



Tufts
UNIVERSITY

School of
Arts and Sciences

ANNUAL REPORT
2016 - 2017



Annual Report for the School of Arts and Sciences: 2016-2017

EXECUTIVE SUMMARY

It is my pleasure to submit the annual report for the School of Arts and Sciences for 2016-2017. This document represents a status report on our commitment to our goals of investing in students and funding financial aid, scholarship, and campus planning as stated in our 2015 strategic plan.

Highlights of this past year include the successful integration of the School of the Museum of Fine Arts. Under the leadership of Dean Nancy Bauer, SMFA at Tufts had an excellent first year. While challenges remain – our BFA enrollments were down this year, and we are working to improve transportation, dining, and housing for SMFA students – we are excited about the opportunities that lie ahead. To bolster enrollments, we have engaged an agency with experience in higher education communications to help us hone our presentation to prospective students, parents, and guidance counselors. We also have formed an internal task force to consider a longer-term strategy on our combined degree offerings. This August, SMFA at Tufts launched a new, state-of-the-art website that emphasizes the student perspective, communicating the distinctive SMFA experience through the students' own words and artwork.

Tufts continues to be a popular choice for an ever-growing number of students. The admissions department – led by Karen Richardson in her first year as dean – shepherded a record number of visitors and applications. Tufts also continued to set records for selectivity and yield. Consistent with our strategic plan, our admissions office remains focused on our commitment to access for students from all socioeconomic backgrounds.

The school filled a number of strategic positions this past year. Our fundraising efforts were strengthened with the hire of Diane Freedland as director of development for SMFA at Tufts. In addition to her fundraising expertise, Diane brings curatorial, teaching, and board-level service to her role. We were also fortunate to hire Dina Deitsch as director and chief curator of Tufts University art galleries. Dina will be responsible for overseeing operations at the Tufts University Art Gallery on the Medford/Somerville campus and the exhibition spaces at the Boston campus of the SMFA at Tufts. Dina will also be a key contributor in developing the university's relationship with the Museum of Fine Arts, Boston. As part of our commitment to the research mission of the university, we created a new role of assistant dean of research, filled by Jackie Dejean. Jackie's position has broad responsibilities in training graduate students and faculty in grant writing and proposal submissions, and liaising with federal agencies, foundations, and other funders.

Our labor negotiations are ongoing. In April, the Service Employees International Union (SEIU) filed a petition with the National Labor Relations Board (NLRB) seeking to represent graduate student employees in the School of Arts and Sciences. The vote focused on whether eligible graduate students would want the SEIU to be their exclusive representative on compensation, hours, and working conditions, or whether they would retain their independence to deal directly with the administration on such matters. In May, the bargaining unit voted in favor of the SEIU, and the university will begin negotiations in the fall. While the administration has concerns about the conflation of student status and employee status, we will, of course, bargain in good faith.

Our focus on new, interdisciplinary graduate programs resulted in the successful development of the Ph.D. in Economics and Public Policy. The number of applicants to the inaugural program defied expectations, and we yielded 85% of the admitted applicants. The program, offered by the Graduate School of Arts and Sciences and the Fletcher School, aims to produce scholars and policy-makers who can address the emerging critical issues centered on economic development.

We also begin planning this year for the new Tufts Institute for Research on Learning and Instruction. Funded by a generous donor with ongoing operating support from Tufts, the institute will take advances in neuroscience, cognitive psychology, and education, and integrate them into the STEM disciplines to promote evidence-based learning science.

In an effort to ease the financial burden on both graduate and undergraduate students, Tisch Library initiated a program to purchase multiple copies of textbooks to reserve and loan to students. Based on its success, the library will continue the donor-funded program this academic year.

A strong development team supports our ambitious goals in Arts and Sciences. We had a very successful fundraising year, raising \$63.8M against a combined annual and capital goal of \$45.5M. The efforts of our team were bolstered by a direct mail campaign to AS&E alumni, which contributed to an increase in alumni participation by more than a percentage point, the equivalent of 840 new donors.

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. We thank our faculty and staff who dedicate themselves to our students and our school.

