ARTS, SCIENCES AND ENGINEERING
FACULTY MEETING
COOLIDGE ROOM, BALLOU HALL
WEDNESDAY, FEBRUARY 28, 2018

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ANNOUNCEMENTS

First AS&E faculty meeting – Tuesday, August 28, 2018
Members of the AS&E Executive Committee

PROF COUCH: First I have a brief announcement. The Executive Committee has decided that we will have our first AS&E faculty meeting on Tuesday, August 28, 2018, a bit early to accommodate everyone who attends and make it more convenient.

The chair recognizes President Monaco.

Board of Trustees Update
Tony Monaco, President

PRESIDENT MONACO: It’s great to let you know what happened at the February Trustees meeting. The schedule started on Thursday with a Building and Grounds Committee meeting, which reports to the Administration and Finance Committee. There were discussions about the Cummings Building and the Houston and Miller renovations, and they approved all deferred maintenance for the summer, like work on the dorms and fixing roofs, which is mostly happening on this campus. There was a New Trustee Orientation and we had five new trustees at this meeting. We will be adding three or four next year. Then there was a dinner for Jeff Summit who got the Ballou Medal; he’s stepping down from the Hillel House, but he will continue on the music department faculty.

Friday there was a Plenary session topic about sustaining excellence and innovation in a time of change (i.e. we are experiencing financial difficulties). The discussion took place in three subcommittees of the board (at Academic Affairs, Administration & Finance, and University Advancement Committee meetings). At the University Advancement Committee meeting, they talked about the implications of the tax bill and concerns about giving. There was robust feedback, but they are not concerned about it impacting Tufts too much. At dinner Saturday night at 51 Winthrop St., we welcomed the new Trustees and celebrated recently tenured faculty with their partners and spouses; it’s nice for the Trustees to get to know the faculty and celebrate an important milestone. At the Saturday board meeting I gave the President’s report and the special topic was about non-traditional programs. For the Plenary session, we try to pick things that are timely and that need Trustee feedback. Patricia talked about Tufts’ challenges and David talked about the challenges of AS&E, the medical school, and the SMFA. They had to do some background reading; the Moody’s report has gone from stable to negative. We talked about the challenges on non-traditional programs to drive revenue and growth.

We also reminded the Trustees that we have a lot to celebrate right now. Due to the quality of our faculty recruiting, accomplishments, and our application pool, we are stronger academically than ever. We discussed advancing some of the T10 initiatives (Bridge Professors, DISC candidate interviews, and facilities). One thing we wanted to do in this campaign was increase alumni participation; we’ve seen a rise in participation in Giving Tuesday and there was an uptick in the Annual Fund. We talked about the challenges around growth: it’s not simply that we have to keep costs down, but we also can’t increase tuition. Despite the efficiencies we’ve
made, our income is not keeping up with our expenses and there is pressure on the budgets. According to the Moody’s report, it’s turned negative for the sector as a whole. Less selective institutions, like liberal arts colleges in rural areas are seeing decreases in enrollments. BU just absorbed Wheelock. One benefit of Tufts is its attractive location, but we have limits to how many students we can take and how much we can grow tuition. Research funding from the government is stagnant. There is growth in master’s program at a lot of universities, and we are doing this, too, and spending money on marketing, which we didn’t used to do.

We are absorbing operational costs of needed new facilities, those of CLIC and the SEC. Endowment spending decreased to 4.5% and that affected all schools’ operating budgets. The SMFA, academically, is going well, but there is work to be done to improve the student experience. We need to get enrollments up; applications are up for regular and early decision. We continue to invest in access to financial aid above tuition increases. The recommendations that the Student Life Review Committee is making have costs. In terms of philanthropy, we are behind our peers historically and our endowment is not at the level of institutions that we compete with. This affects our ranking and operating budget; we didn’t fundraise when everyone else did. The national average in alumni participation is 19%, and we are at 22%.

