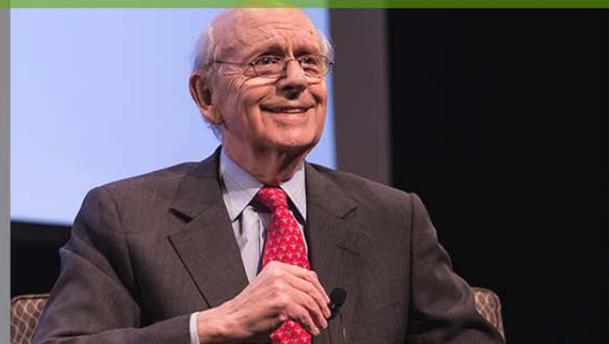




**Tufts**  
UNIVERSITY

School of  
Arts and Sciences

**ANNUAL REPORT**  
**2017 - 2018**



## Annual Report for the School of Arts and Sciences: 2017-2018

### EXECUTIVE SUMMARY

It is my pleasure to submit the annual report for the School of Arts and Sciences for 2017-2018. This document represents a status report on our school as well as on shared resources with the School of Engineering.

This past fiscal year has been a very exciting one for A&S and we have much to celebrate. Undergraduate admissions received a record number of applicants and our selectivity reached 13.3 percent. Our graduate programs have continued to strengthen and we launched new master's programs in [Data Analytics](#) and [Sustainability](#). SMFA at Tufts improved operations and admissions. Our Advancement team surpassed its goal by over \$11M, making great strides for the Brighter World campaign. Michael Levin, Vannevar Bush Chair and Professor of Biology, and his colleagues at the Allen Discovery Center, celebrated the center's opening with a notable [symposium](#) on *Reprogramming biological form and function: the dark matter of biology*. And, we welcomed a host of notable guests to campus including U.S. Supreme Court Justice Stephen G. Breyer, former Vice President of the United States and environmentalist Al Gore, activist Cecile Richards, artist Lorna Simpson, U.S. Senator Susan Collins, and singer/songwriter Paul Simon, to name a few.

The school continues to adapt to and meet current challenges in the field of higher education. As an example of our commitment to the university-wide initiative on developing new educational programs, we are [partnering](#) with 2U, Inc. to develop a suite of graduate-level programs. The school finalized negotiations with the part-time lecturers resulting in a 5-year collective bargaining agreement, and we are optimistic that negotiations with the Graduate Assistants Union will find a resolution soon. We remain committed to attracting and maintaining a strong faculty—while we were saddened that several valued faculty members left Tufts this past year to pursue opportunities at other universities, we are excited to welcome an [impressive group of new faculty](#) this fall. Among our new colleagues is mathematician James Murphy, the first of two A&S cluster hires to support the Data Intensive Studies Center (DISC) initiative.

The largest challenge the school has faced, and continues to face, is financial. This challenge emerged toward the end of a 10-year period of strategic investments. We have built new academic facilities and renovated others to support the growth of research. We have expanded the size of the faculty, grown financial aid, invested in our student facilities, and vastly improved our student affairs operation. While the school substantially reduced a projected deficit over this past fiscal year, our expenses still outpace our revenue. We will mitigate this significant fiscal challenge by being conservative with expenditures while investing in key strategic initiatives that will best serve our students, faculty, and the larger university. The substantial and continued efforts being made by faculty and staff to aid the school in this challenge have required patience and sacrifice, and we thank them for their dedication and teamwork.

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 seventh time in eight years, applications to the school reached a record high, as 16,802 students competed for places in next year's entering A&S class, a 1 percent increase over last year's record. A&S sustained a high degree of selectivity at 13.3 percent with 52 percent of admitted students enrolling. The standardized testing profile of the entering class remains strong with a mean SAT composite score of 1450. The mean score on the Critical Reading section is 712, while it is 738 on Math. The ACT mean is 32.5.

