ARTS, SCIENCES AND ENGINEERING
FACULTY MEETING
COOLIDGE ROOM, BALLOU HALL
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Table of Contents

ANNOUNCEMENTS ................................................................................................................................................. 2
Introduction of Erin Marie Sullivan, Secretary of the Faculty, Arts, Sciences & Engineering .................... 2
  James M. Glaser, Dean, School of Arts & Sciences ......................................................................................... 2
Tufts Community Appeal ........................................................................................................................................ 2
  Todd Quinto, Professor, Mathematics ............................................................................................................. 2

NEW BUSINESS ..................................................................................................................................................... 3
Vote on Proposed Bylaw Change from the Committee on Tenure and Promotion ............................................ 3
  Lynne Pepall, Chair, Committee on Tenure and Promotion .......................................................................... 3
Report on the November 2017 Meeting of the Board of Trustees ..................................................................... 3
  Anthony P. Monaco, President ....................................................................................................................... 3
Launch of Brighter World: The Campaign for Tufts ......................................................................................... 8
  Anthony P. Monaco, President ....................................................................................................................... 8

MEETING ADJOURNED .......................................................................................................................................... 9
ANNOUNCEMENTS

Introduction of Erin Marie Sullivan, Secretary of the Faculty, Arts, Sciences & Engineering
James M. Glaser, Dean, School of Arts & Sciences

PROF COUCH: Welcome. First of all, I’d like to call on Dean Glaser to introduce our new Secretary of the Faculty.

DEAN GLASER: On behalf of Dean Qu and myself, I’m very pleased to introduce Erin Sullivan, the new Secretary of the Faculty. Erin comes to us from Harvard’s Graduate School of Education, where she was assistant director of faculty affairs. She has broad experience in many areas of higher education administration, including career services, executive search, faculty recruitment, and management of standing processes related to hiring, promotion, and annual reporting. Prior to her recent role at Harvard, she worked at MIT as the faculty recruitment manager. She knows every component of this job, but she’s not experienced at A&S. She’ll report to Dean Qu and I, but works for the faculty.

I want to use this moment to acknowledge Margery who stepped in upon Jillian’s departure. We’re so grateful. Margery’s not ever far away and we can always count on her for an ear.

Do you have anything to say, Erin?

MS SULLIVAN: I’m happy to be here and hope you bear with me while I learn. I’ve heard nothing but good things from Jillian and I’m so excited to be here.

DEAN GLASER: I assume the applause was a response to the unsaid motion that Erin be appointed Secretary of the Faculty. But let’s call the motion. All those in favor. [Aye] Opposed? Abstentions? Welcome, Erin.

PROF COUCH: The chair recognizes the proclamation. Now I recognize David and Todd with an announcement about the Tufts Community Appeal.

Tufts Community Appeal
Todd Quinto, Professor, Mathematics

PROF QUINTO: David couldn’t be here today, so I wanted to tell you about the Tufts Community Appeal for the last time before Giving Tuesday. This is a good time to think about it. Community has been important to me and usually I go with the option to choose a charity of my choice, but recently I’ve given instead to Tufts Financial Aid or the Neighborhood Service Fund, for all they give to Tufts. It’s very easy to go to the website. There are no longer any check box options of charities you can give to, but you can give to any charity. The appeal is one way for professors to come together and support good causes. I encourage you to give, take a form at the back of the room, or go online. Thank you. Any questions? Great, I think that means you’ll all give.
PROF COUCH: The last announcement is that a lunch bag was found at last week’s meeting, so if you belong to a lunch bag, it’s at the back of the room.

NEW BUSINESS

Vote on Proposed Bylaw Change from the Committee on Tenure and Promotion
Lynne Pepall, Chair, Committee on Tenure and Promotion

PROF COUCH: The chair now recognizes Lynne Pepall.

PROF PEPALL: So I’d like to bring to the faculty a proposal from T&P. As we discussed at the last AS&E meeting, the proposal is to change the bylaws so there are just eight members on the committee, removing the provost from the ex officio role on the committee. The provost is still involved, but during the time when the committee works with the departments and candidates, only the T&P faculty work with them. The provost will still participate in the administration meetings. It is a cleaner demarcation, and reflects reality, because the provost hasn’t been in attendance at committee meeting in at least ten years. Is there any more discussion? Can I make a motion?

PROF DEVOTO: The proposal comes from the committee, so it is already a motion.


Report on the November 2017 Meeting of the Board of Trustees
Anthony P. Monaco, President

PRESIDENT MONACO: I’m glad you’re interested to hear what this Trustees weekend was about. There will be two presentations, one on the Board of Trustees meeting and a second to tell you about the campaign and about the progress we’ve made so far.

