Announcements

Honorary Degrees ........................................................................................................................................................................ 2
Jim Glaser, Dean of the School of Arts and Sciences
Memorial Service for Jim Ennis .................................................................................................................................................. 2
Pawan Dhingra, Professor and Chair, Department of Sociology
Diversity Fund Committee Applications Now Accepted .......................................................... 2
Pawan Dhingra, Professor and Chair, Department of Sociology
FRAC Applications Now Accepted .................................................................................................................. 3
Sonia Hofkosh, Professor, Department of English

New Business

Dean’s Agenda for the Upcoming Year ................................................................................................................................. 3
Jim Glaser, Dean of the School of Arts and Sciences
Update from A&S Representatives to the Provost’s Task Force on Faculty Governance .......... 10
Vida Johnson, Professor, German, Russian and Asian Languages and Literatures
Lynne Pepall, Professor, Economics
Discussion of the School of the Museum of Fine Arts ........................................................................................................ 13
Jim Glaser, Dean of the School of Arts and Sciences
Nancy Bauer, Dean of Academic Affairs
ANNOUNCEMENTS
DEAN GLASER: Welcome, everybody, to the first Arts and Sciences faculty meeting of the year. It's great to see so many people here. We have a whole lot of business to cover today, so I'm going to start it. Let me start with some announcements about personnel in the dean's office, because there have been a couple of changes, very recent, in fact, this week, that will have some implications for some of you.

In the dean's office, Tina Schiavone is leaving the office. She's taking a job at Austin Prep, which is 15 minutes from her house, instead of an hour from her house. She's going to be gaining an hour and a half of her life back, and we're very pleased for her. We will miss her. She has been the primary assistant for Nancy, Bárbara, and Margery. We will fill that position as soon as we can. And Tina is here today, but I think today is her last day. [clapping] She's directly above us, so I'm sure she felt it. Also, Inez McCarthy has left the university. Inez has moved to Dana Farber. She's very excited about this move. She's very passionate about the cause. We are in the process of reorganizing some of the faculty affairs business. Inez will be replaced. And we are also in the process right now of hiring someone who would be responsible for the faculty affairs process more generally.

Some of you may know or may not know that in April, my assistant, Lisa Aufiero, left the university. She had twins, and I think with twins, living on a boat, I think she decided it was just not possible for her to return to work. So with the Lisa position, we are using that position -- since I don't need that kind of assistance, we're using that position to bolster the functioning of the department, and we are really hoping that at the end of this process and with the help of Ron LaRussa, who is sitting here and came here and helped us vision this out, that we'll have a better system with better processes, fewer mistakes.

We're hoping that our contracts and our data, our faculty data will be in better shape at the end of this process with this new person coming aboard, that the connection to Scott's office will be stronger and better. And so we're really quite optimistic about this, though of course we will miss Inez. She was a wonderful colleague, and she was here for 12 years and a presence in our lives. So we will definitely miss Inez.

And I want you to know that there are very definite things that are in the works to try to improve the processes in the office. Inez's job was just way too big for one person, and especially with the implications of the part-time faculty union and the full-time faculty union, the amount of work in the department, Faculty Affairs Department, is huge.

Jillian also has an announcement, a personal announcement, a very happy piece of news and a more functional piece of news.

MS. DUBMAN: Hi, everybody. For those of you who don't know me, I'm Jillian Dubman, Secretary of the Faculty for Arts, Sciences and Engineering. I just wanted to let you know you might have seen Maxine a couple of weeks ago at the first faculty meeting out to here, and she has just had her baby. So she will be out for the next few months, but we are very fortunate to have
Bryanna Benedetti here, who will be working with me temporarily over the next few months. She got to work with Maxine for a few weeks before Maxine went and delivered Sofia. So we are very fortunate to have her.

She has her master's in divinity from B.U. School of Theology. She worked for a faculty member in the Chemistry Department there, and also for the School of Theology as an office assistant, and so she's picked up and just run with everything. So I just want to let you all know that for everything you contacted Maxine for before, you can contact Bryanna. Thank you.

