## Announcements

**Faculty Participation in Required Discrimination Prevention Training Workshop**
Jim Glaser, Dean of the School of Arts and Sciences

**Nominate an Exceptional Tufts Student for the Alumni Association’s Senior Awards**
Nancy Bauer, Dean of Academic Affairs

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Bárbara Brizuela, Dean of Academic Affairs

**Tenure and Promotion Election**
Jim Glaser, Dean of the School of Arts and Sciences

**Resolution on the Retirement of Laura Walters**
Jim Glaser, Dean of the School of Arts and Sciences

## New Business

**Update on the School of the Museum of Fine Arts (SMFA)**
Jim Glaser, Dean of the School of Arts and Sciences
Nancy Bauer, Dean of Academic Affairs
Karen Mulder, Director of Business Development
DEAN GLASER: Welcome, everybody, to the final A&S faculty meeting of the semester. We have a series of announcements, and then we have a major topic of discussion; not presentation, a discussion.

ANNOUNCEMENTS

FACULTY PARTICIPATION IN REQUIRED DISCRIMINATION PREVENTION TRAINING WORKSHOP
DEAN GLASER: To start off, the discrimination prevention training workshops, which everybody has been invited to, and we do have an aspiration to have every faculty member, part-time and full-time, tenure-stream, non-tenure-stream, every staff person in the school covered by these trainings. The dental school had like 97 percent coverage, and the engineering school had some over 90 percent as well.

We still have over 300 people who are yet to do the training. And I'm very competitive, and I want arts and sciences to show up well vis-a-vis these other schools. So there will be more trainings planned in January and February, and I encourage all of you, if you have not signed up -- and I know there's still a couple of more that are this month. In fact, I'm supposed to go to one of them, and will go to one of them myself. But I encourage you to sign up for January and February if you have not signed up.

We have an important institutional reason to do this, and once arts and sciences has done them, they go to the medical school and the veterinary school and some other school, nutrition, whatever. So please sign up and participate. Nancy.

NOMINATE AN EXCEPTIONAL TUFTS STUDENT FOR THE ALUMNI ASSOCIATION’S SENIOR AWARDS
DEAN BAUER: Jillian just slipped this paper here, and I looked at the schedule and see I am supposed to announce this. And I don't know the contents, so I'm going to read it to you.

"The 2016 Senior Awards nomination period is now open. The Senior Award is presented to graduating Arts, Sciences and Engineering seniors in recognition of the example they set for their peers and all alumni by demonstrating achievement, service, commitment, and leadership to Tufts and/or their community. This program endeavors to encourage the involvement and volunteer services of these seniors as future alumni leaders. Between six and twelve awards will be presented, the recipients of which will also be given $1000 at a special ceremony on Saturday, April 9, 2016. Recipients must be able to attend this ceremony in person in order to receive the award. All nominations must be submitted via the official nomination form."

And they can be submitted online. There is a simple email link, which is seniorawards@tufts.edu, and you have to submit those nominations by January 22, 2016. If you want to do a paper submission, Bárbara and I can tell you who to send it to, because you won't remember if I give you the name, and you can also call the Office of Alumni Relations.
So key thing, by January 22, 2016, if you want to nominate one of your seniors for this award for achievement, service, commitment, and leadership to Tufts, you should go to seniorawards@tufts.edu. Thanks. Send in a nomination form.

**LEAVE APPLICATION DEADLINE – DECEMBER 15TH**

DEAN BRIZUELA: This is just a reminder that all leave applications are due December 15. That's next Tuesday. There is a new leave application form that is on both Jillian's website and Nancy and my website as well. It is now a single form. There used to be I think ten different versions of the form, and you needed to figure out which one you had to pick. Now you just have to pick what check box you need to click on, instead of trying to figure out what form. So again, December 15, any faculty in your departments who are planning to taking any kind of leave, please remind them about this. Thank you.

**TENURE AND PROMOTION ELECTION**

DEAN GLASER: There is a tenure and promotions election, which begins this morning, and will continue through the end of the workday on Friday, 5:00 on Friday. There are three open spots for next year. Two of those were created by the vote last month to expand the T&P committee. One of those two must go to an engineer. But we encourage you all to participate and keep an eye open for the email that came from Jillian this morning. Correct, Jillian?

MS. DUBMAN: Yes. And I just wanted to say it's open to all full-time faculty members can participate in this vote. It's not limited by tenure status.

**RESOLUTION ON THE RETIREMENT OF LAURA WALTERS**

DEAN GLASER: Thank you. One final announcement, and it's not on your agenda, but I'm looking directly at Laura Walters in front of me, and Laura is retiring from the library. And I just have to say personally that Laura has been -- she might have been the first person I met when I came to campus, actually, 23 years ago, and has been an enormous -- 24 years ago, you're right. And she's been an enormous resource for me.

