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**MEETING ADJOURNED**
ANNOUNCEMENTS

DEAN GLASER: A couple of announcements, the first of which I am pleased to give you. Yesterday we heard that the Board of Trustees approved awarding the Nathan and Alice Gantcher Professorship in Judaic Studies to Heather Nathans, our colleague in drama and dance. I want it spread across the minutes that Heather is the new Chair, and the Chair Emeritus is Sol Gittleman. It’s very prestigious to hold this, so congratulations.

Tufts Community Appeal
Todd Quinto, Professor, Department of Mathematics

PROF QUINTO: I wanted to let you know about the Tufts Community Appeal. I encourage everyone to give to the TCA, it’s super easy, you just go to http://communityrelations.tufts.edu/community-programs/tufts-community-appeal/ or you can get one of the papers in the back, or call the office. Your money can either go to the Neighborhood Service Fund, Tufts Financial Aid, or you can choose your favorite charity. I’ve been doing this for a long time to support my favorite charity, but recently I’m given to financial aid to support our great students.

UNKNOWN: Why can’t we check off from a list anymore?

MR DIRICO: It was a conscious decision not to do it. The amount of folks choosing those individual charities were down to three or four a piece, so the administrative handling was hard. Also, every year we would get calls from non-profits asking why they weren’t on the list, and looking at other schools, we decided we shouldn’t give more than three options.

DEAN GLASER: I hope everyone will participate in some way. We keep track of participation. This is a good segue into the next announcement.

Capital Campaign Launch
James M. Glaser, Dean of the School of Arts & Sciences

DEAN GLASER: So far, we’ve been in the silent phase of the capital campaign and have raised over a third of the $450M goal in A&S. Nancy, we are at what?

MS MAHLER: To date, we’ve raised $177M; we are about 40% to the goal.

DEAN GLASER: I will put an asterisk on that number as some are in the form of bequests, some go into the endowment that pay out into the school’s budget so the amount that pays out to the school is much smaller. We are hoping to increase the participation rate; 22% of alumni supported the school last year, which is good, but not as much as some of our peers. The year before it was 21%. That represented an increase of 800 or 900 more people. It shows how we are valued. The public campaign starts Saturday at an event at the MFA and launches in New York, Los Angeles, and San Francisco, and internationally in Hong Kong, Berlin, London, Tokyo, and...
Beijing. We are going into full, open campaign mode. We expect it will last another six years. We have big goals and a lot of ambition and I’m sanguine about our abilities to meet those goals.

Any other announcements? No, then David Proctor is next with Curricula Committee business.

NEW BUSINESS

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

PROF PROCTOR: It’s a pretty short agenda today and we’ll go through each item, and you can ask questions or raise concerns as we go along, as usual.

Item 1. New Course—Classics—CLS 0080/CLS 0180
Item 2. New Course—Education—ED 0195/196
Item 3. New Course—Music—MUS 0057
Item 4. New Course—Music—MUS 0068
Item 5. New Course—Music—MUS 0123
Item 6. New Course—Music—MUS 0169
Item 7. New Course—Psychology—PSY 0111
Item 8. Course Change Title & Description—Education—ED 0193/0194

Is there a motion to approve? Second? The motion carries.

PROF PROCTOR: Also, “ARB review pending” means the Academic Review Board (ARB) is looking at it and they will be in touch with you soon.

PROF RICHARDS: I really appreciate what David and these committees do as we think about how the curriculum is a task for the faculty. I wanted to bring up that I heard that a new course in the College of Special Studies is going to the trustees for approval without going to a vote of the faculty. My question to the deans is why? The College of Special Studies is under A&S, but we and the other schools haven’t been in the review process.

DEAN GLASER: I’m happy to give a little background. The College of Special Studies existed in A&S with an academic dean because of the SMFA, but once we acquired the SMFA, the purpose of the college changed. Nancy’s title changed; she’s no longer interim dean of the College of Special Studies. Tufts Institute for the Environment (TIE) is the location of the program Dan has made reference to, and there is a plan afoot, but I’m not sure if it’s gone to the trustees yet, maybe this weekend.

PROF ORIANS: I’m not aware of a date, but it is this fall.

