



Tufts
UNIVERSITY

School of
Arts and Sciences

ANNUAL REPORT
2018 - 2019



Annual Report for the School of Arts and Sciences: 2018-2019

EXECUTIVE SUMMARY

It is my pleasure to submit the annual report for the School of Arts and Sciences for 2018-2019. This document represents a status report on our school as well as on shared resources with the School of Engineering.

Perhaps the most significant achievement of FY2019 is that we have made great strides in addressing the school's financial challenges, achieving a \$4 million improvement for A&S from the prior year's operating result, and laying the foundation for further improvements in FY2020. We also renegotiated a 14 year-old revenue split agreement with the School of Engineering which will improve our position next year and into the future.

The relief to the budget situation was greatly aided in part by our Advancement team, which raised an impressive \$70M this year against a goal of \$45.1M. Included in this total is the \$12M share of the Cummings gift to support the new Cummings Center. We also have raised funding for 14 new [named A&S professorships](#) over the course of the campaign and have more possibilities in the pipeline. Also contributing to our fundraising success was this year's friendly "[Ugly Sweater Competition](#)" in which A&S graciously lost to Engineering, but together the two schools helped the Tufts Community Appeal campaign have its best year ever, raising a total of \$475,000 and setting a new record for donors.

Admissions likewise had a strong year. Undergraduate admissions yet again surpassed our record number of applicants and maintained the school's selectivity, while graduate admissions set new admissions records for total number of applications to all programs and for total number of applicants to our Ph.D. programs. We also had admissions success at SMFA at Tufts, achieving the full-capacity enrollment targets.

We continued to enhance the student experience at Tufts. We completed capital improvement projects to improve housing such as the CoHo project and the renovations to Houston and Miller halls, and began a project to expand and enhance our dining facilities at SMFA. We launched the [Tufts Civic Semester](#), a new program with Tisch College designed to give undergraduates a public service experience during their first semester, and our FIRST Resource Center held the [inaugural ceremony for first-generation college graduates](#). In addition, the School of Arts and Sciences and SEIU Local 509 reached a five-year collective bargaining agreement involving our doctoral students.

Together with faculty leaders, we established the Department of Studies in Race, Colonialism, and Diaspora, which [received a \\$1.5 million award](#) from the Andrew W. Mellon Foundation that will enable us to hire for three foundational faculty positions. In addition, the department added a [minor in Native American and Indigenous Studies](#). The Mellon Foundation also granted Tufts support for a Sawyer Seminar on the topic of "[Defamiliarizing the Family: Genealogy and Kinship as Critical Method](#)" which will bring distinguished humanities scholars, artists, and writers to Tufts for a series of seminars and public events beginning in October 2019.

We welcomed a host of notable guests to campus including former Secretary of State and Senator John Kerry, [musician Gotye](#), [NBA All-Star and mental health activist Kevin Love](#), artists Mickalene Thomas and [Kim Berman, SMFA88](#), [House Speaker Nancy Pelosi and Congresswomen Katherine Clark, Ayanna Pressley, and Lori Trahan](#), Pulitzer Prize-winning journalist Nicholas Kristof, astronaut Ellen Ochoa, and [entrepreneur Neil Blumenthal, A02](#), to name a few.

In the coming year, we will continue to work hard to reach our goals and to create new opportunities for Arts and Sciences students and faculty.

James M. Glaser

Dean of the School of Arts and Sciences

ADMISSIONS

Undergraduate Admissions. The School of Arts and Sciences sustained its impressive momentum in undergraduate admissions for the third consecutive admissions cycle. For the eighth time in nine years, applications to the school reached a record high, as 17,759 students competed for places in this fall's entering A&S class, a 4.7 percent increase over last year's record. A&S sustained a high degree of selectivity at 13.7 percent with 50.2 percent of admitted students enrolling. The standardized testing profile of the entering class remains strong with a mean SAT composite score of 1462. The mean score on the Critical Reading section is 717, while it is 745 on Math. The ACT mean is 32.8.

