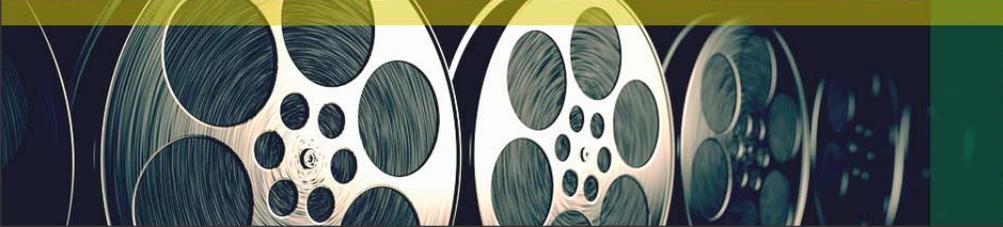




Tufts
UNIVERSITY

School of
Arts and Sciences

ANNUAL REPORT
2015-2016



Annual Report for the School of Arts and Sciences: 2015-2016

EXECUTIVE SUMMARY

It is the school of Arts and Sciences' pleasure to submit our Annual Report for 2015-2016. The school had a strong and exciting year on many fronts, reflecting growth in student and faculty achievement, alumni giving, and other noteworthy accomplishments.

First among our major undertakings this year were negotiations and the successful acquisition in July of the School of the Museum of Fine Arts. Housed within the School of Arts and Sciences, the SMFA at Tufts is extraordinary for being part of a major research university and affiliated with a world-class museum. Dean Glaser now sits on the MFA's Board of Directors, further enhancing our partnership with the museum. The successful integration of the new school represents A&S's biggest opportunity and challenge, offering exciting possibilities for branding Tufts as a bold innovator in higher education, and opportunities for collaboration between SMFA artists, A&S faculty and students, and museum curators. We now begin the intensive work of integrating the two institutions and showcasing our commitment to arts education, with the primary goal of boosting enrollment. Serving as dean of the SMFA at Tufts is Nancy Bauer, who added this responsibility to her other roles of dean of academic affairs for A&S – now confined to the arts departments and programs – and professor of philosophy. Other administrative changes in the dean's office included the addition of Professor of Music Joseph Auner as a new dean of academic affairs, who assumed Dean Bauer's portfolio.

The undergraduate school's rise in popularity continues unabated, as we set records this year in the number of applications, selectivity, and yield. In June, Lee Coffin, our outstanding, longtime dean of admissions, left Tufts to pursue an opportunity at Dartmouth College. Following a national search, we are fortunate that our own Karen Richardson, the founding director of graduate admissions for AS&E, agreed to step in as the new dean of undergraduate admissions and enrollment management for the Schools of Arts and Sciences, and Engineering.

The division of student affairs and Dean Mary Pat McMahon began a reorganization of student-facing offices to more proactively and transparently support student engagement, update policies involving student safety and wellbeing, and address campus climate concerns. In April, Dean McMahon began reporting directly to Deans Glaser and Qu, and a national search for a senior associate dean of student affairs concluded with Raymond Ou's hiring. The division will continue to restructure to successfully integrate SMFA students into AS&E student life, and to focus on the holistic support and development of undergraduate and graduate students in A&S.

In June, after a year of negotiations, we completed successful bargaining with the full-time, nontenure-track lecturers, who formed a local unit of the Service Employees International Union (SEIU). Now ratified by the membership, the Collective Bargaining Agreement (CBA) with the full-time lecturers' union will be in effect until June 30, 2019. The contract creates a merit process consistent with how Tufts compensates all full-time employees, and resolved important issues involving professional development, compensation, and job security. This coming year, we will begin negotiating the second CBA with the part-time lecturers' local unit of the SEIU; our current CBA with the part-time lecturers' union expires June 30, 2017.

This year, we also completed the second phase in our ongoing campaign to improve Tufts' *U.S. News & World Report* ranking. We achieved our goal to increase alumni giving by 1% (from 20% to 21%), the highest giving rate in five years. Our capital fund raising and annual fund both surpassed their goals for the second year in a row.

