ARTS, SCIENCES AND ENGINEERING
FACULTY MEETING
COOLIDGE ROOM, BALLOU HALL
WEDNESDAY, DECEMBER 13, 2017

Table of Contents

ANNOUNCEMENTS ................................................................................................................... 2
Tufts Community Appeal Reminder .......................................................................................... 2
  David Gute, Professor, Civil and Environmental Engineering, and Todd Quinto, Professor, Mathematics .............................................................................................................................. 2
Global Research Assistant Program ......................................................................................... 2
  Nora Fame, Program Administrator, Provost’s Office ............................................................ 2
Faculty Involvement in Senior & Alumni Awards Nominations ............................................. 3
  Ed Ellison, Executive Director of Alumni Relations .............................................................. 3

NEW BUSINESS ....................................................................................................................... 3
Deferred Maintenance Plans .................................................................................................... 3
  Patricia Campbell, Executive Vice President ......................................................................... 3
Update on the College of Special Studies ............................................................................... 4
  David Harris, Provost and Senior Vice President .................................................................. 4
Impact of Washington, D.C. legislation on Higher Education ............................................... 7
  David Harris, Provost and Senior Vice President, and Mary Jeka, Senior Vice President and General Counsel .................................................................................................................. 7

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

PROF COUCH: Hello. I’d like to recognize David Gute and Todd Quinto who will talk about the TCA campaign.

Tufts Community Appeal Reminder
David Gute, Professor, Civil and Environmental Engineering, and Todd Quinto, Professor, Mathematics

PROF GUTE: Thank you for coming out on a very frosty morning. One thing I enjoy is forming relationships with people around a common goal. We’d like to provide you with some additional detail about the Tufts Community Appeal. With my background in health sciences, I’ve found it’s helpful to share data about participation. We are able this year to demarcate engineering and arts and sciences participation, and stir up a friendly competition.

PROF QUINTO: David has given you some good reasons to participate. I wanted to talk about what it means to me and the practical aspects. Go online, give to financial aid. I love to teach and support the diverse student body, or the neighborhood service fund, which helps our neighborhoods, or a write check to your favorite charity and send it in. You can do this by credit card, payroll deduction, or by sending a check. I agree with David that this is one thing faculty members can do together to support the university and the community. Engineering has given 9%, Nutrition 12%, and A&S 7%. Even if you don’t like competition, know this is a really good thing we do as faculty and staff for our community.

PROF DEVOTO: For a non-mathematical person, has A&S given 7% of the total funds or has 7% of people in A&S given?

PROF QUINTO: 7% of A&S’s personnel has given. It’s not bad, but we could do better. Thank you.

PROF COUCH: The chair recognizes Nora Fame from the Provost’s Office.

Global Research Assistant Program
Nora Fame, Program Administrator, Provost’s Office

MS FAME: I’m here to give you some information about a new program in Tisch. We are soliciting proposals from faculty who would like one or two undergrads to work with them over summer 2018. You will spend at least three weeks abroad, and includes a stipend and travel costs for students. The deadline is December 20th and there is information on the provost’s website and some cards on the table here. Please contact me with questions or extension on the deadline.

PROF COUCH: The chair recognizes Ed Ellison from Alumni Relations.
Faculty Involvement in Senior & Alumni Awards Nominations
Ed Ellison, Executive Director of Alumni Relations

MR ELISON: I’m class of ’83, and I was here last year at an A&S meeting and glad to be here again. I want to talk to you about support for the senior awards. Each year we recognize twelve AS&E students and we can’t do that without your recommendations. We are looking for the deepest, richest, broadest, most diverse pool. Last year, we had 65 nominations. We are looking for great students, academic leaders in the classroom, who have led on playing fields or in service to the community, and students you think would want to be leaders as alumni. The deadline is January 24th at midnight, and the awards for the first time will be Saturday April 14th at Gifford House. There is more information available on the alumni site. The last thing is we are looking for ways to involve faculty and coaches and we are sending out a survey asking how you would want to be involved in the awards. Thank you for your nominations. Thank you and happy holidays and enjoy your break.

PROF COUCH: The chair recognizes Executive Vice President Patricia Campbell.

NEW BUSINESS

Deferred Maintenance Plans
Patricia Campbell, Executive Vice President

EVP CAMPBELL: I’ve been asked to give you information about our deferred maintenance program. We are looking at the needs of our buildings. It is not about the renovation of the buildings, but the maintenance of the buildings and their systems. Our Board of Trustees has set a goal for us to set an FCI index between .10-.15, a ratio of value and cost to maintain and repair. If a building is below .5, it’s in excellent condition; you can see that gradual change on the chart here. Some buildings you know fall into these categories. Some of you don’t need me to tell you that these buildings have needs. How do we know what the needs are? We engage an outside firm and do a comprehensive look at the systems. We look at the efficiency of doing new and deferred projects together, like when we redid Cohen auditorium, we attended to the HVAC, lighting, and electric systems at same times.

