Table of Contents

ANNOUNCEMENTS ............................................................................................................. 2
Reminder of Senior Awards Nominations ............................................................................. 2
   Erin Sullivan, Secretary of the Faculty ............................................................................ 2
Call for Proposals: 2018 University-Wide Conference on Teaching and Learning ............. 2
   Annie Soisson, Senior Associate Director, Tufts CELT .................................................. 2

DEGREES .............................................................................................................................. 2
LA&J Degrees ....................................................................................................................... 2
   Jim Glaser, Dean of the School of Arts and Sciences ..................................................... 2
GSAS Degrees ...................................................................................................................... 3
   Bob Cook, Dean, Graduate School of Arts and Sciences, and Dean of Academic Affairs .... 3
Honors ................................................................................................................................ 3
   Samuel Sommers, Professor, Psychology, Co-Chair, Committee on Academic Standing and Honors .............................................................................................................. 3

NEW BUSINESS .................................................................................................................. 3
LA&J Curricula Committee Proposals for Discussion and Vote ........................................... 3
   David Proctor, Chair, LA&J Curricula Committee ......................................................... 3
Data on Faculty Award Demographics and EEOC ............................................................. 4
   Daniel McCusker, Senior Lecturer, Drama and Dance; Lisa Shin, Professor, Psychology; and Samuel Sommers, Professor, Psychology ................................................................. 4
A&S Strategic Plan Update .................................................................................................. 7
   Jim Glaser, Dean of the School of Arts and Science ....................................................... 7

MEETING ADJOURNED ........................................................................................................ 11
ANNOUNCEMENTS

DEAN GLASER: Welcome, everybody, to the first A&S faculty meeting of the semester. I hope your semester is off to a good start. We have a few announcements. Let me start with Erin Sullivan.

Reminder of Senior Awards Nominations
Erin Sullivan, Secretary of the Faculty

MS SULLIVAN: Hi everyone, thank you. I’m joining you for my second A&S meeting. On behalf of the Tufts Alumni Association, the Senior Awards are due February 9th. They came here in December to talk about it and they only have a handful of nominations. If you know a graduating senior, they will give out up to twelve $1,000 cash prizes.

DEAN GLASER: Another award on the horizon is the Distinction Award for service to Tufts and the deadline to nominate someone is February 19th. We’ll talk about this in a few minutes but think broadly about who you nominate so we have strong and diverse nominees; it’s important to think about nominees on the individual level, and also think broadly about that. Thank you.

Now Annie Soisson from CELT is here with an announcement.

Call for Proposals: 2018 University-Wide Conference on Teaching and Learning
Annie Soisson, Senior Associate Director, Tufts CELT

MS SOISSON: I’m from CELT, and I first want to welcome a new member of ours, Ryan Rideau, Associate Director for Teaching, Learning, and Inclusion; I wanted you to have a face to the name. Welcome, Ryan. My other announcement is about the university-wide teaching conference on May 22nd and 23rd. This is a call for proposals and the topic is Motivation and Engagement in Teaching and Learning: We’re All in This Together. If anybody is interested in sharing what you are doing in your classroom, we encourage you to put in a proposal.

DEAN GLASER: Thank you, Annie, and welcome, Ryan.

DEGREES

LA&J Degrees
Jim Glaser, Dean of the School of Arts and Sciences

DEAN GLASER: Now the degrees. Members of the faculty, I have the honor to present these candidates from Liberal Arts and Jackson College. It is the function of this faculty to recommend to the Board of Trustees all candidates for degrees in Liberal Arts and Jackson College as authorized by the Trustees for the award of the degree in February 2018, subject to the usual conditions. I am happy to certify that these candidates have met or will meet the degree requirements, as set forth by this faculty, for the programs in which they have been enrolled. The total number of bachelor’s degrees to be recommended is 80. Of those, there are: 35 Bachelor of Arts candidates, 9 Bachelor of Fine Arts candidates, and 36 Bachelor of Science candidates. Is
there a motion to recommend? All in favor? Opposed? Abstentions? The motion carries. Now moving to the graduate degrees.