I’ll give you an overview of the weekend. The board subcommittees meet early Thursday and Friday for an hour or an hour and a half and made their reports. The university picks a topic that is in the formative stages and needs to get Trustee input before taking it to the next stage. This year we talked about the Student Life Review Committee implementation with Dean Mary Pat McMahon and Bridging Differences with Amy Freeman and David Harris.

We had dinner at Gifford House for five retiring Trustees and we voted on four new trustees to join us in February. I always give a President’s Report. We often use the faculty or other internal meetings as a preview to get feedback before I show it to the Trustees. On Saturday, we decided in advance with the chair of the Board’s Investment Committee on giving an endowment update.

We had a student experience presentation from Mary Pat. Our mission of teaching and research was covered with Academic Affairs. The exec capital committee talked about capital projects and their recommendations went to the Buildings and Grounds committee and then the
Administration & Finance Committee for approval. In the University Advancement Committee, Mary Jeka talked about issues in federal and community relations. Lastly, we talked about aspects of the Tufts campaign.

I’m not going to say too much about the student life committee because I thought we had a good talk with Mary Pat at our last meeting and the Trustees are happy with our progress so far. There was a panel discussion about the Bridging Differences initiative with Amy Freeman, and they talked about how to bridge with students and the community in an environment where people are talking past each other and not engaging. One highlight came from the football team. There has been a lot of discussion across the country around the national anthem. Our players had a conversation involving the full team including students of color, about how they could bridge the differences and how this has led to further conversations within the team. Being a team allowed them the trust to talk to each other. There were also presentations on Tisch College programs and the Fletcher Conversations, where for one or two hours we talk with students about an issue to facilitate empathetic listening. Students, faculty and staff came to lunch after to continue the discussion.

This is graph is part of the President’s Report. It’s data on the first couple of months of the semester about alcohol issues. The more serious things are how many intoxicated people the Tufts Emergency Medical Services (TEMS) had to respond to, and how many times we had to bring them to the hospital. We had a particularly bad beginning of last year, but it is trending down this year. For the whole year, we might have 90-some transports. Mary Pat’s office is educating students on this issue.

Coming out this week is the completed investigations into Greek life with outcomes by OEO and TUPD. The Student Affairs Office has written resolutions to the organizations, and if they didn’t accept the resolution then CSL hears the case. Students like our transparency and we also don’t want people second-guessing our decisions. We are working on events regarding rush and preventing hazing.

The class of 2021 had a record number of applications – over 21,000. We saw an increase in applications from first generation college students, students of color, and a 10% increase from international students. The graduate and professional studies were mixed and Fletcher and engineering saw decreases in international recruitment. Sackler is hurting from a research funding decrease, which is happening across the country, although student satisfaction is increasing. We’ll see what happens in the January application pool and we might see a trend downward among international applicants.

Regarding rankings, they have low validity, but high impact. The Trustees are interested in this and we did well in the Nature Index, placing 11th in the world. Reuters ranks us 38th – this looks at licensing, patents, and how many times we were cited. We dropped in US News from 27th to 29th. We will continue to analyze and make a presentation to the academic council to see what we can do. In Times Higher Ed, we were 77th in 2011 and we dropped to 169th; most schools around us in the rankings dropped and an increase in the total number of schools being ranked affects this, too.
Our entrepreneurship minor is the largest in AS&E with over 700 course enrollments and mostly professors of the practice are teaching the courses. We are also working with other Tufts schools that wish to develop curricular opportunities in this area. We are looking for a donor who would like to add their name to the entrepreneurship center, and we are searching for a Cummings Chair and Director to start in the spring of 2018.

You’ve seen the budget before. Margins are decreasing across the university. We aren’t going to get to the projected $7M margin, but hoping to get to break-even. Jim talked about the budget at another meeting. A&S is at a $7.5M deficit, and the SMFA deficit is worse than we expected because of low enrollment in some degree programs, but we are hoping for it to turn around. It will take a few more years to get to a surplus. The Tufts Medical School has a $5M deficit, and other schools are expected to be on balance after Q1.

The endowment was a special topic this weekend. The chair of the investment committee did a thorough report after talking to other universities and leading institutional investors to see how they operate. Our capitalization compared to our peers is low, at $147k per student (Brown is $330k and Dartmouth is $713k). There is a need to increase the endowment for the long-term and use the income on things the donor gave it for. In 2009, the Trustees raised the rate of spending from the endowment from 4.5% to 5.5%, but performance has not kept up so the payout was decreased back to 4.5%. Investment performance is at 14.4% this year, which is great, but over the last five and ten years, it was much less. We are reducing the size of the investment committee to six members from twelve or fourteen so that only people who can really spend time on it are on the committee. We’ll continue the manager-of-mangers model and I think these changes will help us in the future years.