I mentioned the Cummings Buildings before and we talked to the chairs, and with the budgets of schools still absorbing facilities costs and the reduced endowment payout, we have put a pause on the Cummings Building. It gives us time to rethink the design, which was expensive. It will be going back to the tracks as that’s more efficient, and hopefully it will still fit as much as we wanted to at less expense. We are doing fundraising for this building. The pause, we hope, will not be for more than a year. We know how important this is for engineering and computer science, and we are pushing to get it back on track.

Building on strengths: our academic reputation is excellent, and so is our reputation for innovation; the Nature Index places us 11th in the world. Reuters ranks us 38th. We continue to support a transformational student experience. We are continuing to build a national and international reputation. Our previous president is going to Harvard, and I call this the Larry effect, and that’s our applications increasing. Marketing is giving us better recognition and our location in Boston helps. Students and faculty want to be in this environment. We are not going to be in a deficit for long, so thanks for tightening your belts. Patricia and her colleagues are trying to increase the administration’s efficiency and effectiveness.

So, these challenges have led us to think that we have to do more on non-traditional programs to increase our income. If you think about our demographic, students 18-24 years old, there’s a lot of interest in the industry for training their employees not just in technical areas; I hear from CEOs and they are interested in the “translators” with liberal arts backgrounds. We are pushing masters and lifelong learning as areas to grow into. In 2015 we started the SMFA merger. Karen and Kevin and Joe focused on revamping summer, which had never been strategically viewed, and that will see a big growth in students, programs, and income. This year we have exciting opportunities and pre-college program for high school students and new degree and certificate programs across the schools. We are looking into partnerships with online courses and testing partners and homegrown courses, and the Fletcher school is thinking about Executive education.
We want to make changes in a tough way. We want to build up administrative support and academic oversight.

Finally, I’d like to officially congratulate David as the new President of Union College. He has been an outstanding academic leader these past six years and we’ve had many opportunities to celebrate his achievements. Union made an inspired choice, and we wish you the best. I asked Deb Kochevar, who has been the Dean of the Cummings School since 2006. She has wide knowledge of the university. I knew David wouldn’t stay forever and so I’d been thinking about who I would tap for a long time, and she is at the top of my list. For humanities faculty, she was an English major and then went to vet school. Joyce Knoll is the interim vet school dean. We are in the process of planning for a search; we want to fast-track the dean search; Deb is not interested in going back to being the dean and sees this as an opportunity to look at her career. We are not fast-tracking the Provost’s search. We hope to have the person start in the late spring or July 2019. The search will follow the usual process of getting faculty involved from all schools and the Senate is nominating faculty; and we will also have administrators and students involved.

Thank you very much.

OLD BUSINESS

Vote on Proposed Bylaws Change: B&P
Pedro Palou, Professor, Romance Studies, Chair, Budget and University Priorities Committee

PROF COUCH: Pedro’s not here. You might recall that we discussed the change to add an SMFA representative to B&P at our last AS&E meeting. If there is no further discussion, we can vote. Are there any objections to having a vote? Any more discussion? All those in favor? (40) Opposed? (0) Abstentions? (1)

NEW BUSINESS

PROF COUCH: Now we will have a discussion about divestment from companies that manufacture, distribute, or sell assault weapons to the public.

Introduction of Petition: Tufts Divestment of Investments in Companies that Manufacture, Distribute, or Sell Assault Weapons to the Public
Sheldon Krimsky, Professor, UEP

PROF KRIMSKY: Thanks to the Executive Committee for giving us time today. The proposal I am bringing before the AS&E faculty asks that you bring your moral voice to a problem of great national concern, namely the manufacture, distribution and sale of military style assault weapons to the public that have contributed to the recurring mass shootings in this country.

The problem will require a multi-faceted approach and American colleges and universities can play a key role. Disinvestment by universities has worked in the past with respect to the South
African Apartheid government. The first of these colleges and universities to disinvest was Hampshire College in 1977. The number of institutions divesting grew from 53 (1984); 128 (1987) and 155 (1988).