She's been a great resource for faculty across the schools. And we've just been so very lucky to have you, Laura, and I would like to take this moment to spread across the minutes of the arts and sciences meeting our appreciation for all that you have done for us. And I ask everybody to join me in that.

I know that Laura Wood has been anticipating this for a while, your departure, and we're worried about how things will function at Tisch Library --

MS. WALTERS: Everything will function just fine.

DEAN GLASER: I know that we will function fine, but it won't be the same. Thank you for your service.

MS. WALTERS: Thank you so much. I've been really happy here. Thank you.
NEW BUSINESS

UPDATE ON THE SCHOOL OF THE MUSEUM OF FINE ARTS (SMFA)

DEAN GLASER: So the remainder of this meeting is to be dedicated to the SMFA, and it's a topic that we've been discussing throughout the semester. Nancy and I and Karen Mulder have made several presentations, both to the A&S faculty and to the AS&E faculty. But as usually happens when the two of us are involved, we talked a lot, and we didn't get too many questions.

And so I'm hoping that we can use this opportunity to -- and there's so much to say. It's such a big project that there's so much to say. I was hoping that we would be able to use this opportunity to have a conversation about this potential acquisition of the School of the Museum of Fine Arts.

I presume that people know what I'm talking about, because we've talked about it so much. But let me just say that every day this week and last week, I would put different odds on the likelihood of this happening.

On Monday, I thought it was 95 percent likely that we were going to acquire the SMFA, as we had had a very good negotiation session down at Huntington Avenue with our colleagues from the Museum of Fine Arts, and yesterday, I think that the likelihood dropped to 25 percent, based on the most recent counter-offer that we've received from them. Today, I think that I would put it more at 50 percent.

But it's been a roller coaster ride, as we have negotiated sort of the large and fundamental terms of this transaction what this would actually mean. And I can give you some sense of the kinds of things that we're talking about, and maybe I'll do that really briefly.

These are really essential fundamental terms, but they have to do with the lease and how long we would be able to be in that building that's right across the street from the Museum of Fine Arts and the terms under which we would have access to that building; so how much of that building we would be entitled to rent, the cost per square foot for the space that the Museum School would occupy. I'm a political scientist. I trained as a political scientist. Nowhere in my training did they ever talk about square footage or rental costs, but now I've learned a lot about that.

At any rate, these are the things that we've talked about, as well as access of our community, our faculty, our students, our staff to facilities and services that are available at the Museum School and the museum, as well as how the governance would operate, and would there be a board of advisors? The answer to that is yes. Would there be a presence of the Museum School supporters on the Arts and Sciences board of advisors? The answer to that is yes. Would there be a Tufts presence on the Museum of Fine Arts board of trustees? The answer to that is yes. So those kinds of issues have been settled. Those were pretty easy, and we got through them -- we're now in the tough stages, and it has to do with the financial issues and the time horizon for the school.
The final thing that I wanted to say before I open it up to the floor has to do with the question of the role of the arts and sciences faculty in this. And by the way, it has been decided that the SMFA would report in to the School of Arts and Sciences. So we haven't wholly worked this out yet, but the idea would be that the academic dean of the School of the Museum of Fine Arts would report in to the dean of arts and sciences, not to the provost, nor to any other dean in the whole panoply of deans that we have here.

PROF. ZAVALA: Can you repeat who would report to you, the president of the SMFA?

DEAN GLASER: There will not be a president of the SMFA in this, if this happens, because the functions of the president would be absorbed here by the president, the provost, the deans. There would have to be leadership. There's no question about it. Exactly what the title of that person is or what the role of that person is still to be determined, but that person, most likely an academic dean, would report to me, and that has been I think pretty -- I think we've all kind of agreed that that's the right place to land.

PROF. MIRKIN: Sergei Mirkin, biology. So, Jim, I was sorry to hear that you went through this roller coaster. But I was quite shocked by 95 percent sure and 25 percent sure, and the question I have, the reason for this roller coaster is primarily monetary or otherwise? And if it's monetary, what's the differential?

DEAN GLASER: Just talking about it makes me warm. I think programmatically, there's a great deal of excitement about what this could mean for us, and I think there's a great deal of excitement at the museum and the School of the Museum of Fine Arts about connecting to Tufts, and a university of the quality and reputation of Tufts. We are, if I say so myself -- and this will be in the minutes of the School of Arts and Sciences -- we are a better institution than the other institutions that they have had conversations with, and they are still having conversations with one of those institutions that happens to be located right across the street from them, and we're a better institution than that institution.