Sustaining Diversity. Domestic students of color represent 35.3 percent of all domestic incoming first year students in A&S. Another 10.9 percent are foreign citizens. There are 116 A&S students who are among the first in their families to attend a four-year college. A&S awarded \$16.7M in need-based financial aid for the class of 2023, down from \$17.3M last year, a 3.6 percent decrease. While 32.2 percent of the A&S class received grants, 34 percent received some form of need-based aid. Roughly 9 percent of the incoming class received Pell grants.

Graduate Admissions. This year we set a new admissions record for total number of applications to all programs in the Graduate School of Arts and Sciences (GSAS). The Office of Graduate Admissions processed a record number of 913 applications for admission to doctoral programs for fall 2019, including the newly implemented Entry-Level Doctor of Occupational Therapy program, a 5.4 percent increase from the previous year. Only 17.5 percent of the doctoral applicants were admitted to our programs, the same as last year. Altogether, 41.8 percent of the 160 admitted doctoral applicants are planning to attend GSAS in fall 2019. Of the enrolling doctoral students for whom data are available, 61.2 percent are women, and 16.4 percent are domestic students of color.

Admissions processed 1,365 applications to master's-level GSAS programs for fall 2019, including the Master of Fine Arts program. Approximately 60 percent of all master's-level applicants were admitted to our various programs. Altogether, 34.8 percent of the 820 admitted applicants plan to enroll in fall 2019. Of the enrolling master's-level applicants for whom data are available, 20.2 percent are domestic students of color.

STUDENTS

Undergraduate Students. In February and May combined, the School of Arts and Sciences conferred a total of 1,085 undergraduate degrees (569 B.A. degrees, 474 B.S. degrees, 38 B.F.A. degrees, and 4 B.A./B.F.A. combined degrees). The Class of 2019 saw 142 honors theses completed by A&S and SMFA seniors. In the realm of nationally competitive scholarships and fellowships, it was a highly successful year for Tufts undergraduates. Two students won major awards: A&S is proud to boast another Goldwater Scholar and another [Truman Scholar](#). We continued our strong standing in the Fulbright competition, with 8 students poised to begin Fulbright placements and five listed as alternates. Three current A&S students and alumni received the highly competitive NSF Graduate Research Fellowships.

The Undergraduate Research Fund supported 115 students conducting original research. The Wendy and Neil Sandler International Research Program for Tufts Faculty and Students in Arts and Sciences continues to support innovative student-faculty research projects. This summer, 49 A&S undergraduate students (including SMFA students) participated in Tufts' Summer Scholars Program.

Graduate Students and Programming. In 2018-19, GSAS conferred 274 master's degrees, 32 education specialist degrees, 59 doctoral degrees, and 40 professional certificates. Our graduate students won accolades and fellowships, 11 of them receiving the NSF Graduate Research Fellowship Program award. This year 225 graduate students across 30 GSAS graduate programs traveled across the globe to present their scholarship.

GSAS provided a total of 38 professional development workshops for students, with more than 289 students participating. We continued the Graduate Institute For Teaching (GIFT) program, designed to prepare doctoral students for academic careers and teaching at the university level, and the Graduate Research Excellence at Tufts (GREAT) program, which this year focused on data analytics and preparing students for careers in research.

New academic programs include two new bachelor's/master's combined degree programs in Classics and Museum Education. As we kick-off the AY19 recruitment season, we are promoting [Pathways to Tufts](#), master's programs with part-time tracks designed for working professionals with courses offered in the evening, on the weekend, and/or online.