The availability of weapons of mass destruction is less complex than racist policies of a foreign government. There are two publicly-traded companies that supply the great majority of the assault weapons: American Outdoor Brands and Sturm Ruger. In its public statements Sturm Ruger states “For more than 60 years, Ruger has been a model of corporate and community responsibility.” Assault weapons were banned in 1994 and that ban was overturned a decade later well in time for the Sandy Hook massacre. State lawmakers are looking into barring state pension funds from investing in gun manufacturers.

This proposal recognizes that faculty do not have the legal oversight of the university’s investments. But the faculty’s moral voice can influence those with those responsibilities. I also believe that selective disinvestment on moral and public health grounds should not be made lightly. This decision will not open up the flood gates of “socially-based disinvestment.” These are not ordinary times when scores of children, some preparing for colleges like Tufts, were gunned down in the safe-haven of their schools by someone who had access to a weapon that has no place on public markets.

I am reminded of the time Harvard decided to divest of tobacco holdings in 1990. President Derek Bok explained: “[Harvard] was motivated by a desire not to be associated as a shareholder with companies engaged in significant sales of products that create a substantial and unjustified risk of harm to other human beings.”

I am asking the faculty to examine the petition in term of four conditions.

1. Does the matter that the petition addresses reach the bar of a moral problem that justifies the University taking action on disinvestment?
2. Is disinvestment possible (given the bundling of investments) in the publicly held companies who are the major purveyors of assault weapons to the general public?
3. Will disinvestment in assault weapons’ manufacturers constrain the university from carrying out its essential mission or place it in economic hardship?
4. Can Tufts’ action have any effect on the public debate either symbolic or otherwise?
5. Finally, is it the right thing to do: Either to state that Tufts does not possess investments with such companies, will not invest in such companies, and/or will divest from any existing investments it has in such companies.

I am proposing that this faculty discuss the letter in a future meeting and take a vote. We already have 54 signatories and I am happy to add other supporters.

PROF COUCH: We have time for one or two questions.

PRESIDENT MONACO: I try not to speak out on national public debates unless it impacts academia. We had a simulation mass shooting in my office two weeks before Florida; the senior team went through what we would do if it happened on this campus. It’s hard to excuse ourselves from this conversation and I’m sympathetic to this petition. I will bring it to the Trustees for
review. It’s difficult; in the South Africa example, universities were managing investments in companies, but not they are in co-mingled funds. It’s hard to get out of co-mingled funds, hard and expensive. We can urge the managers to get out of these companies. This morning, Dick’s said they would no longer be selling military-style weapons and other companies are banning NRA endorsements. I’ll try to advocate this to the Trustees as best I can.

PROF COUCH: Let’s thank our speaker.

The chair recognizes Mary Pat McMahon with a related announcement.

DEAN MCMAHON: Folks might already know that there is a planned student walkout on March 14th. I think the plan is to gather on the quad, but the time is not confirmed. It will be for 17 minutes in recognition of the victims in Florida. We’ll tell students that they are on their own to alert their faculty.

Open Positions and Nominations for 2018-2019 Elected Committees

Lenore Cowen, Chair of Committee on Committees

PROF COWEN: We have a handout of recruited faculty for the elections and a voting eligibility list on the website. I’ll announce those who have agreed to run so far. My job is to announce their names and I will be calling for additional nominations now and in the coming weeks.

The Budget and University Priorities Committee needs two full-term replacements in the Arts and Humanities to replace Charles Inouye and Pedro Palou, whose terms expire this year.

The Committee has the following nominees for these full-term open slots (18-23):

- Gregory Crane, Classics
- Ikumi Kaminishi, Art and Art History
- Alisha Rankin, History
- Mingquan Wang, ILCS

The Budget and University Priorities Committee also needs a one-year replacement in Engineering for Irene Georgakoudi and a one-year replacement in the Natural Sciences for Hugo Beauchemin, who will both be on leave.

