sciences.

It is the function of this faculty to recommend to the board of trustees all candidates for degrees in Liberal Arts and Jackson, Engineering, and the Graduate School of Arts and Sciences as authorized by the trustees for the award of the degree in May 2015, 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 1581. Of those, 1217 are Bachelor's degrees, 319 are Master's degrees and Education Specialists, and 45 are Doctoral degrees.
The number of undergraduate degrees is as follows: 470 in the College of Liberal Arts, 571 in Jackson College for Women, and 176 in the School of Engineering.

The number of graduate degrees are as follows: 92 Master of Arts, 20 Master of Arts in Teaching, 10 Master of Engineering, 45 Master of Fine Arts, 100 Master of Science, 31 Master of Science in Engineering Management, 6 Master of Public Policy, 44 Doctors of Philosophy, 1 Doctor of Occupational Therapy, and 15 Education Specialists.


ANNUAL ELECTION OF THE SECRETARY OF THE FACULTY FOR ARTS, SCIENCES AND ENGINEERING
PRESIDENT MONACO: Thank you, David. Now the annual election of the Secretary of the Faculty for Arts, Sciences and Engineering. According to the bylaws, the faculty of Arts, Sciences and Engineering is meant to annually elect the Secretary of the Faculty at the last regular meeting of the academic year, and who by virtue of election by this faculty shall serve as Secretary of the Faculty of each of the associated schools.

Before we do so, I would just like to thank Jillian for all her hard work during the year, again, supporting the faculty committees and this general faculty of Arts, Sciences and Engineering. Thank you, Jillian.

I would now like to ask the faculty to approve the appointment of Jillian Dubman as the Secretary of the Faculty. All those in favor? Let the record show Jillian was elected by acclamation.

REPORTS

END-OF-YEAR REPORTS FROM PRESIDENT MONACO AND PROVOST HARRIS
PRESIDENT MONACO: Now we have the reports. I'm going to do my report. I'm going to pause in the middle so we can have a discussion, then I'll continue on, and then David will do his report, and then we'll move on to the celebration of the retirements.

It's been a tremendously productive year. I want to thank, first of all, the new academic and administrative leaders. Congratulations again to Jim on moving from interim to full dean of arts and sciences. I think Jim has been able to hit his stride quite quickly, and he continues to be a great partner to David and me, and I'm sure with the faculty at large.

I want to thank Linda for her very long service to the School of Engineering on the growth in both research and faculty that we have seen over that time and the increased selectivity of the students. It's been a wonderful run for her, and congratulations again on your university professorship, Linda.
We just appointed Jianmin Qu yesterday, or announced yesterday. It's very exciting. David is going to include information about Jianmin in his report, as well as comment on Mark Brimhall-Vargas, the new CDO. I will only say congratulations again and welcome to Julien Carter, the new VP for HR that we were able to introduce at the last faculty meeting.

There were a lot of searches for leaders this year. The CDO, athletics, the two deans, as well as other searches going on, and David, Patricia, and I hosted a reception at Gifford House a little while back to thank all the faculty, students, and staff across the university who served on those committees in good faith to help us select such a great slate of leaders. So thank you again for everyone who served on those committees. Your work in that area was very much appreciated.

I now want to move to students and campus life. Undergraduate admission results continue to be stellar. As you know, we had about the same number of applicants; I think seven less than last year, similar SAT and ACT scores. Selectivity got better at sixteen percent, and yield was also very high, I think at 47 percent. The only downside to this year's class of 2019 was that we had a decrease in the number of students of color and also a decrease in the amount of financial aid.

Now, that is because last year, unexpectedly, there was a very large increase in yield of students on financial aid, and that affected a lot of particularly Hispanic students, who had agreed to come here. That meant that we spent almost $2 million more than the year before in financial aid, and that amount of financial aid is not just for one year. It stays with us for the next four. So the amount of financial aid that was in this year's budget. It was more. It was almost a million or more than the year before that, but it could not possibly be at the same amount as last year, because we had to honor those that accepted our offer of admissions.

So we hope to get on track with another increase next year. But those are the reasons why those two things actually have decreased since last year. I will comment later that the financial aid initiative continues to gather momentum. But it does take time for those pledges to come in to actually affect the budget.

I wanted to update on the Task Force on Sexual Misconduct Prevention. They've been working now for over eighteen months. We have finished our review of the policies. That has been approved by the Office of Civil Rights and the Department of Education. This semester, we spent a lot of time reviewing the S-map policy, and that work is going to continue next semester, and we hope that at that time, the task force will wrap up its work and write a final report with recommendations.

As you know, we hired an education and resource specialist who have set up working groups to support them. The resource specialist has rewritten a survivor's guide and done a whole revamp of the website for information. The education specialist, Alexandra Donovan, has been working with OEO for training across the university, but she's focused a lot on orientation leaders, athletics,
Greek life, and RAs and others that are leaders on the student body. So that work will continue, but they have made great inroads in the last year in particular.

The last item is the Tufts attitude towards sexual conduct survey that was put out this spring. The time for it was not great, given we had to do it under regulations by OCR, but we did in the end get a very good response rate. Thirty percent of the undergraduates responded to that survey, twenty-nine percent of students across the university. So our graduate professional students also had a pretty good response rate. We will analyze that data over the summer and report that back to the task force before making it public.

I do want to comment on student protests. As we all know, our students are very engaged and passionate about issues, and we certainly want to honor their right to protest. However, I had received earlier this year a lot of student petitions and then alumni emails asking me to really take polar views on things around the Palestine-Israeli conflict. One did not want the Israeli defense lawyer to speak at Fletcher. Another group didn't want the Students for Justice in Palestine to be able to host a national conference on our campus.

I felt both of those were misguided requests, and therefore, I wrote an op-ed in the *Tufts Daily* about free speech on Tufts campus. It was also reprinted in the Tufts magazine. I received a lot of very positive feedback for doing that and making our policy clear on why allowing free speech on our campuses was very important.

That said, tactics and behavior do matter in the way the students engage on these issues. I want to talk particularly about the divestment and the labor coalition’s engagement in protest. They cannot disrupt university functions or take over private offices. The Divest Group, as you know, had made a call for us to divest our endowment from fossil fuels. We met with them. We created a working group, which included trustees, students. Some of the students from Divest were on that, faculty and staff from across the university. They made a report and recommendation to the trustees that we do not divest at this time. It would be too financially onerous to the university. But we kept the window open.

We also created a Tufts Sustainability Fund, which was a fund that allowed donors to have, and the university put $1 million to kick it off, a fund for endowment for donors who really want to make sure that their money is not going into fossil fuel companies.

So we kept our end of the bargain. I had not heard any formal requests from the Divest Group to meet with me to discuss next steps, whether they wanted to meet with trustees. I would have been very happy to do that. I have a very open-door policy. The next thing I know is I'm traveling, and thirty-three of them forced their way past a TUPD officer, scared our staff very much, and took over my office for three days. They would also not give their IDs to Mary Pat McMahon and John Barker when asked, which is against the policy. And it did include two non-Tufts people involved in that takeover.
Thank you to Paul Joseph and others and Patricia Campbell, in particular, who worked with these students to try to make them understand that this was not a method to negotiate. In our eyes, it was a PR stunt. It was a way for them to get publicity for their cause, and it was really a disappointment that they wouldn't want to just meet under regular circumstances to discuss issues and move forward.

For the Tufts Labor Coalition, the current status is that we are negotiating with the Tufts Labor Coalition on their demands. I want to roll this back a little bit and say that in the TEAM effort, we have been looking at efficiencies across the university with creating the Tufts support services. We have let a number of staff go in H.R., in IT, and in Finance. These are creating a savings to this university's bottom line in a year where we're $6 million deficit.

We also looked at all of our contracts in procurement. That included our health plan, the Barnes & Noble contract, the contracts we have with companies that provide reagents to our labs and offices, and we also sat down with DTZ, and they told us that we were an outlier in the amount of money we were spending on our contract, given the square footage of our campuses, all three of them. They felt that we were not up to best practice, and they wanted to work with us to reorganize the contract in a way which would make us more in line with how other campuses were being run by custodial services.

We asked them to go away and come up with a plan. They did so. That plan now stipulates, after discussions with the union that twenty custodial staff, based on seniority -- none of them have been with us more than three or so years -- would be let go, but DTZ and the university were totally committed to making sure that those custodians would find jobs at other locations.

