

**ARTS AND SCIENCES FACULTY MEETING
COOLIDGE ROOM, BALLOU HALL
WEDNESDAY, SEPTEMBER 27, 2017**

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ANNOUNCEMENTS

Reminder about summer courses

Joe Auner, Dean of Academic Affairs

DEAN AUNER: Department chairs should give us a sense of the summer courses they will be proposing will be reviewed by the appropriate academic dean. This is due Friday.

Introduction of Kareem Roustom, Professor of the Practice, Department of Music

David Locke, Professor and Chair, Department of Music

PROF LOCKE: Syrian-American Kareem Roustom is a musically bilingual composer who has been active on the world stage for over a decade. *The Chicago Tribune* wrote that Roustom is “a gifted and accomplished artist...one of the most prominent active Arab-American composers.” Reviewing Roustom’s Ramal for orchestra, *The New York Times* described it as “propulsive, colorful and [an] immediately appealing creation” and *The Guardian* wrote that it was “arrestingly quirky and postmodern...music with lots of personality.”

Roustom’s collaborations include music commissioned for the renowned string quartet the Kronos Quartet, conductor Daniel Barenboim, the Philadelphia Orchestra, as well as Shakira, Beyoncé and, most recently, Tina Turner. Roustom’s music has been performed at the BBC Proms, the Salzburg Festival, the Lucerne Festivals, the Grand Teton Music Festival, and from the Far-East to the near east, Europe, the USA and Latin America. This past spring and summer saw performances of Roustom’s music at venues that included the Royal Academy of Music in London, the Pierre Boulez Saal in Berlin, Chicago’s Grant Park Music Festival, as well as performances in Jakarta Indonesia, Nanking China, Amsterdam, Utrecht, The Hague, Kassel Germany, Los Angeles, Taiwan, and at Boston’s DCR Hatchshell. On Sunday September 24th two of Roustom’s works for orchestra were performed at the awards ceremony for the 2017 Nuremberg Human Rights Awards.

Roustom’s work in film includes twenty film scores, an Emmy nomination, and a fellowship to the Sundance Film Composers Lab. He also contributed an article on the music of Michel Legrand to the monograph “A Companion to Jean Luc Godard” (published by Wiley-Blackwell).

Roustom is currently composing four commissioned works: a clarinet concerto for clarinetist Kinan Azmeh, which will be recorded by the Deutsches Symphony Orchestra in Berlin on May 2nd, 2018; a work for choir & string orchestra commissioned by Boston based Coro Allegro which will be premiered at Sanders Theater on March 11th, 2018; a new work for the Grand Teton Music Festival in Jackson Hole, Wyoming as part of a composer-in-residence project for the summer of 2018; and a violin concerto for violinist Michael Barenboim, to be premiered by the Pierre Boulez Ensemble under the direction of Daniel Barenboim in Berlin, December 2018.

Kareem is going to bolster our curriculum with his craft and skill in notation and arrangement. He is affiliated with the film and media studies program in an effort to link film and music. One of his strengths is also in the music of the Islamic world and he will be working with the

performance ensemble, the Arab music ensemble, and using his expert composition knowledge of music of the middle east.

DEAN GLASER: I recently went to a concert where they played some of Professor Roustam's compositions and they were spectacular.

ABET Accreditation Process, School of Engineering **Wayne Chudyk, Associate Professor, Civil and Environmental Engineering**

PROF CHUDYK: ABET stands for Accreditation Board for Engineering and Technology. This is a culmination of a 19-month process; we first submitted in June a self-study telling ABET what we do and how we do it. An eleven-member evaluation team is coming to campus from October 15-17th and will be visiting courses that engineering students take, some administration offices, and support facilities, like admissions and the library. This happens every six years if it goes well and I hope it will.

NEW BUSINESS

Faculty Senate Updates **Lynne Pepall, Professor, Department of Economics**

PROF PEPALL: On September 13th at the first meeting of Senate, it was approved to give A&S an additional member, bringing their representation to 8 members. Eulogio put together a history of Tufts and the SMFA that helped them make this decision. If an opening arose, we agreed that a Medford non-tenure track Senior Lecturer would be appointed, and Anne Mahoney being the next highest vote-getter who fit this category in our spring 2017 election, accepted the position. She will join us in October.