GSAS Degrees
Bob Cook, Dean, Graduate School of Arts and Sciences, and Dean of Academic Affairs

DEAN COOK: Members of the faculty, I have the honor to present these candidates from the Graduate School of Arts and Sciences. It is the function of this faculty to recommend to the Board of Trustees all candidates for degrees in the Graduate School of Arts and Sciences as authorized by the Trustees for the award of the degree in February 2018, 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 62. Of those, 54 are master’s degrees and education specialists, and 8 are Ph.D. degrees. The numbers of graduate degrees are as follows: 19 Master of Arts, 31 Master of Science, 4 Master of Public Policy, 8 Doctor of Philosophy. Is there a motion to recommend? All in favor? Opposed? Abstentions? The motion carries. These degrees will be awarded.

DEAN GLASER: Subject to the usual conditions. Sam Sommers will lead the next discussion.

Honors
Samuel Sommers, Professor, Psychology, Co-Chair, Committee on Academic Standing and Honors

PROF SOMMERS: I’m here as the co-chair of the Committee on Academic Standing and Honors. We have determined that 16 candidates have met the criteria for summa cum laude; the criteria are having a GPA of 3.8 or above, six A’s in the major, at least four of five A’s in the distribution areas, departmental approval, and no violations to the code of conduct. We present them to you as a block. Is there a motion to approve these candidates? There is one more vote, that the Committee on Academic Standing and Honors is a student may emerge from our checks, the committee asks that should a student arise and meet these criteria, may the committee grant them summa cum laude? Is there a motion? All in favor? Opposed? Abstentions? The motion carries. Thank you and please pass in your handouts.

DEAN GLASER: I invite David for discussion and vote of Curricula Committee business.

NEW BUSINESS

LA&J Curricula Committee Proposals for Discussion and Vote
David Proctor, Chair, LA&J Curricula Committee

PROF PROCTOR: Item 1. New Course—Film and Media Studies—FMS 0179
Item 2. New Course—ILCS & English—CHNS 0083/ENG 0048

UNKNOWN SPEAKER: Can this count as something other than the East Asian Culture Option?

PROF PROCTOR: Professors are free to request whatever distributions they want from ARB.
PROF KELLY: I have a question about the previous course, Film and the Avant Garde. Did Malcom speak to Steven White? He has a class that’s similar…

PROF PROCTOR: I’m not sure.

PROF KELLY: It might be helpful to talk to him.

PROF TURVEY: The two classes are very different.

PROF KELLY: Great, thanks.

DAVID: Item 3. New Course—Classics—CLS 0034

Are there any questions? Motion to approve items one-three. Moving on to item 4, a change in the major in the music department. David, can you come up in case of questions? Are there any questions about this change? Carrying on. Motion to approve item four? All in favor, opposed, abstaining? Great, thank you.

PROF LOCKE: Thanks to David Proctor.

PROF PROCTOR: And there is a change to the Spanish major, basically splitting the major into two tracks, literary studies and cultural studies. There are several modifications to the major in cultural studies. Any questions? Motion to approve item 5? All in favor, opposed, abstaining? Excellent. Thank you. At the next A&S meeting, we’ll consider all courses that have been submitted and it’s the last one to get courses on the books for the fall semester.

DEAN GLASER: Thank you, David.

My colleagues in EEOC raised this issue last year and it was hard not to notice that there was a certain homogeneity about the award winners. We’ve had a couple of conversations and suggested that the committee come before this faculty and present their data, so Danny, Lisa, and Sam are here.

Data on Faculty Award Demographics and EEOC
Daniel McCusker, Senior Lecturer, Drama and Dance; Lisa Shin, Professor, Psychology; and Samuel Sommers, Professor, Psychology

PROF SOMMERS: I’m Sam Sommers, Professor in Psychology, and I’m joined by Lisa Shin, chair of my department, and Danny McCusker, co-chair of EEOC. As Jim noted, we are here, in many respects, to summarize the contents of a letter that psychology wrote to the administration after last year’s AS&E faculty meeting. We’re going to show you some data, and I want to thank my colleagues for that.