DTZ is a company that now has 43,000 employees across the world. In the Boston area alone, they have 2,500 employees with an annual turnover rate of twelve and a half percent. You can do the math. There will be positions open, and we were absolutely certain that DTZ would make sure that those people remained employed.

DTZ has already posted seventy positions. Now, a lot of those are seasonal, but there were some that were permanent positions at other sites. Some of the custodians who knew they were ones that were on this list started to sign up for those positions so they could move on to other sites, and the union blocked that and convinced these people that this was something they didn't want to see happen.

I also feel that the union has not been acting in good faith with negotiations with DTZ. I think they've been manipulating the passion and engagement of our students to do their bidding for them, and they've also been pushing our students to do things which are not in their safety or in their health. When they marched from Davis Square through the rotary at Powderhouse, you'll note that it was four Tufts students and three union activists who were arrested.
Our students, yes, they had to make their own decisions, but they were being egged on by union activists to act in this way. When they went on a hunger strike, they were also in very strong alliance with the unions and their actions, and this of course was very bad for their health.

So we can open this up for conversation, but just to say that my administration is very committed to be able to manage ten-million-dollar contracts to the benefit of this university. I have strong feelings that this has been manipulated by the union for political reasons, not only about this contract, but about many contracts that they look at over the Boston area.

I am committed to work with DTZ, as are Patricia and Linda, to make sure that these custodians will get jobs at other sites. We're willing to slow it down so that they can make sure they get jobs at other sites. But I can't be held to ransom on a ten-million-dollar contract based on union tactics run through our student body. So with that, I'd open it up, and I'd be happy to take concerns from the faculty.

PROFESSOR MARRONE: I appreciate your concern about the bottom line, President Monaco, but I still feel that Tufts prides itself, and there's some justice in being a university if it takes an interest in community. My view is that the strongest community we have and the one to which we have the most obligation is the community of people right here on campus. I would vote that the university find it possible to negotiate a draw down in the staff with the union, and not to go ahead before that union negotiation next year. The livelihood of those custodians should be one of the top priorities in the administration's mind, and I think that moving to the draw down layoff right now is ill-advised.

PRESIDENT MONACO: Yes, I appreciate that. We are willing to slow it down, but waiting until next summer, I don't understand what we'd gain by that. The union should be able to negotiate this with DTZ to make sure that these people all have employment, comparable employment at other institutions. I don't understand why do they have to work at Tufts, rather than other institutions? That still, to my mind, is just not explained by the opposition.

UNIDENTIFIED SPEAKER: With Steve, I understand the economics to some extent, but there were several people who wouldn't sign the letter because they said they would like to understand the economics better. And part of that is we don't know as faculty members how the money is divided up, essentially. We hear about new administrative appointments. We hear about some staff being let go. I don't know what the rationale is for all that.

But from the student point of view, what is at issue is a moral one. I think that their extreme hunger strikes were just acting out what they saw as a very severe issue for the custodians themselves, many of whom are immigrants, as we know, and who depend on their livelihood. There is a WBUR report which rated the janitors' average pay at our neighboring institutions, and we were second from the bottom.
So it isn't clear that we've been fair to the custodians all along. And from my perspective and many of the faculty, there hasn't been enough consideration for the human side of this issue.

PRESIDENT MONACO: I think if you looked at salaries across the board at Harvard and MIT, it wouldn't just be the custodial staff that the salaries are less. It's across the board at Tufts that our salaries are less. They have much deeper pockets and endowment than we do to be able to support an operation that can pay higher salaries. It's not just the custodial staff.

UNIDENTIFIED SPEAKER: It's the faculty as well.

PRESIDENT MONACO: Yes, and I heard that in the last meeting. So it is a zero sum game.

UNIDENTIFIED SPEAKER: I appreciate exploring this a little bit deeper, and I can understand why some rearrangements and reorganization within the cleaning staff necessary. Their shifts seem to be really off in terms of cleaning the dorms on weekends and things like that. So I understand some reorganization is necessary. And then perhaps we're trying to make ten percent cuts across the university, and this is just one of those ten percent cuts.

But I guess my question, and I'm trying to sort of understand this, is everybody taking a ten percent cut? Is this something that even your administration within the higher echelon, are we seeing a ten percent cut happening. Because I think in reference to before, is it just those who are in lower tiers who are being asked to make all the cuts? My sense is that we lost some high people, but we've also gained many high people.

So it's not clear to me we're actually trimming our budget, and that's where -- I'd like to sort of get a sense of this being shared by all and perhaps shared proportional to the salaries.

PRESIDENT MONACO: Well, we're not cutting individual salaries by ten percent. We're trying to reduce the level of staffing across the administration. That was the idea around TEAM, to make it more efficient. And this year alone, we had a budget of nine-million-dollar deficit. It's now at six-point-something, and most of that savings has come from the reduction in central administration staff, particularly in HR and IT and finance. And those people are out in the job market now.

At least DTZ as a company has an insurance of having such a large operation that these custodians can get positions at other sites if the union would work with them to do so. So I understand the moral issue if these people were really going to lose all opportunity to be employed.

But I have not seen anything but a commitment in DTZ in posting positions and trying to work with the unions. The unions have not been reciprocal, because they think they can win this by having the students do their bidding for them through these protests and being arrested and going
UNIDENTIFIED SPEAKER: So I guess the only point that I want to make -- and I actually really appreciate hearing the nine million and six million -- but I think if we could understand more sort of how those cuts are being realized and where that effect is greatest, it would just help us as faculty to sort of appreciate those cuts. So if there is some way at the TEAM website to sort of highlight where some of those big cuts have come just so that we can put it all in perspective, that would be very useful.

PRESIDENT MONACO: I'd be very happy to do that. We did try on the agenda this semester to get Patricia to come and give an update on the TEAM project, and we couldn't fit it in, because there were so many faculty curriculum issues that had to be discussed. But we're happy to do that in September and make it very transparent where money is being saved. I don't know if anyone else, Jim or David, wants to comment, or any other faculty.

PROFESSOR PENNINGTON: So you're cutting HR and IT and talking about the ways in which there are cuts in the administration, but it seems that there are different levels of administration. Some administrators make very little money because they're at the bottom of the administration food chain, and other administrators make six figures. So I'm wondering when we're cutting administration -- so we're having this cut across the board -- is that across the board all levels of administration, including people who make lots of money, or is it the people who are administrative assistants and are low-level IT people. I mean, I'm just sort of wondering if this is shared.

Secondly, why might somebody want to stay working at Tufts rather than somewhere else if they make really not a lot of money and maybe don't have a driver's license, and they really can't drive far away to some other place. If one doesn't have a lot of money, if one is poor, mobility is sometimes an issue. And so sometimes being told that you can get a new job miles and miles away is not really all that doable for you. So that might be a reason why poor people may not want to move away from this particular job.

And then the other thing is why do we have a nine-million-dollar deficit? Where is our money going? I didn't realize that we were losing $9 million. Where is it going? Is it because we're paying our faculty too much, in extravagant ways; is it because we're giving our students way too much financial aid. I'm just kind of wondering where the money is going. Thank you.

PRESIDENT MONACO: This is just a simple “we don't bring enough income to cover our expenditure.” I did present this at the faculty meeting. I showed the trend from good surpluses over the last five or six years, except for the years after 2008. But the trend was all down. We can't keep increasing tuition to cover these costs, and we needed to make investments in deferred maintenance and in business systems for our facilities and to run the university, and those were big items.
That trend had to be reversed, and that's why we put the TEAM effort in when we saw where the
trend was going. This year, the central administration is covering the cost of TSS, in particular,
and then we hope to recoup that as we get the efficiencies that we're driving by, asking people to
join TSS or laying them off.

DEAN GLASER: And if I could just add one thing. You asked about financial aid. Six years
ago -- I just was looking at this data -- six years ago, we were spending about $52 or $53 million
for financial aid. Next year, with the incoming class, we'll be spending near $73, $74 million.
It's been a forty percent increase in the last six years. It's a hungry beast, financial aid, because
every time we raise tuition, we also have to raise financial aid. And because we are committed
to the full need of our students, which is not what every institution does, and which is in
accordance with Tufts values, and which is I think very much the right thing to do, and which the
School of Arts and Sciences Strategic Plans affirmed in our meetings, we're in the right place in
financial aid. And we're still running behind. We could still be doing more on this, as President
Monaco said. We're seeing, because we were trying to stay within our budget this year, we did
have some outcomes that are less desirable.