The Senate is in the process of trying to figure out what committees could work on issues they feel are important. The Nominations Committee will play a role in university-wide committee appointments; the Faculty Affairs Committee looks at benefits, retirement, professional development, and appointments; there's a Budget Planning and Development Committee because faculty don't currently have a voice at the university level; a Research and Scholarship Committee asks how we can be more effective achieving our research mission; and the Educational Affairs and Policy Committee looks at new degrees and programs across the schools, at campus climate, and at engagement with students.

PROF JOHNSON: Questions about retirement policy came up; a Subcommittee on Retirement was created with me as chair and three other members of schools; we are talking to Julien Carter about a change in retirement benefits that recently went through without faculty input.

PROF GARDULSKI: What about a committee on infrastructure?

PROF PEPALL: That's the Budget Planning and Development Committee. We hope that central administration will consult with the faculty body well in advance of planning their proposals and we can ask questions.

DEAN GLASER: If you look at the faculty Senate page, the A&S Faculty Senate is listed and discussed like an A&S committee, and the practice of going back to the next election to fill an open position is the way the committees operate.

PROF PEPALL: The Committees on Committees helped facilitate this decision and the election.

DEAN GLASER: One last announcement is that the SMFA has a party from 5-7 PM tonight. It's a way to mix and mingle with colleagues from the SMFA and curators from the MFA. Many of you have RSVP'd and we hope you will come. There will be a shuttle leaving from the Dowling Garage at 4:15pm and also take you back.

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

PROF PROCTOR: There are 11 items that require a vote. I'm going to read them out, but stop me if you have questions. ENG 0311 Communicating for Change, which is connected to the 1+4 fellows program; FMS 0024 20th Century US Television; FMS 0176 The Horror Film; Psych 0147 Multitasking; REL 0118 (Mis-)translating Vodun; POR 0126 Portuguese in the Community; POR 0151 Images of Brazil: Contemporary Brazilian Cinema; STS 0150 Special Topics; STS 196 Independent Study; STS 0197 Capstone Project; and STS 0198/0199 Senior Honor Thesis A and B. Is there a motion to approve? Second? The motion carries.

Dean of Research Office Update
Jackie Dejean, Assistant Dean of Research, Arts & Sciences

DEAN GLASER: We do know there are significant challenges around research support and we will talk about those later apart from Jackie's presentation.

DEAN DEJEAN: As you know, the Assistant Dean position was created this year and I started March 1st and report to Bob Cook, Dean of Research. I can't believe I've already been more than six months brainstorming initiatives and meeting with people, and we want your feedback and ideas.

New Initiatives: What are the things we can and should be doing to move your and A&S's research forward? It gives us an opportunity to think about our strengths and places to grow and create partnerships inside and outside of Tufts. I think about what needs to be developed to sustain what we are doing. We need incremental changes in order to be successful.

It's not always that people don't have ideas, but opportunities aren't always targeted in A&S. What are the opportunities out there for development? I encourage you to meet with me and tell me what your interests are. I can specifically look for opportunities that are relevant to you.

For graduate education opportunities, Bob and I put together a team made up of Institutional Research, GSAS, Career Services, and Alumni Services and applied for a grant. It wasn't successful, but it taught us where our needs were and where we needed to strengthen. A second

opportunity we pursued was a training program for School Psychology and it was successful. It allows us to fund field placement experiences for master's students and it allows them time to restructure field placement supervision of the program and assign a primary care component to student experiences.

For the Summer Scholars program, we worked across a series of departments, including members of the Group of 6 and the Dean of Undergraduate Studies, so that we could find NSF funded-faculty interested in opening up labs for NSF-defined underrepresented Tufts students. These might be STEM pre-scholars or early-scholars and they can now connect with faculty and research with whom they have not previously had a chance to connect in meaningful way. We are trying to be creative about funding, using a supplementary mechanism that NSF allows to fund individual opportunities.