The Committee has the following nominees for these one-year replacements (18-19):

- Eric Miller, Electrical and Computer Engineering
- Emmanuel (Manolis) Tzanakakis, Chemical and Biological Engineering
- Tim Atherton, Physics
- Al Robbat, Chemistry

Finally, the Budget and University Priorities Committee has just, by vote added a 9th member from the SMFA. Reach out to us with names.
The Committee on Committees needs one full-term replacement in the Arts and Humanities or Math/Natural Sciences for Ioannis Evrigenis, whose term expires this year. The Committee has the following nominees for this full-term open slot (18-23):

- Elizabeth Foster, History
- Nina Gerassi-Navarro, Romance Studies
- J. Matthew Harrington, Classics

The Executive Committee needs one full-term replacement in Engineering for Alva Couch, whose term expires this year.

The Committee has the following nominees for this full-term open slot (18-21):

- Sam Guyer, Computer Science
- Andrew Ramsburg, Civil and Environmental Engineering

The Faculty Advisory Board needs one full-term replacement in Engineering for Kyongbum Lee, whose term expires this year.

The Committee has the following nominees for this full-term open slot (18-23):

- Lauren Black, Biomedical Engineering
- Doug Matson, Mechanical Engineering

The Grievance Panel needs one full-term replacement in the Arts and Humanities or Math/Natural Sciences for Peggy Cebe, whose term expires this year.

The Committee has the following nominees for this full-term open slot (18-23):

- John Lurz, English
- Kamran Rastegar, International Literary and Cultural Studies

The Grievance Panel also needs one one-year term replacement in the Arts and Humanities or Math/Natural Sciences to replace Sarah Pinto, who will be on leave.

The Committee has the following nominees for this full-term open slot (18-19):

- Avner Baz, Philosophy
- Fulton Gonzalez, Math

The Tenure and Promotion Committee needs three full-term replacements, two in Engineering and one in the Social Sciences, to replace Jeff Hopwood and Anil Saigal (Engineering), and Jonathan Kenny (A&S), whose terms expire this year.

The Committee has the following nominees for these three full-term open slots (19-23):

- Sergio Fantini, Biomedical Engineering
- David Gute, Civil and Environmental Engineering
- Sameer Sonkusale, Electrical and Computer Engineering
The Tenure and Promotion Committee also needs one one-year replacement in the Natural Sciences to replace Krzysztof Sliwa, who will be on leave.

The Committee has the following nominees for this one-year replacement (18-19):
- Sara Lewis, Biology
- Roger Tobin, Physics & Astronomy

The A&S Faculty Senate needs two full-term replacements to replace Vida Johnson and Mitch McVey, whose terms expire this year.

The Committee currently has one nominee for these two full-term open slots and is seeking 3 other nominees (18-21):
- Mitch McVey, Biology

The A&S Faculty Senate also needs one one-year replacement to replace Lynne Pepall, who will be on leave next year.

The Committee has the following nominees for these two full-term open slots (18-19):
- Drusilla Brown, Economics
- Vida Johnson, International Literary and Cultural Studies

So, at this point, I am going to ask if there are any nominations from the floor. If you are not prepared now let us know later; if you are eligible we will put you on the ballot in the next two weeks. Once they have agreed to have their name forwarded to the Committee on Committee, you may contact any member of the Committee with this information. We’d be grateful for your nominations by Monday, March 12. Electronic voting will begin on Monday, March 19 and conclude on Monday, March 26 at midnight. The results will be announced at the March 28 AS&E Faculty Meeting. There is a website maintained by Erin, where you can view the ballots and biographical information of each candidate, and links to the bylaws. Committee on Committee Members are me, Ioannis Evrigenis, Matthew Panzer, Modhumita Roy, and Sarah Sobieraj.

PROF COUCH: We appreciate that you solicit names later as we are very short on time.

The chair recognizes President Monaco.