DEAN GLASER: Welcome, Bryanna.

HONORARY DEGREES
DEAN GLASER: An announcement about honorary degrees. This is not honorary degree time. We give those out at commencement. But this is the time to generate ideas for honorary degrees, and the provost has said to the deans that they always like to have an honorary degree candidate who's been suggested by the faculty. So I encourage if there are notable figures in your disciplines, if there are notable people who you have particular admiration for to nominate somebody. It's not an onerous process, and the deadline is soon upon us. I don't know exactly when it is, but it is soon upon us. So if you are so inclined, please consider nominating somebody and have the pleasure of seeing them receive an honorary degree next May.

At this time, it is painful but important to acknowledge the passing of our friend and colleague, Jim Ennis, and I ask Pawan Dhingra to come forward.

MEMORIAL SERVICE FOR JIM ENNIS
PROF. DHINGRA: As Jim said, and as I'm sure all of you know, Associate Professor of Sociology James Ennis passed away over the summer. He was battling an illness for a couple of years, but at the same time, his passing was unexpected. It's a major loss not only for the sociology department and for the university, but for the social sciences as a whole. I won't dwell on his records and accomplishments right now; me standing up here is just to say that we're having a memorial for him on Monday at Hillel at 12:00 noon. You received an email about this. So hope you can join us. We have some old colleagues and friends flying in from across the country. We hope that it will be a nice tribute to his memory. There are ways of giving in his memory that are also in the email that you received. Thank you.

DEAN GLASER: You do have another announcement, so please go ahead.

DIVERSITY FUND COMMITTEE APPLICATIONS NOW ACCEPTED
PROF. DHINGRA: So on one of the more future looking and a lighter tone, on behalf of the Diversity Fund Committee, we are accepting applications. The next due date is September 30. To learn more about the Diversity Fund, you can visit the website on committees, which tells you members of the committee, the general outlines. I'll just say that the things we look for as a committee are applications that bring together parts of the university that normally would not necessarily be in dialogue addressing the issues of social justice that have a clear way of assessing or at least demonstrating their impact on the university. There's a general template to keep in
mind. You can reach out to members of the committee or to Jillian who can guide you on any specific questions. But the next deadline is September 30. Thank you.

DEAN GLASER: Thank you. Sonia Hofkosh from the English department.

PROF. HOFKOSH: I'm representing FRAC. I just have a couple of things to bring to your attention. Jillian will be sending you an email later today outlining the various FRAC awards and the deadlines, but I wanted to just draw your attention to a couple of things. One is that the first round of faculty research fund awards, the deadline for those requests is September 28. That's the earliest one. The rest are October and later. So I just wanted to remind you of that if you're interested in submitting a request for that.

Another thing is that in the past, we have awarded support funds for online open access publications. We have in the past funded hybrid journals, and we are no longer able to do that. So we will be funding only pure open access journals, but we will be doing it on a rolling basis. There are no explicit deadlines for that. So when your need for funding support for such a publication comes up, you can submit an application right away. I think that was all I was supposed to tell you for now. So I encourage you to send us your requests and look at the list of awards and let Jeff Berry or Behrouz Abedian know. They are the co-chairs if you have any questions.

DEAN GLASER: Thank you, Sonia. One final request of you, which is if you publish a book, most people know to send it to the dean's office. And if you have great success, it is our success as well. I'm looking at Jeanne Penvenne. I haven't read the book yet, but the outside of the book is beautiful. And we will be putting that book on the shelf for everybody to admire and enjoy. But please, as you have successes, whether it be the publication of a book, an article that comes out, or a grant, we love to know. We toil hard to work to support the faculty, and we love to know when these things happen. So please, just a reminder to send us your good news.

