



**An Invitation to Apply  
for the position of**

**PROVOST AND SENIOR VICE PRESIDENT  
TUFTS UNIVERSITY  
MEDFORD, MASSACHUSETTS**

**THE SEARCH**

Tufts University invites nominations and applications for the position of Provost and Senior Vice President. Tufts is a student-centered research university that has emerged in the last generation as a distinguished institution. It retains a profound, historically rooted commitment to undergraduate education in both engineering and the liberal arts, which it combines with a unique constellation of graduate and professional schools. Located in the midst of the higher education ecology of the greater Boston metropolitan area, it has attracted exceptionally strong students and faculty, competitive with the finest universities.

Tufts seeks a Provost who will build on the university's substantial momentum and lead it to the highest level of academic distinction for both students and faculty. The Provost will be an established and energetic academic leader with intellectual vision; a broad view of the world and of the academy; a commitment to diversity, inclusion, and active citizenship at the local, national, and international levels; and the personal qualities to inspire the university community. Candidates should be scholars of distinction and have a history of academic leadership, fiscal and change management experience, the ability to cultivate consensus across the university ecosystem and among its many constituents yet still make tough decisions, and a record of accomplishment in creating and supporting a campus climate of community, understanding, and mutual respect.

Tufts educates approximately 11,500 students, almost equally divided between undergraduate and graduate students, in eight schools—Arts and Sciences, Dental Medicine, Engineering, Biomedical Sciences, Law and Diplomacy, Medicine, Nutrition, and Veterinary Medicine—and a College of Civic Life. At the undergraduate level, it is one of the most selective universities in the country, with an acceptance rate below 15 percent for the class of 2022, whose accepted students' combined SATs averaged 1467. Tufts provides an intimate learning environment marked by an 8:1 student faculty ratio and has a strong research profile, placing 11th in the Nature Index 2017 Innovation ranking. The graduate and professional schools are similarly distinguished and selective. It is an institution with a strong commitment to both teaching and research and where faculty are known as the quintessential teacher-scholars. Tufts has an

operating budget of \$949 million a year, including nearly \$193 million in sponsored research funding, and an endowment of \$1.86 billion. The university has a longstanding commitment to inclusion, pragmatic innovation, and international engagement, and a track record of multi-disciplinary collaborations in research and education across its different schools.

Recent programmatic initiatives and investments have been guided by the university's T10 strategic plan. In 2016, Tufts significantly deepened its commitment to the arts and humanities with the acquisition of the School of the Museum of Fine Arts (SMFA), now part of the School of Arts and Sciences. During the 2017-18 academic year, Tufts launched the public phase of its *Brighter World* comprehensive campaign, which seeks to raise \$1.5 billion to strengthen teaching and research, support a distinctive culture of collaboration and innovation, increase financial aid and bolster Tufts' ability to attract the finest students from all backgrounds, and advance the university's capacity to translate ideas into practical solutions for global problems.

By combining cutting-edge research with innovative undergraduate and graduate programs in a small university setting, Tufts creates an invigorating atmosphere in which students can tailor their education and where scholars easily collaborate. To continue this tradition, the Provost will be tasked with seizing opportunities, making choices, and leading initiatives that further strengthen the academic stature of the university, working in close partnership with the President, the senior leadership team, and the school Deans. As Tufts' chief academic officer, the Provost will lead the effort to enhance investments in outstanding faculty, the graduate programs that are essential to their scholarly reputation, and the facilities that sustain them, in addition to promoting stronger collaboration and creating structures to facilitate work across schools, disciplines, and campuses and the development of innovative academic programs that respond to new intellectual opportunities and societal needs. As an external ambassador for Tufts, the Provost will champion the university's academic program to a wide range of audiences to build greater institutional awareness, recognition, visibility, and resources.

Tufts has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. All inquiries, nominations, referrals, and applications should be sent electronically and in confidence to the search firm as indicated at the end of this document.