**Sustaining Diversity.** Domestic students of color represent 36 percent of all domestic incoming first year students in A&S. Another 9.5 percent are foreign citizens. There are 150 A&S students who are among the first in their families to attend a 4-year college. A&S awarded \$17.5M in need-based financial aid for the Class of 2022, up from \$16.8M last year, a 4.2 percent increase. Thirty-three percent of the A&S class received grants, and 37 percent received some form of need-based aid. Roughly 10 percent of the incoming class received Pell grants.

**Graduate Admissions.** The Office of Graduate Admissions processed 864 applications for admission to doctoral programs in the Graduate School of Arts and Sciences (GSAS) for fall 2018, an 8.2 percent increase from the previous year. Only 17.5 percent of the doctoral applicants were admitted to our programs. Altogether, 37.1 percent of the 151 admitted students are planning to attend GSAS in fall 2018. This is slightly lower than last year's enrollment rate. Of the enrolling doctoral students for whom data are available, 42.9 percent are women and 17.9 percent are domestic students of color, both of which are lower than the previous year. Admissions processed 1,377 applications for admission to master's-level GSAS programs for fall 2018, including the Master of Fine Arts program. This is a 1 percent increase from the previous year. Approximately 60.7 percent of all master's-level applicants were admitted to our various programs. Altogether, 38.4 percent of the 836 admitted students plan to enroll in fall 2018. This yield is consistent with previous years. Of the enrolling master's-level students for whom data are available, 24.9 percent are domestic students of color, which is a 21.6 percent increase from last year.

## STUDENTS

**Undergraduate.** In February and May combined, 1,126 students in the School of Arts and Sciences earned a total of 1,346 degrees (621 B.A. degrees, 684 B.S. degrees, 34 B.F.A. degrees, and 7 B.A./B.F.A. combined degrees). The Class of 2018 saw 123 honors theses completed by A&S seniors—just over 11 percent of the class—and 11 students in the B.F.A. and B.A./B.F.A. degree programs completed a senior thesis. In the realm of nationally competitive scholarships and fellowships, it was a highly successful year for Tufts undergraduates. We continued our strong standing in the Fulbright competition, with 11 students poised to begin Fulbright placements and two listed as alternates. We had a student win the highly prestigious Knight-Hennessy Scholarship in its inaugural year, as well as a Truman Scholar and a Coro Junior Fellow. Eleven current students and alumni received the highly competitive NSF Graduate Research Fellowship. All told, 31 students and recent alumni received nationally competitive awards this year.

The Undergraduate Research Fund supported 92 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 project. This summer, 39 A&S undergraduate students (including SMFA students) participated in Tufts' Summer Scholars Program.

**Graduate Students and Programming.** In 2017-18, GSAS conferred 279 master's degrees, 28 education specialist degrees, 55 doctoral degrees, and 36 professional certificates. Our graduate students excelled in the academic arena, winning accolades and fellowships for their research and scholarship. In 2017, 28 current or former Tufts students were offered an award or received honorable mention for the NSF Graduate Research Fellowship Program.

New academic programs include a master's in Data Analytics, a master's in Sustainability, five new bachelor's/master's combined degree programs, and two new certificate and post-baccalaureate programs: GIS (Geographic Information Systems) certificate (UEP) and mathematics post-baccalaureate. The Occupational Therapy program began advertising and recruiting for the new entry-level Doctor of Occupational Therapy (OTD) program to begin in summer 2019.

GSAS continued to provide professional development workshops for students, with more than 309 students attending programs and seminars throughout the year. A total of 38 workshops were offered, each of which included a peer networking component. GSAS continued to hold the Graduate Institute for Teaching (GIFT), an intensive program designed to prepare doctoral students for academic careers and teaching at the university level. GSAS' 2018 Graduate Research Excellence at Tufts (GREAT) program focused on data analytics and provided students with an introduction to new tools, techniques, and creative ways of approaching their research, analysis, and communication of their work. Finally, this year 152 graduate students across 20 GSAS graduate programs traveled across the globe to present their scholarship at professional conferences, meetings, and/or seminars.

