

Meeting of the University Faculty Senate
Wednesday, February 12, 2020, 8:00 – 9:30 am
Grafton – Kohnstamm Conference Room (Host site)
Medford – Cabot 702
Boston – MEB (MedEd) 802

The University Faculty Senate met at 8:00 am on Wednesday, February 12, 2020 in Cabot 702, Medford campus, with remote locations in Boston and Grafton. Present at the meeting were Jenny Aker (Fletcher), Gillian Beamer (Cummings), Brent Cochran (TUSM), Leila Fawaz (Fletcher), Janet Forrester (TUSM), Sonia Hofkosh (A&S), Nicole Holland (Dental), Vida Johnson (A&S), Olympia Karacosta (TUSDM), Jette Knudsen (Fletcher), Anne Mahoney (A&S), Michael Malamy (TUSM), Will Masters (Friedman), Douglas Matson (Engineering), Dominique Penninck (Cummings), Lynne Pepall (A&S), Ellen Pinderhughes (A&S), Pearl Robinson (A&S), Mary Jane Shultz (A&S), Chris Swan (Engineering), Maher Tabba (TUSM), Norbert Wilson (Friedman), Henry Wortis (TUSM), and Chantal Zakari (SMFA). *Ex officio* member Vice Provost Kevin Dunn was also in attendance, as well as guest, Executive Vice President Mike Howard. President Melissa Mazan presided over the meeting.

Regrets: Remco Chang (Engineering), Misha Eliasziw (PHCM), Roger Galburt (Dental), Nirupa Matthan (HNRCA), Lee Sillin (TUSM), and Nadine Aubry

1. Roll call
2. Approval of minutes
 - a. Motion and second
 - b. Discussion – procedure re: documents attached to minutes
 - i. All documents mentioned in the minutes will be attached to the minutes
 - ii. This and other practices will be described in the Senate policies and procedures manual that is currently being drafted for Senate approval as soon as possible
 - c. Minutes unanimously approved
3. Presentation by Executive Vice President Mike Howard regarding plans and vision for finance and administration at Tufts
 - a. Welcome to Mike Howard
 - b. Overview of EVP purview
 - c. See appended presentation slides
 - i. Financial overview
 1. Working toward 2.5-3% budget surplus by FY24 (currently at 1%); surplus helps insulate Tufts against unexpected financial challenges
 2. Tufts is one of only about 100 4-year colleges rated AA by Moody's and Standard & Poor's
 3. Endowment per student is undercapitalized compared with peer institutions
 - d. Q&A
 - i. Discussion of percentage of revenue that goes to administration vs. academics
 1. Opportunities for increased efficiency in technology, workflow
 2. Importance of being adaptive to our size and not trying to emulate larger institutions
 - ii. Capital campaign as relates to opportunities to reduce tuition
 1. For aided students, financial aid is growing faster than tuition
 2. Finding efficiencies in administration can help mitigate tuition increase
 - iii. Concerns about potential cuts
 1. Be realistic about things that aren't working, look at sunseting things that don't provide enough value
 - iv. Incentive structure and revenue sources currently under review
 - v. Concerns about spending on new buildings
 1. Facility maintenance factors into financial health grade

2. New buildings advance programs, come out of named gifts, help attract students and faculty
- vi. Concerns about faculty morale crisis
 1. Salaries not keeping up at the same rate with tuition increases
 2. Losing faculty after achieving tenure
 3. Money spent elsewhere detracts from attracting and keeping faculty
- vii. Discussion of student computer access for art students
 1. Suggestion to include computer cost in tuition
- viii. Teleconferencing issues impeding distance collaboration and learning
 1. New CIO – Chris Sedore, formulating new plan to make up for past under-investment in technology
 2. Suggestion to include significant student and faculty input as plan develops

4. Reports from Standing Committees and Other Reports

- a. Faculty Affairs Committee: Chris Swan, Chair
 - i. Meaning of tenure
 1. Very complex issue, requires input from many sources
 2. Discussion last week between Executive and Faculty Affairs committees
 3. First step is gathering information on schools' current processes
 4. Once data is collected, a task force will be assembled, including external representatives
 - a. Charge – look at transparency, accessibility, and communication of how schools award tenure and what tenure means at Tufts; then evaluate and synthesize information into recommendations about a u-wide policy for approval by Trustees
 - b. Composition of task force currently being discussed - suggestion to utilize T&P people from schools
- b. Nominations: Vida Johnson, Chair
 - i. 3 committees to fill –
 1. Investment advisory group
 2. DISC committee
 3. Sackler relationship exhibit
 - ii. Suggestion to have nomination form for use by Senate members
 - iii. Suggestion to distribute names of representatives selected
- c. Budget: Anne Mahoney, Chair
 - i. Proposal asking schools to show how they are ensuring parity between salaries of male and female full professors – will be presented at future meeting
 - ii. Proposal to Executive Committee regarding faculty's values & priorities going forward
- d. Research: Brent Cochran, Chair
 - i. Draft guidelines on acceptance of gifts at Tufts – see appended document
 1. For discussion at next meeting
 - ii. Open access policy proposal from library
 1. For discussion at next R&S committee meeting
- e. Educational Affairs and Policy: Henry Wortis, Chair
 - i. UCTFD (University Committee on Teaching and Faculty Development) – looking at ways to maximize teaching effectiveness
 1. Examine how we currently evaluate the quality of teaching
 2. Currently rely primarily on student evaluations, which tend to skew against women and people of color
 3. What are alternatives?

5. Adjourn at 9:31