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 sixth time in seven years, applications to the school reached a record high, as 16,621 students competed for places in next year's entering A&S class, a 2 percent increase over last year's record. A&S sustained a high degree of selectivity at 15.2 percent, the second lowest rate in our history, and 45 percent of the admitted students are enrolling. The standardized testing profile of the entering class remains strong with a mean SAT composite score of 1457. The mean score on the Critical Reading section is 725, while it is 732 on Math.

Sustaining Diversity. Domestic students of color represent 31.4 percent of all domestic incoming first year students in A&S. Another 104 entering A&S students are foreign citizens. There are 125 A&S students who are among the first in their families to attend 4-year college. A&S awarded \$16.8M for need based financial aid for the Class of 2021, up from \$15.3M last year. Thirty-five percent of the A&S class is comprised of grant recipients (up from 32 percent last year), 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 793 applications for admission to doctoral programs in the Graduate School of Arts and Sciences (GSAS) for fall 2017, a 5.59 percent increase from the previous year. Even more competitive than last year, only 19.29 percent of the applicants were admitted to our doctoral programs. Altogether, 45 percent of the 153 admitted students are planning to attend GSAS in fall 2017. This is slightly higher than last year's enrollment rate, and consistent with the highest yield of the last five years. Of the enrolling doctoral students, 53.6 percent are women and 20 percent are domestic minority students, which are both up from the previous year. Cognitive Science (4 percent), Astrophysics (8 percent), and Psychology (8.7 percent) were the most selective doctoral programs. The programs in Cognitive Science, Occupational Therapy, and History yielded all of their admitted students. The new joint degree in Economics and Public Policy (85 percent) and Drama (66 percent) had the next highest yields. In the coming year, we plan to focus on those programs that are still not selective enough and that still struggle to enroll to capacity, while also continuing to focus on increasing the diversity of the applicant pool.

The Office of Graduate Admissions processed 1,363 applications for admission to master's-level programs in GSAS for fall 2017, including the Master of Fine Arts program. This is a 7.32 percent increase from the previous year.

Approximately 52 percent of all master's-level applicants were admitted to our various programs. Altogether, 39.5 percent of these admitted students plan to enroll in fall 2017. 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, 73.7 percent are women and 20.5 percent are domestic minority students.

STUDENTS

Undergraduate. In February and May combined, 1,069 students in the School of Arts and Sciences earned a total of 1074 degrees – there were five students who earned two degrees (598 B.A. degrees, 43 B.F.A. degrees, and 433 B.S. degrees). In August 2016, 72 students in the School of Arts and Sciences received an undergraduate degree (41 B.A. degrees, 17 B.F.A. degrees, and 14 B.S. degrees).

The Class of 2017 saw 149 honors theses completed by A&S seniors – almost 14 percent of the class. In the realm of nationally competitive scholarships and fellowships, we continue our strong standing in the Fulbright competition, with nine students poised to begin Fulbright placements in 2017-18 and seven listed as alternates. We had a record number of finalists for the Fulbright program this year, with 28 students moving to the second round of selection. We also had two national finalists each for the highly prestigious Truman Scholarship and the James M. Gaither Junior Fellows Program. Nine current students and alumni received the highly competitive NSF Graduate Research Fellowship Program. Hannah Harris, A18 from Biology, won the Goldwater Scholarship and the Astronaut Scholarship. All told, 23 students and recent alumni received nationally competitive awards this year. The Undergraduate Research Fund continues to be a popular source of funding for research by undergraduates. The fund supported 92 students conducting original research. Senior Honors Thesis writers made up a large portion of the students seeking funding this year, with 44 students supporting their research through the fund.

Graduate Students and Programming. In 2016-17, GSAS conferred 312 master's-level degrees, 14 education specialist degree, 57 doctoral degrees, and 33 professional certificates. Our graduate students excelled in the academic arena, winning fellowships for their research and scholarship, including the MRS Congressional Science and Engineering Fellowship, the Doris Duke Fellowship for the Promotion of Child Wellbeing, and the American Psychological Foundation's 2016 APF/COGDOP Graduate Research Scholarship.