Mental Health Task Force Report and Discussion
Tony Monaco, President

PRESIDENT MONACO: It’s my pleasure to give you an update on the Mental Health Task Force. I’ll talk about trends nationally and at Tufts, current services we do provide, and the task force’s work update.
The college years are when mental health disorders have their onset. Since 2010, an increasing number of students have been diagnosed with disorders. We need to think about anxiety and depression and how it affects academic life. Suicidal thoughts and ideation are increasing and the demand for on campus counseling centers is skyrocketing. From the healthy minds survey, 64% of students report an academic impairment from mental health problems and 29% received mental health counseling/therapy in the past year. We are seeing an increase in utilization of services, at least on the Medford campus. Many students come to Tufts with private counselors. Faculty making curriculum changes can reduce stress.

Given the trends, I decided, in 2016, to launch the Mental Health Task Force to look at mental health and wellness and review our policies. We want to provide a supporting environment so students can be resilient and have success despite issues. We are developing the recommendations to report this fall. We did a wide student consultation in the spring of 2017 and an in-depth policy review this summer and found anomalies in our policies. We are thinking about the differences in medical and personal leaves and the hurdles for students to get back on campus. Being on academic probation and withdrawing affects financial aid and has visa implications.

The recommendations have been drafted and are working their way through many committees. We want to support earlier identification and intervention when we see students struggling. We want to enhance student advising before and after leaves, demystify medical leave and reduce stigma, improve return from medical leave process, and ensure transparency, consistency and compliance. We are engaging stakeholders to advance these recommendations: academic and administrative leaders, DOSA, advising deans, CMHS, Academic Standing Committee, Education Policy Committee, and use a TCU town hall for student mental health.

There is also a graduate and professional working group looking at anxiety, stress, time management, and access to providers. They are working within each school to do a review of policies. This data was collected for the first time through the Healthy Minds survey; there was 30.2% participation rate, and the results will be available this spring.

The Models of Care Task Group is led by Mary Pat. They are exploring the scope of services and how we manage expectations of students and parents; enhancing case management capability; improving handoff to off-campus providers; considering innovations like expanded hours, telehealth, online tools, and partnerships with community providers; strengthening community fabric of care; and enhancing community awareness of trends, supports, and resources.

The next steps are to complete work of this phase this spring, draft the report over the summer, and release the report to the community in the fall.

Mary Pat McMahon and Jennifer Stephan are here to say a few words.

DEAN MCMAHON: I know this has been a rich topic for conversation since we talked about it in the fall. We’ve talked to faculty who have seen the impact of mental health on students in the classrooms. We’ve appreciated the continued engagement with faculty. We want to think about ways to connect with folks thinking about these things so more people know about our resources.
ASSOC DEAN STEPHAN: I’ll expand on the remarks on policy and process. We looked at this through a holistic lens; students have complex lives, and we are looking at the medical leave process and how students with mental health issues may exit the university through a number of ways. We realized that there are a lot of incompatibilities in our processes in not letting students fall through the cracks. Our academic policies are lax compared to the criteria our peers have. Our goal is to support, identify, and intervene sooner and get students the help they need.

PRESIDENT MONACO: Thanks to all the faculty and staff on the working groups; we appreciate your work. I’m happy to take questions.

PROF POTT: Thanks for this. I hear a lot about treatment but little about prevention. Things at Tufts are contributing to it. In the final report, can we get information about prevention? Also, to get information out about the types of stress people experience – there’s stress and then there’s toxic stress.

PRESIDENT MONACO: We are working to look at struggling students and help them before they need to see a counselor.

PROF POTT: That’s also treatment, catching problems. I’m talking about environmental problems that promote mental health issues.

PRESIDENT MONACO: Many students come to the university already diagnosed with issues. Some expect treatment and they expect to see someone here.

PROF ALLEN: It’s about prevention and catching people when they walk in the door who need treatment. I’m delighted that the faculty agree, and we’re privileged to get input your input – there’s so much expertise in this room. It’s happening and we need you. This is our biggest challenge right now.

PROF BERNHEIM: I’ve been an advisor to many students, and I’m still not sure what to do when a student has a meltdown in my office during office hours. I’m not an expert and I feel like I’m practicing without a license when I’m trying to help. Is there a training to help us?