#### **SCHOOL OF THE MUSEUM OF FINE ARTS AT TUFTS**

The School of the Museum of Fine Arts (SMFA) entered its second fiscal year with a disappointingly small number of students enrolling in the B.F.A. and M.F.A. programs in fall 2017. Nonetheless, the school managed to stay within its expense budget while our admissions team achieved its goals of 130 new B.F.A., combined-degree, and M.F.A. candidates for fall 2018, admitting a diverse and academically impressive group of applicants. The university commissioned a report from Parthenon Consulting Group to help us plan how to increase our enrollments further and reach our ultimate admissions goals. We also raised enrollments in our continuing education classes by more than 25 percent over our first year, are revamping our Studio Diploma certificate program to target second-career professionals, and successfully relaunched a summer pre-college program. SMFA continued to consolidate adjunct and visiting positions to strengthen the core faculty and hired five new professors of the practice: Tanya Crane (Metals), David Cruz (Painting and Performance), Neda Moridpour (Graphic Arts), Kendall Reiss (Metals), and Rachelle Mozman Solano (Photography).

SMFA continued to work on operational challenges, including dining, transportation, and housing. In November, Operations installed a modest but helpful café in the SMFA's main building. We made changes to the shuttle-bus schedule, the most important of which was using small "chaser" buses that are permitted on Storrow Drive. Over the

holiday break, a fire broke out in one of the SMFA dorms, requiring us to shut it down for the spring semester. Student Affairs responded instantly and effectively, successfully relocating all residents and helping replace damaged items. In January, Tufts secured a third building to serve as a dormitory, thereby creating housing for the larger number of incoming BFA students. Improving the dining and transportation situations remain our highest operational priorities.

## **FACULTY**

**Promotions.** We continued to add outstanding teacher/scholars to our tenured ranks. Yu-Shan Lin (Chemistry), Dilip Ninan (Philosophy), Freedom Ouer (Sociology), Jessica Remedios (Psychology), Adam Storeygard (Economics), Man Xu (History), and Kendra Field (History) were promoted from assistant to associate professor without limit of time. Avner Baz (Philosophy), Nina Gerassi-Navarro (Romance Studies), Erin Kelly (Philosophy), Dennis Rasmussen (Political Science), Kamran Rastegar (ILCS), Samuel Thomas (Chemistry), Arthur Utz (Chemistry), and Genevieve Walsh (Mathematics) were promoted to full professor without limit of time. We also recognized some of our full-time lecturers with promotions to senior lecturer: Fadi Jajji (ILCS), Kerri Modry-Mondell (Child Study), Tracy Pearce (Romance Studies), Doris Pfaffinger (ILCS), Michael Ullman (English and Music), Thomas Abowd (RCD), Jamie Kirsch (Music), Laurie Goldman (UEP), Margaret Morris (OT), and Silas Pinto (Education).

**Endowed and Term Professorships.** Eight faculty were appointed to endowed professorships. Heather Nathans was named Nathan and Alice Gantcher Professor in Judaic Studies, Enrico Spolaore was named Seth Merrin Professor of Economics, Gilbert Metcalf was named John DiBiaggio Professor of Citizenship and Public Service, Sasha Fleary was named the Evans Family Assistant Professor, Brian Schaffner was appointed the Newhouse Professor of Civic Studies, Elizabeth Setren was named Gunnar Myrdal Assistant Professor in Economics, Benjamin Wolfe was named Eileen Fox Aptman, J90, and Lowell Aptman Assistant Professor of Biology, and Madina Agénor was named the Gerald R. Gill Assistant Professor of Race, Culture, and Society. Additionally, two term professorships were appointed: Sarah Luna was named the Kathryn A. McCarthy, J45, AG46, Assistant Professor in Women's Studies and Kyle Emerick was named the James L. Paddock Assistant Professor in International Economics. All but the Gantcher and Merrin professorships are new.