## **TUFTS UNIVERSITY**

### **History**

Tufts was founded in 1852 by Universalists, at a time when they preached abolition and the fierce "republicanism" that was an antidote to the established institutions in both the North and the South. They were, as a religious movement, tolerant, inclusive, civic, and morally persuasive. They founded Tufts as a small liberal arts college, perched on a hillside, with an expansive view of the city of Boston in the distance. From the start, Tufts set itself apart from the array of small colleges that emerged in nineteenth century New England. A church elder of the time, writing in the leading Universalist paper, said, "We go for universal education of the people – the poor and the rich – the farmer and the mechanic and the seaman, as well as the lawyer, the physician, and the clergyman. Let all the people be educated. The universal diffusion of knowledge is the only

safeguard of our republican institutions.” The university retained the “republican,” civic, activist tradition that educated citizens from all walks of life. It was affordable, practical, and moral. It first attracted an aspirant, regional indigenous student body, but it quickly appealed to and welcomed the sons and daughters of new immigrants. Students gained an education grounded in the liberal arts, informed by Universalist notions of social justice and engagement in the greater community as active citizens.

## **Evolution and Trajectory**

The modern Tufts reflects both its deepest history and a full generation of growth and innovation. It has earned and safeguards a series of strategically important distinctions that were crafted organically from the university’s beginnings and given voice in this last generation. These values and distinctions serve as Tufts’ anchor and as the compass for its future.

Tufts has built remarkable organizational strength in admissions and invests heavily in financial aid for undergraduate, graduate, and professional students. Although there is still more work to be done in this area, undergraduate financial aid funded from university resources increased from \$54 million in FY 2013 to over \$80 million in the FY 2018 forecast, diversifying the student body, particularly with respect to family income. Tufts’ selectivity and yield (46 percent for the class of 2022) improved markedly in the last decade, and the university is today a first choice for outstanding applicants. In the last 15 years, Tufts’ overlap schools shifted dramatically from the New England Small College Athletic Conference (NESCAC) liberal arts colleges to Brown, Cornell, Dartmouth, Georgetown, Penn, and Washington University—all excellent, primarily urban research universities. The graduate and professional schools are similarly selective, and over the last ten years, graduate enrollments have increased by 18 percent and grown from 48 percent to 52 percent of total university enrollment. The university is committed to ensuring that it can attract and retain the very best students at all levels, regardless of background, and seeks to further enhance resources for financial aid.

Tufts is committed to increasing the impact of its research and education on the great challenges of the 21st century and encouraging the engagement of Tufts’ faculty, students, staff, and alumni with communities around the world. Recognizing that solutions to many of these challenges will require collaborations across traditional academic disciplines and among Tufts’ schools, the President has been working with the Provost, Deans, and faculty to assess and strengthen Tufts’ work in critical thematic areas. Sponsored research, fueled by faculty recruitment and new facilities, has grown incrementally but steadily from \$162 million in FY 2013 to over \$193 million in FY 2017. The faculty body has grown by 17 percent since 2011, and investments in faculty development through bridge professorships, enhanced information technology support, high performance computing infrastructure, and seed funding for interdisciplinary scholarship and creative teaching and learning contribute to Tufts’ trajectory as an increasingly competitive international research university.

While investing in its people is central to Tufts’ strategic goals and continued success, so is investing in state-of-the-art facilities to support the work of faculty and students. In Grafton, the renovation and expansion of the Henry and Lois Foster Hospital for Small Animals is already

benefiting patients and the veterinary faculty, interns, residents, staff, and students who provide care. On the Medford/Somerville campus, the Science and Engineering Complex (SEC) was completed last summer, adding to the vibrant Tufts Science and Technology Corridor, which also includes the Collaborative Learning and Innovation Center (CLIC), which opened in May 2015 and houses the departments of physics and astronomy, occupational therapy, and community health. On the Boston Health Sciences campus, new state-of-the-art facilities for the teaching of anatomy opened last winter. Projects reflecting the university's commitment to sustainability have also recently moved forward – new solar installations in Grafton are now operational and cogeneration operations have begun at the Central Energy Plant on the Medford/Somerville campus. While these recent capital projects have greatly improved facilities across the university and its capacity for innovative teaching and research, attention to issues of space, renovations, and the physical plant remains a priority going forward.