So this is not about programmatic issues. I think we're all very excited about the possibilities, programmatic, curricular possibilities. It is about -- really, it's about the lease terms for the building.

DEAN BAUER: The length of the lease.

DEAN GLASER: The length of the lease, that's right, and to a lesser degree, how much we would be paying per square foot in the building. The museum is looking at this building that they own that sits across the street from them and thinking, “Well, in 20 years, we might need that building, and we might need it for curators or libraries or whatever it is.” I don't think it's ever going to be space where they would display artwork, because I've been in that building, and I don't think that's the right thing for it.

But they would like to maintain some opportunity to reclaim that building at some point in the
future. And our opinion is that for this to really work in the way that it should, there needs to be an SMFA at Tufts. And by the way, we haven't settled on the name yet if this happens. But it needs to be located there.

And if they were to kick us out in 20 years, if they were to say we need it for other purposes, and you'll have to find other places to go, what would that mean for us? Would it mean building a 30-million-dollar building on this campus? We're not able to do that. This is a wonderful thing, and it's a once in a lifetime opportunity, but the dollars associated with creating that kind of space here are substantial, will be more substantial 20 years from now, or 25 years from now, and given all the other priorities that we're likely to have, may not be what we want to be doing.

PROF. SMITH: Jim, if I understand you correctly, the MFA owns the building?

DEAN GLASER: Yes.

PROF. SMITH: What they'll do is tear it down and build a new building. They're not going to use that space, that's for sure. But almost surely, they will do it. I mean, they've already taken over the dental school (inaudible), and they're doing quite well. So it's an obvious space to expand into, it seems.

DEAN GLASER: I think that's right. That's why this is such an important conversation that we're having. One of the things that Patricia has said on a couple of occasions is we do not want 20 years from now the administration saying, “What the heck were they thinking when they signed this agreement?”

And so, really, we're flexible on all kinds of things, but we're not flexible on the presence in that building. And if they're not able to accommodate that bottom line issue for us, then I think that this will collapse. And it would be too bad, but it is to our minds I think a really fundamental part of this project, just a critical part of this project.

PROF. SMITH: I thought Tufts owned it already.

DEAN GLASER: Yeah. We don't own it. The MFA owns it. And so this is what we're negotiating, and that's why I'm on a roller coaster ride.

One more thing, which is the role of the faculty in this. I know there's been a number of conversations about it. If we had done some sort of faculty vote at the beginning of this process when it was just a pie in the sky idea, and there weren't a lot of details worked out, it would not be a very meaningful vote. And if the vote happens at the very end when all the details are worked out, and there's not much to control, that wouldn't be a very meaningful vote.

There are things about this project which will naturally involve the faculty, and so I want to just identify them. If there are any -- and this is true, whether we acquire the Museum School or not. If there's changes in the curriculum or additions to the curriculum, those things will go through our processes. David Proctor will stand right there and lead us through them.
If there are new programs, new degrees that will be offered as a result of this partnership, it will go through this faculty, or it will go through Bob's policy and programs committee, which of course would deal with the graduate programs. If, for instance, there is a change in how we hire tenure-stream faculty members and what we expect of tenure-stream faculty members so that we are more aligned with other universities on this; for instance, I do not believe, and I'm not 100 percent certain of this, that we have any tenure-stream faculty who have a MFA -- have a master of fine arts.

DEAN BAUER: Or do not have a degree other than -- sorry. The issue is we don't have any artistic faculty here who have an MFA and no doctorate of any kind who are on the tenure track. That puts us out of step with best practices at other institutions, from small liberal arts colleges to major universities. And one of the things that the SFMA possibility has done is give us an opportunity to think about whether it's time to start rethinking that.

I have to say this, because Bárbara's the dean for music and for English, and therefore the creative writing people, and I'm the dean who's been affiliated with SFMA, and I have drama and dance. And in my experience with drama and dance, I'm just astonished at what's required of our full-time lecturers, and that's where they stop. Whereas at every other school that I know of, there are some people, just like everybody else. There are some full-time lecturers. There are some tenure-stream faculty. There may be some professors of the practice, depending on how things go. So this is giving us an opportunity to think about that. Not that we didn't have an opportunity before, but if we get all these artists, it becomes a very live and present question.

DEAN GLASER: Jeff, I've put you on hold.

PROF. TALIAFERRO: Jeff Taliaferro, political science. We didn't touch on the question I had, which was on the MFA faculty and how would they fit into Arts and Sciences and into our T&P process. I recall you saying at a previous meeting that these are artistic faculty, that they do not have faculty rank. There's nothing equivalent at SFMA currently, but rather they have term contracts.