PROF. SENELICK: This was easy enough in the past. My last couple of books were over $100. Who's paying for the gift to the --

DEAN GLASER: Who's paying for the gift to the dean's office? The dean's office will pay for that. I would be delighted -- there's a whole shelf dedicated to just your books. You're very expensive, but worth it.

PROF. SENELICK: Yes, it's in the minutes. It's spread across the minutes.

DEAN'S AGENDA FOR THE UPCOMING YEAR
DEAN GLASER: So I thought that I would use this opportunity to talk a little bit about what our plans are for the upcoming year. I'll do this I think pretty briefly and in bullet form, but just to give people a sense of the kinds of things that Bob and John and Scott and Bárbara and Nancy and I are working hard on this year.

Let me just start and give you some sense of some of the things that happened last year, and some
of the really big mega things that happened last year, some of which happened over the summer, or some of which the final results came in over the summer, and so we thought that you would want to know.

First of all, of course, last February, we got A&S's Strategic Plan, and it is something that we are continuing to focus on. We were in a meeting this morning, and got a light shined on it by the provost, and we're starting to think about housing and residential strategies, and I hope that the A&S Strategic Plan will be something that we'll continue to be informing any of the plans that we make in the near future.

We had our year-end close at the end of June. And of course, it takes a few weeks to really know how you did, because sometimes you discover that you book something twice or that a gift comes in at the last minute, and to check that loss. Anyway, when it all adds up together, we raised $32.5 million last year. It was a great year. A&S is blessed with a really fantastic staff. Nancy Mahler, who you know, heads up that staff. Chris, Rob, Costa, really terrific people who work with Nancy. The goal is $28.9 million, so we beat the goal by almost $3 million, almost $4 million. And the annual fund, which raised $7.3 million. That $7.3 goes into that $32.5.

The difference is that that annual fund goes directly to the bottom line of the school, and we spend that money. We rely on that money. It's budgeted. The rest of it is coming in as capital gifts. Those are gifts -- some of them are endowment. Many of them go to help Lee yield the class. Financial aid provides support for our students with financial aid, but that $7.3 is actually terrific. We had a goal of I think $6.9, so we beat our goals in both of those areas. And it's a very, very good piece of news. And of course, the problem with this business is that the slate gets wiped clean, and we have to start over again.

We negotiated a contract with our part-time faculty colleague union, which we are now implementing that contract. It is complicated and complex, and we're doing the best we can. We're well underway with that, and I think that the results are good. And I know that our part-time colleagues are feeling better integrated into the school and the university, and that's a really good outcome of this.

We have our first bridge and Mellon-bridge hires. In fact, I saw Riccardo walk into the room somewhere. Riccardo Strobino is one of the Mellon-bridge professors. The other Mellon-bridge professor I believe will be showing up next year. He has a fellowship. And yesterday, Barbara and I had lunch with Jan de Ruiter, who will be our first bridge professor. He's bridging psychology, computer science, and philosophy. And he and his wife were on campus this week, and he will be joining us in June. So we've actually accomplished lots of great hires, as you know from our visit to the last university faculty meeting, AS&E faculty meeting, but these were sort of extraordinary hires, extraordinary in figuring things out, as we hadn't done this before, as well as bringing extraordinary people to us. And it's an accomplishment.

We have some new majors and new departments. Film and media studies, of course, was voted on, and I know at least one: Andrew McClellan's son announced to me the other day that he's going to be the first film and media studies major. But there will be many more that will reap the
benefits of the new film and media studies program.

Community health. Jen is right here. Community health is moving from being a program to being a department. That has been officially confirmed. That has lots of implications, but most are very good implications, and we will be working through those implications over the next year. And of course, Education now has a secondary major in place. I know that there's lots of student interest in that as well.

574 Boston Avenue, the CLIC building, opened, and our colleagues in occupational therapy and physics and some in child study and community development and community health and entrepreneurial leadership have all moved in. How's it going? Awesome, awesome, awesome. Roger told me that one of his colleagues, who's not known to be enthusiastic about very much, is very happy, and by that testament, I think it's a great success. I don't know if you've been in the building. It is fantastic. It is really a spectacular building, and we're really looking forward to getting the most out of it. And we promised Roger that we won't schedule too many meetings of our meetings there.