### **Scholarly Reputation and Research Portfolio**

In the last generation, Tufts has fundamentally raised its scholarly and research aspirations. It has invested resources in faculty and research facilities, substantially raised its academic standards, competed aggressively, and built a more scholarly university. Tufts recruits faculty from the finest graduate programs and attracts the best candidates. They come to campus knowing they will experience a student-centered learning environment that also provides the support and encouragement to produce the highest quality research and to address social issues and enrich public life. The university is committed to the support of junior faculty and faculty of color, through mentorship and support, but there is opportunity for the Provost to enhance and improve upon existing efforts across all schools. Since the development of a faculty is a matter of generations, not years, and since the trajectory of the university has been so dramatic, the faculty development effort will play out vividly in the tenure of the next Provost. The Office of the Provost leads two signature seed funding programs to support and encourage faculty. [Tufts Collaborates](#) targets interdisciplinary scholarship and research, while [Tufts Innovates](#) focuses on creative teaching and learning. Additional investments, such as a new bio-incubator and the [Data-Intensive Studies Center](#), aim to stimulate cross-cutting, multidisciplinary research and scholarly activity. The establishment of the new Institute for Research on Learning and Instruction (IRLI), one of the first research centers to focus on better understanding how students learn at the collegiate level, further reflects Tufts' commitment to both teaching and research.

Given its size and resources, Tufts faces challenges prioritizing research as an important pillar for future growth and success. The Carnegie Foundation ranks Tufts as an institution with "very high research activity"—its highest classification for degree-granting colleges and universities; a commitment to not just maintaining but also strengthening Tufts' research status is essential to the university's future.

### **A Unique Constellation of Schools**

Tufts' unique constellation of schools supports teaching and research across a wide range of disciplines and provides distinctive opportunities for the university's faculty and students to address critical issues.

The historic Medford/Somerville campus houses the School of Arts and Sciences, which traces its origins back to the university's founding; the School of Engineering; and the Fletcher School of Law and Diplomacy, established in 1933 and the oldest school in the United States dedicated solely to graduate studies in international affairs. The Medford/Somerville campus also houses the Tisch College of Civic Life, whose programs work across the university. The School of Arts and Sciences (including the SMFA), enrolls approximately 84 percent of Tufts' undergraduates, with the remainder in the School of Engineering. The School of Engineering has seen notably strong growth in graduate enrollments, which increased by 25 percent during the last five years, as well as burgeoning interest in computer science courses among undergraduates.

All of the Medford-based schools are actively engaged in developing new academic programs. The increasing importance of collaboration across the schools is reflected in such new programs as the Ph.D. in Economics and Public Policy offered jointly by the Department of Economics in Arts and Sciences and the Fletcher School and the appointment of Bridge Professors, whose tenured appointments span multiple schools, in fields including cognitive science and cybersecurity. New facilities such as the Science and Engineering Complex are designed to promote research in interdisciplinary thematic areas with the potential for high impact.

Tufts also has highly varied life sciences schools in downtown Boston and Grafton; each has built on its strengths and achieved enviable distinction despite an overall modest capital base. Tufts' School of Medicine has developed outstanding programs in medical education and in selected key areas of research, although it remains undercapitalized and is, like its peers around the country, challenged by the research funding environment. The School of Dental Medicine has exceptionally strong pre-doctoral and graduate programs, which generate consistent clinical revenue; it has reinvested in research and is consistently ranked at the very top of the field. The Friedman School of Nutrition Science and Policy and the Human Nutrition Research Center on Aging are national and international exemplars. Cummings School, the only school of veterinary medicine in New England and one of only five private veterinary schools in the nation, has built a very strong revenue-producing clinical program, attracted considerable private support, and has an impressive culture and program.

There is strong interest in the life sciences across the entire university. One of the three strategic areas of focus of the School of Engineering is bioengineering, with supporting faculty members recruited in all departments. In its most recent strategic plan, the Fletcher School also identified global health as a potential growth area for its curriculum. Additionally, one of Tufts' Clinical and Transitional Science Institute's signature programs, One Health, has made huge strides in optimizing the health of humans, animals, and the environment through an innovative and integrative, interdisciplinary approach to education, research, and practice. Tufts is preparing One Health leaders across all schools and levels of the university, and empowering them to address medical and environmental problems at the local, national, and global level, fostering research through interdisciplinary teams and by developing evidence-based solutions. The university has a robust foundation and clear identity in the life sciences. The schools must individually and collectively leverage all of their resources to establish their place as leading teaching and research enterprises.

