Summary of the Faculty Forum that Discussed the Budget Deficits in A&S and SOE

Wednesday, October 3, 2018

The purpose of the faculty forum on October 3 was to provide AS&E faculty an opportunity to reflect on the recent budget challenges. The resulting discussion was wide ranging. At times, there were expressions of the frustration with the situation, communication, and disposition. Underlying these moments, and evident within the larger discussion, was a desire to obtain a better understanding of the budget concerns, as well as the roles and responsibilities of the administration and faculty. The AS&E Executive Committee, with the help of notes taken by the Secretary of the Faculty, distilled the discussion into the questions provided below. The AS&E Executive Committee recommends that the Dean of the School of Arts & Sciences and the Dean of the School of Engineering consider these questions when addressing the budget concerns in upcoming A&S and Engineering faculty meetings as well as when they meet with the AS&E Executive Committee on Monday, October 15th.

The questions to discuss with the administration fall within five categories each with their respective subsections.

1. **What are the causes of the budget deficits?**
   a. Was the performance of the endowment in the last five years a factor in the apparent decision by the Board of Trustees to reduce the payout from the endowment? Will the trustees consider restoring the half percentage point drop in funds drawn from the endowment?
   b. To what extent did capital and the operation and maintenance (O&M) costs associated with recent building construction/renovation negatively impact the budgets in A&S and SOE? What are the anticipated effects on the budget of the O&M costs associated with the new Cummings building?
   c. Have increases in financial aid added to the budget deficit?
   d. Has there been a shortage in anticipated fund raising?

2. **What is the extent of the budgetary shortfall? Can recent past, current, and anticipated future shortfalls be quantified and presented to the faculty?**
   a. How many years is it anticipated A&S and SOE will have deficits?
   b. What are the extents of budgetary shortfalls in the other schools within the university?

3. **What additional policies besides those referred to in the following set of questions, are being considered to reduce the deficit?**
   a. How many years will an additional 100 students be admitted to each class? What is the additional revenue to the university for each additional student admitted to Tufts after subtracting costs such as financial aid, additional housing, additional staffing etc.?
b. Will departmental budget reductions continue for the foreseeable future?

c. What plans does University Advancement have to help A&S and SOE on the revenue side of the budget?

d. To what extent is increasing research expenditures seen as an opportunity for decreasing budgetary shortfalls?

e. To what extent are revenue-raising graduate programs helping to reduce the deficits? Will these types of graduate programs be expanded and if so by how much?

f. What role will the summer school play in helping to reduce the deficit?

4. What effects have deficit reducing policies had on the academic mission of A&S and SOE? Specifically:

a. What plans are being considered to lessen the impact of increases in both undergraduate and graduate enrollments on student advising, student services, residential spaces, instructional spaces, and the sizes of many important foundational and intermediate courses?

b. How have budget shortfalls influenced faculty hiring and retention? Are the effects proportional between tenure/tenure-track and contract-based faculty positions?

5. Faculty at the forum expressed an interest in ensuring the committee structure serves to increase communication between the administration and faculty. Specific questions raised on this topic were:

a. How can members of the administration and faculty committees work more effectively together?

b. Are faculty committees provided with sufficient information to offer informed input?

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