PROVOST HARRIS: One quick comment. So happily, this is not one that reports directly to
me, but I am certainly in the conversations. This is a complex issue, and I think it would be
cleaner if we were either cutting janitors' salaries ten percent across the board -- which we're not --
or if we had determined that we were already appropriately staffed for custodians, and we cut ten
percent anyway -- which is not the case.

My understanding, and I think Tony did an excellent job in explaining this, is that we learned that
we were overstaffed with respect to custodians, and we learned that we were not -- there are people
who are in our building, which is a job -- there's a lot of advantage here. It's a relatively good
place to be a custodian, because compared to undergraduates, we're pretty clean and neat and don't
make too much of a mess.

So we have folks there who maybe are under the average of where you'd expect folks to be in terms
of cleaning, and there are other folks who are way over, who are in the dorms. We're also not
using equipment as much as we might to help the janitors be as efficient as they could be in their
job.

And so this is a story I think about us understanding that we were overspending. We had more
custodians than we should relative to peers, and us not going all the way to peers, but going part of
the way to peers. So I think it's a different story than us just deciding people at the bottom, they
can deal with it all. Stephan, I clearly understand all the issues about transportation and poor
people and child care and all those issues. But it's not a story about saying just let them deal with
it, take their ten percent cut, we don't care. I think it is about us realizing we weren't as effective
as we should be.
PRESIDENT MONACO: And this is not all happening just on the Medford campus. Twelve of them are on this campus. The rest of them are split between Boston and Grafton. I think it's one or two out in Grafton, and there are three or four in Boston.

DEAN GLASER: Do you want to say something about thirty-five versus twenty?

PRESIDENT MONACO: Yes. The reason it was thirty-five, that was the original plan that DTZ came up with, but that was thirty-five part-time staff. I think it was only equivalent to so many full-time staff, and then when the union discussed it with them, and they sat down and went over it, the union wanted it to be done on seniority only, and on seniority only, it would be a combination of part-time and full-time staff, I think anyone was employed by DTZ in this contract after 2012. So it's not any of our really truly long-term custodial staff.

PROFESSOR PROCTOR: I just wanted to make a comment that one thing that President Monaco brought up that I think is very important is the situation and how this has all unfolded as to how our students, particularly those who are part of TLC, have engaged in this. Certainly, we encourage them to speak their minds, encourage them to advocate for what they think is important. At the same time, five or six sophomores and freshmen going on a hunger strike I think is something that is very serious and something that we all as faculty need to really seriously think about. There were also certainly adults, and not faculty necessarily, but members of the union, members of the custodial staff who were actively supporting the students in this and supporting their decision to do this. It is their choice certainly to make, but if we're in any way helping to create an environment that encourages students to take these kinds of risks instead of moving forward in other channels to try to negotiate and come up with some kind of more acceptable agreement, I think at least for me as a faculty member as an alum is worrisome.

PRESIDENT MONACO: Thank you, David. I think that's a very important point, and that's been the most troubling thing to me, is to see how the outside influences are pushing our students to do unsafe things and unhealthy things. If they hadn't taken such a hard line that it was no cuts -- that was the only line the students would take, because that's what the unions want.

We are very willing to slow this down and insure that every single one of these people gets comparable employment at other sites. And that has just been a position that they will not listen to, because that's not what the unions want. If the unions don't get this absolutely stopped in its tracks, they lose all kinds of political power across various institutions in Boston.

And I really am sad to see them use the emotions of our students in driving this political point. We are always willing to negotiate with the students to come to some reasonable position where the livelihood of these individuals is not at risk.

Any other comments or views people want to express? Thank you. I do appreciate your
different perspectives on this, and I give you my word that I will do all I can in these negotiations to insure that these people remain employed somewhere in the Boston area with DTZ, if possible. Thank you.

So let me move on to something a bit more positive. It's been a great year for our students' co-curricular activities, everything from the arts through to athletics. I want to thank the music department in particular for organizing as well drama and dance and other humanities departments the Arts Festival. That was a great series of events and discussions. And also the Granoff All Night Music Festival. I also was able to appreciate a number of drama performances here in the Balch Theater done by the department or any of the student groups. A wonderful set of performing arts, as usual.

On the athletics side, it's been an incredible year. The men's soccer team won the Division 3 national championship. Our women's basketball team made it to the final four yet again. We have a number of teams competing in nationals right now, women and men's lacrosse. Men's lacrosse takes on Amherst to get to the semi-finals this afternoon. Our women's rowing team has made nationals for the first time in a very long time, which is a great plus for that program.

And our undefeated softball team is going to host the regional super quarter finals, or whatever it is, before they go on to the finals, on Thursday and Friday. If any of you have never seen Allyson Fournier pitch, I do suggest you go down. It is an incredible feat to see. The sound of that ball hitting the glove is something you will never forget. She is probably one of the best athletes we've ever had at this university, and it'll be nice to see them take the title again.

On the White House front, we've had two visits from Tufts this year. The Tufts Gospel Choir performed at the White House, and Harry Paul, one of our first-year students, was featured in a science fair at the White House with a very famous picture of him explaining his poster to the president and also getting a shout-out in the president's speech that day about his great work. So congratulations to them.

On the faculty side, I think we continue to make great advances in research and scholarship. Despite the national funding environment, we're holding our own, particularly in Arts, Sciences and Engineering. We've actually seen slight increases, much more of a decrease in medicine because of NIH, but we are holding our own. We're not only keeping the percentage of proposals funded, but even a slight increase.

I will say, though, that because government funding is less, we are taking more foundation and donor grants to support research, which do come in with less overhead. So across the university, this is another issue that's particularly difficult in supporting our research and scholarship.

We've had a wonderful array of faculty and student awards, as usual, so congratulations to those who got those honors. I also had a very useful dinner the other night at Gifford House with many
of the arts and humanities chairs, where we had a discussion on how we might use internal funding as well as leveraging external fundraising to enhance the arts and humanities at Tufts.

There was a lot of discussion how this could be done at the faculty level and also at the graduate level and at the undergraduate level. So a great set of perspectives there. We're going to try to write up something that I could publish in the Tufts Magazine on this item, and I look forward to hearing your perspectives on that next semester.

Going back to TEAM the TSS launched in December. It seems to be operating well. They've now had 18,000 cases go through. About ninety percent of those are meeting the service level agreements, and there's generally been good performance metrics around that. There's always room for improvement, but it certainly seems to be performing well.

IT integration across the university has been going since January, and they're working through all the issues with the schools. If you have any other concerns about the IT integration, please contact David Kahle.

And this summer, we'll be moving ahead with the budget center and budget system implementation. There is a series of directors and analysts being hired to staff that budget center, and many of those applications are coming from internal current staff from the different schools. I hope we'll be able to update you on that in maybe one of the faculty meetings in the fall.

Very quickly, to update you on capital planning, 574 Boston Avenue, or the CLIC building, is being handed over this month. It's a beautiful renovation. Please visit that to see it. We'll have a grand opening in September. The campus energy plant is now breaking ground and pouring the foundations. That will take about eighteen months to complete with a new co-generation and central chiller. The Science and Engineering Complex is also breaking ground for its foundation that we hope to complete by summer 2017.

The newest construction project is around the MBTA stop at College and Boston Ave. We now have signed an MOU agreement with the MBTA to give us the air rights for a building on top of that T stop. We have a donor who's making a commitment to build that for academic use, and the deans have been meeting with David to start discussions on how we might use that. It's several years away, but it's a very nice addition that I think will offer us academic space that will serve this university for the next decade.

I mentioned earlier the financial aid initiative. We have this matching scheme. We've been able to raise $60 million over the last two-and-three-quarter years. We're well on our way of meeting the goal of $75 million over four years. In general fundraising, we're up quite a lot from last year's goal. We've raised $96 million with a goal of $100 million this year. We think we'll be able to surpass that quite easily into the final months of the summer.
Lastly, I just want to thank all those who have participated in faculty governance this year, particularly the Executive Committee members who have helped run the meetings. I think we made a lot of progress. In particular, it was very nice for us to see the very thoughtful and healthy discussions by the faculty on truly faculty issues around curriculum, the NEASC accreditation, and other issues you tackled this year, which were not easy and will not be easy in the year to come. But I want to thank you all for that engagement, and particularly to the Executive Committee.

I hope everyone has a great summer which is both productive and refreshing. Thank you very much. I now call on David to give his report.