**Retirements.** We celebrated the retirements of many valued faculty members. Gloria Ascher (ILCS), Joseph DeBold (Psychology), Susan Ernst (Biology), David Harder (Psychology), Ray Jackendoff (Philosophy), Francine Jacobs (UEP), Kenneth Lang (Physics), and Maryanne Wolf (Child Study) have all ended their regular teaching responsibilities to the school. We value their commitment to A&S, and we will miss their presence and contributions.

**In Memoriam.** We mourned the loss of Elena Rybak-Akimova, professor of chemistry; Julie Graham, lecturer in painting at SMFA; Zella Luria, professor of psychology emeritus; Virginia Remmers, former resident director of the Tufts-in-Paris program; and Jolie H. Dion-Gottfried, an undergraduate A&S student who matriculated with the Class of 2018.

**Hiring.** In AY17-18, we hired 14 new tenure-stream faculty members (12 assistant professors, and two associate/full professors) and 13 new full-time, non-tenure-stream faculty. Of our 27 new full-time colleagues, 19 are women, 14 are

members of underrepresented ethnic and racial groups, and 11 are both. The level of talent and accomplishment of [our new colleagues](#) continues to be very high.

**New Initiatives in A&S Research.** Last year, we created the role of Assistant Dean of Research, assumed by Jackie Dejean, to advance our commitment to the research mission of the university. Under her guidance, the School Psychology program submitted and won its first grant: a 4 year, \$533K award which funds field placements for master's students in medically underserved areas of Massachusetts. Launched this past fiscal year and funded by the NSF and the American Psychological Association, the Visiting and Early Research Scholar Experiences (VERSE) Program, admitted 19 underrepresented students. In order to improve the school's research administration, Eileen Coombes was hired as Director of Research Administration and several new lines were created in a reorganized unit. We are very pleased that faculty satisfaction with the school's research support has increased substantially.

**Major Grants & Fellowships.** A&S is pleased to [recognize 17 faculty and administrators](#) who have received major grants in FY17-18. In addition to these grants, our faculty secured [grants and fellowships from numerous corporations and foundations](#). Despite the continuing economic constraints on federal and private funding, A&S faculty members added a cumulative total of \$20.7M in new and renewal awards. The total A&S portfolio for FY17-18 is \$35.2M, which includes \$7M in indirect costs.

**Scholarship, Awards, Honors, and Achievements.** There is insufficient room to list all of the scholarly accomplishments of our faculty across so many disciplines. Please visit our website for [faculty highlights](#) and [faculty awards and honors](#). 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 141 scholarly and popular publications, exhibitions, sound recordings, and journal articles by A&S faculty members. While there are too many to list here, a small sample of faculty books includes: Avner Baz, *The Crisis of Method in Contemporary Analytic Philosophy* (Oxford University Press, 2017), Greg Carleton, *Russia: the Story of War* (Belknap/Harvard University Press, 2017), Heather D. Curtis, *Holy Humanitarians: American Evangelicals and Global Aid* (Harvard University Press, 2018), Nina Gerassi-Navarro, *Women, Travel, and Science in Nineteenth-Century Americas: The Politics of Observation* (Palgrave, 2017), Noe Montez, *Memory, Transitional Justice, and Theatre in Postdictatorship Argentina* (Southern Illinois University Press, 2017), Christiana Olfert, *Aristotle on Practical Truth* (Oxford University Press, 2017), Dennis Rasmussen, *The Infidel and the Professor: David Hume, Adam Smith, and the Friendship That Shaped Modern Thought* (Princeton University Press, 2017), Laurence Senelick, *Jacques Offenbach and the Making of Modern Culture* (Cambridge University Press, 2017), and Vickie B. Sullivan, *Montesquieu and the Despotic Ideas of Europe: An Interpretation of the "Spirit of the Laws"* (University of Chicago Press, 2017). Especially of note is Chris Schmidt-Nowara's *A Spanish Prisoner in the Ruins of Napoleon's Empire: The Diary of Fernando Blanco White's Flight to Freedom* (LSU Press, 2018). Professor Schmidt-Nowara tragically passed away in 2015, and his colleague, Professor Beatrice Manz, completed the unfinished manuscript. View a [complete list of faculty publications](#).