## **Investment in the Arts**

Tufts has a deeply rooted commitment to the arts and arts education. The SMFA is a distinctive studio art school born of a unique proposition – an alliance of a major museum, a top-ranked research university, and the oldest art school in the country. Founded in 1876, the school was conceived at the same time as the Museum of Fine Arts, Boston itself, as the crucial second part of a mission to educate through the arts. In 1945, the SMFA began granting accredited degrees through a partnership with Tufts, a relationship that continued until June 30, 2016, at which time the school was formally acquired by Tufts. From the beginning, the SMFA was intended to be a school of art – not simply a technical institute, but a school dedicated to the exploration of ideas through the development of visual literacy and expression. Today, it remains committed to this mission and continues to emphasize the development of individual creativity through close mentorship of students engaged in self-directed study. The next Provost will have the opportunity to provide structures and enhancements to better integrate the arts across the institution in forward-looking ways.

## **Commitment to Celebrating Diversity and Inclusion**

Tufts has made a commitment to institutional diversity and the promotion of a more inclusive academic community. This effort is based on the conviction that diversity is essential for academic excellence and that a varied and welcoming environment helps position students to engage, compete, and lead in a rapidly globalizing world. Tufts is urban, activist-oriented, and committed to including broad perspectives in its community; there is a high priority placed on building capacity to ensure it is the most diverse and accepting community possible. Tufts appreciates that multiplicity enriches the educational experience and the social and cultural environment. Like many campuses, the substantial increase in racial, ethnic, and socioeconomic diversity among students introduces new opportunities for appreciating difference and stimulating learning. Ultimately, Tufts proudly advocates diversity as a cornerstone of its identity as a leader and innovator in higher education and is committed to fostering a more inclusive community.

The Council on Diversity at Tufts, chaired by the President, issued a report in 2013 with recommendations for moving Tufts forward on these issues. Among the report's recommendations were hiring a Chief Diversity Officer, increasing financial aid to attract and retain talented students who traditionally have not considered Tufts, examining curricula and other programs to ensure they support diversity and inclusion, and articulating more clearly how central these values are to Tufts' mission and vision. Those recommendations continue to provide a roadmap for progress, and the next Provost will be expected to champion these efforts.

## **Student Experience**

Tufts has been a nurturing community throughout its history, recognized for its collegiality and intimacy. It has grown over the years in size and scope, but it retains its essential scale. It built campuses, facilities, and community, encouraging small classes and rich programming that tie students and faculty together. As the student population has grown and its demographics

diversified, Tufts is working to ensure that all students enjoy a common and distinctive Tufts' experience and feel a sense of belonging on campus as well as have opportunities to engage with communities beyond the campus and around the world. At the undergraduate level, recent redesigns of the first and second year residential life program as well as investments in student affairs staff and training have already made a significant impact on improving and creating a more consistent student experience for all.

Life outside the classroom is as vigorous as Tufts' academic program. Lectures, cultural events, and athletic opportunities abound, serving a diverse community of undergraduate and graduate students from over 60 different countries. More than 160 student organizations are active in the undergraduate community, and 15 percent of Tufts students participate in Greek Life through one of five fraternities and five sororities. Tufts offers especially strong and rigorous opportunities for students at all levels to learn by engaging in civic life, from the 1+4 service year program for incoming undergraduates to the service-learning requirement for all MD candidates.

Tufts offers 28 Division III varsity athletic teams that compete in the NESCAC. Arguably the most competitive Division III conference both athletically and academically, NESCAC teams include Amherst, Middlebury, Wesleyan, and Williams. The program has finished in the top ten in the national Learfield Directors Cup each of the last six years. Popular club sports include a nationally ranked Ultimate Frisbee team, rugby, flag football, and table tennis.

While there is no singular Tufts student identity, students tend to be remarkably kind, decidedly engaged in their communities, activist, and high-achieving yet not overly competitive. Tufts has always attracted outstanding students broadly interested in politics, economics, and international relations given its historic strength in civic life and global engagement.