Here is the trend of when we started to look at this. Today we are at .14, just within the range of our goals. We expect there will be an increasing need and by December 2020 we’ll be in the .2 range. Some projects we are working on are multi-year projects, like the exterior and roof of Metcalf and the next step is to look at the interior and systems during the summer when it’s not in use. MEP stands for mechanical, electric, and plumbing. We will assess every school’s budget so they can contribute to the deferred maintenance capital program. It is determined by the asset of the buildings. There was a period of years where we had to spend a lot on the Boston Campus and not spend here. Money is spent based on the needs of buildings based on the size of their facilities. We coordinate capital needs and deferred maintenance, and there is also a methodology of looking at the systems not just by their age. We regularly update the assessment and are due look at all the buildings in 2019, but another part of our needs is the vertical needs, like the steam lines, electric, and water supply. Any questions?
PROF JOHNSON: I don’t know if this is a question for you or someone else. Part of the projected deficits in A&S is for building maintenance. What happens when buildings are shared and how is the percentage determined?

EVP CAMPBELL: For AS&E there is a shared budget, so those things would be shared. For the other schools, it’s based on square footage.

PROF ORIANS: I have a comment about the line; things are getting worse as it goes up on the right, that’s why you can’t skimp and save now because then it gets worse and more expensive.

EVP CAMPBELL: Yes, you’re interpreting it correctly. There is nothing we not might consider in slowing things down. We don’t want to neglect things and until they are worse and more expensive problems. We are trying to be smarter about preventative maintenance and not reactive. Thank you.

PROF COUCH: The chair now recognizes the Provost, David Harris.

**Update on the College of Special Studies**
David Harris, Provost and Senior Vice President

PROVOST HARRIS: Let me pick up where Nora left off: a donor is funding this; it’s not coming out of my discretionary budget.

First, I want to talk about College of Special Studies. TIE is a proposed master’s program and one proposed home is the College of Special Studies. It’s challenging because we are doing two things that we don’t do often. It’s a master’s program that spans the university, more so than other programs, at least five schools have a major effort in it. What is the College of Special Studies exactly and what will it mean going forward?

The TIE program discussions started about a year ago. Linda Abriola led a thematic area working group looking at water and how we could build on that capacity. It started with 20 or so core faculty – several of whom are here today – with faculty also from Fletcher, Friedman, and the Dental School and there were lots of conversations about what the program would look like. Linda is the director of TIE, and had conversations with the deans and department chairs as they started to develop a proposal. The preliminary proposal went to the Provost’s Council, which meets almost every week with all deans across university and the Vice Provost, and received input from them. The College of Special Studies was identified as a potential academic home for it.

We recognized the time pressure to get this program going and worked on a website and promotional materials. How are faculty and departments compensated with sharing their faculty? At the establishment of TIE, faculty weighed in on this and met on September 8th to talk about the different academic tracks, and faculty expressed strong support for it. In November, we approached the Faculty Senate, which didn’t exist when this all started. They referred it to the
Educational Affairs and Policy Committee to give input only, not approval, and told us that we need a conversation about what faculty have to do with the College of Special Studies. The Trustees’ Academic Affairs Committee (TAAC) was then approached for a discussion, not approval because the program hadn’t been signed off by the faculty or the deans yet. They were supportive of it. The Senate is looking at the College of Special Studies, but we would hate to lose a year on this program and the potential revenue generated, so maybe it could start off running in a school first. The Friedman School has a significant presence in the program and is interested in being the home for this initially. There will be a revenue sharing system with the faculty and schools involved. That’s where we are at the moment. We get into the TIE conversation because of the College of Special Studies conversation.

I will say, two years ago I only knew that once in a while something weird happened in AS&E and where we would close the Arts, Sciences, and Engineering meeting and opened the College of Special Studies meeting but all the people were the same. It was odd. Every year when the Trustees renew the slate of deans, one of the deans is the interim dean of the College of Special Studies, which seemed odd to me. Boris and Kevin came to me about during the SMFA acquisition discussion and they educated me about the College of Special Studies; Kevin was a former interim dean.

Here’s what I know now. The College of Special Studies created in 1929, as a division of university extension, and its role was to administer affiliated schools (Bouvier Boston, Boston School of Occupational Therapy, the SMFA, Eliot-Pearson, and the nurses and dental hygienists school). It was renamed twice. It administered large extension courses, summer school, and abroad programs. The schools incorporated these programs, the extension programs reduced, which just left the SMFA. In 1976, the Provost made the decision to ask A&S to manage and administer the College of Special Studies because only this A&S program remained in it. It has bylaws, which were last touched in 1982.

