Building Our Future Together

This strategic plan draws on the experience, insight, and perspectives of many members of the community expressed in previously issued documents, faculty and committee meetings, private discussions, public forums, and online feedback forms.

Our plan is aligned with Tufts Strategic Plan T10, and will be used as a blueprint for future decisions, advancement planning, and resource allocations. Creative development and thorough vetting of initiatives are necessary to implement this strategic plan. We need to apply the same vision, creativity, and rigor used to develop this plan to generate the resources required to implement it. This is a challenge that all members of our community must enthusiastically embrace, and we look forward to this next step.

We all care deeply about Tufts, and we look forward to working with the community to build our future together.

Priorities

The thrust of new resource allocations must be toward the improvement of facilities. In the past, Tufts benefited greatly from major investments in people: students, staff, and faculty. Although additional work remains in building faculty strength in new and foundational areas, our central focus can no longer be on an overall expansion of the faculty. We need to turn our focus to infrastructure, understood both as buildings and the other systems that support the work of the school. Resources must be focused on building new spaces to accommodate our ambitions as well as repurposing and renovating older structures to meet the demands of a contemporary university.

It is essential that we continue to invest in our students. As the cost of a college education climbs, our values demand that we continually strive to serve a broader swath of society. The key to meeting this goal is providing financial support to undergraduate and graduate students. We should not abandon the idea of “full need” undergraduate financial aid policies, even though our approach is costly to maintain. We wish to articulate its importance to maintaining our identity as a school and to partner with the university in its advancement effort on behalf of building additional resources.

Improving graduate programs should be among the highest priorities for the school. We must redouble our emphasis on the graduate school with the understanding that the undergraduate program has been the centerpiece of the academic reputation of Arts and Sciences. The school should focus resources on enhancing graduate student aid and programming. Strengthening graduate programs is central to the research mission of the school. As we pursue this goal, we must ensure that graduate education continues to complement the commitment of Arts and Sciences to providing an outstanding undergraduate education.
Themes

Community and Climate
• Affirm our commitment to access for students from all socioeconomic backgrounds and sustain our policy of “full-need” aid.
• Create a task force to examine the size and composition of the undergraduate and graduate student bodies.
• Sustain the Bridge to Liberal Arts Success at Tufts (BLAST) for incoming undergraduates who are the first in their families to attend college or who attended under-resourced high schools.
• Increase financial resources necessary for merit and need-based grant aid to recruit a diverse graduate student population.
• Develop the digital presence of Arts and Sciences in online and social media channels.
• Build a new residence hall for advanced undergraduate and graduate students.
• Ensure that new buildings and major renovations include gathering spaces to help establish a vibrant intellectual community.
• Intensify efforts to keep alumni engaged in the intellectual and cultural life of Tufts.

Research and Scholarship
• Provide year-round support of all doctoral students for five years of study.
• Increase levels of stipend support generally.
• Increase the number of named fellowships.
• Expand the Summer Scholars program to include graduate students.
• Provide short and long-term housing space for new and established researchers, international students, job candidates, and other visitors.
• Collaborate with other Tufts schools as we advocate forcefully for the enduring value of the liberal arts to our students and to society.

Academics, Curriculum, and Pedagogy
• Ensure the continued success of the Center for the Humanities at Tufts (CHAT) through a dedicated endowment.
• Endorse a workload policy that balances the demands of research, teaching and service.
• Renovate Eaton Hall, repurpose Barnum Hall, and relocate studio art.
• Update our teaching spaces to accommodate a range of approaches to teaching and learning, including up-to-date assistive technology.
• Improve research administration in the school to support faculty members who have or seek external funding.
• Ensure that opportunities for foreign study be available to all Tufts students.
• Increase support for the Center for Enhancement of Learning and Teaching (CELT) as well as for the Teaching and Learning Engagements (TALEs) project.
• Institute July 1 as the starting date for new full-time faculty members to improve training and orientation.
• Develop new programs that focus on professional and career development for graduate students and postdoctoral fellows.
• Increase funding for the Graduate Institute for Teaching (GIFT) and expand the population that it serves.
The School of Arts and Sciences at Tufts University is a community of teachers, students, researchers, artists, scholars, practitioners, and staff members devoted to excellence in the discovery, preservation, dissemination, creation, and application of knowledge, ideas, and works of art. The school is supported in its mission by approximately sixty thousand alumni.

Fundamental to the identity of Arts and Sciences is its ability to pursue, in ways both dynamic and complementary, a two-fold commitment: to the education of undergraduate students in the liberal arts and to an intensive research environment that includes graduate students and post-doctoral fellows in professional and academic programs. This combination of education and research allows both undergraduate and graduate students to extend the frontiers of intellectual discovery. The school rests on the fundamental belief that undergraduate education and the training of graduate and professional students work in concert to produce graduates whose commitment to and participation in the creation of knowledge and art fosters the qualities and characteristics necessary for professional and personal success. Among those qualities and characteristics are: creative and critical thinking; resilience, persistence, and adaptability; independence and the ability to work with others; effective communication skills; insight into the diversity of human experience and the various perspectives from which problems can be approached; a passionate investment in a particular field; and a driving intellectual curiosity.

The School of Arts and Sciences is justifiably proud of its members who embody Tufts' signature commitment to engaged citizenship by undertaking to have a positive impact on their communities, however understood, and who endeavor to solve the most pressing societal problems through collective or individual action, whether that action be political, scientific, organizational, pedagogical, humanitarian, or artistic.

The School of Arts and Sciences takes equal pride, with equal justification, in its members pursuing knowledge for the sake of knowledge itself. Discoveries or intellectual advances may bear fruit in unexpected ways, and both the pursuit and transmission of knowledge and artistic creation encapsulate something important about the university as the archive and incubator of human resourcefulness. The School of Arts and Sciences, therefore, embraces these various roles in society as its responsibility and its privilege.