DEAN GLASER: TIE reports to the provost and the College of Special Studies is now embedded in the provost’s office. I would not object if you wanted to introduce a resolution that
there is concern from the floor of the A&S faculty and want a representative from the provost’s office to come and speak to this issue.

PROF RICHARDS: I think it’s disturbing that the College of Special Studies moved there without any discussion with the A&S faculty. It’s dangerous to create new programs that are competing for resources without our input. I understand this is not a one-off. Maybe someone can draft the language, but I do want a resolution.

DEAN GLASER: This might have implications for all the schools. The senate would be interested in this.

PROF RICHARDS: I think it is being addressed at the Faculty Senate. I was told it was too late for the senate to handle this. I think the senate would like to know what the schools think about this program and that the College of Special Studies has no school approval and the curriculum is supposed to be the property of the faculty.

PROF TOBIN: There was a discussion about this at the last senate meeting. We aren’t organized yet to deal with this with our current committee structure. I think our Academic Affairs Committee will discuss it and how the schools should deal with this. This does seem to be fast-tracked. I don’t know much about this, but I put forward a resolution that this does not go forward to the trustees until the faculty has a chance to look at this.

PROF MAHONEY: Second.

DEAN GLASER: Vickie, should this happen at an AS&E meeting?

PROF SULLIVAN: I think this will go on an AS&E agenda.

PROF DEVOTO: Is this a formal motion?

DEAN GLASER: I shall recognize it as a formal motion.

PROF DEVOTO: So now it is up for discussion.

DEAN GLASER: There appears to be no discussion. Can we take a vote? All those in favor? Opposed? There is one abstention. My hope is that we will ask the Executive Committee to put it on an upcoming AS&E agenda.

We have several guests here today. First is Alice Rushforth from Tufts Clinical and Translational Science Institute.

**Navigate the Research Landscape with Tufts CTSI**

Alice M. Rushforth, Executive Director, Tufts Clinical and Translational Science Institute (CTSI)
MS RUSHFORTH: How many of you have been to our website? How many of you have used our resources and services? Could be better. Could anyone describe what we do? Not great.

In the 80s and 90s, there was a growing recognition of a gap between biomedical discoveries and patients. When clinical discoveries were made, they weren’t being put into testing. We needed a new paradigm for research. The Clinical and Translational Science Awards Program was established by NIH in 2006 and there are members from 64 research institutions across the country. The mission is to develop innovative solutions that will improve the efficiency, quality and impact of the process for turning observations in the laboratory, clinic and community into interventions that improve the health of individuals and the public.

We think about four basic mandates. Research services that support research for other organizations – we don’t do our own research. The second is thought of as a way to bring together conveners and stakeholders from diverse disciplines into the process. There are the Change Agents, who think how science can be done differently to innovate, address roadblocks, and make improvements. The last one is the educators, who work with a whole new generation of researchers around translational science. We have 150 online modules, workshops, and symposiums for learning.

Tufts was first awarded a grant in 2008 to Harry Selker, dean of CTSI. It was a 5-year grant. Last May, we put in an application for a third award for another five years. The mission is to stimulate and expedite innovative clinical and translational research, with the goal of improving the public’s health. We cover from bench to bedside, from discovery to healthcare policy. We have leveraged partnerships with Brandeis, MIT, Northeastern, and RAND; we have seven Tufts affiliated hospitals, and a variety of for- and non-profit partners. We have a very strong community engagement program looking at health disparities. We have a very strong spectrum, and many awardees don’t have the number of partners we have. We also have many community-affiliated hospitals among our collaborators.

We have four particular CTSI strengths. Comparative Effectiveness Research that establishes evidence for alternative prevention, screening and testing, treatment strategies, and health policies. One Health that optimizes health for humans, animals, and the environment at the local, national, and global level. Research Process Improvement that works on proven methods to resolve problems & reduce barriers to the research process. And Stakeholder and Community Engagement to achieve broad collaboration to address community health concerns and improve public health.

How does Tufts help researchers? Two big things we provide are consultations and assistance with finding collaborators. If you have a health-related research question, go to our website and we will get back to you within 48 hours to provide assistance. Our navigators sit down with you and find out your needs and discuss CTSI’s resources.