Because this is what it became, and now the SMFA is part of A&S, what do we do with it at this point? It doesn’t make sense if it is supposed to manage cross-school programs for A&S to continue to manage it. The bylaws read, “The Faculty of the College of Special Studies shall consist of the President, the Provost, the Dean of the College, those persons normally with a full-time appointment in one of the affiliated Schools who provide instruction in the College of Special Studies (which offers no tenure track appointments), and such other persons as the President may annually appoint on the recommendation of the Dean.” That’s basically Tony, me, Nancy Bauer, and anyone else we pick, and those folks can award degrees. It seems like we ought to have something more systematic than just picking someone. We are talking with the Senate and because it’s a cross-school entity, we asked them what the faculty governance role should be. Who are the faculty? How do we identify them? The plan at this point at the Senate level is for the Senate to provide its advice about who the faculty are, and the deans will be kept informed. I’m not here to tell you today the new state of it; I’m looking for advice and it needs to have a faculty role if it’s awarding academic credentials.

PROF HITCHNER: Why do we still need the school?
PROVOST HARRIS: Why have it at all? The idea is that there will be some activities that cross the schools and are different enough from what the individual schools do now, and it will house those programs. For the TIE master’s programs, you would need several stamps on the degree without the College of Special Studies. That’s part of the role, so we think the program should be there.

DEAN LOWE: It also is used as a small non-degree seeking component; for students not matriculated in A&S&E, the registrar enrolls them in the College of Special Studies, but no degrees are conferred. It’s for Tufts employees who don’t have a bachelor’s and are taking a class at a time.

PROF RICHARDS: Having played some role in this process, my opinion is a little different, particularly regarding the TIE proposal. I certainly get it’s nice to have a centralized mechanism across the schools, although I think we are overstating the problem a little bit and the A&S-Tisch dual-degree was a quick process, and Friedman only has 5 of the 65 courses in the TIE program, which is not major. The process that some of us thought, but was wrong, was that the College of Special Studies was part of A&S, which is the de facto way we operate it. I was told basically what you just said, which is the College of Special Studies is whoever they say it is. Many faculty in other schools didn’t know about it until recently, and TIE did not get a lot of faculty participation. The group developing the program thought they were the College of Special Studies faculty and that they did have the right to vote on the program. So that suggest the College of Special Studies is a capricious instrument. A Fletcher faculty member spoke to me that there is a concern this school is used to circumvent the normal academic procedure. I have to say that one thing that reinforced my concerns is that when I went to the Provost’s page about approving programs, I saw it had been changed dramatically and suggests that faculty involvement is limited in these programs. That change in the website happened without faculty discussion and wasn’t announced. The administration has to work transparently.

PROVOST HARRIS: I believe deeply in shared governance and there was never any attempt to create a program without engaging the faculty. We’ve gone to the Senate and asked for them to help us create a process. I’m sorry about the miscommunication about the program flow. With respect to the Program Development & Approval Committee (PDAC), when it was discussed with the deans and the EADs, the Senate brought up a concern about it. I hope that when things come up, you contact me with questions or concerns.

VICE PROVOST DUNN: I want to say something about PDAC. You misread it, but it’s not your fault. The process to approve a program is that it goes to the deans and the faculty and gets ideas from the schools.

PROF DAVIS: You provided a proposed timeline of the TIE program, but when were departments contacted because their resources are being used?

PROVOST HARRIS: I know conversations with some faculty and some chairs happened before the April faculty meeting. At least at that point, the deans knew.
PROF DAVIS: UEP is heavily used in the program. We were never contacted, and I had to proactively request information. 75% of one track is from UEP and the chair has not been involved.

PROF MIRKIN: Same in biology.

PROVOST HARRIS: Some of the people involved assumed faculty were talking to their chairs.

PROF ORIANS: TIE has always been interdisciplinary and I’m excited about it. In the process that gets developed, it’s critical that there is a voting mechanism, that the deans vote, and that there is oversight so no master’s programs is competing with school programs, and I think a concern among people is that schools are collaborating and not competing.

PROVOST HARRIS: If you look at the approval process, a school can propose a program and the deans are alerted and share the information. The Provost’s duty is to support or not the program to the Trustees so it’s not working against other programs in the university.

Impact of Washington, D.C. legislation on Higher Education
David Harris, Provost and Senior Vice President, and Mary Jeka, Senior Vice President and General Counsel

PROVOST HARRIS: I’m going to mostly turn this over to Mary. An assistant professor showed the best of who Tufts faculty is when reading about the Republican tax plan and potential taxes on graduate students, asked if the university was aware and said they would chip in their research funds to help their students. I said we are working on it, and we thought it would be useful to talk about the issues coming out of Washington.