I want to reiterate some important capital projects. The central energy plant faced contractor problems and equipment delays. We aren’t getting the savings we had hoped for and we will try to get some of the costs back when it’s finished. The benefits will still be there once it begins operating, in reducing greenhouse gases and in cost savings. The new Cummings building would have been an air rights building, but it was redesigned into a terra firma option that will be adjacent to the MBTA. It’s bigger than it initially was to fit everyone who is going in there, including classrooms, meeting spaces, and faculty offices. We are working closely with Bill Cummings and his team and we’ve gotten the needed variance from Medford and had enthusiastic responses from faculty. Our next steps are to engineer this building to cut costs and hopefully break ground next summer, with a completion date two years later. The Villages strategy is to use our wooden houses for juniors and seniors so they can connect better to the Tufts community on campus. Major renovations of Miller and Houston Halls begins this summer and it will give them disability access and add social spaces. At the Sustainability Council meeting, we talked about targeting deferred maintenance of older buildings for maximum impact.

We are continuing to monitor federal policies. We are committed to preventing and addressing sexual misconduct, and will await evolving guidance from OCR. We are hoping the legislature will do something about DACA, but it might drag out. Regarding immigration and travel, we are
fighting executive orders as they come out as best we can. Research funding for HNRC had been targeted for elimination initially but is almost back up to full funding. You may have seen announcements about proposed endowment taxation – 1.4% excise tax on endowment income for institutions with endowments over $250k per student. We won’t be on that list, but it bothers me because then they will try to lower the threshold and we’ll go on the list. Why would donors put their money into the endowment if it’s going to be taxed?

PROF SWAN: Was there any discussion at the board meetings about future downfalls external of Tufts, like market failure?

PRESIDENT MONACO: Yes, the committee looks at that because it’s a major risk. The percentage of our operating budget coming from our endowment is low compared to some institutions; we weren’t hit as hard in 2009 because the endowment wasn’t as large as other schools, like Harvard. We shelved capital projects, but we didn’t fire anyone, tightened belts, and thought about increasing payout.

EXECUTIVE VICE PRESIDENT CAMPBELL: I would say they are concerned. The margins in our budget are so small, that it would be hard to react to a downturn.

PROF BERNHEIM: Did they discuss the proposed tax bill on student loans?

PRESIDENT MONACO: I don’t think so; it came out two days before the meeting.

PROF EKBLADH: Thank you for the presentation. I’m glad you had a nice discussion about the Villages, but I’m affected by it. Despite calls for discussion, which was not taken up by the administration, I gather the ship has sailed and my family has to move, and we have nothing definite set. When I started, I had verbal promises about getting comparable housing, but the university has said no more and I believe houses would go to students if they were available. Expenses in the real estate market are growing and burdens are shunted onto faculty and staff to move. I’d love to meet the Trustees and tell them that housing is a great recruitment tool. I was told it was long-term housing when I started. My requests for a dialogue were ignored and I’ve noticed increased ignoring of faculty needs, like daycare and housing. Housing and having a junior faculty leave are great recruitment tool for Tufts to offer, but then faculty now have to move at the same time as their leave. This is a recruitment and retention problem we need to discuss.

PRESIDENT MONACO: Thank you for that perspective.

PROF EKBLADH: Can we have a dialogue about what the faculty need?

PROF PEPALL: Maybe there needs to be a conversation about benefits and when there are changes people can expect it. The Faculty Senate may be a place for that, but they can’t take on everything. I’ve heard something about retiree health benefits changes, and perhaps we need to talk about this so the faculty know they are being heard.
PROF SCHEUTZ: I want to talk about the issue of rankings. There are some peer institutions that held steady, but we’ve dropped. Some of it is explainable, but very little of those universities near us shifted ranks. I wonder what Tufts can do to remedy that? It’s important especially for grad student and faculty recruitment.

PRESIDENT MONACO: It’s hard to figure which variable to focus on, like alumni participation. One thing is that in US News the ranking among guidance counselors depends on only 35 voters.

PROF SCHEUTZ: (Inaudible)

PROVOST HARRIS: In the rankings, it’s all reputational, and there are 10,000 academics voting in the rankings. And they pick the same 15 schools who are doing great in research and the same 15 in teaching. Some schools show up a lot, so it’s hard to figure out how to make an impact. If you look at the citations variable, they are not controlling for the size of institutions, so like Michigan will do better than us because they are bigger. If you look at US News and the average faculty salary, AS&E doesn’t count the medical school salaries. Maybe we can we count some of the basic sciences in the medical school because they are also in Sackler.

PROF RANKIN: I noticed that in a lot of these big funding initiatives, the focus is in the sciences, economics, business, but not in humanities or the social sciences. Eaton and East Halls are crumbling…

PRESIDENT MONACO: We did invest in the SMFA. We are repurposing Barnum and other non-science departments are moving in there. The largest amount of money is actually spent on deferred maintenance to keep our buildings up. It’s a science to determine the deferred maintenance index. Jim, do you want to say anything about A&S priorities?