New approved programs include a Master's in Diversity and Inclusion Leadership, three new bachelor's/master's combined degree programs, and five new certificate programs: Math Education; Advanced Professional Certificate in School-Based Practice; Spanish and Latin American Cultural Studies; Spanish for Health Professionals; and Specialized Literacy/Dyslexia Support. In a partnership between GSAS, the Experimental College, and Alumni Relations, 10 current students were matched with nine alumni in the new Winternship job shadowing program.

GSAS continued to provide professional development workshops for graduate students, with more than 346 students attending programs throughout the year. A total of 41 workshops were offered, and a networking component was included in each event. GSAS continued to hold the Graduate Institute for Teaching (GIFT), an intensive program that prepares doctoral students for academic careers at the university level. To support enrolling international students, GSAS partnered with the Mentor Collective, a national online community that matches new international students with a student mentor. The program solicited 50 volunteer mentors and 56 mentees in this first year.

Student Affairs. In May, the Bridge to Liberal Arts Success at Tufts (BLAST) graduated its second cohort. Among this outstanding group, five graduated *cum laude*. The cohort's post-graduate plans include master's and Ph.D. programs, employment opportunities at Tufts, School Nativo, and Pubic Consultant Group, among others. Last summer, BLAST welcomed its fifth cohort of 19 first-year students. By May 2017, all 19 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 February 2017, President Monaco established a Student Life Review Committee (SLRC) in response to concerns raised about undergraduate student life and the Greek system on the Medford/Somerville campus. The SLRC undertook a holistic assessment of the culture of student life at Tufts, with attention to the roles of residential strategy, student organizations, athletics, clubs, and the Greek system. The Committee engaged with more than 1,000 community members, including A&S students, faculty, coaches, deans of Admissions and Student Affairs, alums, trustees, and

community partners. At the end of the 2016-17 academic year, at President Monaco's request, the SLRC provided a set of specific, actionable recommendations that outlined ways the university could better support holistic, inclusive engagement for Tufts undergraduate students. The recommendations will inform both immediate and long-term efforts for the Division of Student Affairs.

The Division of Student Affairs also managed a comprehensive restructure of the Office of Residential Life and Learning and the undergraduate Orientation program. These restructures placed emphasis on student health and safety, pluralism and inclusivity, community and connection, and support for student traditions and long-term connection to campus.

The Career Center increased its visibility with a larger and more diverse staff, enhanced its annual Career Carnival, worked closely with First-Generation and Undocumented Students, and launched a new career platform, Handshake. In Health and Wellness, a reorganization of lab services decreased costs for students and allowed for expanded medical services to transgender and gender non-confirming students. Counseling and Mental Health (CMHS) played a central role in the University's Mental Health Task Force, hiring a Care Coordinator to help students locate counseling and mental health services off campus. CMHS also established a satellite office at the SMFA, improved its emergency and crisis response, and provided expanded services for transgender and gender non-confirming students. Additionally, Judicial Affairs became the Office of Community Standards, reflecting a more pedagogical approach to student conduct.

SCHOOL OF THE MUSEUM OF FINE ARTS AT TUFTS

Last July, the School of the Museum of Fine Arts, Boston, officially became part of the School of Arts and Sciences at Tufts University. The school is renowned for its deep commitment to the fine arts, and for the faith it places in its students to grow as self-directed art-makers under the tutelage of a committed core faculty. Students and faculty also benefit from enhanced access to the Museum's collections, facility and staff. Our relationship with the Museum of Fine Arts is further strengthened by Dean Glaser's membership on the Museum's Board of Trustees; Maureen Melton, Director of Libraries at the MFA, serves on the A&S Board of Advisors.

On the faculty side, SMFA welcomes three new professors of the practice: Floor van de Velde (Sculpture), Anthony Romero (Performance) and Danielle Abrams (Performance). Among our faculty, there are already notable cooperative partnerships between and among SMFA, Tufts, and the Museum of Fine Arts. Examples of collaborations include an SMFA-School of Engineering Hackathon; a research project about justice by Jill Weinberg, Sociology, that involves video interviews supported by the SMFA Media Arts department. Ron Lasser ran a course called "Societal Aspects of Design," and Roger Patkin taught a course on art and entrepreneurship. This past spring, The Museum of Fine Arts commissioned SMFA students to paint the umbrellas the Museum uses for outdoor dining.