SCHOOL OF THE MUSEUM OF FINE ARTS AT TUFTS UNIVERISTY (SMFA at Tufts)

SMFA at Tufts has made substantial progress on its two main challenges: reaching its enrollment targets and improving operations. Applications for the BFA program increased 25 percent from the prior year. Following the recommendations of the consulting firm Parthenon, for the first time we offered small amount of merit aid for undergraduate fine arts students (named "Museum of Fine Arts Scholarships"). We are set to enroll 70 first-year students in the fall, which compares to 42 in the prior year. Similarly, combined degree (BFA + BA/BS) applications increased 33 percent from the prior year, and the incoming fall class of 51 replaces a final year class of six from last spring. Our attrition rates also fell as a result of Dean Nancy Bauer's leadership, dropping to 10 percent in FY2019, from 27 percent in the prior year. SMFA is also working closely with University College to revamp the continuing education program to increase its profitability. Enrollments in this summer's pre-college program rose to 37.

While operational challenges persist, SMFA continues to make strides. A full-service dining facility will commence operations at 230 Fenway in September. All beds in the three Beacon Street dorms will be filled for the upcoming academic year. Transportation is continually improving shuttle service between campuses. SMFA has also begun rethinking its curricular priorities and is preparing to offer its first classes in Barnum Hall in Spring 2020. The school's leadership is preparing to launch a comprehensive six-month strategic planning process in September 2019.

Diversity/equity/inclusion and sustainability remain very high priorities. Professor of the Practice Anthony Romero received a Radcliffe Fellowship for AY19-20 based in part on the techniques that define his public active-anti-racism strategies. In spring 2019 and in honor of beloved faculty member Julie Graham who died last year, SMFA inaugurated a [health, safety and sustainability day](#) for all faculty, staff, and students.

FACULTY

Promotions. We continued to add outstanding teacher/scholars to our tenured ranks. Michael Beckley (Political Science), Laura Gee (Economics), Xiaozhe Hu (Mathematics), Frank Lehman (Music), David Smyth (Mathematics), Eric Tytell (Biology), Markus Wilczek (ILCS), and Nathan Wolff (English) were promoted from assistant to associate professor without limit of time. Justin Hollander (UEP), Peter Levine (Political Science), Ayanna Thomas (Psychology), and Heather Urry (Psychology) were promoted to full professor without limit of time. We also recognized some of our full-time lecturers with promotions to senior lecturer: Silvia Bottinelli (SMFA), Jianping Feng (ILCS), Karen Kosinski (Community Health), John Page (Music), Erin Seaton (Education), Cristiane Soares (Romance Studies), Anne Taieb (Romance Studies), and Souhad Zendah (ILCS).

Endowed and Term Professorships. Two faculty were appointed to new endowed professorships this academic year. Chris Manos in the Department of Economics was named the B.L.R Professor of the Practice and political scientist Brian Schaffner was named the Newhouse Professor of Civic Studies. Additionally, Lilian Mengesha in the Department of Theatre, Dance, and Performance Studies was appointed as the Fletcher Foundation Assistant Professor. In the coming year, Charles Sykes, professor of chemistry, will be appointed as the John Wade Professor, effective September 1, 2019.

Retirements & Departures. We celebrated the retirements of many valued faculty members this year. Linda Bamber (English), Kathleen Camara (Child Study and Human Development), Terry Haas (Chemistry), Robin Kanarek (Psychology), Jeanne Penvenne (History), and Jean Wu (American Studies) have all ended their regular teaching responsibilities to the school. Lisa Lowe (English), Jacob Benner (Earth and Ocean Sciences) and Kendra Bell Reddington (Theatre, Dance and, Performance Studies) departed Tufts for opportunities at other universities. We value their commitment to A&S, and we will miss their presence and contributions.

Hiring. In AY18-19, we hired two new tenure-stream faculty members and 10 new full-time, non-tenure-stream faculty. Our two new associate/full professors—Jill VanTongeren (Earth and Ocean Sciences) and Natasha Warikoo (Sociology)—are pending Board of Trustees approval and will join their departments in January 2020. Of our 12 [new full-time colleagues](#), seven are women and four are members of underrepresented ethnic and racial groups.