PROF. TOBIN: I'll hold you to that.

DEAN GLASER: The class of 2019 looks very strong. Lee described in a qualitative fashion about matriculation, that it's very strong. I made notes to myself about this, and unfortunately, I left them on my desk, so this is by memory. Our acceptance rate was 16%, which is a record for us and makes us one of the most competitive schools in the country, I think the top 15. Our yield is 44%, down from 46% -- up from 46%, and that's extraordinary. We have a really talented group of students who are coming in. We're really excited to have them in our classrooms and in our offices, and it's all very, very good news with regard to that.

The diversity in the class is down. The percentage of students of color is down 4%, the percentage of students of color down 30 to 28, and the international student community is up. Part of those have to do with the fact that the budget for financial aid was limited. There was an additional million dollars that was put into the budget in this cycle for financial aid, but even so, we did the very best with what we had. There are implications of it, and we're concerned about them. We will pay attention to them. We will fight hard for additional increases in financial aid, in the financial aid budget in the next cycle. But diversity and the percentage of students in financial aid both went down this year, and that's something that we are concerned about. But I thought you should know.

And the year ended up on budget. I see Jonathan here, and he will correct me if I'm wrong, but I believe that Scott told me that on a 400-million-dollar budget, we have a surplus. That's the good news. The bad news is that the surplus was less than six figures. So we had a surplus of less than $100,000. Is that correct?

MR. DUDLEY: Yes.

DEAN GLASER: So that's like really playing it close, really close. This year will be a
challenging year with regard to the budget, but the fact is that this year, we ended up just landing the airplane on the aircraft carrier and right up to the line.

Let me talk a little bit about what some of the goals of the upcoming year are for us. Nancy and Bárbara are going to be working again on the workload policy. I don't know if you want to say anything?

DEAN BRIZUELA: We have a working group that was put together this spring, and we have scheduled the meetings once a week, on Fridays. Our first meeting is next week. We have a lot of work ahead of us, and you're all free to contact us and ask us who your department representative is and share ideas with us, and we'll give you updates as we make progress.

PROF. FREUDENREICH: Is there someone from every department, or what is the make up?

DEAN BRIZUELA: There is someone from almost every department. And all the chairs were invited and asked to nominate someone from their department. Your department is represented. There are two members of your department.

DEAN BAUER: The way we did this is by asking departments and asking the faculty to just send volunteers. So if your department is not represented, we would be thrilled to have someone from every department on this group. We want it to be as inclusive as possible. And we have a range of full-time faculty, from full-time lecturers up through department chairs, and that's really helpful to piece together the nature of what the situation is.

And the goal here is to make sure that people's service activities are acknowledged in a concrete way so that we don't have some people -- everybody teaching a certain number of courses, but some people doing all the service and getting no recognition for it. And the reason we can afford to do that is that -- Bárbara and I just found the list yesterday -- we have lots and lots and lots of courses that are very, very small and the departments can teach those as they wish to.

But I think in some cases, people are stretching to find courses for them to teach, and we're working through this situation with variations in every department, and we hope to have something that we can test and kind of follow the activity of people throughout the spring semester and see what the system we came up with would have produced and then tweak it as need be, and we're hoping we can potentially implement it as an instrument.

DEAN BRIZUELA: And it's also not a closed group, so if anyone in the room wants to join our working group, just email us, and we'll send you the schedule.

DEAN GLASER: Thank you. We are in the process of negotiating with a full-time faculty union contract. I am seeing some of you on a regular basis, and we look forward to making real progress and coming to a contract.