Michael Levin, Vannevar Bush Professor, Department of Biology, received a \$10 million grant from Microsoft co-founder Paul G. Allen to fund the new Allen Discovery Center at Tufts University for Reading and Writing the Morphogenetic Code. The center will be one of the premier labs in the soon-to-be-launched Science and Engineering Complex (SEC).

Finally, it was a successful first year collaborating with new Dean of Engineering Jianmin Qu, as together we presided over a quarterly Deans' Council meeting, the Programmed Sponsored Group for the Science and Engineering Complex, and the successful Dean of Admissions search.

ADMISSIONS

Undergraduate Admissions. The School of Arts and Sciences sustained its historic momentum in undergraduate admissions for the second consecutive admissions cycle. For the fifth time in six years, applications to the school reached a record high, as 16,312 students competed for 1,100 places in next year's entering A&S class, a six-point jump over last year's record high. A&S also set a new record for selectivity with an acceptance rate of 15 percent, down from 16 percent the previous year. This sustained selectivity was coupled with a record yield on our admissions offers. A record-breaking 48 percent of admittees, up from last year's record of 46 percent, enrolled in the first-year A&S class, a reflection of Tufts' appeal to high quality undergraduates. The standardized testing profile of the entering class continues to remain strong: the mean rank of enrolling students is top seven percent of their graduating high school class (when rank is reported) with a mean SAT composite score for enrolling A&S students of 1440, up 10 points over the mean for the Class of '19. Mean scores on the critical reading and math sections are 715 Critical Reading and 724 Math.

Sustaining Diversity. Domestic students of color represent 30 percent of incoming first-year class in A&S, the highest percentage in over a decade. Another 116 entering A&S students are foreign citizens and another eight are undocumented immigrants. A&S budgeted and awarded \$15.3 million for need-based financial aid for the Class of 2020; consistent with last year, 32 percent of the A&S class is comprised of grant recipients and 37 percent receive some form of need-based aid. Roughly 10 percent of the incoming class received Pell grants.

Graduate Admissions. The Office of Graduate Admissions processed 751 applications for admission to doctoral programs in the Graduate School of Arts and Sciences (GSAS) for fall 2016, a 2.9 percent increase from the previous year. Even more competitive than last year, only 21 percent of the applicants were admitted to our doctoral programs. Altogether, 43 percent of the 155 admitted students are planning to attend GSAS in fall 2016. This is the same as last year's enrollment rate, and consistent with the highest yield of the last five years. Fifty percent of the enrolling doctoral students are women and 13 percent are domestic minority students. Psychology (8 percent), cognitive science (9 percent) and biology (9 percent) were the most selective doctoral programs. The program in occupational therapy yielded all of their admitted students. Biology (92 percent), psychology (70 percent) and history (50 percent) had the highest yields over the past year. In the coming year, we plan to focus on those programs that are not selective enough and that still struggle to enroll to capacity.

The Office of Graduate Admissions processed 1,270 applications for admission to master's-level programs in GSAS for fall 2016, excluding the master of fine arts program. This is a five percent decrease from the previous year in comparable programs. While MA applications decreased in line with national trends, MS applications were at a five year high. Approximately 48 percent of all master's-level applicants were admitted to our various programs. Altogether, 41 percent of these admitted students plan to enroll in fall 2016. This yield is consistent, albeit on the lower end, with averages over the last four years. Of the enrolling master's-level students for whom data is available, 73 percent are women and 16 percent are domestic minority students.

STUDENTS

Undergraduate. In February and May combined, 1,016 students in the School of Arts and Sciences received an undergraduate degree (634 B.A. degrees and 382 B.S. degrees); 61 students graduated from the College of Special Studies with a B.F.A. (including five combined /B.A./B.F.A. degrees).

The Class of 2016 saw 121 honors theses completed by A&S seniors. In the realm of nationally competitive scholarships and fellowships, we continue our strong standing in the Fulbright competition, with 12 students poised to begin Fulbright placements in 2016-17. As evidence of growing interest, we had 60 applicants this year for the award, an increase of 20 percent over last year. Seven current students and alumni received the highly competitive NSF Graduate Research Fellowship Program (GRFP). This summer, 52 students participated in Tufts' Summer Scholars Program. We continued the housing scholarship program, offering 16 housing scholarships and a full meal plan for the summer to everyone who applied, meeting our goal from last year. Adding to the program diversity were a faculty member from the SMFA and a B.A./B.F.A. dual degree student. The Undergraduate Research Fund continues to be a popular source of funding for research by undergraduates. The Fund supported 92 students conducting original research, including independent research not for credit by 49 students.