The conversation started after the meeting in Balch Arena and as we watched and applauded our colleagues, we thought – while they are deserving and we’re happy that they won – we also began a conversation about the demographics of those award winners. Seven were given out at
the ceremony and of the seven, all were men. One award was given to multiple people, two of whom were women, and we went back and wondered what the optics were and whether this was an aberration, so we decided to ask that question and see the data. I’m going to turn it over to Lisa in a moment, and what we did was go on the university website and looked at the winners from 2003-2017 and looked at the names and the people we knew and did a quick, admittedly crude, assessment of the gender, race, and ethnicity of those award winners. But for a crude sense of the winners, and I’m sure we missed some data about how they self-identify – I study race and ethnicity in my research and we just broke down the data as white and non-white and it gives us simplified data. The award winners didn’t seem representative of our faculty. We don’t want to impute ill-will on anyone who nominates people and selects people with the best intention to select the best people. When we show you the data, we do it in the spirit of consciousness-raising. We hope that by talking about it, we will be thinking about who to nominate, and bring this information back to our departments, friends, and colleagues. Awards are important, they recognize the best Tufts has to offer, and our awards should reflect the variety of constituencies and demographics here. Lisa will talk about data, and then Danny with talk about EEOC and our discussions.

PROF SHIN: We went to publicly available data of award winners and counted the women and non-white winners. Like Sam said, we looked at 2003-2017. The bar represents the percentage of women at Tufts, and that’s at 44%, which we hope to approach; there are three exceptions, the Gill, Multi-Cultural Award, and ROUTE, which are there, but two of those are service awards. If you read the research, there is repeated data that women do more service than men. The next graph is the same in format, the percentage of award-winners who are non-white, full-time members of AS&E, and we want to approach at least the 25% mark; two awards are of course exceeding that, and those are both service awards.

PROF SOMMERS: What’s noteworthy here is that representation is higher for women and non-white in service. Maybe we are doing better with some cohorts, and we wanted to share the data even if it’s crude. There are years we have done better and years worse. We are happy to answer questions and talk about issues the data raises.

PROF McCUSKER: I’m going to quote from the EEOC charter so you have the context of why this came to EEOC. “This committee… shall promote efforts to attract, support and retain students, faculty, administrators, and staff from all segments of society, and it shall be concerned with the creation of a positive working, learning, and living environment for the campus community. Its activities may include reviewing and reporting on progress in these areas as well as proposing new programs.” So, following up on Sam’s initial idea, this is largely about consciousness-raising. We’ve come up with some suggestions for the award committee chairs and the Secretary of the Faculty. In Fall 2017, we spoke with Dean Glaser concerning a report that found that an overwhelming number of the university’s awards for excellence in teaching and research had gone to white male faculty, suggesting that neither the candidate pool nor the awards pool offered a representative cross-section of the university’s population. As a means of ensuring more transparency and equity in the awards process, we recommend the following steps, some of which may be implemented by the Secretary of the Faculty, and others by the committee award chairs. Faculty Award Committee Chairs should ensure equity and representation among nominees and awardees through a vigorous recruitment process, designed to attract a broadly representative pool of candidates. The Secretary of the Faculty will maintain
demographic data about nominees and awardees (disaggregated from individual names). That data will indicate the extent to which the nominee pool reflects the diversity of the institution. The Secretary of the Faculty will make that information available to committee chairs each year to inform the awards process (for example, it may prompt committee chairs to solicit nominees more aggressively). The information will also be made available to the EEOC for their review. The Secretary of the Faculty will include a list of awardees for the last five years in each award category when making the public call for nominations. EEOC Award nominations are active for two years. When appropriate, we suggest that this become standard practice across the awards pool. This may increase the potential candidates’ pool and lessen the burden of re-submitting nominees on an annual basis for some units.

PROF SOMMERS: We are open to questions and discussion—

[Applause]

PROF DAVIS: I’m wondering about the line. I understand it’s 15 years’ data for the awards. For the last few years we have been better about recruiting.

PROF SHIN: The line comes from the most recent Fact Book and we found older Fact Books, and I’m sorry to say that since 2006 and 2007, the line hasn’t moved too much. It was 43% women, and 24% nonwhite across AS&E, averaged together and now it’s 44% and 25%.