And clearly, it's a discussion that's going to need to be had in much greater depth than we can do today, but what are your preliminary thoughts if we were to acquire SFMA, how these faculty members would be integrated into the arts and sciences faculty?

DEAN GLASER: That's a great question. We met yesterday with Nick DiGiovanni, who's been our attorney for our labor issues, for our faculty labor issues, and so I know some of the full-time lecturers have come to know Nick through our negotiations with the union, and talk about exactly what this would mean.

Let me be clear, because I don't think I was clear before. They do not have tenure at the SMFA. They do not have ranks. They are all faculty members. They don't have titles. They're just faculty members. There are some full-time folks, and there are some part-time folks. The full-time folks, and I think some of the part-time folks have rolling contracts, not term contracts.
DEAN BAUER: Just the full-time.

DEAN GLASER: Yeah, just the full-time. So you said nothing akin to tenure, but in fact, that actually turns out to be kind of like tenure, because you get a five-year contract, and then if you have a good year, then you have another year tacked on at the end of your contract. So you always have a five-year look forward.

And I do not believe that that contract will work in arts and sciences, and so we will have to change that, and there are implications for that in terms of what the museum does with regard to severance of -- you know, if they are no longer in their employ, and they're now in our employ, what kind of commitment does the museum have to these people, given that they have these contracts. And this is a lot of legal stuff. So a lot of that has to be worked out.

We would want to spend a couple of years to try to figure out how the faculty there would be incorporated here into ranks, into a tenure system. And of course, if they go through the tenure system, they would go through our tenure system, the AS&E tenure system, and with regard to how we would structure their contracts. So those are all things that would be -- we're going to have to figure out.

DEAN BAUER: There are arts people in the room. This would have ramifications across our arts department, not just -- so we wouldn't just say, “Oh, okay, so now we're going to have tenure track appointments in studio art, but not anyplace else.” So that's why it requires a further discussion.

So the idea that we have is to somehow bring people in, if everything works out, to bring people in and give them like a two-year contract that looks similar to the duties they have now and explain to them that we're trying to put them in a position that -- bring our whole school into a position that's better, and we have to figure it out in every conceivable way: financially, ethically, programmatically, etcetera.

And it's a challenge, but I actually think this is one of the better things about this deal, because we should be looking at what we do here. It means that we are just systematically squashing the possibility for our artists, and that affects the pool of people that we can bring to our school as well. I'm looking at a couple of people in drama and dance here, because I know this is -- okay.

PROF. ORIANS: This sounds like very exciting as you negotiate further and further. It may affect the bottom line as to whether or not this is looking neutral or revenue neutral or revenue positive, how long before it becomes revenue positive? But I guess I just would like to hear you talk about in terms of where the negotiations are today, what's the time line before it becomes either neutral or positive, and what are some of the things that you were hoping to do when you became dean, as this was not on your radar, if I remember correctly? What's it pinching, and how are you thinking through this whole process?
DEAN GLASER: I think the answer -- I'm sorry Karen is not here, and I think it's because they're preparing for the phone call back. It's really been an all SMFA, all the time in the dean's office and the provost's office and the president's office and executive vice president's office. It's involved lots of people, and Karen is helping prepare the models.

And the models, of course, rely on assumptions, and we've spent a lot of time talking about what those assumptions are, and we've done the best we can. I think she's done actually a quite excellent job of mapping out, given various assumptions, what is the potential for profitability and how -- profitability, I don't like that word. It doesn't imply exactly what we're doing here.

But to revenue, positive revenue. It is clear that it would take a couple of years, maybe two or three years, before we would reach that point. And the question is how big would the deficits be in those two or three years, and they would be -- the estimates range from about $1.5 million to $2.5 million in each of these years until we had a robust enough enrollment there to lead to a positive bottom line. I don't remember when their last positive bottom line was.

DEAN BAUER: Not this year. Last year, they had about a break even, and then before that, they had a slight margin of profitability.

DEAN GLASER: Right, with reduced enrollment. If they're operating with robust enrollments, then they can be profitable. They can enhance our revenue.

DEAN BAUER: Can I add one more thing. But the other thing you have to think about is the status quo is unavailable to us. So if they go away completely, we then are left with holding the bag again. We have no studio artists. The studio artists on our campus are employed by SMFA. So unless we want to have no studio art, which would not be a good thing -- we have robust studio art -- and to go from, “Oh, we're acquiring the SMFA” to “We're having no studio art”

But even if we had no studio art, we will have a deficit -- not a deficit, but we will have a very big financial challenge simply from losing the revenue that we get -- for educating their students in the liberal arts. All the undergraduates have to take at least seven classes on our campus, and we're paid for each of those courses. And the graduate students take between four and five. And so right there, there's an issue as well. So either way, there's a financial challenge in the beginning, right?