In May 2016, the Bridge to Liberal Arts Success at Tufts (BLAST) graduated its first cohort. Among this outstanding group, one graduated *summa cum laude*, one *magna cum laude*, and four *cum laude*. Their post-graduate plans include a master's program at U.C. Berkley, and job opportunities in Russia, the Black Rock investment firm in New York, and Whittier Street Health Center in Boston. Last summer, BLAST welcomed its fourth cohort of 26 first-year students. By May 2016, all 26 BLAST students successfully completed their first year at Tufts (a 100 percent retention rate). BLAST also boasts a 100 percent retention rate in all cohorts.

In Student Affairs, staff partnered closely with student leaders, Public Safety, and Health Promotion to improve prevention, education, and training efforts to reduce alcohol abuse and dangerous drinking; the result was a 17 percent decline in alcohol-related hospital transports.

A&S continued its commitment to faculty mentoring of student research by renewing the recently named Neil and Wendy Sandler International Research Program. This donor-funded program supports faculty-led teams of graduate and undergraduate students conducting overseas research projects in the sciences.

Graduate. In 2015 – 2016, the Graduate School of Arts and Sciences conferred 312 master-level degrees, one education specialist degree, 50 doctoral degrees, and 22 professional certificates. Our graduate students excelled in the academic arena, winning accolades and fellowships for their research and scholarship. Thirty-one GSAS students were awarded Graduate Research Competition funding.

This year, the first three summer scholars were awarded, underscoring GSAS's commitment to strengthen the partnership between graduate and undergraduate research. Four new academic programs were approved: a Master's in Digital Tools for Pre-Modern Studies, a joint Ph.D. between GSAS and Fletcher focused on economic development, and two certificate programs: Early Childhood Technology (child study and human development) and Urban Justice and Sustainability (urban environmental policy and planning).

GSAS continued to provide professional development workshops, with more than 300 graduate students attending programs and seminars throughout the year. Eighteen new workshops were offered, and a networking component was added to each event. GSAS holds two distinctive programs for doctoral candidates: the Graduate Institute for Teaching (GIFT prepares doctoral students for academic careers and teaching at the university level; and the Graduate Research Excellence at Tufts (GREAT) program provides doctoral candidates in the sciences with tools to help them reach their full potential as researchers.

GSAS made progress towards its strategic goal of supporting 100 percent of Ph.D. students over the summer. This past summer, of the 246 doctoral students enrolled, 72 percent were funded (versus 56 percent from 2014-15). Finally, this year, 129 graduate students from 18 graduate programs traveled across the United States and to 12 countries to present their scholarship at professional conferences, meetings, and/or seminars.

FACULTY

Promotions. We continued to add outstanding teacher/scholars to our tenured ranks this year. James Adler (mathematics), Marie Claire Beaulieu (classics), Elizabeth Foster (history), Ariel Goldberg (psychology), Helen Marrow (sociology), Christiana Olfert (philosophy), and Stephan Pennington (music) were promoted from assistant to associate professors without limit of time. The new full professors are Elizabeth Crone (biology), Hugh Gallagher (physics and astronomy), Tama Leventhal (child study and human development), Christina Maranci (art and art history), Jeanne Penvenne (history), Ellen Pinderhughes (child study and human development), and Samuel Sommers (psychology) who were promoted to full professor without limit of time. As part of the transition from a program to a department, Jennifer Allen is the first tenured professor in the Department of Community Health. Several new senior faculty members joined us this past year: Jan de Ruiter is the first tenured bridge professor and will work across psychology and computer science; Malcolm Turvey joined our ranks as a tenured professor and co-director of the new Film and Media Studies Program, and Peter Love (physics and astronomy) was hired laterally at the associate professor rank.