### **Active Citizenship**

All of Tufts' schools are committed to producing students who will make a difference in the world. At Tufts, this aspiration is defined as "active citizenship," the direct descendant of the "republican citizen" of its founders. Tufts has had a focal point for undergraduate civic service since the 1950s in the student-run Leonard Carmichael Society, involving Tufts students in civic and community activity long before it was a national trend. The university established the unique Jonathan M. Tisch College of Civic Life 18 years ago to strengthen research and practice related to active citizenship across all campuses. Tisch College provides students and faculty with funding, training, consulting, and a variety of special programs, and while it does not award degrees, it has played an important role in developing a new undergraduate major in civic studies and in supporting curricula in all Tufts' schools. It is also a national leader in scholarly research on civic engagement. The initiative grows naturally from Tufts' history, and helps anchor the modern definition of the university. Tufts is now establishing new endowed professorships in civic studies; these faculty will have joint appointments with Tisch College and other Tufts schools and departments.

## **Global Engagement and Impact**

Tufts has a longstanding global identity that reaches into every part of its four Massachusetts campuses and the Tufts European Center in Talloires, France. At the undergraduate level, international relations has long been one of the university's most popular majors, a significant percentage of students study abroad, and opportunities for experiential learning and research thrive through the Institute for Global Leadership. At the graduate level, the Fletcher School is one of the most respected schools of international affairs in the country. Each of the graduate schools at Tufts is also deeply involved in global activities that expose students to the rigors and challenges of a diverse world. Tufts has built an enviable international profile that has endured for generations, and the Provost will have a role in continuing to enhance Tufts' international profile in terms of both the educational experience for students as well as the research and policy engagement of faculty. Attracting and supporting students and scholars from around the world will be central to maintaining this global commitment and institutional identity. Tufts seeks not just to know the world but to shape it, through the contributions of its students and faculty to an increasingly diverse and connected global society.

## **Organization and Finance**

Tufts has an annual operating budget of \$949 million, including \$193 million in sponsored research funding. The university operates under a Responsibility Centered Management (RCM) model for budgeting. Within this context, the schools and academic units operate as separate financial entities. Certain administrative functions, specifically facilities and administrative services such as information technology and human resources, are managed centrally at the university level. Most of the costs of these services are allocated back to each school and funded with each school's revenues. The budget is developed collaboratively as part of a process in which each school and central administration evaluate expenses and staffing. While operating margins are constrained across the university, only the Medical School currently has a structural deficit.

The university has an endowment of \$1.86 billion, which contributes about 11 percent of the annual budget. Tufts has a younger culture of philanthropy than many of its peer institutions, and as a result its endowment is lower on a per-student basis than many universities with which it competes for students and faculty.

Reflecting its reliance on tuition revenue, Tufts is among the most expensive universities in the country. Total undergraduate student charges (tuition, room and board, and fees) for the 2018-19 academic year topped out at \$70,942, representing a 3.76 percent increase from the year before. Tuition discount rates have risen only modestly and are approximately 22-23 percent. Tufts' market power remains significant, and the university continues to attract robust applicant pools across all its schools.

## **Brighter World: The Campaign for Tufts**

Launched publically in November 2017, [\*Brighter World: The Campaign for Tufts\*](#) is a \$1.5-billion comprehensive fundraising campaign that will strategically bolster the Tufts' experience and strengthen the university's international leadership in higher education. Drawn from institutional needs identified through the [\*T10\*](#) strategic plan, gifts to the campaign will help Tufts achieve goals broadly defined by three over-arching priorities – Transformative Experiences, Research and Innovation, and Global Impact. Relevancy to urgent causes infuses the spirit of *Brighter World* and sets out a vision for the future of the university, which reiterates a commitment to students through a renewed focus on financial aid and to the distinctive strengths that are a hallmark of a Tufts education, including civic involvement, innovation, collaboration, and entrepreneurship.