PROVOST HARRIS: Thanks, Tony. And I'll be cutting some. A good discussion about the janitor issue, and I want to make sure that we have plenty of time to get to the main events, which of course were wonderful, but the recognitions that come later as well.

I want to pick up where Tony left off. The Executive Committee, and I do appreciate working with the Executive Committee, but Jim and Linda and I spend an awful lot of time with at least one other committee that I just want to be recognized for the incredible work that they've done this year, and that's the T&P Committee. And Vida I see here who is chairing it, and who's done this year, she keeps reminding me. She did incredible work. So thank you for all the folks on it. It's a really important part of what we do here at Tufts.

And I probably shouldn't say this, because we want other people to serve on it, but if you have not served on it, you do not appreciate how much your colleagues are doing. I continue to be impressed by how seriously they take the cases, by the incredible depth that they look into each and every case, and the very lively and very productive and helpful conversations that they have with the deans and with me around each case. So thank you for all the folks on it. It's a really important part of what we do here at Tufts.

I also just wanted to recognize another group, and that is administrators who aren't leading the schools of the university. So a lot of things that are going on, we get credit. But these fantastic folks, many of whom are faculty who are in Jim's office, who are in Linda's office, and in my office and Tony's, and I just wanted to say in general folks are doing a fantastic job.

But I want to call out two, three people in particular. Scott Sahagian's up here, and Scott really did double duty this year as the EAD for Engineering, which he's done for ten, twelve years, but also -- he says ten -- but also doing the job in A&S partnering with Jim. And so Scott, thank you very much for the significant contribution this year.

And then the other person I want to thank. When I came to Tufts, the line is you hit the ground running, and my response is always that's because it's a treadmill, and if you don't run, you're going to fall on your face. And that's certainly true for Mary Pat McMahon.

So Mary Pat arrived this year as dean of student affairs, and all the things Tony talked about on
student protests, it's Mary Pat and her staff who have been key in each and every one of those issues in trying to insure the welfare of our students, in trying to insure that we work with students appropriately. And of course in also losing a few students this year, Mary Pat's staff has been on the front lines of that as well. So thank you very much.

So let me just quickly first talk about appointments, and I'll be clear in lieu of the earlier discussion, all of these are replacement appointments. None of these are incremental. First is to say that, as you know, as we already said, but it's worth saying again. Jim is our dean now of arts and sciences after a robust search, so thank you to Jim. Also Mark Brimhall-Vargas. Mark was introduced at the last AS&E faculty meeting, but some of you may not have been there.

PRESIDENT MONACO: Actually, Mark wasn't there.

PROVOST HARRIS: It was the first one I missed, so I didn't know. So that's Mark Brimhall-Vargas up there, our new chief of diversity officer, comes to us from the University of Maryland. Mark's been fantastic.

He's been here about a month or two and has had the first meeting of Diversity Inclusion Leadership Council and the Working Group -- today was the first meeting -- and brings to this position a deep knowledge in the areas of diversity inclusion, having a Ph.D. himself, but also deep administrative expertise, having served for ten years as deputy CDO at Maryland. So welcome, Mark.

And I want to thank Keith Maddox, who served in the interim period -- I don't think Keith is here -- but served well in the interim period before we hired Mark, as well as during the search.

There are two other appointments. John Morris we hired. That was announced a couple of months ago. John starts in about a month. He will follow in the footsteps of Bill Gehling as the athletic director. And just yesterday, we announced Jianmin Qu as the next engineering dean. Jianmin comes to us from Northwestern University, where he is currently the chair of civil engineering. He's been there I think for six years as chair of civil engineering. Prior to that, he served at Georgia Tech. Linda knows Jianmin somewhat. Some other members of our faculty know him well, especially one member who worked with him at Georgia Tech.

And I’d say that Jianmin stood out for me in this, again, robust search process that included many faculty, students, staff, and alumni. And what stood out was he has the credentials you’d want in a dean. But he gets Tufts. He feels like Tufts. He gets that sense of what I think is so special about Tufts, but also the engineering school in particular, of we want to do engineering. We do engineering in a way where the students are incredibly important to what we're doing. It's not just going in a lab and do your work and you have to teach every once in a while.

I think you'll really enjoy getting to know him as a member of this team. And Jim has already
said, and won't mind me quoting, he really looks forward to working with him as a partner, as Jim got to know him. So really excited we have Jianmin here at Tufts. And he has a fascinating back story, growing up in China during the cultural revolution. So at some point, you can ask him about that. It's really quite spectacular.

So some other things from the year. Strategic Plan. I'm not going to go through all of these in detail, but let me just give you a few updates on where we are. Bridge Professors, Cognitive Science. Thanks to those of you who are here who were on the Search Committee for Cognitive Science, Bridge Professor. We are very, very close, not there yet. We're getting very, very close to closing this in a fantastic hire that would be joint between computer science and psychology. It's like the main appointments. A lot of connection with philosophy and the other members of cognitive science. Real excited about that.

The water bridge professorship position is slow, a little bit due to faculty transitions. One faculty member leaving Tufts, and the other going to Washington to lead some high level negotiations for the year.

Mellon Bridge Professors. As we talked about, we have the Bridge Professors, and we went to Mellon, and they were really excited about this idea, but they said we focus on the humanities and the humanistic social sciences. So they said we are very interested in funding to the tune of over $1 million something similar in the humanities and the humanistic social sciences. And we're excited that we had two hires this year under that initiative, one between drama and women's gender and sexuality Studies, and the other between philosophy and classics. So very enthusiastic about those.

One Plus Four, we have our first cohort almost complete, and you will be hearing soon from Tisch College in the next month about results about the folks there. But I will just say that it's far exceeded expectations in terms of some of the absolutely amazing students who are going to be part of this, including students who grew up in rural parts of this country who've never left the country who will spend a year doing service in other parts of the world and come back with a much broader range of perspectives to engage in their freshman year here at Tufts. So we're excited about what we've seen there.

I don't know if Elizabeth Remick is here, but Elizabeth has been partner on the Work/Life Committee, and you'll recall that September meeting about Work/Life issues. So there was a petition to the provost to create a university-wide work/life Committee. And happy to say the group will meet for the first time the first week in June, and with Elizabeth, we've had a lot of exchanges, doing this the right way.

It was not imposing it on the other schools, but we actually got there more organically by working with faculty administrators across the university to develop a charge and a committee that really responds to the interests and needs of the Arts, Sciences and Engineering faculty, but also the
faculty and others across the university.

TII, Tufts Institute for Innovation, in the last year, several of the highlights. One was appointing a Steering Committee and an Executive Committee, and there are representatives from every school. That's extremely important, because we need to make sure that there's a bridge between what TII wants to be doing, what the faculty want to do. There's a group that is charged with meeting regularly with David Walt as director to talk about those plans and then give advice and guidance, and also to report back to the deans and the faculty about what's happening.

They had their first annual student symposium. They had two rounds of seed funding over the past year. They have summer support for student projects. Right now, they're working with central administration. They're working with faculty and advisory groups. They're working with the deans on goals and implementation moving forward.

Last on the Strategic Plan, computation. Bruce Boghosian has led a working group on computational approaches, and some of the early looks I've had at the report, very exciting. We should be receiving that very soon, and looking forward to it.

School strategic plans. As you know, arts and sciences released its strategic plan and the Fletcher School released its strategic plan. That's online. Other schools are moving forward with theirs, so in various places.

You remember we had this conversation about reorganization this year? So some highlights and things that occurred. We had a reorg conversation, and as I keep saying, I really do appreciate the partnership, the conversations that we had in trying to get to an answer that works for Tufts at this point in its history.

Tenure and promotion, there's a proposal coming through engineering and then through T&P, and eventually will reach the floor of the faculty, about some changes being proposed around tenure and promotion with respect to engineering and arts and sciences that's being faculty-driven out of engineering.

Student Services and Admissions, we've agreed to keep the status quo. Bob Cook, I saw here. We agreed that the status quo with strong agreement with the faculty committee that we have status quo with respect to graduate studies and had even more involvement from the GSAS dean.

The athletics reporting line moved effective July 1.

In research administration, we welcome assistant vice provost for research administration, Debbie Grupp-Patrutz, and we're also actively involved with the Change Collaborative. Some of you know a lot about this, some maybe a little less. I encourage you to email Diane Souvaine if you have questions about any aspects of the Change Collaborative and the part of TEAM that is
Lastly, I want to encourage everyone to participate in the baccalaureate and commencement. I think the weather looks like it's going to be another good year for those events, and it's a fantastic event, and even more fantastic if even more faculty are there. So thank you. Best wishes for the summer.