Retirements. We celebrated the retirements of many valued faculty members in AY16–17. Stephen Bailey (anthropology), Jane Bernstein (music), Daniel Brown (International Literary and Cultural Studies), Francie Chew

(biology), David Dapice (economics), Marjorie Hahn (mathematics), Rob Hollister (urban and environmental policy and planning), Bill Oliver (physics and astronomy), Tony Smith (political science), and Richard Weiss (mathematics), have all ended their regular teaching responsibilities to the school. We also honored Charles Dietrick (romance languages), Michelle Gaudette (biology), and Kiyoko Morita (International Literary and Cultural Studies) in their retirements from Tufts. Lastly, we celebrated the retirement of Robyn Gittleman as Associate Dean of Undergraduate Education Emerita, and we are preparing for the upcoming retirement of our incomparable associate dean of faculty affairs Margery Davies. We value their commitment to A&S, and we will miss their presence and contributions to the school.

Hiring. In AY15-16, we hired 12 new tenure-stream faculty members (10 assistant professors, one associate professor, and one full professor). It is a strong group. One of the new assistant professors has been hired via the Mellon Bridge program in the humanities: Alexandra Chreiteh (International Literary and Cultural Studies and the International Literary and Visual Studies program). We plan to do a search for the fourth and final of these Mellon Bridge Professors in AY16-17. Several of the tenure-stream searches did not result in hires; when our top candidate turns us down, we frequently choose to leave the position unfilled instead of making an offer to a second- or third-choice candidate. The level of talent and accomplishment of the faculty we have been able to hire continues to be very high. We have also hired 7 new full-time, non-tenure-stream faculty. Of our 19 new full-time colleagues, 11 are women and 8 are men; six are members of underrepresented groups.

Scholarship, Awards, and Achievements

Our faculty members have not only excelled at traditional academic pursuits, but many of them have also engaged in high-impact research, scholarship, and creative initiatives. There is insufficient room to list all of the scholarly accomplishments of our faculty across so many disciplines. What follows is just a sampling of the many achievements of our faculty members during the past year. Visit our website for a more complete list of our [faculty members' accomplishments](#).

Major Grants. In addition to the Paul Allen Foundation grant, A&S is pleased to recognize some of our other faculty who have received major grants. Professor Rich Lerner, Bergstrom Chair in Applied Developmental Science received a \$552,000 grant from the Bechtel Foundation to evaluate Positive Coaching Alliance's impact on coaches' performance. In biology, Phil Starks' National Science Foundation Research Experience (NSF REU) for Undergraduates Grant was renewed another three years for approximately \$400,000. The NSF REU Site grant makes it possible for undergraduate students from various institutions to come to Tufts to conduct research with our biology faculty. Barry Trimmer received a three-year NSF grant for \$617,000 to continue his soft bodied robotics work with David Kaplan in biomedical engineering. Associate Professor of Chemistry, Clay Bennett, received two multi-year grants. From the NIH he received a four year grant of \$716,000 for the total synthesis of a class of antibiotic used to combat drug resistant bacteria. He also received a \$433,000 grant from the NSF. In physics, Associate Professor Danilo Marchesini received a three-year year NSF grant of \$395,000 to investigate quiescent galaxies. His research will enrich the research experiences of graduate, undergraduate, and high school students, as well as K-12 science teachers. In the English department, Lisa Lowe, Distinguished Professor, received \$175,000 of funding from the Mellon Foundation to support the Comparative Global Humanities seminar series. In child study and human development, Research Professor Kristina Schmid Callina received a five-year \$2M grant from the Templeton Foundation for her IARYD research with the US Military Academy. Professor Rich Lerner will serve as Co-PI on this grant.

Interdisciplinary Projects, Conferences, and Special Events. Along with the many flourishing cross- and trans-departmental collaborations, there were several new interdisciplinary majors and minors, including the food systems and nutrition minor, part of environmental studies. Community health was granted departmental status and has already attracted many majors, and film and media studies ended its first year with 51 majors and 2 minors, while also graduating more than 60 communications and media studies minors.