SVP JEKA: The Trump administration has kept us busy this year. First of all, I want you to know that we are a member of a number of organizations that advocate for higher education, who have the real power. Lewis-Burke Associates is available to each and every one of you for advocacy services. The American Council on Education (ACE) and the National Association of Independent Colleges and Universities (NAICU) are two lead advocacy organizations; I’m in touch with ACE daily about the tax bill, and a number of others are working on other issues. President Monaco sent out a letter to the delegation expressing our concerns and highlighted some of the major issues in the bill we are concerned about. You can see the letter on the President’ website.

The bill particularly focuses on higher education. The first has generated controversy and anxiety. They do have agreement on the tax bill and will be moving it to the House and Senate next week. The tax-free status for graduate students will continue, which is good news. The voices of the schools have been heard, they were deluged with letters, and it’s been helpful. Making charitable contributions is a problem and also the endowment tax, which doesn’t touch us (our cost per student is only $150k right now), but it sets a terrible precedent which could always change or our threshold could go up and we could be taxed. Any questions on the tax bill?
Another issue that has taken up a lot of our time is immigration and DACA students. We feel it’s a tragedy and hard-working, achieving students deserve a quality education. President Monaco has signed letters of support and met with students, and Tufts has given them legal resources and hired a lawyer for them, who is working at cost. The situation is not good for them and the program may end, and they may go back to being undocumented. We are trying to do everything we can for them and make them comfortable.

The travel ban is impacting our students and we’ve provided legal counsel to students about what they should and should not be doing. We’ve recommended them not to travel because it’s unclear whether they will be allowed back into the country. I’m not terribly optimistic about some of these outcomes because the president may have the power to do some of these things on his own.

Research funding is something we’ve been involved in for many years. Regarding HNRCA funding, President Monaco advocated for it over the summer, members are lobbying for it, and the House and Senate ignored the President on this one, restoring it in agriculture appropriation bills, so we are confident that the HNRCA will continue to be funded. Don’t expect the issue to go away. NIH saw a slight increase and NSF is flat in its funding at best; this administration is not as supportive of the sciences as we would want them to be.

Finally, a major topic of discussion is Title IX. OCR has made major changes and the Department of Education; it’s a travesty that they are not filling new positions and cases are left to languish. We were under a Voluntary Resolution Agreement (VRA), which was terminated. We met the requirements of the VRA or more, and President Monaco has a taskforce and developed new policies and procedures with OEO to address sexual misconduct. Despite changes to Title IX, we are going to proceed with our policies and make sure we have thorough investigations and discipline, and won’t lower our standards.

PROF MIRKIN: Can you comment on the email we received about H1 visas, which is troubling for our foreign associates

SVP JEKA: There are two people, Diana Chigas and Dana Fleming, working on this. It’s a problem, and we’ve had some rejections lately, and the government is not following the rules like before about extending visas.

PROVOST HARRIS: This came from Diana and Jane Etish-Andrews who saw application rejections, which hasn’t happened before. They are being scrutinized more than before and shortening time periods.

SVP JEKA: I don’t have any good answers, but we are providing legal counsel.

PROF MIRKIN: It’s good to give us more information in the future because it affects our strategy about recruiting from abroad and what work they can do while they are here to get the next visa. There are many foreign people in our lab and department and it’s a concern.
PROVOST HARRIS: What’s keeping us busy is asking what are they doing? Why? Can they do that? We are trying to figure it out and we’ll let you know.

PROF JOHNSON: On the slide with NSF and NIH, what’s HNRCA?

SVP JEKA: Human Nutrition Research Center on Aging.

PROF JOHNSON: NEA is missing from this and there were threats to doing away with it. What’s been proposed?

JEKA: A lot of agencies are monitoring this problem.

PROF JOHNSON: Arts are important for faculty and the university and I wonder if you can add it to your next update.

SVP JEKA: I can check about it. What we’re seeing is Congress is ignoring Trump’s recommendations, which is not that unusual, but happily they are restoring a lot of these funds.

PROF COUCH: Time for one more question.

PROF MAHONEY: What are you hearing about the progress about the Higher Education Act?

SVP JEKA: They marked up a bill last night in the House. The Senate bill will be introduced in the new year. It’s a complex bill, and five years overdue and the authorization of it always takes forever. It concerns things about student loans and sexual misconduct. The biggest is how they rework the loan programs and freedom of speech. It hasn’t really got sorted out yet and we’ll be hearing about it in the next month or so.

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