A&S Research. The Office of the A&S Dean of Research established a strategic plan prioritizing workforce development initiatives and initiated several interdisciplinary conversations around this topic. Examples of initiatives include graduate research training programs, bridge programs to professorships in STEM aiming to improve recruitment and retention, and women in STEM initiatives. The Behavioral Health Enhanced School-based Training (BHEST) program reached its target enrollment while the [Visiting and Early Research Scholar Experiences \(VERSE\)](#) program doubled faculty and department participation in its second year, and expanded to include the Social Sciences, Arts, and Humanities.

Last year the A&S deans reorganized the school's Research Administration team and appointed Eileen Coombes as director. This year, we saw marked improvements in process and substance including significant increases in adherence to the lead time for proposal submission and eliminations of over-expenditures. Most notably, a faculty survey demonstrated a major increase in satisfaction; of the 73 respondents to the survey, 81 percent gave the office a very positive rating and an additional 11 percent gave the office a positive rating. At the same time that service was improving, the number of proposals submitted increased by 15 percent.

A&S is pleased to [recognize 13 faculty](#) who have received major grants in FY18-19. In addition to these grants, faculty secured [grants and fellowships from numerous corporations and foundations](#). Despite the continuing economic constraints on federal and private funding, our faculty added a cumulative total of \$22.6M in new and renewal awards.

Scholarship, Awards, Honors, and Achievements. There is insufficient room in this report to list all of the scholarly accomplishments of our faculty across so many disciplines, so we encourage you to visit our website for [faculty highlights](#). Our faculty also received a marked level of attention by major news and media outlets for their original and impactful research, which is featured [on our website under faculty in the news](#).

The Dean's Annual Publication Party celebrated works by A&S faculty members including 18 authored or co-authored manuscripts, 9 edited volumes, 90 scholarly articles, and in addition, sound recordings, videos, artworks, and exhibitions. While there are too many to list here, a small sample of faculty books includes: Rachel Applebaum, *Empire of Friends: Soviet Power and Socialist Internationalism in Cold War Czechoslovakia* (Cornell University Press, 2019), Michael Beckley, *Unrivaled: Why America Will Remain the World's Sole Superpower* (Cornell University Press, 2018), Elizabeth A. Foster, *African Catholic: Decolonization and the Transformation of the Church* (Harvard University Press, 2019), Sheldon Krinsky, *GMOs Decoded* (The MIT Press, 2019), Andrew McClellan (with co-author Sally Anne Duncan), *The Art of Curating: Paul J. Sachs and the Museum Course at Harvard* (Getty Research Institute, 2018), Gilbert E. Metcalf, *Paying for Pollution: Why a Carbon Tax is Good for America* (Oxford University Press, 2019), Susan Napier, *Miyazakiworld: A Life in Art* (Yale University Press, 2018), Freedom Blume Oeur, *Black Boys Apart: Racial Uplift and Respectability in All-Male Public Schools* (University of Minnesota Press, 2018), and Nathan Wolff, *Not Quite Hope and the Other Political Emotions in the Gilded Age* (Oxford University Press, 2019). View a [complete list of faculty publications](#).

Center for the Humanities at Tufts (CHAT). CHAT organized a number of very successful seminars, lectures, poetry readings, and the first annual Coit-Phelps Lecture in the Critical Humanities, continuing the broad rubric of Comparative Global Humanities and focusing more specifically on an annual theme of "Culture, History and Translation" for 2018-2019.

The Center also administered a OVPR-funded Priority Area Working Group that launched a new research seminar for about 20 humanities faculty members and post-docs.

ADMINISTRATIVE INITIATIVES

Advancement. The A&S development team raised \$70M, which brings our cumulative Brighter World Capital Campaign achievement to \$296 million, 66 percent of the way to our goal of \$450M. This is significantly ahead of the target of 60 percent of the total goal needed at this point in the campaign's timeline. The \$296M includes over \$88M raised for financial aid and over \$83M raised for teaching and research including the establishment of 14 new professorships.