The newly-approved Science, Technology, and Society program produced a large number of events and involved more than 40 affiliated faculty members. In its second year, the Consortium of Studies in Race, Colonialism, and Diaspora, with 85 affiliated faculty members, graduated 49 majors and minors. Many departments organized colloquia series and other special events; highlights included two major interdisciplinary international conferences hosted by the Department of Music: "Utopian Listening: The Late Electroacoustic Music of Luigi Nono" and the weeklong Akan Festival,

which involved performance, scholarship, and outreach to the local African immigrant community. The Department of Art and Art History in collaboration with the Graduate School of Arts and Sciences hosted the graduate student symposium, "Again Rubbed Smooth: Negotiating Erasure & Narrative in Palimpsests". The Department of Drama and Dance was involved in extensive outreach to the local Armenian community in conjunction with production of "Daybreak." Jonathan Wilson (English) was celebrated in May for his eight years of inspired leadership as the founding director of the Center for the Humanities at Tufts; Lisa Lowe, who has launched a year-long series of events for AY16-17 as part of the Mellon Sawyer Seminar, was named the new director.

Awards, Honors, and Scholarly Achievements. Marina Bers, professor in Eliot-Pearson Department of Child Study and Human Development achieved milestones for the department's DevTech Research Group, including the publication of *The Official ScratchJr Book: Help Your Kids Learn to Code*, which she co-authored with Mitchel Resnick of the MIT Media Lab, followed by the launch of the PBS KIDS ScratchJr app. Samuel Kounaves and E. Charles Sykes, professors of chemistry, were elected Fellows of the Royal Society of Chemistry, the world's leading chemistry community that advances excellence in the chemical sciences. Richard M. Lerner, Bergstrom Chair in Applied Developmental Science, was given the American Psychological Association Division 1 Ernest R. Hilgard Lifetime Achievement Award for distinguished career contributions to general psychology. Michael Levin, the Vannevar Bush Chair in biology and director of the Center for Regenerative and Developmental Biology, and his team of biologists succeeded in inducing one species of flatworm to grow heads and brains characteristic of another species of flatworm without altering genomic sequence, groundbreaking research that was published in the *International Journal of Molecular Sciences*. The discovery could help improve understanding of birth defects and tissue regeneration. Fletcher Professor of Oratory Laurence Senelick was awarded lifetime honorary membership in the American Theatre and Drama Society, and will be inducted into the College of Fellows of the American Theatre in 2017.

The Dean's Annual Publications Party was a celebration of nearly 100 scholarly and popular publications, performances, conferences, sound recordings, and journal articles by A&S faculty members. Among the noteworthy publications, Leila Fawaz, Issam M. Fares Professor of Lebanese and Eastern Mediterranean Studies, was recognized for her book *A Land of Aching Hearts: The Middle East in the Great War* (Harvard University Press) by *Choice*, as an Outstanding Academic Title. Associate professor of psychology Sam Sommers won acclaim for *This is Your Brain on Sports* (Crown 2016), a book he coauthored with *Sports Illustrated* executive L. Jon Wertheim to help sports fans gain a deeper understanding of the games they watch. And *Sharing Cities: A Case for Truly Smart and Sustainable Cities* (MIT Press) co-written by Julian Agyeman, professor of urban and environmental policy and planning, and Duncan McLaren, was named one of *Nature Magazine's* Top 20 Reads of 2015. Associate Professor of Philosophy Brian Epstein's book *The Ant Trap: Rebuilding the Foundations of the Social Sciences* won the American Philosophical Association's Joseph B. Gittler Award, given for an outstanding scholarly contribution in the field of the philosophy of one or more of the social sciences.

Grants and Fellowships. In addition to the aforementioned grants, our faculty secured new grants and fellowships from numerous corporations and foundations including: Abbott Nutrition, Akita Innovations LLC, American Psychological Association, Boston Beer Company, Carnegie Foundation, Edica Garnett Partners, Greenwall Foundation, National Geographic Society, Organic Technologies, Siemens Foundation, Space Telescope Science Institute, Templeton Religion Trust. Faculty also continued to receive funding from the following government agencies and national laboratories, such as: New York City Mayor's Office of Design and Construction, Army Research Office, NASA, NIH, NSF, Army Corps of Engineers, U.S. Army Natick Soldier Systems Center, and U.S. Army Natick Labs.