Our Research Collaboration Team takes a pro-active approach to match researchers with partners. If we don’t know about you, we can’t bring you into the fold or match you with partners or collaborators. We encourage you to reach out to me or our team so we can work with
you. The Biostatistics, Epidemiology, Research Design (BERD) Center offers free services for faculty developing research proposals and a fee-based service to help with post-award support.

We have drop in hours in Boston and call-in hours in Medford. Just put in a request online so our staff can prepare.

The Clinical & Translational Research Center (CTRC) supports conduct of clinical trials. We can do in- and out-patient studies, and provide nursing and coordination support. We provide regulatory support, and we have an informatics group to set up databases, and manage data collection and management.

Something I hope will be of great interest to you is our pilot program. We give seed grants up to $60,000 for a full spectrum of translational research. We will announce the next cycle of awards for 2018 soon. I encourage you to apply and I can send out a notification to you all.

I’ve talked a little about education programs. Through the Sackler School, we offer a summer institute, certificate, master’s and Ph.D. programs, as well as online programs, and fellowships with funding from NIH. We have six TL1 Fellowship slots available and anticipate having more in May. These are really for advanced degree students.

There is also the Junior Faculty Career Development program to provide funding for junior faculty to conduct multi-disciplinary clinical and patient-oriented research for two years. It brings together people from diverse fields and focuses on grant submissions and proposals. There is mentor training for individuals mentoring graduate students and post-docs.

There is an event in a couple of weeks on November 14th for Sensors, Devices, and Biomarkers in Medicine. We are also celebrating our partnership with MIT with speakers from MIT, Tufts, and Northeastern. Register at our website. Subscribe to our newsletter where we announce events and funding opportunities. Finally, go to our website if you have any questions.

DEAN GLASER: Next, we have Heather Cosier to talk about research compliance.

**Tufts University Research Compliance**

**Heather J. Cosier, JD, MA, Associate Vice Provost for Research Compliance**

MS COSIER: I came from Iowa and just accepted this brand new position. I’ve been here for about six weeks. The OVPR office is doing some restructuring: I manage the Health Sciences Institutional Research Board, the Social, Behavioral & Education Research Institutional Review Board, Institutional Animal Care & Use Committee / Institutional Biosafety Committee, Biosafety, Research Integrity, and Conflict of Interest. In compliance, it’s about risk management and how we help you get your research done in a timely manner and keep everyone out of trouble.

We’ve got some changes coming up, adding more review categories, updates to informed consent, revised definitions, annual review process. We are still waiting to hear about some
implementation. With the reorganization of OVPR, we are co-locating the IRB office and moving to Boston, but we will be in Medford two days per week.

This year we are looking at the conflict of interest program, export controls (which includes economic espionage and happens more often in engineering and computer programming), and overall compliance training and education.

Do you have any questions?

PROF BEDELL: Why is IRB moving to the health/science campus when a lot of students who use your services are here?

MS COSIER: The decision was made before my arrival. One thing that was suggested for efficiency purposes is that we co-locate and have a main office and satellite offices primarily for space reasons. We will be here all day Tuesdays and Fridays at – where, Laura?

MS LUCAS: We are at 574 through January, I think room 212. We can update the location if that doesn’t work for the community. We will always be here Tuesdays and Fridays, but I live around here, so I’m happy to schedule meetings and come to your classes as we’ve done in the past.

MS COSIER: If we see that this is detrimental, we will make changes.

PROF BEDELL: Things seem to happen a lot when outside consultants come and suggest changes to happen, and I’m not sure what internal contributions there are.

PROF ALLEN: I heard there were charges for IRB?

MS LUCAS: The fees don’t come from OVPR so I can’t speak to them, but is anyone in the room able to?

MS COSIER: We aren’t charging and I’m not aware of the charges so I’ll look that up for you.

PROF ORIANS: I would like to invite Simin to come and talk about what it’s like to only have her here two days per week and where we can go in an emergency and for last minute help.

PROF MIRKIN: Submissions go out at the last minute and we don’t have time to make changes. I’m concerned we were not in the discussion about the office moving; it’s hard to get to Boston and there’s no parking. Grant submission is a sensitive matter and it needs to be done at least three days before a deadline and that’s not been done.

MS COSIER: I’ll take your comments back to Simin and Zoya, especially about the grant submissions, and we’ll get back to you.