**CELEBRATION OF THE RETIREMENT OF HOWARD MALCHOW, HISTORY**

**PRESIDENT MONACO:** Thank you, David. Now we can move on to the celebration of the retirement of Howard Malchow in history. I call on Steve Marrone.

**PROFESSOR MARRONE:** On behalf of the Department of History and of the university as a whole, I am honored to enter a resolution on the retirement of Howard Malchow. Most of us here have known Howard as a constant and dependable figure, dependably willing to serve and dependably irreverent about the university and the academy in general.

Since his arrival at Tufts in 1974, Howard has managed to serve on almost every important university committee, chair the history department for three terms, and teach an ever-changing array of courses on British History and beyond. He has also produced a steady stream of books, six in all, and numerous articles. All this he has done while maintaining a presence in London and San Antonio as well as Medford, and never complaining about overwork.

Howard's background would not seem to have led automatically to a life of scholarship alternating between London and Boston. He was born in 1945 to a military family, and like other military brats, he spent his early life moving through ever-changing schools and locations. Both his parents came from farming families, his father's in Indiana, and his mother's in Texas. The two met in San Antonio, where his father was training as an Army Air Force pilot during World War II, and his mother returned there after the death of Howard's father in a mid-air collision in 1958.

After his graduation from Southern Methodist University in 1967, Howard hesitated between law and a Ph.D. in British History, and was lured into academia by the quicker cash reward of an all-expense scholarship to Stanford. Here he spent the late sixties studying British social history, at a Stanford where the haze of pot smoke seemed to alternate with pepper gas, amid the clamor of protests, and the sound of Joan Baez singing to in the Quad. Despite these distractions, he managed to complete both an M.A. and a Ph.D. by 1972. A snowy interview at Tufts during the oil crisis of 1973 failed to discourage him from coming here, very fortunately for us.

Since arriving at Tufts as a social historian of Victorian England, Howard has moved to broader and more contemporary interests in both writing and teaching. His early books covered social and political groups central to Victorian society. The first was on emigrants within the Empire, the second a discussion of reform movements, and the third on entrepreneurs. For his final book of the twentieth century, Howard turned to a more literary topic and a new concern, writing Gothic research.
Images of Race in Nineteenth-Century Britain.

As the calendar moved to the twenty-first century, Howard moved into the twentieth century in both teaching and writing. He has taught a wide variety of courses from youth culture and the new ethnicities of post-imperial Britain to Britain under the rigors of Thatcherism. In 2007, he became the Walter S. Dickson Professor of English and American History, and for many years, he has offered a course on British and American relations.

This is also the subject of his most recent book, Special Relations: the Americanization of Britain? Howard has had a close if sometimes tempestuous relationship with the International Relations program, for which he has developed a course on the Historical Perspective in International Relations. We are not surprised to learn that his next book is a textbook on history and international relations.

Along with all of this, Howard has always done more than his share in the running of the university and the department. Perhaps above all, Howard has been a reliable, loyal friend to a number of former students and colleagues. He had a particularly long and close relationship to the Tufts-in-London program, for which he was the onsite faculty director in 1984-85. He will be sorely missed both in the department and more broadly among the faculty at large and -- yes indeed -- among the university administration.

On behalf of the Department of History, I ask that this resolution be spread upon the minutes of the faculty and that a copy be given to Professor Howard Malchow.

CELEBRATION OF THE RETIREMENT OF KIM KNOX, SCHOOL OF ENGINEERING

PRESIDENT MONACO: Now to celebrate the retirement of Kim Knox, I call on Linda Abriola.

DEAN ABRIOLA: The School of Engineering wishes to extend its appreciation and recognize the many contributions of Associate Dean Kim Knox on the occasion of her retirement. Kim is a double jumbo in civil and environmental engineering and a registered professional engineer in Massachusetts, Connecticut, and New Hampshire.

From 1980 to 1993, she worked as a senior structural engineer, designing the substructure and superstructure of more than 100 bridges around the country. In 1988, while she was still a practicing engineer, she was recruited as an adjunct assistant professor in the Department of Civil and Environmental Engineering. She I think was the precursor to the first professors of the practice here. Is that right, Kim? And she taught several courses in applied mechanics and strength of materials.

Kim brought her zeal and commitment to teaching the subtleties of bridge design, and students were mesmerized by her. She continued to teach her innovative and interactive applied
mechanics course, which was consistently rated excellent, 4.8 to 5, on course evaluations, until 2001. Former students still recall her as one of their favorite and most beloved instructors.

In 1994, Kim was appointed as a full-time associate dean, and since then, she has worked tirelessly to support three deans, maintaining the integrity of the undergraduate curriculum, shepherding us through many accreditation visits, administering degrees awarded in all engineering disciplines, and serving as the School of Engineering’s expert on educational policy.

She has headlined nearly all Engineering Open Houses with her entertaining yet informative presentations to prospective students. Most important, she developed, implemented, and assessed a highly personalized academic advising system which has contributed to the School of Engineering's incredible retention statistics: a zero or negative net attrition and a four-year graduation rate of more than 98 percent. Housed in Dowling, as the School of Engineering's associate dean, Kim has advised countless students who have come through our programs and have gone on to be successful, thoughtful, and ethical engineers.

Kim is the embodiment of the Tufts ethos of collegiality, caring, and serving the community. She has been more than an associate dean to the students she has mentored and inspired during her more than twenty years at Tufts. She has been called a surrogate mother by many, with her office being a home away from home, a comforting and safe haven to students searching for meaning in their career and life paths. Her zen-like yet effervescent personality has been a magnet, attracting students from all backgrounds who praise her for her life-changing advice, attentive support, and nurturing of each student's uniqueness.

Upon notification of her pending retirement, a number of students sent us very heartfelt messages about their experiences with Kim, and the connection they have maintained with her throughout their lives. Repeatedly, former students remind us of the advice they received in their first year from older students: "Whenever you don't know whom to go to, go to Dean Knox," underscoring the transformational effect that their first meeting with Kim had on them. Perhaps her effect on students is best summed up by an old photograph on the window of the apartment facing Kim's office. In oversized letters was written, "We love Dean Knox," a sentiment shared by so many Tufts Engineering students and faculty alike.

Our SOE faculty members are also effusive in their praise of Kim. They view her as a treasured friend, colleague, and confidante. In their communications, they note her warmth, magnetism, intelligence, enthusiasm, honesty, and infectious passion as things they will miss when she retires. Both junior and senior faculty members mention how much Kim's support and encouragement has meant to them over the years. Many cannot imagine how Tufts Engineering will function without her.

In 2009, for her remarkable influence on our undergraduates, Kim was honored by a member of the class of 1999 with a named lecture series, the Knox Lecture Series in Engineering Ethics.
And this has provided a forum for our community to hear from high-profile engineering leaders who have addressed topics ranging from intellectual property and privacy to the ethical implications of evolving fields such as genetics and nanotechnology. In 2012, Kim was awarded the Graduate Alumni Outstanding Service Award which recognizes a Tufts graduate alumnus/a who has made exceptional contributions to Tufts since they have graduated.

In short, Kim Knox is a Tufts Engineering legend. Tufts will not be the same without her. Her dedication and service to Tufts University is truly inspiring. She has touched the lives of many, and she will be greatly missed by students, faculty, and staff, and by me a great deal.

On behalf of the School of Engineering, I respectfully request that this resolution be spread upon the minutes of the Faculty of Arts, Sciences, and Engineering, and that a copy of this resolution be provided to Dean Knox. Thank you.

CELEBRATION OF THE RETIREMENT OF BRUCE REITMAN, STUDENT AFFAIRS


DEAN GLASER: It is a great honor for me to be the one standing here to read this resolution for my very dear friend, Bruce Reitman.

There are very few people on the Tufts campus today whose tenure stretches back as far as Bruce Reitman’s. A double jumbo, Bruce first matriculated as an undergraduate in the heady days of the late sixties. He later returned as a graduate student and, with the exception of a brief break, has been a notable figure here ever since, wrapping up nearly four decades of loyalty and service this June.

Bruce began his professional career at Tufts in 1977 as assistant dean of students, and was promoted to associate dean in 1983. He was appointed dean of students in 2000, and was named dean of campus life and leadership in 2013, a role he assumed to help in the transition to a new dean of student affairs. There he drew upon his highly practiced skills to improve student culture and address policy and protocol issues in student life.