**Center for the Humanities at Tufts (CHAT).** CHAT had a successful year of seminars, lectures, poetry readings, symposia, and conferences, continuing the broad rubric of Comparative Global Humanities and focusing more specifically on an annual theme for 2017-2018, “Materialisms, Old and New.” CHAT held an ongoing research seminar for new humanities faculty and post-docs as well as a Poets Series, film screenings, and a public roundtable in collaboration with Tisch College on “Public Amnesias.”

## **ADMINISTRATIVE INITIATIVES**

**Development.** The A&S development team had a very successful fundraising year, raising \$57.2M against a combined annual and capital goal of \$45.9M, with the largest gift being \$5M. We also surpassed our 13,500 undergraduate donor goal and reached 22.5 percent participation—the highest level of alumni participation we have had in 10 years and the third consecutive year of growth. We also passed the halfway point toward our capital campaign goal.

**A&S Board of Advisors.** The Board of Advisors met twice this year and welcomed one new member, Ben Harburg, A06. The September meeting focused on revenue generation with discussions of online education, tech transfer, and intellectual property, and included a tour of the Allen Discovery Center. The May meeting revolved around a theme of “preparing future leaders” and focused on career services, student leadership prep, and ROTC. In addition, the board discussed the budgetary situation and met with Deborah Kochevar, Provost and Senior Vice President *ad interim*.

**Administration.** This year we had several changes in personnel within the administration. Erin Sullivan joined as Secretary of the Faculty for AS&E, replacing Jillian Dubman. At the conclusion of a national search, Dorothy Meaney was appointed Director of the Tisch Library after serving as Director *ad interim*. Following Scott Sahagian’s appointment to a new role in the Office of the Vice Provost for Research, Chris Helmuth joined the school as Executive Administrative Dean after previously serving as Director of Budget Services for the central administration. Amanda Rowley was hired as Director of Communications for the school following the departure of Heidi Brown. Josh Hartmann recently joined as Director of Residential Life and Learning, filling the vacancy left by Yolanda King. Marisel Perez, Associate Dean of Student Affairs, will retire this month after serving the Tufts community since 2001.

**Budget and Planning.** The past year has presented resource challenges for the school, which we have managed while continuing to prioritize the needs of our students, faculty, and staff. These challenges emerged toward the end of a 10-year period of strategic investments in new academic facilities to support the growth of research, expanding the size of the faculty, growing financial aid, investing in our student facilities, and vastly improving our student affairs operation (see below). Our operating margins and incremental undergraduate net tuition were the chief funding sources for these investments for most of this period. However, additional operations and management costs and debt payments associated with our new buildings, slower growth of master’s enrollments than planned, declines in federal research grant funding, the expense of faculty union contracts, the loss of royalty income, and the reduction of endowment payout combined to create deficits in FY 2018 and FY 2019. While the school substantially reduced the deficit over this past fiscal year by making difficult decisions and delaying investments, our expenses still outpace our revenue. New

endowed professorships and additional fundraising assisted in reducing the deficit, and the school is developing new educational programs in addition to the continued growth of undergraduate enrollment to boost revenue.

**Communications.** The department serves the communications needs of three schools under A&S: the School of Arts and Sciences, the Graduate School of Arts and Sciences, and SMFA at Tufts. This past year, our efforts to establish a messaging framework for SMFA culminated in [new brand guidelines](#), which will help us better promote and raise awareness of the school. We also recently launched a new state-of-the-art [Arts and Sciences website](#) to showcase the breadth of faculty, staff, and student activity and achievement. The new website, which boasts a significant technological upgrade, will allow us to improve our department websites and better support graduate programs.

**A&S 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. The results of many of our efforts to date are outlined in the [3-year progress report](#) we published in January of this year.