Despite the continuing economic constraints on federal and private funding, A&S faculty members' collective research portfolio grew 6 percent with total annual awards of \$26.9M of which \$5M represents recovered indirect costs. The growth exceeded our expectations and can be attributed to the more than 37 new awards received last year including the \$10M Paul G. Allen Frontiers Group Discovery Center Award over four years. Overall, A&S faculty members in FY15 submitted approximately 240 external grant proposals with an average hit rate of 52 percent.

ADMINISTRATIVE INITIATIVES

Development. The A&S development team had another very strong year. The school raised \$39.8M, surpassing its overall FY2016 fundraising goal of \$35.6M. This achievement was the largest of all the other schools (the next largest was Cummings at \$31.1M). Of this \$39.8M raised by the school, \$7.7M was for the annual fund, which represents 102

percent of the school's \$7.6M annual fund goal. The balance of \$32.1M represented 115 percent of the school's \$28M capital gift goal and included gifts to support financial aid, the faculty, facilities and the graduate school. Boosted by a purposeful direct mail campaign linking alumni giving to Tufts' USNWR ranking, we increased our alumni participation by a full percentage point, the equivalent of an additional 700 donors.

Budget and Planning. This past year, we have done significant work with deans, chairs, and faculty to create new revenue streams for The School of Arts and Sciences. These include: the acquisition of the School of Museum of Fine Arts, the creation of two new certificate programs, new incentive programs for graduate programs in departments, and the site selection of a Paul Allen Discovery Center. We are still cautiously optimistic that we can ramp up our revenue production before opening the Science and Engineering Center (SEC) in 2017-18. We have seen incredible demand for this space and anticipate more when the facility opens. We continue to review facilities on campus for ongoing and future use. Deferred maintenance is being reviewed with an eye towards prioritization and financial partnering between the school and construction. The Residential Strategies Working Group has examined deficiencies in some dorms and housing strategies on the Medford campus. While the capital budget of the school remains strong, without continued surpluses, we will be spending at a rate higher than our replenishment of the reserve. Our use allowance reserve, which is based on sponsored research indirect recovery, has been supporting those facilities that generate sponsored research indirect dollars. However, if sponsored research remains flat for the foreseeable future, we could see this reserve begin to erode at a fast rate. On a positive note, we have developed a way to obtain more indirect costs from foundations by assessing more in graduate tuition and in other budget relieving areas that are allowed even with reduced indirect cost recovery.

External departmental reviews continued this year. We conducted reviews of the Career Center, as well as the Philosophy and Political Science Department.

Communications. The department added the School of the Museum of Fine Arts to its portfolio of schools in Arts and Sciences. Following the acquisition in July, we focused on updating the [SMFA website](#) to accurately reflect the new entity and to more effectively recruit and enroll art students. Our goal is to build a new SMFA website by next academic year, one that is better integrated with the Tufts digital environment and that showcases the academic and artistic endeavors that make the school unique. In a major effort to improve the undergraduate student experience, we also collaborated with Student Services to launch a new, state-of-the-art Student Life website. The comprehensive overhaul brought this crucial site in line with the university's other digital properties, and provides students with a functional tool to navigate campus resources and activities.

As part of our ongoing mission to elevate Tufts' national profile, the department executed the second phase of Dean Glaser's reputation campaign. Designed to improve our *U.S. News & World Report* ranking, the direct mail piece emphasized the role of alumni giving in determining our rank and resulted in a 1% increase in alumni participation.

Tisch Library. Tufts joined a major regional effort to coordinate retention of the scholarly record. EAST is a collection of 48 institutions (with over 16 million title holdings) committed to collaborative, long-term retention of scholarly monographs. [A sampling study found that 98.2 percent of books in Tisch are exactly where they should be]. The use of collections and equipment at Tisch was simplified by consolidating service points into the single information desk in the lobby. Highlights in the library's ongoing efforts to support curriculum priorities include achieving 100 percent participation in faculty/library collaborations to support English 1-4 courses; producing over 500 class and/or research print jobs on the new large-format printer; and hosting 78 bookings for faculty in the updated recording room, enabling faculty to produce video and audio segments to use in "flipped classroom" models. Lastly, the library managed a larger-than-normal number of staff transitions, hiring four new staff and expecting at least four more hires in the near future.