Throughout his career, Bruce was called upon to do tough things. Trained in mediation, his warm, caring personality enabled him to make hard calls with grace and kindness. To handle the most difficult challenges, Bruce relied on a combination of leadership skills and tough love tempered with humor. And many of us have benefitted from the humor he has brought to the job, many, many times over. Naturally, many of these difficulties occurred during student hours, extending his work day well beyond 9 to 5. His unstinting dedication resulted in a well-deserved reputation for giving generously, of himself and his time, to the university, its students and their families.
In addition to managing everyday problems, Bruce is also known for designing programs that celebrate and sustain students. While dean of students, Bruce expanded the scope of the office to address the needs of the graduate student community, including housing opportunities and support for co-curricular activities. He has been a strong advocate for both undergraduates and graduate students and established Sophia Gordon Hall as a senior only residence. He also established the Office for Fraternity and Sorority Life and hired the first director of that operation.

In recognition of his service to the university, the board of trustees in 2006 awarded Bruce one of Tufts' highest honors, the Hosea Ballou Medal, only the thirteenth time the award has been bestowed in the history of the college. The inscription on the award pays tribute to Bruce's love for the students at Tufts, which "guides his service and strengthens our university community." His other awards include the Graduate Student Council's annual Service Award in 2014 and a special recognition award from the National Association of College and University Public Safety Directors.

After living and working their whole lives in New England, and suffering through this most recent winter, Bruce and his wife Jade will be relocating to North Carolina. In addition to spending more time with their daughter Kacie, they look forward to a lot of kayaking, hiking, and photography in the Blue Ridge Mountains. Bruce will also continue to consult in mediation and judicial affairs.

As a trusted and cherished colleague of so many of us at Tufts, Bruce will be missed deeply and recalled with great affection. On behalf of the administrations of the schools of Arts and Sciences and of Engineering, I respectfully request that this resolution be spread upon the minutes of the faculty of Arts, Sciences and Engineering, and that a copy of this resolution be provided to Dean Bruce Reitman and his family.

FACULTY AWARD PRESENTATIONS

THE FACULTY RESEARCH AWARDS COMMITTEE DISTINGUISHED SCHOLAR AWARD, GILBERT METCALF, ECONOMICS

PRESIDENT MONACO: Now on to the faculty award presentations. For the Faculty Research Awards Committee, Distinguished Scholar Award to Gilbert Metcalf from economics, I call on Christiane Zehl Romero.

PROFESSOR ROMERO: After all those sad goodbyes, I'm happy to celebrate somebody who is still with us.

The Faculty Research Award Committee grants this award to one colleague among the many who have distinguished themselves in research and scholarship over the last five years. To make all the selection fair, but not much easier, the award rotates among groups of departments: arts and humanities, social sciences, and natural sciences, plus for the first time this coming year,
Engineering as a separate group. For 2014-15, it was open to nominations from the Social Sciences.

Before I have the pleasure of greeting this year's winner, I want to thank the departments, and especially the department chairs, who value their colleagues’ research so much that they took the time to assemble this year the recommendations to faculty as well as sending a spokesperson for their candidate to the committee. This call, our call, comes on top of everything else they have to do, so thank you.

The person the committee selected this year is truly an outstanding senior scholar, besides being an excellent teacher and superb citizen of both the university and the wider community. Indeed, he represents the combination of scholarship and teaching and service, which Tufts values so highly. I'd like to call on Professor Gilbert Metcalf from the Department of Economics.

Professor Metcalf received his Ph.D. from Harvard in 1988. He has an M.A. in Agricultural and Resource Economic from UMass Amherst, and a B.A. from Amherst College. After working as a research fellow at the National Bureau of Economic Research, where he continues to be a research associate, he came to Tufts in 1994 and very quickly rose to professor.

He also taught at MIT, where he is still a research associate, and in the Joint Program on the Science and Policy of Global Change, and is associate scholar at the Harvard Environmental Economics Program.

Professor Metcalf’s research concentrates on energy economics, environmental tax policy, and taxation more generally. He has published an impressive number of articles in top Economic journals and book chapters, as well as one single-authored and two co-edited books. Perhaps two recent titles give an idea of the range and importance of his research without the tax complexity. One title is "Using the Tax System to Address Competition Issues with a Carbon Tax," and the second is "Cursed Resources? Political Conditions and Oil Market Volatility."

According to one colleague, these two papers exhibit the combination of sophisticated microeconomic theory and equally sophisticated empirical work, which describe Professor Metcalf’s work in general. His scholarship is highly prized outside of academe. In 2011, 2012, he served as deputy assistant secretary for Environmental Energy in the U.S. Department of Treasury.

He has also testified before Congress on numerous occasions and recently was appointed to the Science Advisory Board of the EPA. In addition, he writes op-ed pieces and commentaries for the wider public.

Yet as one colleague from outside Tufts stressed, government and public service never stopped him from continuing to produce outstanding scholarship, which according to this colleagues, is
neither common nor easy.

We are very fortunate and proud to have Professor Metcalf at Tufts. Thank you.

I want to just say that the Research Awards Committee with the major support of Vice Provost for Research, Diane Souvaine, is planning to have a celebratory event this fall with the three most recent winners of the distinguished scholar award, including of course Gib. They will present their research in their own words, and I hope many of you will come, and we will start a kind of dialogue. Thank you.

THE LILLIAN AND JOSEPH LEIBNER AWARD, RICHARD EICHENBERG, POLITICAL SCIENCE

PRESIDENT MONACO: Thank you, and congratulations. Now the Lillian and Joseph Leibner Award goes to Ike Eichenberg from political science, presented by Bárbara Brizuela.

PROFESSOR BRIZUELA: Good afternoon. The Lillian and Joseph Leibner Award for Excellence in Teaching and Advising of Students is presented annually to a member of the faculty of arts and sciences who is recommended by both faculty colleagues and students for the outstanding instruction and guidance of Tufts University students. The award was established and a fund endowed in perpetuity for this purpose in the names of Lillian and Joseph Leibner by members of their family, many of whom are loyal sons and daughters of Tufts. And I'd like to call on Richard “Ike” Eichenberg, who is the recipient this year.

This year's recipient of the Leibner Award is Professor Richard “Ike” Eichenberg, who has taught at Tufts University for thirty-one years in the Department of Political Science. He has shown his remarkable dedication to the teaching and guiding of students through the sheer number of students who have gone through his classes over the last thirty-one years, apparently between 8,000 and 9,000 students, as well as a number of students that he advises in any given year, which also is an average of over forty students each year.

And I must remark that he not only advises and teaches them, but he also remembers their names, which I would probably not be able to do, and there's testimony from his students that indicates that. He actually remembers them and also keeps in touch with them.

His faculty speak very highly of his commitment to education. They mention his innovative course, "Gender Issues in World Politics," which has had a huge impact on many students, as well as the countless nominations he receives from graduating seniors. In 2013, he ranked first in the Department of Political Science for significant impact nominations. He received sixteen. And in 2014, he again ranked first in the department, this time for best course nominations. He received ten.

His students also have little but praise for your passion and for teaching both in and out of the
classroom, and among the many testimonials that we received from the students about Ike's students, one of his former students put it very clearly. He said, "His research is relevant and rigorous. His advising enriching and motivating. He successfully taught me what it looks like to both excel in one's field and excel in one's role as a liberal arts professor. "During my time at Tufts, Professor Eichenberg was the professor who took the most time with his students, encouraging everyone from freshmen IR students to senior thesis writers to attend his office hours. Most importantly, Professor Eichenberg treats his students as colleagues and scholars, consistently setting high expectations that he fully expects the students to meet and exceed, while at the same time providing them with the guidance and resources necessary to do so. Working with Professor Eichenberg was the highlight of my Tufts career."

On behalf of Tufts University and the family of Lillian and Joseph Leibner, I am honored to present this award for the excellence in teaching and advising of students to Professor Eichenberg. Congratulations.

PRESIDENT MONACO: Congratulations. Now the Henry and Madeline Fischer Award goes to Jack Derby at the Gordon Institute and Matthew Panzer from chemical and biological engineering and will be presented by Linda Abriola.

THE HENRY AND MADELINE FISCHER AWARD, JACK DERBY, GORDON INSTITUTE

DEAN ABRIOLA: The Henry and Madeline Fischer Award is presented annually to a member of the Faculty of Engineering nominated by graduating seniors of the School of Engineering to be named Engineering's Teacher of the Year. The recipient has demonstrated teaching excellence, inspired and motivated students to rise to their best, and left them a lasting and gratifying memory of a special teacher and a profound intellectual experience.