A&S Board of Advisors. The Board of Advisors met three times this year to discuss fundraising and select topics. The September meeting focused on the school's budgetary challenges. The January meeting was held in Miami and included a tour of the Dot Fifty-One Gallery and a discussion of Arts at Tufts led by Professor Andrew McClellan. This meeting also focused on the topic of retaining faculty and staff talent, and a discussion of the museum studies program. The April meeting revolved around a theme of student support and residential life, and was timed so the board could also attend the celebration for the establishment of the Evans Family Professorship.

Administration. This year, there have been notable administrative changes in our school. Joe Auner stepped down as a dean of academic affairs at the end of the academic year and Sam Thomas, professor in chemistry, was named as his successor. Jane Elish-Andrews, director of the AS&E International Center, retired in October after 35 years at Tufts, and Andrew Shiotani was appointed director of the now university-wide International Center. Sheila Bayne, associate dean of undergraduate education and director of Tufts programs abroad, retired at the end of the academic year and Melanie Mala Ghosh was appointed as senior director of study abroad and global education. Linell Yugawa, director of the Asian American Center, retired this summer after 33 years of service to Tufts, and Aaron Parayno was appointed to the position. Karen Richardson, dean of admissions and enrollment management, left Tufts to take on a senior position at Princeton. JT Duck, formerly of Swarthmore College, will become the new dean of admissions for AS&E on September 12, 2019.

At the end of the academic year Paul Stanton, dean of Student Services, retired after more than 25 years serving the Tufts community, and Mary Pat McMahon, dean of student affairs, departed Tufts after five years of leadership for a senior position at Duke University. Rob Mack transitioned full-time to his role as chief diversity officer for the Medford and SMFA campuses. At the same time, Student Affairs, Student Services and Undergraduate Advising participated in a comprehensive self-evaluation with consultant Earthworm Associates with the goal of restructuring the organizations to better meet student and administrative needs.

Budget and Planning. We have made significant strides in the last year in addressing the school's financial challenges. While we still have progress to make, FY2019 represented a \$4 million improvement for A&S from the prior year's operating result, and we expect to improve further in FY2020. The strengthening of our financial position comes from efforts throughout the school in both academic and administrative areas. Additional undergraduate and graduate tuition revenues have led to our improvement, along with strategic efficiency gains and targeted investments. Departments across the school have found creative ways to keep costs down, though we are mindful of areas where investments will

be needed in the future to maintain the excellence of our academic programs and the student experience. The 14 endowed professorships mentioned above have offset the university's reduction of the endowment spending rate, and our annual fund has showed consistent growth. Necessary investments in academic facilities, both in new buildings and in renovations and maintenance of existing buildings, continue to pressure our budgets. We are actively planning future investments, such as the Cummings Center, to address classroom and academic space needs, while working to increase utilization of our existing space.

Solidifying the school's financial status beyond the present has been a primary focus this year. We have looked anew at our enrollment and financial aid practices and have worked to ensure that we maintain our core values of opportunity and diversity for future classes while not sacrificing resources needed to support our students. We formed an Enrollment Council with Engineering to help address enrollment management challenges, and have addressed fall to spring melt with the creation of the Tufts Civic Semester. We have also negotiated an agreement with the School of Engineering regarding the allocation of costs and revenue, which will result in each school paying for its own space and university assessment as well as maintaining separate annual funds. This new agreement will improve A&S's financial position.

Communications. The department serves the communications and marketing needs of the School of Arts and Sciences, the Graduate School of Arts and Sciences, and SMFA at Tufts. This past year, major projects included supporting enrollment marketing for GSAS programs and launching a more robust, technically-improved, and information-rich [website for SMFA at Tufts](#). Working with Tufts Technology Services, we began the project to roll-over all A&S departmental and program sites to a more modern, mobile-friendly design. This kicked off with the launch of new websites for [the ExCollege](#), [Child Study and Human Development](#), and [Studies in Race, Colonialism and Diaspora](#) with sites for Education, Urban and Environmental Policy and Planning, Occupational Therapy, and Economics in progress.