The SMFA Art Sale raised almost \$350,000 for the School. The annual Medal Award Gala, held every year at the MFA, feted renowned artist James Turrell and showcased the work of more than 10 SMFA students. SMFA alum and 2016 Traveling Fellow award winner Danielle Rivera mounted a solo exhibition at the MFA. Professor of the Practice Megan McMillan, four SMFA students, and Dean Nancy Bauer were invited to HFBK, an historic, world-famous art school in Hamburg, Germany, to help design an artwork to honor the school's 250th anniversary.

FACULTY

Promotions. We continued to add outstanding teacher/scholars to our tenured ranks this year. Tim Atherton (physics and astronomy), Hugo Beauchemin (physics and astronomy), John Lurz (English), Nimah Mazaheri (political science), Noe Montez (drama and dance), and Anna Sajina (physics and astronomy) were promoted from assistant to associate professors without limit of time. The new full professors are David Art (political science), Gary Bedell (occupational therapy), Mitch McVey (biology), Jayanthi Mistry (child study and human development), Sarah Pinto (anthropology), Christina Sharpe (English), and Christine McWayne (child study and human development), who were promoted to full

professor without limit of time. James Rice joined history as the Walter S. Dickson Professor of English and American History, and Silke Forbes (economics) and Eitan Hersh (political science) begin their tenured appointments.

Endowed Professorships. Seven faculty were appointed to Endowed Professorships. Vickie Sullivan was named the Cornelia M. Jackson Professor of Political Science, Joseph Auner was named Austin Fletcher Professor of Music, Susan Napier was named the Goldthwaite Professor of Rhetoric, James Rice was named the Walter S. Dickson Professor of English and American History, Misha Kilmer was named William Walker Professor of Mathematics, José Antonio Mazzotti was named King Felipe VI of Spain Professor in Spanish Culture and Civilization, and Krishna Kumar was named the Robinson Professor of Chemistry.

Retirements. We celebrated the retirements of many valued faculty members in AY16–17. Joseph DeBold (psychology), Susan Ernst (biology), David Guss (anthropology), Mauricio Gutierrez (mathematics), Philip Holcomb (psychology), Ray Jackendoff (philosophy), and Christiane Zehl Romero (international literary and cultural studies), have all ended their regular teaching responsibilities to the school. We also honored Jean Herbert (undergraduate advising), Sol Gittleman (international literary and cultural studies), and Margery Davies (faculty affairs) in their retirements from Tufts. We value their commitment to A&S, and we will miss their presence and contributions to the school.

Hiring. In AY16-17, we hired 11 new tenure-stream faculty members (seven assistant professors, and four associate to full professors) and 10 new full-time, non-tenure-stream faculty. It is a strong group. One of the new assistant professors was hired as the fourth and final Mellon Bridge Professor in the Humanities: Elana Jefferson-Tatum (Department of Religion and the Consortium of Studies in Race, Colonialism, and Diaspora). Three of the tenure-stream searches did not result in hires. Of our 21 new full-time colleagues, 12 are women, 10 are members of underrepresented ethnic and racial groups, and four are both. The level of talent and accomplishment of the faculty we have been able to hire continues to be very high.