And we are working with David Walt and the provost's office to figure out how joint appointments between the school and the Tufts Innovation Institute will work out. It's complicated, and there's
a lot of interesting implications of this, and we are doing our best to both be cooperative partners with TII and represent the interests of the school and the departments where these faculty will come from. We have some curricular initiatives that are underway. Of course, we will continue with the Carnegie unit implementation, 3-4-5 implementation, and we will be addressing retention concerns that will stem from the fact that we will be requiring more courses of our students to graduate.

Nancy and I are going to talk about this in a little while, but we are going to make a decision by December on whether to acquire the School of the Museum of Fine Arts. An extraordinary opportunity has arisen. We will talk about that at some length and answer any questions from you. A faculty working group has already formed in consultation with the Committee on Committees. Thank you very much, Ioannis. And there's a lot of very interesting things that could happen, or could not happen as a result of this opportunity.

And we have some other curricular initiatives that are working their way through. David Proctor and his committee -- I'm blanking right now as to which ones are -- science and technology studies is working its way through. And of course, there's, I hope, continued progress on a nutrition and food studies minor, which Colin Orians is taking the leadership of.

On the facilities side, we hope there will be continued progress on the SEC, the Science and Engineering Complex. Robinson Hall will be dedicated -- at least the third floor of Robinson Hall will be dedicated to the biology department, and we are very, very pleased that the biology department will have a new home. The school is investing a lot of resources to make sure that that space is lovely and updated and close to the laboratories there in that building and a really good home for the department.

We would like to make progress on the Tisch Library – [phone buzzing]

MS. DUBMAN: It's the Tufts alert system going off.

DEAN GLASER: I think the point is we want to make sure we're being alerted, and we're fine.

So the Tisch Library is now over a decade beyond its last major rehabilitation, actually, much more than that. The role of libraries changes a lot as students' habits change, as the resources that the library makes available to us change. It provides new opportunities, and it makes some of what we have there obsolete. And so we hope to get through the first stage, which requires mostly planning for the Stage 2 and Stage 3 renovations needed in Tisch Library.

And our art studio teaching space, which is presently in Lane Hall, and maybe the worst space on campus. If it's not the worst, it's in the top three. But we are very much hoping to identify new space for our Art Studios, and that's underway. Graduate Studies will continue to be an important goal, and with Bob Cook's leadership, we have identified a variety of what we hope are tangible things. One is we would like to increase the number of students, the number of Ph.D. students who receive summer support. I know we actually had some increase in that number this year. Do you have any sense of what the number was?
DEAN COOK: No. It's more.

DEAN GLASER: It's more. The arrow is up. We will continue to keep our eye on that ball. We would like to have a conversation with faculty about double degree programs and incentivizing Tufts students to go into some of our graduate degree programs, and part of that involves looking at some of our policies on how we count courses. We'll leave that to Bob and the Policy and Planning Committee to discuss. But that is a hope, that we can change our policies to create more incentives for our own students to stay here and pick up two degrees in a shorter period of time. Engineering has such policies, and we would like to look at them and see if they might work for us.

And then we'd like to continue to initiate new masters and certificate programs, and this is something that's really critically important, finding new sources of revenue, particularly in the context of the tight budget that I made reference to earlier. It's really important to us, and we'll continue to seek opportunities in this area. And Bob has tried to incentivize, and there are lots of conversations that are taking place in various corners of the school.

We have an obligation to do Title IX training for every staff and faculty member in the school. They have done this in the Engineering School, they've done it in the Veterinary School, they've done it in the Dental School. It is Arts and Sciences’ turn. You hopefully received an email about this. We would like 100% coverage. I myself will be doing my training sometime next month. We ask that you sign up, that you get all of your colleagues to sign up. It is imperative. You will be pestered until you sign up to participate in this. But it is an obligation that we have, and it's one that we embrace fully.

Mary Pat McMahon, our very excellent Dean of Student Affairs, is hoping to do much more comprehensive student leader training on issues of diversity, reaching out to Greek leaders, RAs, Ace fellows, a whole assortment of student leaders, pre-orientation leaders to do better preparatory work on issues of diversity.