A&S Board of Advisors. The Board of Advisors experienced a leadership change this year as David Rone stepped down as chair of the board. Vice Chair Nancy Glass agreed to take on the role of chair, doing a wonderful job managing the board at its May meeting. Board members continue to stay highly engaged as they had a conference call last summer with Dean Glaser and met three times: November in Medford, January in Los Angeles, and May in Medford. Topics covered at those meetings included: acquisition of the School of the Museum of Fine Arts, graduate education, sustainability efforts, building alumni engagement, faculty unionization, undergraduate admissions and financial aid,

university communications and marketing, alumni summer on-campus programming, connections with the School of Engineering (with Dean Qu), and issues affecting our undergraduates. In May, board members participated in a meeting at the CLIC building, which they had previously visited on a hard hat tour during the construction phase.

The board implemented a new nomination process that utilizes more input from members, which yielded four potential nominees, all of whom have been approved by the advisors and by the university. Of these nominees, Chrissy Greer, and Barbara Evans have agreed to join the board, and Dean Glaser is in the process of meeting with the other nominees to secure their participation. In addition, Courtney Wang will join the board this fall, as he was asked by Joanne Berger-Sweeney prior to her departure from Tufts. We anticipate all of the nominees will make excellent board members, and look forward to working with the entire board as we build support for the upcoming capital campaign. As we continue to build the board, we also said farewell to Bill Koster, who decided to step down from his role in May, as well as John Halvey and Lance West. We thank them all for their service and look forward to continuing to work with several other members who have agreed to renew their terms: Carnot Evans, Inez Smith Reid, and Shelley McCarthy.

Strategic Planning. Since the document was published in January 2015, we continue to pay attention to the high order priorities we identified: facilities, financial aid, and graduate education. Below are just a few examples of our accomplishments and milestones achieved thus far. In 2017, we will publish a detailed, two-year report outlining our achievements, objectives-in-progress and any challenges that may have impacted our progress.

Goal: Affirm our commitment to access for students from all socioeconomic backgrounds and sustain our policy of “full-need” aid. In the past two years, we have added \$2M to the first-year grant aid budget (AS&E) and just over \$9M in undergraduate grant aid (again AS&E) as we continue our full-need policy. Moreover, last year, Tufts joined a cohort of schools that evaluate undocumented high school students alongside other U.S. students, and agreed to meet full demonstrated need upon undergraduate admission. This fall, we will have – to the best of our knowledge - approximately two dozen undocumented students, including incoming, transfer, and returning students. An active working group continues to examine and meet the unique needs of these students and their families. A report on the group’s progress is forthcoming.

Goal: Intensify efforts to keep alumni engaged. We are on target to host next summer’s first alumni retreat to feature mini-classes, field trips, and lectures by Tufts faculty members. Other efforts to increase engagement include an improved system to deliver significant library resources to Tufts alumni.

Goals: 1) Expand the Summer Scholars program to include graduate students, and 2) provide year-round support to doctoral students. GSAS made significant progress towards its strategic goals by funding 72 percent of Ph.D. students over the summer and by awarding three summer scholarships. Compare this to a year ago, when 56 percent of Ph.D. students were funded over the summer.

Goal: Ensure the continued success of the Center for the Humanities at Tufts (CHAT). In a demonstration of support and commitment to strengthening the humanities, we named Distinguished Professor of English Lisa Lowe the new director of CHAT. Professor Lowe will develop programming to bring scholars and practitioners in the arts, humanities, and social sciences to Tufts, while linking Tufts with arts and humanities projects in Boston and around the world

Goal: Improve research administration to support faculty members who have or seek external funding. In conjunction with the Office of the Vice Provost for Research (OVPR) effort to improve research support, we are reorganizing the schools’ research administration operation. We have secured a consultant to make recommendations, which will be announced and then implemented by mid-October.

Goal: During the next decade, increase the number of professorships across departments. In the past two years, we have had success raising money for three new development (junior) chairs, one in the humanities, the other two in economics (one endowed). Additionally, we have “activated” the Gill Professorship in Race, Society, and Culture.