## **Location and Campuses**

The university encompasses four intimately scaled Massachusetts campuses: a liberal arts, engineering, and international affairs campus in Medford/Somerville; an urban life sciences campus in the heart of downtown Boston; an arts campus in Boston's Fenway neighborhood; and a rural campus in Grafton that houses the veterinary school. It also operates the Tufts European Center in Talloires, France. In addition to the many opportunities for partnerships across the constellation of disciplines, schools, and campuses at Tufts, the university greatly benefits from its location. The greater Boston metropolitan area is a national hub of higher education as well as emerging life sciences and technology sectors. Opportunities for external engagement and collaboration abound.

## **UNIVERSITY LEADERSHIP AND GOVERNANCE**

### **President**

[Anthony P. Monaco](#) has served as the thirteenth president of Tufts University since August 1, 2011. An accomplished leader, scientist, and teacher, Dr. Monaco brings to the Tufts presidency deep-rooted commitments to academic excellence, diversity, access and inclusion, a global perspective, and a keen awareness of the power of higher education to impact individuals and society.

Major accomplishments of Dr. Monaco's tenure have included the 2016 acquisition of the SMFA, and he has personally led university-wide initiatives on diversity and inclusion, sexual misconduct prevention, student mental health, and sustainable operations. Each of these efforts builds on a comprehensive assessment of how Tufts could best put its values and institutional commitments into practice. At the same time, the university has invested in significant capital new construction and renovations across its campuses to support teaching, research, and student life.

A distinguished geneticist, Dr. Monaco's doctoral research led to a landmark discovery – the gene responsible for X-linked Duchenne and Becker muscular dystrophies. He became an

elected Fellow of the American Academy of Arts and Sciences in 2018. Before coming to Tufts, Dr. Monaco spent two decades as a faculty member and senior academic leader at the University of Oxford.

## **Faculty Senate**

Initiated in spring 2017, the [Faculty Senate](#) provides input on university-wide plans and policies, fosters collaboration among the university's schools, and consults with the President, Provost, and school Deans to offer recommendations on matters of academic and non-academic administration. Its aim is to "facilitate and enhance the effectiveness of the governance of the university and further develop a shared sense of community among its members." The Senate, comprised of elected members from each of the schools, meets monthly during the academic year.

## **THE ROLE OF PROVOST AND SENIOR VICE PRESIDENT**

The Provost and Senior Vice President is the chief academic officer of the university and the second-ranking officer under the President. The Provost will be tasked with developing a cohesive and compelling academic vision for the future of Tufts and will lead the schools, Deans, and faculty in setting strategic academic priorities and working together to realize that vision. Working closely with the Executive Vice President (EVP), the Provost shares oversight for the university's academic budget. Although primary responsibility for the budgets of the schools rests with their respective Deans, the Provost works closely with that group to set university-wide priorities, link them to the university advancement efforts, knit them together on university-wide activities, and encourage their own entrepreneurial activity. The Provost plays a lead role in strategic planning at the university level. The Office of the Provost is also responsible for oversight of research, international and industry collaborations, athletics, central support for diversity and inclusion, the ten Boards of Advisors established by the Boards of Trustees, and coordinating the work of the schools' libraries. Other units reporting to the Provost include the Institute for Global Leadership, the Tufts Institute of the Environment, the Tufts Institute for Human-Animal Interaction, and the Human Nutrition Research Center on Aging. The new Data-Intensive Studies Center and Institute for Research on Learning and Instruction will also report up to the Provost. With oversight of key drivers of the institution's success, the Provost's role requires superior leadership skills and a passion for the mission of a student-centered research university.

## **OPPORTUNITIES AND CHALLENGES**

To continue on Tufts' impressive trajectory, the Provost will address the following challenges and strive to use them as opportunities to consistently improve the academic stature and sustainability of the university.

## **Provide academic leadership in the allocation of resources and the generation of new resources**

Tufts has large ambitions, and resources must be both enhanced and wisely allocated. It invests systematically, uses its resources strategically, and has greatly strengthened both its research and teaching missions. The Provost is a critical member of the university's Executive Budget Committee and will work with the President, EVP, and the Deans in the crucial allocation of resources and will be responsible for the development of the most critical academic priorities. The Provost is the voice of the academy in all matters financial.