DEAN GLASER: Thank you and welcome to Tufts and Arts and Sciences.
Next is a presentation from the Tufts Police about campus crisis response.

**Campus Crisis Response Training**

Kevin C. Maguire, Executive Director, Public Safety and Police Chief, Thomas Burdulis, Jr., Sergeant, TUPD, Matthew R. Hart, Emergency Management Specialist, Office of Emergency Management, and Leon Romprey, Deputy Director, Public Safety/Police Operations

CHIEF MAGUIRE: I’m Kevin Maguire, the Executive Director of Public Safety and Tufts Police Chief. We’re here to talk about crisis and active shooter response. It’s a remote possibility that this happens, but it can happen anywhere.

SERGEANT BURDULIS: Thank you for having me and for everything you do on campus. I hope you come out of here today with an understanding about active threats. As of right now, we have trained more than 2,000 people on our domestic campuses. Part of this presentation was shown at new student orientation and this training is available on request.

So that we start off on the same page, we define “active shooter” as an individual actively engaged in attempted mass murder. Their victims are selected at random, the event is unpredictable and evolves quickly, and those in the vicinity must make a rapid decision based on the situation at hand. Knowing what to do can save lives.

An author by the name of Amanda Ripley wrote a book about how people respond during disasters. There are three stages. The first is denial. It takes time for people to process information; if they hear gun shots, their brain tries to make it normal, part of daily life. It’s more common to deny rather than people panicking and stampeding during a disaster. We also look toward others and see what they are doing. On 9/11, a study showed that people in tower one waited 3-5 minutes before evacuating. The next stage is deliberation. It happens once denial is overcome and you recognize you are in a threatening situation. Your vision or hearing may be impaired; auditory exclusion is your body’s natural response. A good example is the miracle on the Hudson when the pilot landed the plane because of his years of experience. During fire drills, you just act, you’ve prepared what to do. The third step is the decisive moment. It’s when you choose an action and do it. The longer it takes to get to step three, the longer you are in a threatening situation. What you do matters. You can be that one person who sets the tone.

If you see someone attacking others or hear gunfire, you have options. One is to avoid – get away as quickly as possible and leave belongings behind, evacuate regardless of whether others agree to follow, help others escape if possible, and keep your hands visible. The second option is to deny. If you can’t escape, obstruct or deny the active shooter from accessing your area. Remain out of view, block entry, silence cell phones and remain quiet, turn off lights, and prepare to defend yourself. If you’re going to lock and block that door, gather near the door because you have no option if you are in a corner. Finally, if all else fails, defend. It’s a last resort option. Attempt to incapacitate the shooter; turn your fear into anger. Improvise weapons with whatever you have and commit to your actions.
When the police arrive, we are going to seek out the shooter first and not help until the shooter is down. We would then assemble teams to help the wounded, then clear out the rest of the building. Please follow our commands, show your hands so we know you don’t have a weapon, and do not move. We’re also going to have auditory exclusion no matter how much we train. You might be handcuffed, go with it. If you’re asked to violate policy, go along with the police.

Now we have a video to show you.

[VIDEO]

In talking about planning, we want you to be aware of your surroundings. We are asking that if you are in a place that’s not familiar, look for the exit signs. In a crisis, your brain shuts down and your primitive instincts kick in. Practice when you are not under stress so you can do a better job when you are. In an emergency, call us on our emergency line or call 911. First let the dispatcher know your location, then your phone number, then the nature of the emergency so we can find you if we’re disconnected. Go to the Tufts site to enroll in Tufts emergency alerts – you get a text, a call, and an email. If you’re at the incident, don’t wait for the alert. Tufts Threat Assessment and Management (TTAM) is also there to identify or assist people who may be on a pathway to violence. You can learn more on their website or call university police. Lastly, about what the emergency response will look like: police attend gun training regularly, we have partnerships with local police, do an active shooter training in Tisch Library, and we are an accredited police department. In crisis events, communications are handled by university relations, and high-level decisions are made by a policy group.

CHIEF MAGUIRE: We trained and prepared for events on all four campuses.

DEAN GLASER: We are out of time, but if you have questions or wish to repeat this training, reach out to Kevin.

MEETING ADJOURNED

Respectfully Submitted,
Margery Davies
Interim 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