DEAN GLASER: Yes, absolutely. I just want to answer one more component of your multi-pronged question, and that is what other things matter to us as we're spending the resources of the school, or watching over the resources of the school. And it's informed by the arts and sciences strategic plan, for the most part.

If you look at the major components of it, I totally agree with this. The faculty made this loud and clear, and it really jives with my understanding of things. It is not to grow the size of the faculty, but to improve the quality of the facilities here. And the school is actually investing a lot of money in Robinson Hall right now out of our reserves so that we can address the really
dramatic problems of the facilities that the biology department has been living with for decades.

There are other big time facilities needs on campus, both in the sciences and in Eaton Hall and in Lane Hall and in other -- I don't think Braker Hall is a spectacular place either. However, political science does have a very nice space, I will say. And physics has gone from having the worst space on campus to having the best space on campus.

But facilities and trying to marshal enough resources so that we can have an impact on facilities is one of the priorities. And the other priority is -- and this happens also in the wave of some of the student activism -- but we're very aligned with some of the things that the students have asked us to think about and to do, and that is to improve the financial aid resources that we have available, which enables us to do all kinds of things in terms of our students.

And the one thing I would say from my several years in the dean's office is that financial aid is a hungry beast. It has an enormous appetite, and it keeps growing and growing and growing. And we have to be able to keep up with that.

And then the final thing which is also in the A&S strategic plan is that if we're going to improve our graduate programs, we have to improve the fellowships that we offer our students, the summer opportunities that we offer our graduate students. That will improve the quality. It will improve the experience that they have here. So there are very big ticket items that we have to pay attention to.

Look, I think the SMFA is a spectacular opportunity. I think the kinds of things that come from this, both programmatically and reputationally, are amazing. We were negotiating at the museum on Monday, and I think they did this on purpose. They walked us through the museum itself, and they took us into the room where Monet's cathedral paintings are, and then they took us into this amazing room that came from a castle somewhere. Peter, you can tell I'm not an art historian.

I got tingles. I really got shivery, because being connected to the Museum of Fine Arts would be unlike any other school in the country. Nobody else would have anything like this. So it's a fantastic opportunity, and I'd love to be able to seize it. However, we can't do it if it's going to come at a great expense, medium or long-term expense to the school. We have too many other priorities that are higher than this.

PROF. ORIANS: Can I just ask one thing. Students have also been clamoring for more living space dorms, especially now that Somerville is enforcing their new laws. Is there a new dorm on the horizon?

DEAN BAUER: Yes. I think the central administration has decided that it is time after many, many, many years, decades even, of people complaining about the space on the campus -- one thing that's true is that SMFA would also help that along, that whole project along. So there are some plans to do some capital improvements on some of the dormitories that would make them accessible, fully accessible spaces with elevators and upgrades that would freshen up all those
dorms in more than a cosmetic way, sort of structural things, and would add some beds to the campus.

And then there's talk of -- there's a lot of conversation about -- not about whether there will be another dorm, but how soon and when and where it will go. And those involve and are folded in part into this conversation because some of the costs of those dormitories could be alleviated through this deal, through A&S's kicking in, paying for some of this stuff. So yeah. That's definitely a priority.

PROF. ROBINSON: What are the plans for what will happen when the lease runs out?

DEAN GLASER: This is what we're negotiating about. And so what I think our bottom line is -- for a negotiation, you have to be able to walk away from the negotiation. And we would walk away from the negotiation if we were not able to have some assurance that we would have access to at least some of that space in perpetuity, or as long as the SMFA exists.

So we may not need the entire 100,000 square feet of the building, but we would want to be assured that we'd have some significant portion of it, and we're hoping that that will be acceptable to them, that they will have access to some of it, but we would have assurance that in perpetuity, we would have access to the other part of it.

PROF. SMITH: They won't do it.

DEAN GLASER: Tony says, “I don't think they'll do it.” And if they don't do it, then it's unfortunately something we can't do, because we can't replicate that facility here. We don't have the funds to do that, the resources. The whole thing that makes this work is that it's there.

PROF. FUHRMAN: So in perpetuity also strikes fear in your heart if you're thinking about an exit plan. So as part of the negotiations, is there an exit plan if things go sour, if you can, for instance, attract a sufficient number of students who are interested in these programs, and then you've got a building that's too many, many Green Line stops away from campus, and where are we? How much are we stuck with?

DEAN GLASER: Well, I think we would close the school down if it was not working.

PROF. FUHRMAN: But what do you do with the building?

DEAN GLASER: Well, the building, we don't own. We'd be renting the building.

PROF. FUHRMAN: And you can sever at any point?

