“The key to the success of this plan rests in its implementation. As the committee now disperses, we encourage the administration of the School of Arts and Sciences to use it as a blueprint for future decisions, advancement planning, and resource allocations. We also expect the administration to report back regularly on progress made in implementation. The process of tracking the accomplishments of the plan will keep it relevant through the capital campaign.”
“We call for an affirmation of our commitment to access for students from all socioeconomic backgrounds and the dedication of additional resources to sustain our policy of “full-need” aid. We also support an expansion of the percentage of need-based grant recipients to at least 40 percent of each first-year class. Of those recipients, at least 10 percent of each class should be first generation college students.”
Goal: Affirm our commitment to access

- Tufts is one of 77 colleges and universities that have a full-need financial aid policy.

AS&E Financial Aid Grants (in millions)
Goal: Affirm our commitment to access

* A&S Strategic Plan set a target of 40% of undergraduates receiving need-based financial aid.

Percentage of Incoming AS&E Students Receiving Tufts Grant Aid (includes SMFA after acquisition)
Goal: Affirm our commitment to access

- A&S Strategic Plan set a target of 10% of First-Generation undergraduates.
- The Schools established the First Center to support “first-gens” with staff and a space of their own.

First-Gen Students as a Percentage of Entering A&S Class (includes SMFA after acquisition)
At Tufts University, a celebration of first-generation graduates
Goal: Affirm our commitment to access

• Since the Strategic Plan, we have begun providing need-based aid to:
  • undocumented students
  • SMFA BFA students
  • Civic Semester students
• We have altered our financial aid formula, recalibrating the cost of books and other incidentals and taking account of tiered housing rates. This cost the schools more than $2M annually. The average financial aid award went up by about $300.
“As a general principle, diversity should characterize all parts of the student body.”

“Bringing students from diverse backgrounds to campus is not enough; we must also help to ensure that all students thrive once they arrive. We regard the Bridge to Liberal Arts Success at Tufts (BLAST) as an important and positive initiative. We call for it to be sustained through continued funding so it can provide support to incoming undergraduates who are the first in their families to attend college or who attended under-resourced high schools.”
Goal: A More Diverse Student Body

A&S Students by Race/Ethnicity*
(domestic and international)

*Race/Ethnicity categories are defined according to federal guidelines.
Goal: Support the BLAST Program

- 4-year graduation rate of BLAST students: 93%
- 4-year graduation rate of all AS&E students: 89%
- 4-year graduation rate of students at private colleges/universities: 53%

- 6-year graduation rate of BLAST students: 95%
- 6-year graduation rate of all AS&E students: 93%
- 6-year graduation rate of students at private colleges/universities: 65%

- % of BLAST students with Latin Honors: 26.7%
- % with at least one semester on Dean’s List: 70.1%
“Increasing the diversity of our graduate student population is an equally important goal.”
**Goal:** A More Diverse Student Body

**A&S Graduate Students by Race/Ethnicity***
(domestic and international)

*Race/Ethnicity categories are defined according to federal guidelines.*
“Together with the Educational Policy Committee, we endorse a faculty-led comprehensive examination of the foundation and distribution requirements.”
Goal: Comprehensive Review of Requirements

A “political thicket”
“It is critical that we provide a modern interpretation of what it means to have a liberal arts education. This requires a continuous evaluation of our curriculum that recognizes and anticipates the challenges presented by the emergence of new academic fields and changes in the nature of society. . . . It is also important to recognize that curricular changes are driven in part by student demand and interest. Given a constantly evolving faculty and changing student interests, our curriculum will change and we can expect new majors, minors, graduate degrees, and certificates to be offered as new areas of inquiry develop.”
Goal: Continuous Curricular Change

- Community Health evolved from a program to a department
- In summer, 2019, the Department of Studies in Race, Colonialism, and Diaspora was established
- New majors in Film and Media Studies, Civic Studies, and Science, Technology, and Society
- New minors in Food Studies, Finance, Native American/Indigenous Studies
Goal: Continuous Curricular Change

• SMFA brings audacious ideas, creativity, and distinct perspectives to the Tufts community

• Led by Dean Nancy Bauer, SMFA opens up collaborative opportunities for faculty, students, and staff across Tufts

• Applications and enrollments improve substantially each year
**Goal: Continuous Curricular Change**

- We have established a new Ph.D. program in Economics and Public Policy (joint degree with Fletcher)
- New Master’s degrees
  - Diversity and Inclusion Leadership
  - Data Analytics
  - Rebranded open choice M.S. in Biology
  - Sustainability
  - STEM MAT (on-line)
- Part-time Pathways Programs - Graduate degree tracks with classes in the evenings, weekends or online
Goal: Continuous Curricular Change