We want to engage faculty in as many conversations as possible. We started with assistant professors in July and talked about obstacles they have applying for grants and what their needs are. We next will talk with new faculty and associate professors.

We did a pilot project with David Ekbladh in history about how the university records scholarly activities in the humanities so we can understand what the discrepancies are and how to resolve them. Last spring, Simin Meydani talked about Tufts being close to losing its Research 1 status, and that may be because we aren't measuring our own impact accurately.

We are automating the deans reports. I used to manually create them, and now we are looking at using Tableau to automate them and make them timelier so the deans can always see research activity instead of seeing it in a report once per year.

Internal partnerships include an SMFA grant opportunity with the NEA. It is to create research labs on a 2-year grant that encourages people in the arts to collaborate with non-arts sectors and create research labs with a theme that's functional and sustainable and investigates possible synergies across these fields.

We are trying to expand internship opportunities for students and expanding them to other departments, but we have to find funding. We are working closely with other departments to congratulate faculty on research and inform the communications department about awards and documents now kept on a shared drive so they can share your successes.

I'm working on an initiative because Justin Hollander is interested in working with a university in Vietnam, and understanding the process was new and important for me to take on. The provost's office has a defined affiliation process so they can keep track of partnerships as they are conceptualized, and it clearly defines relationships and the terms for everyone and says what Tufts is willing to agree to.

Prior to the CBA, our process of approving a lecturer in engaging in research as a primary lead was simple, but now we have to take into consideration that the CBA does not define research as a role of a lecturer. It can't impact when they are teaching and the chair has to have a

conversation with the dean because research can't be assumed to be one of the lecturer's responsibilities.

PROF CELICHOWSKA: As a full-time lecturer we have to evaluate each other, and it's hard to teach without being active in one's own research. You aren't going to be as good in your field if you don't do research.

DEAN GLASER: In some cases, it's easy to answer, like if you get a grant that enhances your pedagogy, but in the CBA, you are only expected to teach and advise. Doing research that isn't pedagogically based is going to lead to a conversation with Jackie and the dean.

PROF ROGERS: I just want to say that I'm a lecturer so I didn't think I had to pay attention to these research emails, but Jackie worked hard and I was shocked to get the grant. It's a testament to her expertise and support. I encourage you to talk with her and answer her email if she says she has a grant for you.

A&S Budget and Financial Situation

Scott Sahagian, Executive Administrative Dean for Arts & Sciences

DEAN GLASER: Last year, we were in the red by more than a million and a half dollars, and projections say we will be in the red this year. But the reasons are good: we have new buildings whose costs hit the schools. In the faculty authorization process, we had \$2M in costs coming off, and only \$900k coming onto the budget, and 3 new tenure-track positions are funded by gifts. We are in an austerity phase and it reflects in the decisions we are making.

DEAN SAHAGIAN: There are good reasons for why we are having financial issues. There was a \$1.7 million deficit that we closed using our reserves, and \$1.6M from carry-forward funds that donors gave us but we haven't used. Where did we see these expenses go this year? In compliance regulations with admissions and residence life because they were working 40+ hours and traveling for weeks. Plus, we started paying for the SEC and the O&M on that.

The actual expenses exceeded our projected revenues. We have program revenues, the summer school revamp will generate higher revenues, but the bulk of the money comes in June rather than July, which makes a difference.

We submitted a balanced budget because of "Gap Closing Measures" and we are finding where we could reduce the budget by going back to carry-forward accounts. But how do we reposition dollars that can't be spent, like a scholarship for graduate students in French if we don't have graduate students in French? We started a new return policy on what we get back on federal grants. Departments can use that money to send students to conferences if they want.

There was a \$2.5M deficit despite the GCMs. It is tied to where we are going as an institution. We are hiring more research assistants to boost research support; student services and support need more for mental health, nutrition, dining, and accommodations. There is new staff in Bob's office to work on developing new paying graduate programs that we can tap into. We are trying not to cut back on the library or admissions to close the deficit.