#### **JOINT INITIATIVES WITH THE SCHOOL OF ENGINEERING**

**Student Affairs.** In May 2018, the Bridge to Liberal Arts Success at Tufts (BLAST) graduated its third cohort. Among this outstanding group, two graduated *cum laude* and four graduated *summa cum laude*. Last summer, BLAST welcomed its sixth cohort of 26 first-year students. By May 2018, all 26 BLAST students successfully completed their first year at Tufts.

The Office for Student Success and Advising spent a significant portion of spring 2018 preparing to launch the FIRST Resource Center. Beginning in fall 2018, FIRST will be a space dedicated to supporting first-generation and low-income students, as well as students with undocumented status. The Equity, Access, and Student Equality (EASE) Working Group met through spring 2018 to support low-income and disadvantaged students. Recommendations include emergency and hardship funding, reimbursement for co-pays, funding for Senior Week events, and support of the Swipe it Forward and Book it Forward programs. As a result of EASE, our financial aid formulas were adjusted, providing larger packages to financial aid students and leading to a major increase in the FY2019 financial aid budget.

The Career Center continued to focus on collaborative outreach in an effort to engage and serve an increased number of students. A strategic partnership with the Office in Alumni Relations and University Advancement resulted in increased programming. The results have been impressive. Six months out of graduation, 91 percent of our graduates are employed, in graduate school, or in service or a fellowship. That is up from 85 percent three years ago.

From 2015-2017, Counseling and Mental Health Services saw a 60 percent increase in volume, as well as an increase in acuity of students who sought services. To manage these competing concerns, staff worked to triage student requests for new appointments, improved referral access to community providers, and added telehealth options.

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*. The Director of the LGBT Center continued to partner with the Office of Equal Opportunity and Tufts Technology Services on systems to support the university's preferred name policy.

The Student Life Review Committee, established in response to concerns raised about undergraduate student life and the Greek system, shared its recommendations with the Tufts community in June 2017 and the Division of Student Affairs was tasked with implementing a series of initiatives. In response to a renewed vibrancy and interest in student residential communities, first-year residence halls, and Theme House programs, Res Life leaders hosted a slew of new residential programs, and the Residential Education program saw its number of student-leader applications double in comparison to previous years. To meet the need for more student-dedicated program space, improvements were made to a number of existing meeting rooms, which were then made available for student performances and social events. The Office for Campus Life, Residential Life, and Fraternity and Sorority Life expanded training and educational opportunities for students related to alcohol, hazing, and the prevention of sexual misconduct. Tufts joined the Hazing Prevention Consortium, a multi-year program that incorporates cutting-edge research into hazing-prevention efforts. Through the Bridging Differences Campaign, the Group of Six, Residential Life, and the Dean of Student Affairs Office developed a range of programs focused on social justice, diversity, inclusion, and civility.

**Tisch Library.** The spring 2018 survey showed continued heavy use of the library, including 99 percent of undergraduates and 100 percent of graduate student respondents. Hours were expanded this year, with earlier opening times and 24/7 reading room hours during final exams. Tisch also hosted several well-attended new events—a large exhibition of the photography and films of Robert Frank, after-hours laser tag, and the end-of-semester performance by Kareem Khubchandani's Critical Drag class. The library hosted a Graduate Student Research Retreat with a wide range of sessions on literature reviews, visual notetaking, working with messy data, citation management, and scholarly communication and open access publishing. The successful textbook reserve initiative generated positive student feedback. Tufts Libraries also moved to a new platform, resulting in improved integration of librarians and resources into the course management system, and the addition of thousands of items of scholarship to the Tufts Digital Library.

**Summer Session.** The Summer Session Initiative has the long-term goals of enriching and expanding course offerings and other educational opportunities for undergraduates, graduates, non-matriculated students, professionals, and K-12 through adult learners. Summer 2018 has seen the launch of new precollege programs serving more than 200 students including two new residential programs, the six-week Tufts College Experience, and a two-week International Relations program. Also new this summer was a five-week international study program in Cadiz, Spain, which included courses in Spanish language and culture.