John Barker over at Dowling is seeking to upgrade Career Services for students for under-represented populations, and in fact, there are other changes underway in Career Services. This will be part of what's going on there. We also are hoping to improve our Career Services for graduate students. But that is both a short- and long-term goal for Career Services.

And we would like -- and I know Lee is very happy to see this -- we would like to increase the percentage of students who are on financial aid. This is a goal of the Arts and Sciences Strategic Plan. It's a long-range goal, but it's one that we have made progress on every year, and we'll continue to aspire to that.

And finally, the work-life website, we hope -- is Elizabeth here? Do you want to say something about it, Jillian?

MS. DUBMAN: Yes. We're in the final stages of reviewing the content, and it should live in the
next few weeks.

DEAN GLASER: So it's always good to announce as a goal something that you know is going to happen. We also hope to surpass the excellent results that we had this year in advancement, and we hope to come in on budget. So that is a whirlwind tour of what our plans are and what we're going to be working on. We'll go into much greater depth on the SMFA in just a few minutes. But I welcome any questions or comments that you may have.

MS. DUBMAN: If anybody does have questions, if you could please wait for a microphone to come to you, I would really appreciate it so we can capture it accurately. Thank you.

PROF. JOHNSON: Vida Johnson, German, Russian and Asian. You didn't get to the international students in the class. I assume that that is -- I just wonder what kind of percentage we have met there? And I wonder what percentage of those students are students of color, or if that is even counted? I understand the whole issue of diversity for our students more in the U.S., but in terms of what happens on the campus, it would be interesting to know that.

DEAN GLASER: That's a great question, and in fact, Lee and I have talked a lot about that this year. Increasingly, many of our students, by the way, are like my children, multi-racial, and we're trying to figure out -- that is, the census is trying to figure out how is it that you count those students. How you count international students, you used to have to put them in the international group or the racial group. And when you consider that some significant portion -- and I'm going to turn the microphone over to Lee in just a second -- of our international students are students of color and are experienced on the campus as students of color and experience us as students of color, it does increase the percentage of our student body who are students of color.

DEAN COFFIN: The number of students in the first-year class with an international background is 185, which is up from 120-ish last year. So there's a big increase in the international enrollment led very strongly by Asia. So China, Singapore, India were the top three in the first-year class. And to Vida's really insightful question, three-quarters of the foreign citizens in the class are not Caucasian. So they have a racial identity of part of our census -- the percentage of people who are not Caucasian in the entering classes is about 34%.

DEAN GLASER: Any other questions or comments? Well, wish us luck. I work with the best people. I am so lucky to be surrounded by so much talent and creativity and intelligence and the world's best arguer, the best -- nobody can -- honestly, Nancy Bauer is the world's greatest at putting the whole argument together and is so convincing. You don't want to be on the opposite side. But I'm very lucky to be working with Nancy and with Bárbara, and we have a really good thing going in the dean's office.

For the next topic, I will be turning this over to our colleagues Lynne Pepall and Vida Johnson to talk about university governance.
UPDATE FROM A&S REPRESENTATIVES TO THE PROVOST’S TASK FORCE ON FACULTY GOVERNANCE

PROF. JOHNSON: Okay, T&P is over and back on the floor. Lynne and I are the elected members of the task force that has been charged with looking at issues of faculty governance across the university, and this is what we have done so far. It's a little bit unfair. Lynne sent me yesterday her notes, which I am going to read, because she was going to be serving on a jury. However, she won the lottery. As I told her, I once served on a three-week jury, so she was released. So she's going to fill in.

So the faculty elected to serve the university-wide governance committee met for a full day retreat on August 31 and yesterday for two hours via teleconferencing. Basically, we have two members from each of the eight schools. The members that you might know from our schools are Maria Flytzani-Stephanopoulos and Jeff Hopwood from engineering, Laila Fawaz and Jess Salacuse from Fletcher, and then the two of us. I don't know everybody's names yet from the other schools. What's interesting is that of the sixteen people, five are men and eleven are women. So I don't know what that bodes for us, but anyway, you might want to know. Everyone is elected by their respective school, except for the Friedman School, where the two members, excellent members, I believe, were appointed.