DEAN MCMAHON: We are looking at ways we can help you – like giving you a one-sheet. Some people present in a way that’s totally overwhelming and making sure you have a network of resources to share is important. How we create a community of care that students have access to that have names and faces is important.

PROF GOLDSTEIN: 64% report mental health issues – that’s alarming. We were asked to go through a diversity training that involved some legality, and we were cautioned about reporting students in distress carefully so that we had no responsibility in what happened next. I’m wondering where that stands.

PRESIDENT MONACO: I don’t know that policy you’re referring to. You should counsel the student to go to the mental health center.
PROF GOLDSTEIN: How do you report that?

EVP CAMPBELL: We are required to report when someone has been harassed or discriminated against, so we are not keeping something from professionals that could help.

PROF MIRKIN: One of the big issues for people doing active research is that we don’t know if a student is stable or not, and people go to a lab with dangerous materials. That’s really a problem; how do I know if a student is mentally unstable? The harm can be tremendous. A lab, in a sense, is a bigger than a rifle; there’s radioactivity in my lab. We don’t want to discriminate, but should I be told to watch out if I take a student in my lab? The potential damage from a radioactive leak can be enormous.

PRESIDENT MONACO: I don’t think we’d be able to disclose that.

MS BOWDLER: There is a lot of conversation and conflation of mental illness and harming others. People feel afraid of people who are mentally ill, but people are much more likely a danger to themselves than to others.

PRESIDENT MONACO: Mary, can you comment on the legality of this? We can’t tell professors who are disabled and student needs to talk to their professors on their own about needing accommodations.

PROF MIRKIN: If I’m teaching a class, I’m told if a student needs accommodation, but I don’t have it when students work in my lab.

PRESIDENT MONACO: The student has to agree to tell you. This could turn into discrimination and we can’t go down that road.

EVP CAMPBELL: If you observe behavior, we have a threat assessment committee who think about the situation. They will know what to do and can weigh the options. Only six or a dozen cases are brought to the committee per year. But if you are wondering about someone’s safety, bring it to committee’s attention.

PROF PINDERHUGHES: The data on the percentage of students who express stress is great and I recognize and endorse an initial focus on that, and we also have got to think about what steps are needed to take as a broad community. And we have to think about the way in which we engage with students and how we can reduce stress.

PROF MANZ: We talk about prevention in a general way. Do we have a culture that promotes anxiety? I wonder if it’s not time to buck the trend of glorifying the overload for everyone. To glorify overloading – taking 5 classes – but also endless extracurricular activities. Maybe we should try to buck the trend a little, and as we advise students, we don’t push them further. We need to think and look at who is at risk, and not creating a prolonged social problem.
PRESIDENT MONACO: A lot of pressure peaks at age 18 in high school when students are working to get into their college of choice. The anxiety of what they need to achieve starts then and that continues into college.

DEAN MCMAHON: We should be helping students focus on vital, intrinsic engagement and not on hollow things. Students need to get a meaningful concept to get their heads around, a concept we can work toward to focus on truly passionate subjects.

PROF LOCKE: What about the cost and how the university is balancing various cost pressures? It would seem that the mental health services are becoming increasingly expensive in this environment of fiscal austerity. How does it impact, say, no faculty searches next year?

PRESIDENT MONACO: Colleges are piling on mental health counselors and we are looking at how we can meet the need and not just the status quo.

PROF ALLEN: Look at the cost effectiveness; so many people are touching each student and if we look at the time and money spent, we are already putting the money there. We have to have strategic internal reallocation so professionals can do their jobs and the faculty can do theirs.

MS ROSS: In terms of finances, these services also contribute to retention. Remind people if they are worried about crying or stability, we do a huge amount of consultation, so call our office and we are happy to talk. We can do it confidentially, but it’s better to know the name of the student because we may already know the student. If it’s someone you think is a threat to others, we handle that as well. We’re happy to talk anytime.

PROF COUCH: Let’s thank Tony. Thank you.

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