DEAN GLASER: Another set of honors that I’d like to raise is the named professorships, which is an important honor in our world. We have several dozen of these professorships throughout the school and it’s a great recruitment and retention tool and a relief on the budget for the deans. If you look at those, about 68% men and 38% women have those titles; I don’t have percentage for faculty of color. If you look at the last four years, eight senior professor titles have changed hands – four women and four men have held those. As for the junior development chairs, we’ll see more of those when I go through my reports, all of those have gone to women, and of those eleven, two have gone to faculty of color. We have some fantastic choices to make when all these honors come up.

PROF PROCTOR: This may or may not have an impact, but awards like the Madeline Fisher only go to engineers. Is the line AS&E or A&S? Would that impact the line? I have three questions so I’m just going to say them all at once. The Fisher and Lerman-Neubauer are chosen by the senior survey, so what’s the impact there? And then the Simches is for senior faculty, which have been predominantly white males over the last several decades.

PROF SOMMERS: The status if we think about ROUTE, for example, is better in gender than say Simches, as the cohorts are diversified. Across higher ed, junior faculty are more diverse. As for the AS&E question, the Fact Book says A&S is 49% female and Engineering is 23% female. The line may not be as representative as you see here. The role of student evaluations, like for the Lerman-Neubauer, is in large part based on the senior survey, but there is a committee who reviews them. Those of you who are familiar with the literature, men get better ratings in evaluations than women and faculty of color. The evaluations are tricky, taking into account people who teach large classes or lectures; I don’t know the breakdown of evaluation scores of large versus small classes. The entities who select these awards, like EEOC or FRAC, have
different parties at play who are nominating for the awards; groups of people who want to select diverse nominees and winners do better than individuals selecting the nominees.

PROF PROCTOR: For awards like the Leibner that rotates in discipline, does that have an impact?

PROF SOMMERS: It’s certainly possible. And that’s another kind of diversity we want to see.

PROF McCUSKER: There are programs where there are no majors or only have graduate programs, and we don’t know how that impacts the senior surveys. Also, some awards are restricted to tenured, tenure track, or non-tenure track faculty, and those factors are hard to measure, but it’s in play.

PROF ORIANS: How are these awards nominated and how do you track the nominators identities? I don’t remember ever nominating anyone for any of these awards, and I don’t understand the nominating process. What role do I play in these numbers?

PROF SOMMERS: I know the university has a listing of these awards and the criteria, Erin will send another reminder that they are open for nominations, and EEOC gets some nominations from departments and programs or individual faculty. When that announcement comes out, we should all think about the list and who we can nominate.

DEAN GLASER: Going through who nominates awards, some are nominated by departments, like FRAC, or the deans, like the Simches award.

MS SULLIVAN: I’ll have it memorized by next year.

PROF KELLY: It’s not totally clear by the data, what the problem with the nomination process is or the other possibility is that the criteria favor certain groups, and there are different strategies to solve these two different problems.

DEAN GLASER: Another problem is the nominees come from all these different places and Erin and I will be keeping an eye out as they come in.

**A&S Strategic Plan Update**

**Jim Glaser, Dean of the School of Arts and Science**

DEAN GLASER: In February 2015, A&S put out the strategic plan, and it’s now the third anniversary of the strategic plan. I’m pleased to update you about what’s been going on. We sent out a progress report last week and I sent it out assuming everyone would open it and read it with great interest, but alas, I will use this opportunity to talk about it instead.

The group was led by Vickie Sullivan and co-chair Joanne Berger-Sweeney, then I moved into Joanne’s role and worked with the committee to put this report together. The major themes are community and climate, academics, curriculum, pedagogy, research, and scholarship. Most of our recommendations fall into one of these themes. I’ll talk about this systematically and talk about the progress meeting those goals.
One goal was to affirm access in particular to our full-need financial aid policy for undergraduates. Full-need means we are committed to the full-need of every student. Some universities say to, “You’re better than this person,” and give out different financial aid packages. With us, if situations change for the families of the students, the need will change. It’s a very expensive policy and it’s unpredictable, especially in 2008 and 2009 when some parents lost a job. It’s true that Tufts is not need-blind; Admissions takes into account at the very end of the process the financial capability of the family, but once the students are committed, they are covered full-need. If you look at the financial aid budget where the rubber hits the road, we’ve added $2M to the aid budget since this report was issued. We added $9M overall in undergraduate grant aid. The percentage of need-based recipients will go up year to year. We will continue to talk about the budget, but growth is not going to be as high in percentage as it has been in the last three years although the number of students receiving financial aid is rising.