- Exploring Master’s Programs in:
  - Curatorial Studies (SMFA)
  - Athletic Training
  - Licensed Mental Health Counseling
- We have established new certificate programs
  - Early Childhood Technology
  - Geographic Information Systems (GIS)
  - Spatial Data Analytics
  - Assistive Technology
  - Data Analytics
“[To enhance our success in research and scholarship, we need to be effective in] securing reliable funding for existing programs, increasing the number of endowed chairs across departments, and enhancing the school’s infrastructure to support a world-renowned research environment.”
Goal: Increase # of Professorships

Since 2015, 23 professorships raised

• 5 endowed full professorships
• 9 endowed assistant professorships
• 7 Mellon term professorships
• 2 other term assistant professorships
Goal: Improve Campus Infrastructure

- New science buildings (CLIC and SEC) with the Cummings Building in process.
  - New department homes for Physics and Astronomy, Community Health, Occupational Therapy, Biology, Mathematics, Economics.
  - CLIC and SEC added $15M in debt and O&M to AS&E annual budget.
- Barnum-Dana has been renovated to accommodate FMS, environmental studies, and fine art studios.
“We thus propose building a new residence hall designed for advanced undergraduate and graduate students.”

“We recommend that the School of Arts and Sciences work with operations and campus planning to initiate a phased refurbishing of the current spaces on campus with a view toward creating more attractive and welcoming spaces in academic, residential, and athletic buildings.”
Goal: Improve Campus Infrastructure

- All residence halls have been renovated, with major renovations of Miller and Houston providing accessibility and additional rooms.
- We do not have a new residence hall, but COHO has added 14 new wood-frame houses to our residence hall offerings, providing 140 new beds for students. COHO includes the “Green House,” a sustainable living residence funded by a generous gift.
- A committee has been established to study graduate student housing issues.
Goal: Improve Campus Infrastructure

• Since 2015, 73 learning spaces have been upgraded ($7M) and 36 new learning spaces have been or will be brought on-line ($20M)
“We welcome recent steps to improve research administration in Arts and Sciences, and recommend continued effort and investment to ensure that all faculty members who have or seek external funding are fully supported throughout the process.”
Support faculty members who have or seek external funding

- New role of Assistant Dean of Research, Jackie Dejean
- Wholly revamped research administration unit under the leadership of Eileen Coombes
**Goal:** Improve Research Administration

**Survey Assessments of A&S Research Support Before and After Reorganization**

<table>
<thead>
<tr>
<th>Category</th>
<th>Before (%)</th>
<th>After (%)</th>
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</thead>
<tbody>
<tr>
<td>Turnaround Time</td>
<td>85</td>
<td>97</td>
</tr>
<tr>
<td>Communication</td>
<td>70</td>
<td>90</td>
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<tr>
<td>Attention to Detail</td>
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<td>85</td>
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<tr>
<td>Knowledge</td>
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<td>90</td>
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<tr>
<td>Overall Satisfaction</td>
<td>90</td>
<td>90</td>
</tr>
</tbody>
</table>
“Given our commitment to the teacher-scholar model for tenure-stream faculty, it is also critical to develop flexible mechanisms for balancing the demands of research, teaching, and service. We endorse the study of a workload policy that takes into account important and time-consuming activities such as directing theses and dissertations, serving in leadership roles, and teaching courses with large enrollments.”
Goal: Develop a Workload Policy for Faculty

• Rather than a single workload policy to apply to all tenure-stream faculty, the school commissioned each department and program to establish its own policy. Under Dean Brizuela’s leadership, these policies, which address both tenure-stream faculty and full-time lecturers, are now in place.
Resources
Goal: Raise $450M in the Brighter World Campaign

In Fall 2017, the university publicly launched the capital campaign, **Brighter World**, the largest fundraising initiative in its history.

- To date, A&S has raised **$316M** or **70% of its $450M** campaign goal.
Goal: Raise $450M in the Brighter World Campaign

NOTE: Beyond Boundaries Campaign ends FY11. Brighter World Campaign officially begins FY14. FY20 achievement is at $24.7M as of 1/22/20.
Goal: Raise $450M in the Brighter World Campaign

A&S Annual Fund FY14-FY19

NOTE: Under new agreement with Engineering, starting this fiscal year, the Annual Funds of the two schools will now be independent.
To reach all our goals, we have put fiscal strain on the school. But we project balance in FY2020.