This year, I have taken the unusual step of asking the donor to allow us to make two awards. The first award goes to Jack Derby, who has been a lecturer in the Tufts Gordon Institute and the Entrepreneurial Leadership Studies program for the past seven years. So Jack, would you come up to the podium.

Jack is the first part-time lecturer that we have put up for this award. For a number of years, he has been regularly named by a significant number of graduating students on the Senior Survey as an influential individual who contributed significantly to their intellectual/personal development and as an instructor of an exceptional college course. However, this past year, the number of students who cited him was really extraordinary for Engineering: forty-three seniors cited him in this way.

Jack is a graduate of Boston College, where he majored in English, with a minor in biology. His passion for teaching was evident from a young age. Soon after graduation, he moved to Tanzania and spent two years teaching English with the Peace Corps.
Since then, Jack has become an expert in emerging and middle business markets. He is the president and founder of Derby Management, and brings a great deal of real-world experience to his teaching here at Tufts, which students really appreciate. Jack's previous roles in industry include serving as the CEO of Mayer Electronics Corporation, president of CB Sports, president of Litton Industrial Medical Systems, CEO of Datamedix Corporation, and president of Becton Dickinson Medical Systems.

Jack’s business expertise and connections have substantial benefits for his students. The world of marketing is changing at breakneck speed, and this is reflected in Jack’s fast-paced Entrepreneurial Marketing class, which is built on the latest marketing strategies and tactics and which engages students with projects in local companies.

With such a firm base in industry, Jack is able to connect many of his students with internships, start-up funding, and jobs after graduation. Jack teaches his students the subject of marketing, but also how to market themselves for success in the business world.

Jack's course evaluations reveal that students view his classes as highly worthwhile, and as one student put it, "Dynamic, realistic, practical, difficult, and taught by an expert." Here are some other excerpts from his course evaluation:

"No person at Tufts has contributed to my personal and professional development as much as Jack Derby has. His course, Entrepreneurial Marketing, is the reason why I decided to finish the ELS minor."

"Incredible professor with true interest in student success."

"The course was professionally run and Professor Derby was excellent."

"Best professor I have ever had."

And my favorite, "Jack happens to be the best, most wonderful and most generous professor in the world, and I don't say this lightly. Hold on to him as tightly as possible. He's an incredible asset to this university."

Jack, we thank you for your dedication and many contributions to the education of our students. Thank you for making such a positive impact on their experience at Tufts and beyond. So I'd like to give you the award.

PROFESSOR DERBY: People tell me that I don't do humble very well. I am humbled by this award. Thank you very much.
THE HENRY AND MADELINE FISCHER AWARD, MATTHEW PANZER, CHEMICAL BIOLOGICAL ENGINEERING

DEAN ABRIOLA: So in no way second, but the second award goes to Assistant Professor Matthew Panzer of the Department of Chemical and Biological Engineering. So Matt, please come up.

Matt’s outstanding reputation for teaching is evident by his near perfect teaching evaluations and the number of teaching awards he’s already garnered in his time at Tufts. In fact, we couldn’t give him this award before, because he’s always getting another award.

So in addition to receiving this award, Matt has also been the recipient of two university-wide teaching awards: Recognition of Undergraduate Teaching Excellence (ROUTE) in 2014 and the Dr. Gerald R. Gill Professor of the Year in 2011. In 2011, he also received the Best Professor Award in the CBE department.

So as a member of the CBE teaching faculty since 2009, Matt has served his students well, not only in the classroom, but also through his dedicated advising and his many service contributions that reflect his passion for excellence and innovation in engineering education. Kind, caring and dedicated, Matt is beloved as a teacher and mentor who makes a concerted effort to support his students in tangible ways. Enthusiasm is the foundation of Matt’s pedagogical approach, enthusiasm for the material, no matter how dry or difficult, and enthusiasm for the students and getting to know them as people.

One of Matt’s strengths as both a teacher and an advisor is his ability to create a happy and relaxed atmosphere where students can explore their intellectual curiosities. During office hours, Matt is known to entertain questions on curiosity in addition to course material, something that many students have found to be very helpful, and the effects of which are apparent in students’ participation and engagement in his classes.

Students consider him an exceptionally meticulous instructor whose structured lectures still allow for questions and discussion to develop organically. His ability to clearly explain complex scientific concepts and engineering principles is touted by students and faculty alike. He has a knack for transforming demanding and advanced material into fun and engaging learning experiences.

Yet again this year, Matt has been named on the Senior Survey as an influential individual who made an impact on their Tufts experience and as an instructor of an exceptional college course by a remarkable number of students. Here are some excerpts from some of his recent course evaluations:
"One of the best professors I've had. I can say this even though I had to withdraw from the class at the last day." This is the same student: "Panzer absolutely loves what he does, and in addition, he has a talent for passing down information for people that are not at the same level! Great professor!"

"Professor Panzer's class runs like a well-oiled machine. He is kind, respectful and open, and willing to work with students whatever their situation may be. I fell for his charm, and it has made the learning experience. He never puts students down or shames anyone in front of the class. When someone volunteers, he points out the value in their answer, even if it is incorrect. He is always prepared and well-groomed (Yes, it's important to look professional), and it is clear that he puts a lot of work behind the curtain to make the class run smoothly."

"Professor Panzer: YOU ROCK!"

"Best professor at Tufts. Please teach all the CBE courses, thanks."

"Professor Panzer was the best teacher I have ever had. His class was not easy, and learning this material from any other teacher would have probably been a disaster. I probably will not receive an A in this class, but I feel more confident about the material than most classes I have received an A in. Great job!"

And this is my favorite: "If I could learn this much in every class, I would be way smarter."

Matt, we thank you for your dedication and remarkable contributions to the education of our students.

THE LERMAN-NEUBAUER PRIZE, NORMAN RAMSEY, COMPUTER SCIENCE

PRESIDENT MONACO: Congratulations. Now the Lerman-Neubauer Prize goes to Norman Ramsey from computer science and will be presented by David Proctor.

PROFESSOR PROCTOR: The Lerman-Neubauer Prize for Outstanding Teaching and Advising is awarded annually to a faculty member judged by graduating seniors as an individual that had a profound impact on them intellectually, both in and out of the classroom. Seniors who have experienced four years at Tufts have demonstrated mature judgment in evaluating those faculty members they have found most influential in shaping minds on the campus. This year's prize is awarded to Professor Norman Ramsey of the Department of Computer Science. Norman, if you could join me up here, please.

Professor Ramsey earned his Ph.D. from Princeton University in 1993 and spent time on the faculty of Purdue and the University of Virginia before joining the faculty of Harvard as assistant professor in the School of Engineering and Applied Sciences in 1999. He was promoted to associate professor in 2003, and in the summer of 2008, to the great good fortune of Tufts students,
the Department of Computer Science and Tufts itself, Professor Ramsey joined the Tufts faculty.

It is perhaps appropriate to point out at this point that in addition to being a tenured member of our Department of Computer Science here at Tufts, he is also a long-time member of the Luxuriant Flowing Hair Club for Scientists. Yes, there really is such a group!

Professor Ramsey has published widely in some of the leading journals in his field as well as having been awarded a host of grants. His skill and dedication as a scholar is only equaled perhaps by his extraordinary commitment to his students and their education. Professor Ramsey describes his view of his relationship with his students in a very detailed online guide he put together for his research students. He says, "Working with students and contributing to their professional development is the most rewarding part of my job. My ideal is to help students develop into colleagues."

His efforts include not only his teaching, but also substantial work on revamping elements of the undergraduate curriculum in computer science, especially the redesign of Comp 40 and Comp 105. Professor Ramsey also seeks to engage and interact with his students outside of the classroom.

I first met him when he joined the inaugural effort to create a faculty dance for the spring show of the Tufts Dance Collective in 2010, an effort spearheaded by our colleague in the mathematics department, Mary Glaser, and including a cameo by Larry and Adele Bacow. Video evidence of this effort, including Norman's performance, called "Sassy Surprise" can still be found on YouTube. More than anything I can say, however, it is Professor Ramsey's students who make most clear the exceptional impact he has had on them.

One student notes: "You may be coding on a bus during the holiday for his class, but you will learn a crazy lot of things. He has a strong personality and really cares about his students. No other professors will still be posting resources a month after the class has ended. Take his course."