Another goal is admitting undocumented high school students and meeting their full, demonstrated financial need. We have about 24 undocumented students on campus and there was a working group that was in place looking at the needs of those students and their families and our policies. We also have Dreamers here and we are attentive to what is going on in the world and protecting those students.

The Graduate School of Arts and Sciences continues its efforts to recruit a diverse cohort of graduate students. Maybe, Bob, you want to talk about the bullets here?

DEAN COOK: We are doing a variety of things, like a workshop on how to increase the departments’ read of applicants for inclusivity. We are increasing our recruitment strategies at historically black colleges, and Kelly McLaughlin went to Morehouse College to build bridges there. Jackie Dejean is helping our faculty and working with NSF to bring diverse students to Tufts in order to have a research experience and increase the pipeline into our programs. This remains a top priority for the school.

DEAN GLASER: Another goal of the plan is to enhance the four-year residential experience. We want to promote a sense of community. We have expanded the number of first-year residence halls, and studies show that those are better at connecting students to other people than the mixed-year halls. We are developing the Packard Avenue spine; we are building more opportunities for students to congregate, there are grab-and-go meals at Hodgdon, and we are creating a congregate point for faculty, students, and staff. The Villages were conceived and underway. The first will be over near the old Catholic Church at 51 Winthrop St. These are a series of neighborhoods for upperclassmen using the wood frame buildings and converting them so they house 8-15 students. Students are prey to less scrupulous landlords in the neighborhood and we want to help them with housing. There has been a great pressure to bring students back onto campus, so we are concentrating them in an area so they are part of a broader community with shared resources, like a patio, BBQ, or volleyball court.

We want to increase professorships. Nancy Mahler’s team has done a great job fundraising and has secured a number of new professorships, some of which are in operation now, and there are conversations about adding more. We want to recruit and retain the best faculty, and the named professorships are budget-relieving for the schools and the deans, which is a great relief as we make dollars stretch further. These faculty also have research stipends above the $1k for tenured
and tenure track faculty, and that’s between $3-5k each year. There are two new senior professorships, one in conjunction with Tisch College and Political Science, and we have a fabulous new faculty member coming in. We also have the Gerald Gill chair, some of you knew Gerald and he was a personal friend of mine. We had several hundred gifts, only about $50-200 each, and so we asked the Trustees to cover the difference to turn this money into a professorship. If we get additional money from an endower, they can build this into a senior professorship. Some of these positions are current-use, so if the money run out, the professorship stops.

As two schools, we’ve been investing in new buildings, like CLIC and the SEC, and upgrades to existing ones. After the Barnum-Dana renovation, it will house Film and Media Studies and fine arts studios, which used to be biology labs that are no longer suitable for biology. We will be sending information soon about it, but the main thing to know is that the building is going offline this summer through next spring. We have to get it up to code and upgrade the HVAC, furniture, and media. It won’t look like a palace, but it will be accessible, upgraded, and have new occupants.

We are committed to support CHAT and we appointed Lisa Lowe as the director. We have many fine faculty there in the humanities and she is a magnet for fine faculty and we are happy to have her in this leadership role; so many people say they are happy to be part of the community she has built. In AY16-17, CHAT hosted the Mellon-Sawyer Seminar in Comparative Global Humanities, which brought in impressive and exciting speakers, and is a gem on our campus, Lisa, thank you for your leadership of this great program.

Improving research administration was a goal. Jackie has moved into role Assistant Dean of Research, and she is responsible for developing opportunities and matchmaking faculty with grants. In her old role, we have not been successful and there has been great deal of feedback about research support. We are actively working on a solution and hope to announce that solution soon.