The budget drivers are in undergrad net tuition, which is \$11.5M; the endowment return percentage decrease gives us \$1.6M; O&M is \$5.6M.

PROF PEPALL: How do you factor the engineering costs?

DEAN SAHAGIAN: We are not looking at the engineering costs at all here. This is A&S plus 80% of AS&E. The O&M is shared.

PROF INOUYE: Do you want to mention a solution we talked about at the B&P meeting?

DEAN SAHAGIAN: How do you increase the undergraduate population? We have a catch-up phase that we have to go through and we have to put resources into certain areas. We are expanding non-traditional university programs, like the ones for high school students, Chinese students, and a tech transfer program that gets devices developed and into the market.

PROF KRIMSKY: How does the AS&E deficit compare with other Tufts schools? Is it similar? How does this affect the overall endowment?

DEAN SAHAGIAN: Some are good some are not. The dental school and Grafton did well this year; medical and Friedman are where they have always been. I think there was a \$7M surplus university-wide, but as a billion-dollar organization, that's not much. Eaton, Miner, Page, Braker, and East all need work and A&S needs a surplus of at least 3% to do the things it needs. It would be great, but getting all the buildings handicapped-accessible is not possible.

PROF WINN: The SEC is not named. A lot of the budget is coming from costs for these new buildings, but I don't see funding about naming grants that would help this situation.

DEAN GLASER: It's not a named building nor is 574 Boston Ave, but some spaces within are named. We are hoping to raise money for the buildings and it's very hard to do in this philanthropic environment to name buildings rather than programs. Occupational Therapy just named a lab, pieces of the building are named, and it's harder to name the building once it's already built. Bill Cummings is partially funding a building, and A&S will be paying the inside and O&M costs. Nancy Mahler's team is doing a great job; they raised about \$64M last year. The Allen Discovery Center Symposium was last week and that was very impressive, and DARPA and NSF and foundations and investors came and were excited about his work. The Allen Center representative said they are most happy with Tufts of the schools they are working with. Michael Romero just got a \$1.05 grant and maybe the SEC was helpful getting it, though it wasn't here when he started applying.

PROF POTT: How much did undergraduate enrollment increase and what's the future look like?

DEAN SAHAGIAN: It was up 100 over last year. It was the first year we went over a little bit in financial aid. We're still compiling information with Mary Pat and Karen Richardson and Pat Reilly and JoAnn Jack. The Carmichael dining hall is falling apart. We are starting construction on Miller and Houston because they are in need of repair. We are trying to optimize bed space. I

anticipate we will go up by 50, but we have to also look at classrooms and class size and gather data so we know how many we can accommodate.

DEAN GLASER: We are talking about where we can save and most of the solutions are only a couple of hundred thousand dollars each, so let us know if you have ideas. One example: we used to start people on September 1st, then moved it to July 1st so they could get set up at Tufts, and we found that we can do these things before the start date and people weren't even here in July. The new contracts will start in September again and save us \$175k per year.

PROF SCHILDKRAUT: Would the Trustees revisit their decision to reduce endowment payout?

DEAN SAHAGIAN: It was a strategic decision and the goal is to increase the endowment.

PROF PINDERHUGHES: For new people coming on, new faculty are introduced at the first meeting, orientations are happening, and there are department meetings that all happen before September 1st—an August 20th start date could be better.

DEAN GLASER: The date isn't set, but we need a lot of these ideas to save money.

PROF ORIAN: Do Tufts abroad programs make money from non-Tufts students?

DEAN SAHAGIAN: We have more non-Tufts students taking the programs, and our financial aid students are more likely to take a Tufts program rather than a non-Tufts program. We are talking with John Barker about it; we should be figuring out a way to get to break-even in these areas.

PROF ORIAN: Should we not try to recruit non-Tufts students?

DEAN SAHAGIAN: It's an area we can grow into, but we want to make sure we invest in the right place first.

DEAN GLASER: We might be able to get money from institutions we work with on these abroad programs. We are absorbing a new equilibrium, this is a several-year issue, and I'm excited about what we are doing.

DEAN SAHAGIAN: Also, these numbers don't include the SMFA.

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