David Harris and Tony Monaco joined the group for breakfast to thank the committee for their work and to express support for our thoughtful deliberations in the process, and I will add hopefully thoughtful deliberations. I think we were all actually very pleased how fruitful the discussions were in the first two parts. I'm thinking that this is our -- the kumbaya moment comes first, but then the hard work is going to come later. But anyway, right now we are in that stage.

From the day of discussion, a consensus emerged on the following. One, the decision to actually move forward in developing a proposal for university-wide faculty governance structure. The first thing we said is: are we going to do this or not? And I think we realized that the school is going in so many cross-school ways that we really need to do this. We would, A) improve collaboration around the schools; B) share information among the schools; C) involve faculty in university-wide decision making. All the while, being cognizant of the actual independence of the schools, and that, we will come to in the future.

The president and provost we thought should be non-voting members of the faculty governance structure, as involved, but as ex-officio members. And we thought that the members of this body must be elected members by their respective faculties. The working title we came up with -- and don't hold us to it; it's a working title -- is UFS, University Faculty Senate. We used it because a lot of schools have this structure and use the word senate, but we may not. It doesn't imply that we'll have a senatorial model versus a house model of election, etcetera. It's just a working title.

The working group meetings will be convened every Tuesday morning from 8:00 to 10:00 a.m., and they will be rotated among campuses. I think our dedication is demonstrated by the earliness. I teach until 7:00 that day, by the way. A video conference space will be secured at each location in case there are members who cannot travel. The goal is to produce a recommended structure with bylaws by May 2016. The working group will meet frequently, thus, in the fall semester every
two weeks and share information with their faculties, as we're doing now. And we'll take the spring semester to revise whatever we come up with based on suggestions and feedback from the faculties. I'm sure at some point later in the semester, we will have -- or early next semester, we will have a meeting, hopefully more time in a meeting devoted to this.

It was agreed that the working group will further explore the governance structures of universities that are sort of similar to ours. So we've picked Brown, Cornell, Duke, Georgetown, Northwestern, and Washington U. of St. Louis, all of whom have some form of university-wide governance structure.

On 9/2, already three days after the meeting, Jess Salacuse from Fletcher, who had been dean at Fletcher, and he told us he had been previously dean of a law school -- this was very useful -- he circulated to the group a very preliminary draft of possible categories for bylaws for a Tufts University faculty senate that we will then discuss. First, the establishment was that involved; second, the statement of purposes, which we've come up and started working on. Senate membership: the crux of the matter will be what kind of representation the schools have. Senate powers and responsibilities. Senate officers and committees. Senate meetings and decision making. Senate bylaw amendments. All this is very preliminary.

So we focused at our meeting on 9/15 on the statement of purposes. We acknowledge that the prime function of this body is to deal with issues that are university-wide concerns, and that issues that are not under the purview of individual schools or divisions. I think there is a lot of nervousness at all the different schools about whether any of their prerogatives would be advocated. We are not working on that. We are working to address, as we've been asked by the administration, by the provost's office, on issues that really cross the schools and for which we have no faculty input, in fact, no structure that gives, except individual sort of faculty input.

So we will work to facilitate and further develop collaboration and cooperation among schools and to play a greater role in decision making at the senior leadership level of the university. We acknowledge that the purpose of this group is affected by how membership powers and responsibilities are actually defined. And we will be moving on to these questions at our future meetings. Our next meeting -- and I have to say, Lynne has done yeoman's duty on this. We will present at our next meeting the governance model of the five peer institutions. She and I will be presenting Duke, we've divided, and we'll look deeply into the governance models there.