Bob, I didn’t warn you, but can you talk about Summer Support for Grad Students?

DEAN COOK: I’ll pass this to Sarah.

MS HERCHEL: It’s been about three years that we’ve been tracking the summer fellowships and funding that our Ph.D. students have been receiving. In 2016, we made a jump from funding 56% to 72%; some of that’s allocating money to summer and some is from gift funds. We are working hard to make sure our Ph.D. students are fully funded.

DEAN COOK: We have some new things. We got a gift to create a program with Fletcher, and it’ll be the first joint Ph.D. program at Tufts. Five students are going through it now. We had 51 applicants last year with minimal advertising. This year, we had 58 more applicants than any other applicant pool. We have a new masters programs that didn’t exist, the Diversity and Leadership Inclusion. UEP rebranded one of its majors and it’s now a master’s degree in Environmental Economics and Urban Planning, and that has 14 applicants this year. There is a new open choice in biology with part-time programming outside the university. It’s grown from
a small program to having 18 applicants this year. There’s also Early Childhood Technology, Science Education, Spanish for Health Professionals, and Urban Justice and Sustainability.

DEAN GLASER: The old strategic plan did not anticipate the SMFA acquisition. It was an enormous success, carried through the process by the heroic efforts of Nancy Bauer and her colleagues. It was an enormous project and it’s going as well as it could. Talking about it with Trustees, they said the biggest challenge wouldn’t be to integrate the systems, but to integrate different cultures and Nancy has done a spectacular job. Hilary is here as representative of the SMFA. The faculty at the SMFA are very, very, very happy to be a part of Tufts and the infrastructure is improving, their financial support has improved, and it’s been a great success. The number of enrollees is not as great as we hoped; the number of combined degree students are a lot, but the BFA and MFA classes are small. We have some sense in this cycle, and all applications are up 20-30%; we want 50 BFA, 50 combined, and 30 MFA students to enroll. We are doing all we can to build the application pools and to yield the largest and strongest class that we can and we’ll hit those marks.

The Monday before the election, the Tufts Observer printed an article about hazing in the Greek fraternities. The student life review committee looked at student life more broadly and examined what we are doing it and how effective we are doing it, and holding students to the standards we expect of them. They released a comprehensive report with recommendations, and Mary Pat will come and talk about some results at another meeting, and there are good results in the wake of this project.

Community Health became department and moved to 574 Boston Ave, and they now have tenure track lines there, five tenure track faculty, I think. There is a new major and minor in Science, Technology, and Society, and new minors in Food Studies and Finance.

There are added burdens to our budgets, and I’ve presented what they’ve meant for us: investments for the future. At the beginning of this year, we projected a $7.5M deficit, which is a huge number of dollars to find. We whittled it away and it’s about $2M now, and we’d love to get it to zero. It’s an ongoing project every day. The reason for it is twofold: the operations and management and debt associated with the new buildings, and a reduction in the endowment’s payout, which has cost the school about $4M. It all adds up to a lot of money that we have to figure out how to compensate for. We make tough decisions as we say yes and no to things, and as we do it, we are thinking about the goals of the plan to help guide us.

Finally, we have some good news. We established a capital campaign. I was in California last week promoting it, and we’ve had launch events in Los Angeles, San Francisco, Boston, New York, London, Berlin, Washington, D.C., and Hong Kong generating excitement among our donor base and alumni. We have a $450M goal and we have raised $194M, which is 43% of the goal. Nancy Mahler and her team are working hard to support us and generating the funds to make the goal possible.

PROF GARMAN: The schools set priorities that align with strategic plan. Does B&P set priorities to align with it, as well, especially when making cuts?
DEAN GLASER: B&P is one place that’s making cuts, and there are also some at the department and program levels. The deans and EADs are working with the chairs and administrators telling them what we do and soliciting ideas from them.

MEETING ADJOURNED

Respectfully Submitted,
Erin Sullivan
Secretary of the Faculty for Arts, Sciences & Engineering

Minutes taken by Lindsay Riordan
Administrative Assistant to the Secretary of the Faculty for Arts, Sciences & Engineering