DEAN GLASER: Yeah. The way it's being structured -- and Karen, can you comment on this? This is Karen Mulder, for those of you who don't know, and has been very instrumental in our planning.
MS. MULDER: What we're talking about right now is that the lease would actually have five-year renewable terms, and five years is the length of the BA/BFA program. So no matter what, you would have to see those students in the fifth year through anyway. So you could end it and still be leasing it for five additional years, but then end it at the end of that fifth year. So we would have a lease in the beginning that we would be responsible for for 15 years, so that's kind of what we're locked into if we did sign the terms that are on the table right now, but after that, we would be able to float those students out over the course of the five years and terminate the lease at the end of the 20th year. So that's what's on the table right now, but we'll see what happens at the end of the day.

PROF. BERNHEIM: Harry Bernheim, biology. I was wondering, Jim, if you've spoken to Lee Coffin on any more specific plans or ideas to put on the table about how to recruit these individual students who are just so vital to the success of the program?

DEAN BAUER: Yes. We've practically been cohabiting with Lee Coffin. The enrollment of students into this program is, of course, absolutely critical to its viability. There's no reason to think that the MFA population, which is at its peak now and has not waned, will go down. The issue is the BFA population -- there are two ways to raise the BFA population. One is to raise the double-degree students more than the usual seven, eight, ten that we have every year. That, we think will be relatively straightforward, especially as people get the stable news, if it happens, that we're taking over.

Why? Because we already have close to 100 applicants who are BA/BFA every year, and when Lee looks at the pool, a very large percentage of those, upwards of 75, 80 percent are actually hitting the same numbers that our non-art students hit, or non-BFA students, dual-degree students hit. And when you look at the ones who enroll, they're at the tippy-top. And people who have taught those students know that they're outstanding students on the whole.

The BFA component, we keep somewhat smaller. When they're at peak, they're usually 100. I think, Karen, we're aiming for low 40s of students at the BFA program, and they would apply to Tufts through our program, our regular program, and we would also look at a portfolio from them. This is absolutely the standard at universities that have arts schools. So this will not be uncommon. We may attract a slightly different population from the kind of students who apply to a freestanding arts school that has an only portfolio-based admission system.

But we have good reason to think that the Tufts name -- look, one of the things we notice is that here are -- you know, you're going along, and here is the enrollments in the BFA program, which includes, by the way, the BA/BFA students. And it's 100, 100, 100, 100, and then Tufts announced -- they announced that they want to separate from Tufts, and literally, you see the line go like this (downward), so there's good reason -- and nothing else changed.

DEAN GLASER: And no other art schools experienced it.

DEAN BAUER: Yeah, no other art schools have seen that decline. And the other thing, too, is I've been in conversation with the marketing people that Lee has, and we are ready to go with --
like right now, they're printing the April Jumbo magazine that will go out to students then. The minute this becomes a thing, we have inserts and shrink-wraps and posters and emails and everything to try to get the word out. But we would not be responsible for the class that starts in the fall of '16. That would still be on the old system. Because right now, we're in the middle of -- they are in the middle of recruiting that class. So our model shows no better situation than what they have now, and maybe slightly worse. So we've taken that into account, but we have every reason to believe that -- and if we didn't, we would never be going forward with this. The two key things were having some significant real estate in that building, a; and b, having the enrollments. And there's a lot of confidence around those two things.

PROF. ZAVALA: Adriana Zavala, art history. I'm sorry if this has already been brought up at a prior discussion, but I have two concerns. One related, Jim, to what you said. So I don't doubt that the MFA, who's trying to negotiate this deal, walked you through the most beautiful parts of the museum in order to entice you. But what will our relationship be? Because the school will no longer belong to the MFA.

And from my vantage point, they've been not all that welcoming of the Department of Art History, even in terms of just giving us free access for our students and for ourselves on a regular basis. So my understanding is that that won't be a formalized relationship anymore, so what do you envision there? So that's one part. And then I have a related question.

DEAN BAUER: Can you wait? Can I answer that, or --

PROF. ZAVALA: It's related to the issue. It has to do with the distance to get there. It's a problem to get students back and forth, and how are we going to deal with that?

DEAN BAUER: Okay, let's do the second question first. Yes, that's a big, huge issue, and we're keenly aware of this. I was supposed to go on a tour of SMFA -- I've been there and toured it before, but I was supposed to go on a tour with the members of the academic working group, and the traffic was so bad, even though I left -- it was a Friday afternoon, like 45 minutes in advance, and I had another important meeting I had to get to, that I got all the way into the garage, and I thought I can't stay here for than 15 minutes, and I turned around and went back. So I get that.