Scholarship, Awards, and Achievements. 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. A&S is pleased to recognize fourteen faculty from the departments of Biology, Chemistry, Child Development, Economics, and Physics who have received major grants in the FY16-17 fiscal year. Listed in order of the size of the grant, the recipients are: Christy McWayne of Child Development received \$2,980,739 from the National Science Foundation (NSF) to fund her four-year Readiness through Integrative Science and Engineering (RISE) project. Jayanthi Mistry serves as Co-Investigator. Clay Bennet, Chemistry Department, received a National Institutes of Health (NIH) grant of \$1,526,216 to fund his four-year project investigating reagent control of stereoselective glycosylation reactions. Catherine Freudenreich and Eric Tytell of Biology each received federal awards in the \$900K range. Freudenreich received a four-year, \$920,448 award from the NIH and Eric Tytell received a five-year, \$910,616 career award from the NSF. Timothy Atherton is A&S' second recipient of the prestigious NSF Career award; five years of funding totaling \$484,584 investigating "shape shifting to shape sculpting." Drusilla Brown of Economics has conducted funded international work spanning more than a decade. This past fiscal year, she received another award for \$670,804 over four years from the International Development Research Centre (IDRC) for her research on workplace conditions of garment workers in Indonesia and Vietnam. Marina Bers, Child Development, received a four-year NSF grant for \$649,992 to reimagine science education at the kindergarten level using computer technology. Mary Jane Shultz, Chemistry, received a three-year NSF grant of \$498,059 researching hydrogen bond interfaces and reactivity. Sam Thomas, also of Chemistry, received two federal awards; Department of Energy awarded a \$480,000, one-year grant and NSF four-year, award of \$450,000 on which Charlie Mace collaborates as the Co-Investigator. Peggy Cebe also of Physics continued her research internships for Deaf and Hard-of-Hearing student researchers with her three-year NSF award of \$444,116. Richard Lerner received \$400,000 from Compassion International for a one-year project focused on

developing responsible and fulfilled youth. Benjamin Wolfe of Biology received \$387,783 from the National Institute of Food and Agriculture (NIFA). Finally, Danilo Marchesini received a three-year NASA grant of \$340,022.

Grants and Fellowships. In addition to the aforementioned grants, our faculty secured new grants and fellowships from numerous corporations and foundations including: ACLS, Michael J. Fox Foundation, RCSA, Gates Foundation, Beckman Foundation, Robert Wood Johnson Foundation, Heising-Simons Foundation, Mellon Foundation, Templeton Foundation, Tides Foundation, Smith-Richardson Foundation, Henry Luce Foundation, Russell Sage Foundation, Kettering Foundation, and the 1772 Foundation. Faculty also continued to receive funding from the following government agencies and national laboratories, such as: City of New York, City of Cambridge, Army Research Office, Department of Labor, NASA, NIH, NSF, NEH, U.S. Army Natick Soldier Systems Center, and U.S. Army Natick Labs as well as the International Labor Organization (ILO).

Despite the continuing economic constraints on federal and private funding, A&S faculty members added a cumulative total of \$17.8M in new and renewal awards. The total A&S portfolio for FY16-17 holds at \$20.3M which includes \$4M in indirect costs.

Awards and Honors. Arthur Utz, professor of chemistry, was named a Fellow of the American Vacuum Society. History Professor Kendra Field won awards for two articles: Western Writers of America 2017 Spur Award for Best Western Short Nonfiction, and the 2016 Boahen-Wilks Prize, awarded by the Ghana Studies Association. Two faculty received fellowships from the National Endowment of the Humanities, Kelly Greenhill, associate professor of political science, and Richard Jankowsky, associate professor of music. Amahl Bishara, associate professor of anthropology, is holding an ACLS Frederick Burkhardt Fellowship at the Radcliffe Institute for Advanced Study. Mellon Assistant Professor of Classics Riccardo Strobino received the Villa I Tatti Fellowship in Florence, Italy. Professor Richard Lerner won awards from the Society for Research in Child Development and the International Society for the Study of Behavioral Development. Mingquan Wang, lecturer in International Literary and Cultural Studies, received the Leadership and Service Award from the New England Chinese Language Teachers Association. Associate Professor of Drama Noe Montez received the 2017 Schanke Research Award from the Mid-America Theatre Conference. Cynthia Robinson, director of Museum Studies, received the John Cotton Dana award for educational leadership. Laura Rogers was named the 2017 Massachusetts School Psychologist Association (MSPA) School Psychologist Trainer of the Year. Associate Professor Jeff Taliaferro, political science, received a fellowship from the Woodrow Wilson Center. Ioannis Evrigenis, Professor of Classics and Political Science, won an award for digital renaissance research from the Renaissance Society of America. Tanya Crane, jeweler/metalsmith/sculptor at SMFA, won the 2017 Artist Award from the Society of Arts and Crafts. David Henry Feldman, professor and chair of child study and human development, was elected President of the Society for the Study of Human Development. Kris Manjapra has a fellowship for next year at the Wissenschaftskolleg in Berlin.