And then we're going to try to find people in those institutions, call them up and say: now, how does this really work? You know, we're aware that what's on paper may not, in fact, be how things are actually working. I really have to say that my mind took a really big vacation after coming off of T&P. It still hasn't come back into -- and Lynne, who is on T&P, has really hit the ground running on this and has been -- in our meetings, we have to give you the credit, because you've done a lot of the talking and discussion and bringing out the relevant points. And you studied more deeply than anyone else all these other models already. So I'm going to give you this.

PROF. PEPALL: So I wouldn't necessarily recommend bylaws for everyone to read, but you learn a lot from an institution from reading its bylaws, and you learn sort of what's said and what
isn't said. So I've been trying to read these different institutions' bylaws, and it's interesting to see that these peer schools struggle in many ways with some of the questions we have, having a medical school, with a very different set of faculty and responsibilities that constitute their faculty from what would be in arts and sciences.

So I think some of the issues that people encounter have been encountered by these schools. I think we also hope that we'll be able to talk to people to sort of see: okay, that's what the bylaw says. If you could do it again, what would you do, what works, what doesn't work about this model, since we really have an opportunity to improve on what's out there?

But it's really preliminary. And as Vida mentioned when we started to talk about the purpose of this group, it was clear that the purpose and powers of responsibilities were somewhat intertwined. And so we really need to think about that as well as membership. So we're moving in that direction, but I think it's going to take a lot of meeting time with this group. I think it's a great group. It makes you feel really proud to be a member of the university. They're really hard-working, committed individuals. So it's a good group, but it's a very difficult task. And I like to sort of think of it as having sort of a horizontal dimension, kind of improve across school issues, but also a vertical dimension, how faculty can feel with regards to senior leadership that there's some voice to faculty.

The schools all have a very strong governance structure, but there seems to be sort of a missing link in the vertical dimension. So how this group would address that is I think something of interest to us. Anyway, both of us are happy to answer any questions or concerns you might have at this point.

PROF. JOHNSON: I was going to say hold the questions until our next meeting.

PROF. TOBIN: Roger Tobin, physics and astronomy. Of course, I just wanted to thank you. It's a lot of work, and I think we've gotten off to a great start. That gives me a lot of confidence. I know you said not to take the word senate seriously, but then again I'm a little concerned because one implication of the word senate is that it's a legislative body, and I don't know that that's clear that that's where we're going.

Also, there is kind of an implication that senates have equal representation from different organizations, rather than by populous, and I know that's an issue you guys are going to be wrestling with. I just want to sort of give a warning that by incorporating that word in the discussion so heavily from the beginning, we may be biasing the outcome.

PROF. PEPALL: I think arts and sciences has made that point very clear, that there is no -- we are not agreeing to any kind of model that looks like what we think of a senate in using that term. It does seem to be a term that is used by faculty in terms of how they govern themselves as a faculty. The term faculty senate with proportional representation and certain voting powers seems to be a term. Duke, however, uses the word council. Brown has a faculty executive committee. There are different terms, and so we will wrestle with that. And you can imagine the smaller schools tend to like the senate model. So we'll call it that for now, but I think we've made it very clear that
this will be an issue. I take your point.

PROF. PENVENNE: Jeanne Penvenne, history and international relations. When you chose the peer schools for benchmarking, was it size, budget, competition? Because when we were in work-life, the work-life board, sometimes we were thinking: why are we comparing ourselves to these schools?

PROF. PEPALL: One is the composition of the professional schools. Having a medical school seemed to be really important, because it brings different challenges to the university committee. So it was looking at schools that we thought had something that was similar in terms of the strength of the undergraduate curriculum and a medical school and professional schools. Most of them are much larger. Georgetown is probably one that's closer in size, but most of them are larger.

DEAN GLASER: Lynne, Vida, thank you for representing us; California.

DISCUSSION OF THE SCHOOL OF THE MUSEUM OF FINE ARTS

[Discussion on Tufts University relationship with the School of the Museum of Fine Arts]

Thank you all for coming. I promise we'll have more conversation about this as it evolves.

MEETING ADJOURNED

Respectfully Submitted,

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