Another remarked, "Professor Ramsey is awesome. He knows his stuff too well, but he clearly tries his best to bring his knowledge down to the level of beginners like us. His explanation of concepts is really clear. He cares so much about our learning. After the course, my programming skill improved so much."

As an advisor and mentor, Professor Ramsey is a faculty member who students find always available to talk to and whose advice always seems to be spot on. As one student succinctly put it, "He is incredibly helpful, available via Skype, AIM, even home phone."

Though he challenges his students, they feel that the benefits more than outweigh the effort and that Professor Ramsey's own dedication and commitment make it all come together. As one final student put it, "This is the hardest class you will ever take in your life, but Norman is the best professor you will ever have in your life. He cares so much about his students and teaches you an
impossible amount in one semester."

On behalf of the many students on whom you have had such a profound influence, congratulations, Norman, on being the 2015 recipient of the Lerman-Neubauer Prize for Outstanding Teaching and Advising.

THE FACULTY/STAFF MULTICULTURAL SERVICE AWARD, STEPH GAUCHEL, DIRECTOR, WOMEN'S CENTER AND DIRECTOR, STUDENT AFFAIRS PLURALISM INITIATIVES
PRESIDENT MONACO: Congratulations. Now the faculty staff Multicultural Service Award goes to Steph Gauchel, director of the Women's Center and director of the Student Affairs Pluralism Initiatives, presented by Danny McCusker of EEOC co-chair.

PROFESSOR McCUSKER: The Multicultural Service Award of Arts, Sciences and Engineering faculty and staff is given to a member of the Arts, Sciences and Engineering faculty or staff who has 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 Steph Gauchel, director of the Women's Center and director of the Student Affairs Pluralism Initiative. The award distinguishes Steph as a person willing to go the extra mile to ensure that all members of the Tufts community feel comfortable, accepted, and appreciated.

Steph Gauchel's work has illustrated this deep commitment to nurturing both diversity and acceptance. Steph Gauchel's vision crystallizes understanding of the importance of thinking intersectionally about the student experience in terms of campus climate, curricular and co-curricular opportunities, across demographics, affinities, and cohorts, and about the importance not just of inclusion, but of social justice.

At the same time, Steph is never doctrinaire in articulating an approach and a vision of Tufts as a more diverse and inclusive community; doing this with generosity, tact, and patience. Steph Gauchel, please come forward to accept this award and our sincerest thanks.

THE FACULTY/STAFF MULTICULTURAL SERVICE AWARD, STEPHAN PENNINGTON, MUSIC
PROFESSOR McCUSKER: And again, the Multicultural Service Award of Arts, Sciences and Engineering faculty and staff is given to a member of the Arts, Sciences and Engineering faculty or staff who has 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 Stephan Pennington, assistant professor of music. Stephan Pennington has distinguished himself as a person willing to go the extra mile to ensure that all members of the Tufts community feel comfortable, accepted, and appreciated.

Stephan has illustrated this deep commitment to nurturing both diversity and acceptance through his work. Stephan provides informal mentoring to a plethora of students. He gives his time generously, assisting students navigate the pressures of racial microaggressions on campus or coming out to their families. His four cross-departmental affiliations in Africana studies, American studies, women's gender and sexuality studies, and mass communications and media studies demonstrate the breadth of his commitments. Stephan Pennington, please come forward to accept this award and our sincerest thanks.

THE A&S SEYMOUR SIMCHES AWARD FOR DISTINGUISHED TEACHING AND ADVISING, FRANCIE CHEW, BIOLOGY

PRESIDENT MONACO: Our final award is the Arts and Sciences Seymour Simches Award for Distinguished Teaching and Advising which goes to Francie Chew, presented by Jim Glaser.

DEAN GLASER: The Seymour Simches Award for Distinguished Teaching and Advising is presented to senior members of the faculty of the School of Arts and Sciences and the faculty of the School of Engineering for a lifetime of outstanding teaching and advising and for representing the highest standards of the profession. This year's award goes to Professor Francie Chew. Francie, would you please come join me.

Francie has been a member of the Tufts biology department for 40 years. She has demonstrated a profound commitment to the academic ideals of teaching, research, and service throughout her academic career. A successful researcher, with grant support from such funders as the National Science Foundation, the USDA, the Bunting Institute at Harvard, and the National Geographic Society, her work on butterfly ecology has appeared in the premiere journals in her field.

As a teacher of biology, in particular the gateway Bio 14 course, but also her courses on evolutionary ecology, experimental ecology, and population and community ecology, Francie is renowned for the passion she brings to her classes and for the compassion she shows her students and advisees. It's important to note that her impact has been felt outside of biology, as she has taught and co-taught courses in American Studies, where she also was the program director, Environmental Studies, and the Experimental College.

As a mentor to women scientists, as a promoter of the Tufts values, as a model citizen and faculty leader who so often says yes to requests when others have said no, Francie has been an especially valuable colleague. The novelist Ann Patchett has written that in one's career, it's important to be a workhorse, but honor the butterfly. That certainly captures Francie. It was really hard to find that quote.
We've been so lucky to have her as a colleague and friend for all these years. I am very honored to present Professor Francie Chew with the Seymour Simches Award for Distinguished Teaching and Advising in acknowledgment of her exemplary contributions to the field of biology, of her superlative mentorship and pedagogy, and of her accomplishments as a scholar and scientific discoverer. Please join me in congratulating Francie Chew.

PRESIDENT MONACO: There were two awardees that weren't able to be here today. Marie Claire Beaulieu is this year's recipient of the Recognition of Outstanding Undergraduate Teaching Excellence Award, and that will be presented to her at the faculty meeting following matriculation. And Deborah Pacini Hernandez is another recipient of the EEOC Faculty/Staff Multicultural Service Award, and she will receive that award at commencement.

So congratulations to all our award recipients. We now have the dean's reception in Alumni Lounge, and I hope to see everyone there. And congratulations again to all the retirees and the award recipients. Thank you.

MEETING ADJOURNED

Respectfully Submitted,

Jillian Dubman
Secretary of the Faculty for Arts, Sciences & Engineering
AS&E Faculty Meeting, Wednesday, May 13, 2015

Schedule and Location

Wednesday, May 13, 2015, 2:45 PM
Balch Arena, Aidekman Arts Center
Reception to follow (Alumnae Lounge)

Agenda

New Business

Recommendation of AS&E Degrees for May, 2015
David Harris, Provost and Senior Vice President

Annual Election of the Secretary of the Faculty for AS&E
Anthony Monaco, President

Reports

End-of-Year Reports from President Monaco and Provost Harris

Celebration of the Retirement of:
Howard Malchow, History
Kim Knox, School of Engineering
Bruce Reitman, Student Affairs

Faculty Award Presentations:

*The Faculty Research Awards Committee Distinguished Scholar Award*
Gilbert Metcalf, Economics

*The Lillian and Joseph Leibner Award*
Richard Eichenberg, Political Science

*The Henry and Madeline Fischer Award*
Jack Derby, Gordon Institute
Matthew Panzer, Chemical Biological Engineering

*The Lerman-Neubauer Prize*
Norman Ramsey, Computer Science

*The Faculty/Staff Multicultural Service Award*
Steph Gauchel, Director, Women’s Center and Director, Student Affairs Pluralism Initiatives
Stephan Pennington, Music
The A&S Seymour Simches Award for Distinguished Teaching and Advising
Francie Chew, Biology

Adjournment

Reception to follow in Alumnae Lounge

For Reference

Annual Reports from A&S&E Faculty Committees
[Available on individual committee pages here: http://ase.tufts.edu/faculty/committees/]

Academic Awards Committee
Academic Review Board (LA&J)
Academic Standing Committee (Engineering)
Campus Planning and Development Committee
Committee on Committees
Committee on Faculty Work/Life
Educational Policy Committee
Educational Objectives and Outcomes Assessment Committee (Engineering)
Executive Committee (AS&E)
Experimental College Board
Faculty Advisory Board for Administration
Faculty Research Awards Committee
Faculty Research Support and Facilities Advisory Committee
Grievance Panel
Health Professions Recommendation Committee
IT Committee
Radiation Safety Committee
Specific Learning Disabilities Subcommittee
Subcommittee on Foreign Programs
Undergraduate Admissions and Financial Aid Committee

Listings of future faculty meetings as well as the agenda and attachments for this meeting are online at http://ase.tufts.edu/faculty/meetings/.