So there are several things. First of all, our schedules are poorly coordinated, our block schedule with their schedule. They have six hours of classes mapped out, possible classes each day, from 9:00 to 12:00 and from 2:00 to 5:00, and that's it. And they don't use that 12:00 to 2:00 block. They have like the sort of gentlemen's artist's lunch break.

So one of the things that they've all been thinking is they could have different meetings times. They don't have to have that schedule. That means that the only time they can get here and do something as an activity is after 5:00 or after 6:00, practically speaking, and they really can't come over here between 12:00 and 2:00. Meanwhile, we have a block schedule that I'm going to dare to say -- raise your hand if you disagree -- is awful. We all hate it.
If you want to teach a seminar, if you're in the humanities or social sciences or any kind of long class, you have three choices. The early morning one isn't viable if you want to get undergraduates to come to it, so that leaves the 1:30 one that's in the heavy use block or at night. Why can't you have a seminar at 2:00 in the afternoon or 10:00 in the morning? Why can't we do this? And the answer is we now probably can.

So I've been in conversation with Linda Snyder, who's the head planning and space person on our campus, and we are underutilizing our classroom space. This block schedule doesn't work with it anymore. Similarly, we have people in political science who would love to have more Fletcher students in their classes, Fletcher students TA'ing for them, have our students take more courses at Fletcher. They have a totally different schedule.

So the idea would be that we would immediately, if this starts working out, have faculty work, if you guys are interested, with the administration to try to figure out how to have a better schedule. And that in and of itself might help. And if we own the school, we can also figure out working with the faculty and the students what works the best for them in terms of when they're scheduling their classes.

And it's not going to be simple, but it hasn't been simple all along, and we think we can make it better. We'd add more buses. There are lots of things. The buses aren't that expensive to run. They're not cheap, cheap, cheap, but they're okay.

As for access, we've made that an absolutely rock-bottom demand. And we've been surprised at what they have come up with. So when they're been talking to us, they've said, “We really want a foothold, some kind of space in that building. We would love to know that we could possibly have some kind of space in the SMFA building.”

And we've said, look -- so they proposed what if we had a master's program in curatorial and conservation stuff, and we brought some of our curators and conservatory departments over there, and we had this master's program; that's actually a very attractive thing that would be an interesting possibility that we could do at the master's level.

But we've said for that, “Yeah, we want more internships.” We want more access for our faculty. Our students can go there for free now, where students of Tufts are allowed to just go there for free. We would definitely get passes for our faculty. We've asked for passes for our neighbors in Medford and Somerville, too, so that we can say to people, you know, an art class or a school or whatever that they could all go over, and that would be a good neighbor policy.

So we've been working really hard, and they claim very strongly that they would love to do that with us. I mean, part of the problem has just been there's been no there, there. I was the dean of the College of the Special Studies. I was just in charge of the vis. crit. faculty, the five liberal arts full-time faculty and some part-timers over there, which as of September 1, 2014 were hired by the SMFA in their initial separation idea.

But now that there are actually human beings on the ground, talking to the people in the
museum, talking to people in SFMA, I think they really do want to collaborate with us. I think they like the idea of having a better foothold in education. And if I didn't think this, I would personally feel like it wasn't worth doing it, because the last thing we want is to encumber ourselves, and we don't really have a relationship with our faculty and relevant staff and their programming there. So I'm pretty sure they're interested in that.

PROF. PENVENNE: This is a pretty pedestrian dumb question, but my son did the New England Conservatory at Tufts program, and he got so disgusted with buses that he finally just got a T pass. It was so much more sensible to just have a T pass, because the buses are never there when you want them to be there, and the traffic is horrific. As I said to you before, I'm really concerned about getting there and getting back.

We go to the MFA all the time. I go to BU that's in that area. And I have spent an hour and a half going from here to BU, let alone -- and traffic is getting worse, and that really does concern me that the building is where it is.

DEAN GLASER: Anyway, one of the things that we hope will improve this is that the Green Line that runs in front of the museum will actually run here. Over there will be the terminus of that line. As we're projecting into the future, that could improve this. And then I hope -- I mean, there's nothing that we can do to improve the traffic. I wish I could. But there are things that we can do with regard to timing.

And particularly, a lot of the courses that our students take there are offered in the evenings, and they've been continuing education courses, not courses taught by their regular faculty. We would imagine that those courses -- you know, we would shift things around, and there are faculty who want to teach in the evenings, so that those courses were taught by their primary faculty and not by their continuing education faculty. So there are ways of working with the schedule that could make it so that students here going there can take advantage of the opportunities there.

The other direction is a little bit harder to think about. And if this happens, these students will become our students. They will be Tufts students, and we want to embrace them fully, and they will be subject to Tufts policies, and they will get Tufts financial aid, and they will be Tufts students. They'll be able to join Tufts clubs and participate in Tufts athletic teams. But the fact is, is that we will care about them just as much as we care about the students who are on this campus.