Our faculty received a marked level of attention by major news and media outlets for their original and impactful research. “The Geometry of Redistricting” conference on gerrymandering (August 2017), coordinated by Mathematics Associate Professor Moon Duchin, has been featured in *Wired* magazine, NPR, and the [Chronicle of Higher Education](#). Biology Professor Michael Levin’s bioelectric signaling research was featured in [New Scientist](#) as well as [Popular Science](#). Professor of Drama and Dance Kareem Khubchandani was featured in a [New York Times story](#) on drag performance. [The New Yorker](#) magazine ran a feature profile on University Professor Daniel Dennett. [Read more about A&S faculty In the News.](#)

Tufts was also selected by the Howard Hughes Medical Institute for its [Inclusive Excellence initiative](#), a program that aims to help colleges and universities to effectively engage all students so that they can be successful in science. It will be led by Roger Tobin (physics); David Hammer (education and physics); Juliet Fuhrman, and Susan Koegel (biology); and Donna Qualters (Center for the Enhancement of Learning and Teaching).

The Dean's Annual Publications Party celebrated 120 scholarly and popular publications, performances, sound recordings, and journal articles by A&S faculty members. While there are too many to single out, a small sample of faculty books includes: Jody Azzouni, *The Rule-Following Paradox and its Implications for Metaphysics* (Springer International); Greg Carlton, *Russia: The Story of War* (Harvard University Press); Daniel Dennett, *From Bacteria to Bach and Back* (W.W. Norton) ; Tama Leventhal, *Debating Early Child Care* (Cambridge University Press); Sara Lewis, *Silent Sparks* (Princeton University Press); John Lurz, *The Death of the Book* (Fordham University Press); Nimah Mazaheri, *Oil Booms and Business Busts* (Oxford University Press); Heather Nathans, *Hideous Characters and Beautiful Pagans* (University of Michigan Press); Pedro Angel Palou, *Mestizo Failures* (Boston Arts Lab); Natalie Shapero, *Hard Child* (Copper Canyon Press); Sabina Vaught, *Compulsory* (University of Minnesota Press); Jill Weinberg, *Consensual Violence* (University of California Press); Maryanne Wolf, *Tales of Literacy for the 21st Century* (Oxford University Press); Man Xu, *Crossing the Gate* (State University of New York Press). [View a complete list of faculty publications.](#)

ADMINISTRATIVE INITIATIVES

Development. The A&S development team had a great year. The school surpassed its FY17 fundraising goal by over \$18M, raising \$63.8M against a combined annual and capital goal of \$45.5M. This achievement is the largest of the other schools and represents 44 percent of the \$144.9M raised by the university. Of this \$63.8M raised by the school, \$8.6M was for the annual fund, which represents 101 percent of the school's \$8.5M annual fund goal. The balance or \$55.2M represented 149 percent of the school's \$37M capital gift goal and included gifts to support financial aid, the faculty, and facilities. Our continued efforts to engage more alumni in supporting the school through peer-to-peer outreach, social media, crowdfunding, and affinity-based fundraising were aided by 55 personal visits to donors by Dean Glaser. As a measure of our success, we increased our alumni participation by over a full percentage point, the equivalent of an additional 840 donors.

A&S Board of Advisors. The Board of Advisors met three times during the course of year. The September meeting focused on the acquisition of SMFA and included a tour of the Fenway Campus and a discussion with Dean Nancy Bauer. The January meeting occurred in Washington, DC, thanks to our host, Carnot Evans. Board members were joined by Mary Pat McMahon as they discussed student behavior, activism, and the work of the Student Life Review Committee. The May meeting in Medford focused on revenue generation initiatives, including the proposed Smart Living House, which would be a cornerstone of the "Villages" wood-framed housing project. Our year culminated at a dinner at the MFA, where Dean Glaser honored Bruce Male for his 23 years of service to the school by presenting him with the Dean's Medal.