IN MEMORIAM

We mourned the loss of valued members of our community including Julie Graham, lecturer in painting at SMFA at Tufts; David E. Cochrane, professor of biology emeritus; Stephen Winter, professor of education emeritus, Anthony Kodzis, acquisitions manager at Tisch Library; Shubha Debnath, a sophomore in the School of Arts and Sciences; Samuel Lobley, an undergraduate student in the School of Arts and Sciences and graduate in the Class of 2019; and Jacob (Jack) Schneps, professor of physics and astronomy emeritus.

JOINT INITIATIVES WITH THE SCHOOL OF ENGINEERING

Student Affairs. The 2018-19 academic year included several milestones in Student Affairs. In October, we launched the [FIRST Resource Center](#), which quickly became a central hub for first-generation, low-income, underrepresented, and/or undocumented students. In May 2019, the [Bridge to Liberal Arts Success at Tufts \(BLAST\)](#) program graduated 15 students, including seven students who earned Latin honors. Last summer, BLAST welcomed 26 first-year students and all successfully completed their first year at Tufts. The Class of 2018 also included several students who entered through the April 2015 policy granting undocumented students full financial need.

This was the second year of Residential Life's substantive reorganization and the first with its new director, Josh Hartman. The Class of 2022 were assigned primarily to all-first year housing, and the university matched all incoming first-year students with roommates in order to expand first-year community and connection. Fraternity and Sorority Life (OFSL) also moved under the umbrella of Residential Life, improving coordination and reporting among Greek and non-Greek housing and student leader development. A two-year renovation of Miller and Houston Halls finished in summer 2019, creating additional community spaces, upgrading accessibility, and addressing a number of deferred maintenance items. The Community Housing (CoHo) project also opened in spring 2019, and additional on-campus housing for juniors and seniors will be available beginning fall 2019 as part of the final phase of the project. In addition, a much-improved lottery and housing selection process was implemented in 2018-19, greatly simplifying the group-formation and room-selection processes. Financial Aid provided information and clarification to community members throughout the 2018-19 year to address concerns related to a new tiered housing system, including examples of how students' financial aid will be adjusted to match their need, regardless of the housing they chose.

While continuing to offer AS&E students disability-related services, resources, and supports, Student Accessibility Services (SAS) formally partnered with the Fletcher School to offer services to their students. Overall, SAS saw a 17 percent increase in the number of students seeking services through their office in comparison to the previous year. SAS also led efforts to create and implement universal procurement and web-accessibility policies to help ensure equal access to electronic technologies, including websites, for all students.

The Career Center continued to offer students excellent programming, including piloting Industry Nights designed to help students connect with industry professionals, learn about organizations and emerging trends, and explore career paths. Students also had the chance to participate in three Career Treks, which connected current students with alums and other industry professionals on day trips to New York City.

Counseling and Mental Health Service continued to expand supports and resources for student mental health in response to the work and recommendations of President Monaco's [Mental Health Task Force](#). This has included partnerships with two telehealth resources, BetterHelp and iHope.

The Office of Community Standards partnered with the Committee on Student Life throughout the 2017-18 academic year and into summer 2018 to perform a comprehensive review and revision of the *Code of Conduct*, *Student Handbook*, and *Student Judicial Process*. This resulted in the publication of a new, fully revised *Student Code of Conduct* and *Student Conduct Resolution Procedure* at the beginning of fall 2018.

Tisch Library. Tisch Library kicked off a strategic planning effort this year, committing to the organizational values of Community, Curiosity & Learning, Openness, and Social Justice. We broadened our discussions with faculty about open access publishing and challenging trends in scholarly communication. Tisch Librarians provided 1407 research consultations, taught an astounding 573 instruction sessions, and offered five workshops focused on data and coding skills. We also offered themed "pop-up" libraries in the Campus Center timed to Disability Awareness Month, LGBTQ History Month, and Native American Heritage Month.