PROF RANKIN: The tone just sounds like the university is focused on investing in the sciences.

PRESIDENT MONACO: The SEC has new teaching labs, which are necessary given the conditions in Barnum, so I feel like I don’t have to justify those.

PROF RANKIN: As the university puts itself forward…

PRESIDENT MONACO: I thought merging with the SMFA was a bold statement about our commitment to the arts, especially considering the deficit we’ve taken on and the investment we’ve made in the building.

DEAN GLASER: The dean’s office is attentive to all needs. Some social science departments moved to 574, including community health and OT, which were on the index of worst buildings. There is so much need and we can’t do everything at once. There is big thrust in improving our facilities, it’s a hallmark of this administration, and the cost that the school is taking on is substantial, but so necessary. It’s on our minds all the time and I hope you and all our colleagues
know the humanities don’t exist outside A&S, but we are advocating for the social sciences and humanities and arts at every opportunity.

PROF ALLEN: I’d be interested to know what goes into the rankings; maybe this is a conversation for a later time.

PROVOST HARRIS: I have two slides available with detail about the indicators.

Tony: Federal research funding is being cut across the country at a time when some governments overseas are investing more heavily in research.

Launch of Brighter World: The Campaign for Tufts
Anthony P. Monaco, President

PRESIDENT MONACO: We have a $1.5B campaign goal. Our key funding priorities are financial aid, supporting faculty, professorships, and facilities. Each of the deans are coming to talk about their parts of the campaign instead of me holding the usual town hall meeting. There is an increase in the culture of philanthropy, and we are seeing a better participation rate.

We’ve had four years in silent phase of the campaign where we raised $568M, which is about right on target. The school goals are variable right now, but they stand mostly around 40% toward their goals. I’m also including the first two years I was president, which raised $37M. We have set a $150M goal this year. We’ve been able to raise $100M four years in a row. The culture of philanthropy is important. We are trying to retain donors, make up for people who don’t give anymore, and still find new donors to give. We started Giving Tuesday and have a robust volunteer structure. During the last campaign, we got some large gifts; if you add up all of Cummings’ gifts, it is probably about $50M total. We are ahead of where we were in the first four years of the Beyond Boundaries campaign.

Here is the financial aid initiative. We raised $148M in the first four years. It was driven by a match from university resources, but we couldn’t keep the initiative going. We are thinking about doing match gift during the campaign’s public phase, ideally backed by a major donor.

Donors gave money to the vet school’s animal hospital, to the Allen Discovery Center, to the Data Intensive Studies Center to support a director and endowed professor. There was also a $15M gift to support the expansion of the anatomy lab from Jaharis Foundation.

Our new buildings were funded through bonds, but we are still looking for naming rights. Smaller gifts have named spaces inside them, like the Kindlevan Café in the SEC. These help the schools pay the operation and management costs. It’s not an easy thing to find someone to name a building in my experience.

Increased focus on engagement has been a hallmark of the leadership phase of the campaign. We have recruited the largest cohort of campaign volunteers in Tufts’ history. In February, we held the first-ever joint retreat of the Board of Trustees, Chairs of the Boards of Advisors, and
members of the Campaign Cabinet. The number of reunion volunteers for Arts, Sciences and Engineering increased by 44%. Last year, we had 4,000 people participate in Giving Tuesday and hope for 5,000 this year.

The campaign has enthusiastic involvement from the leadership of the Tufts Alumni, who pledged $30M for the campaign. The Tufts Alumni Council has also committed to promote alumni participation and help with building a stronger culture of giving.

Three overarching campaign themes are integral to all of these communications: transformative experiences, which is connected closely with marketing for financial aid; research and innovation; and global impact.

I want to thank the board for leading us on T10 strategic plans. There are opportunities for the public phase of the campaign. The university pool is 70 years old and occasionally leaks. We are trying to raise money for a new aquatics center and the Villages. We have some naming opportunities for the Cummings building. We are rolling out a new matching program called the “Professorship Partnership Challenge.” This is intended for existing faculty positions and will help to offset school costs. We are trying to raise funding around DISC and do donor-driven match for financial aid again.

We had a wonderful launch at the MFA on Saturday. The next events are in New York City and smaller events across country and Asia.

[VIDEO]

PRESIDENT MONACO: Do you have any questions?

PROF HAMMER: I love the message to think outside the box and that will help us with the rankings. But thinking about supporting people on campus including faculty, like in housing and child care, matters to the health of the university and the faculty’s morale.

PRESIDENT MONACO: Any other comments or questions? Thank you very much for your attention.

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