We've done a lot of talking, and you've expressed some concerns, but I want to make sure that people have an opportunity to tell us if you think we're going down the wrong path, or does this sound like a great thing. I'm hoping for a two-way communication.

PROF. HAMMER: David Hammer in education and physics, and I hope it happens, and I'm saying that as a faculty --

DEAN GLASER: You said what?
PROF. HAMMER: David Hammer.

DEAN GLASER: No, I got that part.

PROF. HAMMER: I hope it happens. I think it's also a spectacular opportunity, and I say that as a member of the faculty. I also say that as a parent of a college student who went to an art program in college. And I think you're right. From the choices that he was facing, and his circle of friends were facing, this really would stand out as a terrific place for someone who is interested in rigorous academics, but also really interested in rigorous art.

PROF. POTT: I'm Martha Pott, child study and human development. I'm completely for this. I think that the arts are invaluable, and this would add so much to the whole community in ways that we can only now just begin to think about. So, for example, we have a concentration in children in the arts, and it's a small program of a few students, but we could really advertise and recruit for many more students who would be interested in combining those skill levels.

I'd also like to suggest that while we may not be able to do anything about the traffic, we can do something about not making it worse by advocating for not only the T, but -- I mean, I'd love to know where we are with the green line, but also the suggestion to foster T passes and the shuttle to the red line. So I think it's really terrific and would be great for the whole community, not just these SMFA at Tufts students.

DEAN GLASER: Thank you. I'm happy to tell you the little tiny bit that I know about the green line, which is that the status is, of course, looking at the expense of this, and it's causing lots of concern. I think the idea, especially with the building of the stations along the way, I do believe that there's some possibility, even if that is problematic, that Tufts -- because there is a donor who is funding the building that would go atop the station.

I think that the likelihood of it happening here is pretty great. But, of course, this is something that also changes -- if you read the newspaper, it changes all the time. But I think people are optimistic that it is going to happen.

PROF. MIRKIN: I think it's an exciting opportunity. It's really fantastic. But there are substantial liabilities, which you mention. And I can't imagine that Tufts will find a donor willing to attach his name to this remarkable program. Particularly if you walk this donor through the rooms, he will also get excited. And I'm sure you're working on something on this, right?

DEAN GLASER: Well, because it's not -- it's still in the works, we have not approached donors about it. But I can tell you that I was meeting with a member of the board of trustees, and the trustees have been briefed on this and have embraced it, and this donor said to me, “I think this is the most exciting thing that has happened in a long time.”

And I think that there is all kinds of opportunity to raise money around it, not from necessarily
the alumni who are coming out of the program, because many artists need other ways of supporting themselves because of the nature of the business, but because there's a lot of people who care a lot about the arts, and you should be able to approach them. So I think there are some real possibilities, and we will attempt to take advantage of those opportunities if this indeed happens.

PROF. MANZ: Beatrice Manz, history. I just want to say that I'm also quite excited about the possibility. Of course, we have a museum studies program here and a master's in history in museum studies, and this does open up some possibilities for making that something that is successful now, but it could be more important and more successful. So it seems a great idea to me.

DEAN GLASER: I agree, and I think our museum studies program is -- I don't know, Bob, if you want to say anything about this, but my sense is that the museum studies program is actually very successful, and this would give it a connection to an institution that would make it more attractive and more effective in training students.

DEAN BAUER: Do you want to say more about what it is? I don't think a lot of people know about it.

DEAN COOK: Well, just that we have several museum studies programs. We have a certificate program. We have a museum studies program. In education, we have an art education program, and in education, we have museum studies in history, and art history. And all of them are quite successful. I shouldn't say this, but one of the surprises of being dean is just how many people are interested in museum studies. I didn't know. But they're very successful, and I think this is a unique opportunity to grow the department with the museum and the school. So I agree with you, I think there is a lot to be enthusiastic about here.

DEAN GLASER: I know people have exams to grade and places to go, so I'm happy to let class out early today, if you'd like, or I'm happy to entertain any non-SMFA questions that you might have of the administration. If anybody has something burning that they would like to ask, I'd want to provide that opportunity.

PROF. POTT: When will we know about the deal that's on the table?

DEAN GLASER: We're hoping to know by the end of next week, I think.

MS. MULDER: Yeah, that's right. We're having conversations with our trustees throughout the day today, going back to talk to the MFA. We've scheduled a vote of the full board for next Friday, so hopefully, we'll have an answer by then.

DEAN GLASER: All right, class dismissed.
MEETING ADJOURNED

Respectfully Submitted,

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