We are fortunate to have such thoughtful and engaged members on the board. Nancy Glass did a wonderful job in her inaugural year as chair. Our membership grew with the addition of Christina Greer, Barbara Evans, Courtney Wang, Fern Cohen, and Kenneth Rosh, all of whom provided valuable contributions to our discussions.

Budget and Planning. During 2016-17, we integrated the School of the Museum of Fine Arts, which was a large and complicated process. Consistent with our plan, the first year of SMFA at Tufts required significant investment in faculty and staff levels and compensation, facilities, technology and equipment upgrades, and financial aid. We are optimistic that SMFA will provide opportunities for growth in the near future, after the initial larger investment period concludes. Additional new master's level and certificate programming that were approved this year will enroll students beginning this fall. We are deep into the planning stages of adding additional on-campus housing – a focused effort to provide more opportunities for upperclassmen to remain on campus, as well as to address deficiencies in some dorms. The opening of the Science and Engineering Center (SEC) will have ongoing operating costs that increase our future budgets, but will provide world-class research laboratories and teaching facilities and opportunity for grant and other revenue production. In addition, moving faculty and teaching space into this new facility will allow investment in other aging infrastructure. During 2016-17 and continuing in 2017-18, we implemented a two-year plan that increases the amount of graduate tuition that will be recovered from grants, which has a positive financial impact for the school. Our operating

and use allowance reserves, while still strong, are being reduced due to our many infrastructure projects. We will be conducting an in-depth review of A&S discretionary funds and improving our stewardship of those funds. We will also be conducting reviews of our year budgets based on student head count increases to offset new infrastructure developments. It is important that our future operating budgets and sponsored research allow us to continue to replenish those reserves.

Communications. In the graduate school, our work focused on strategic marketing efforts to boost admissions and improve yield. We helped launch several new programs, including a certificate for Diversity and Inclusion Leadership and a joint doctoral degree with Fletcher in Economics and Public Policy. In December, we began a project to build a new SMFA website that would appeal to prospective B.F.A. and M.F.A. students. [The new website](#) launched in August, and we are optimistic that the site – in coordination with other marketing efforts – will result in more students learning about and applying to the museum school.

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. To announce and celebrate the acquisition of the SMFA, we raised awareness among our peer institutions with a direct mail campaign and advertising in the *Chronicle of Higher Education*.

Tisch Library. Working with the office of the Dean of Undergraduate and Graduate Education, Tisch Library launched a textbook pilot project, purchasing textbooks for several high-enrollment classes and putting them on reserve at the Information Desk. The program was designed to ease the financial burden on students, and preliminary assessment shows substantial use as well as real appreciation (“It’s saved me \$400 this semester (JUST THIS SEMESTER) in textbook costs”). The W. Van Alan Clark, Jr. Library at the SMFA is now a branch of Tisch. We invested in “rebooting” the collection; using the expertise of the staff we added more than 4,000 items, making significant strides towards building a premier contemporary art library. In April, Tisch Library Director Laura Wood announced her departure, to return to Harvard in June. A search will begin this fall for her replacement.

Summer Session. Arts and Sciences is part of a university-wide initiative to develop a new model for summer offerings at Tufts. The goals are to enrich and expand course offerings and other educational opportunities for Tufts undergraduates, graduates, non-matriculated students, professionals, and K-12 through adult learners. In addition to improving administrative support, planning, and marketing, we are developing pre-college programs and study abroad opportunities, and programs at SMFA at Tufts to reach new student populations. The changes implemented for summer 2017 are expected to have yielded roughly \$1M in additional gross revenue.

International Education and Extended Programming (IEEP). The International Education and Extended Programming (IEEP) division expanded to include Summer Session and Conference Events and Services departments. The reorganized division positions us to increase revenue generation, improve operations efficiencies, and better promote similar programs offered by other schools at Tufts. The integration of the Conference Bureau into this structure also allows us to centralize the scheduling of classroom and residential spaces and antecedent services based on academic priorities for these programs.

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 are outlined in this document and include examples of our progress thus far. In the fall, we will publish a more complete report outlining our achievements in detail.