Tufts must generate new resources from either philanthropy or revenue-generating programs. It must innovate in new ways that enable the university to financially support and grow its efforts. Tufts has a deeply embedded RCM model that incents new programming for new revenues and the results are impressive, supported by both the Provost's Office and the EVP. The Deans have historically been entrepreneurial but require coordination and support from the Provost's Office. The Provost should lead the effort with the Deans, working with each school or, when appropriate, partnerships of schools and faculty, to build programs and enhance financial strength, making sure that each school has a plan that maximizes their market position. There will be opportunities for external partnerships, new master's programs, summer programming, continuing education, and variations of online and hybrid education at both the graduate and undergraduate level. The Provost must lead the Deans as they strengthen the finances of their schools in creative, innovative ways that take advantage of revenue generation opportunities consistent with Tufts' academic values and institutional priorities.

## **Recruit, retain, and develop an increasingly distinguished faculty**

The quality of Tufts' academic disciplines is essential to the university's scholarly mission and to its identity as a top-tier research university. Given Tufts' trajectory, it boasts nationally recognized junior and midcareer faculty, and faculty retention has become a growing challenge, especially retention of faculty of color. Strategic investment in mentoring, research support, retention packages, and facilities will be central to addressing this issue in the future. The next Provost will ensure success through careful investment, selective hires, and constant encouragement to the school Deans and Chairs. The Provost will think strategically with Deans about where they are best positioned to compete, and hold faculty recruits and academic leadership to the highest standards of teaching, research, and scholarship. They should collectively galvanize existing strengths and future potential, further enhancing the academic profile of the university.

## **Enhance Tufts' research profile and capacity**

The next Provost must continue to provide leadership along with the Office of the Vice Provost for Research, the Deans, and faculty researchers to identify key areas for growth and opportunities for attracting additional public and private research dollars, while also carefully spending central strategic investment funds. Despite the university's impressive trajectory, it is a perennial challenge to remain a top-tier research institution with R1 status, given Tufts' small

size and relatively limited resource base and in light of the current federal funding climate. R1 status is central to a modern and improving Tufts' identity and its ability to recruit and retain world-class faculty. Strategic investment in additional supports and facilities to develop a stronger research function will be a top priority for the next Provost, who will be able to draw on the comprehensive assessment undertaken in the university's recently completed strategic plan for research and scholarship.

Strengthened graduate programs will also greatly aid Tufts to improve its research profile. Across its schools, Tufts has a number of small graduate programs that require attention, investment, and decision-making. Tufts' increasingly international profile and its increasingly effective, interdisciplinary work should be leveraged to attract the finest prospective graduate students, further extending the capabilities of faculty on campus, and augmenting the institution's contributions to the highest levels of national academic discourse. Thus, it will be incumbent upon the Provost to effect change while being respectful of the university's culture and history and communicating how the teaching, research, and service missions do not merely co-exist, but complement and strengthen one another.

### **Encourage excellence through interdisciplinary and cross-school investment in Tufts' areas of distinction**

Tufts has developed interdisciplinary strengths across the entire institution and has begun to experience stronger cooperation and collaboration among its schools. With a broad and distinctive health sciences enterprise; a global and civic commitment, greatly aided by the internationally recognized Fletcher School and university-wide Tisch College; a vibrant and distinct arts school; and a nationally prominent arts and sciences core, there is tremendous opportunity for cross-school collaboration. The schools, however, will need to collaborate and pool resources to achieve critical mass. The Provost must work to promote such activities, to develop a cohesive academic vision for Tufts' future that brings together all schools and builds creatively on existing strengths, and to put in place structures that better facilitate collaboration across this unique combination of schools. A key tool will be the use of academic technology, which will both lower geographic barriers for collaboration across campuses and enhance teaching and learning across the institution. By establishing incentives for collaboration, breaking down barriers between disciplines, and fostering a team culture among the Deans, the Provost will ensure that Tufts is leveraging all of its assets.

### **Promote diversity and inclusion efforts and the further development of a supportive campus climate**

Tufts has worked explicitly to recruit undergraduate and graduate students from diverse ethnic, racial, and socio-economic communities. The profile of the student body has noticeably changed. Those efforts continue, but they will need resources to thrive and meet the aspirations of the university community. At the same time, the university continues to focus attention to recruit and retain diverse faculty, administrators, and staff to support excellence through diversity. In collaboration with the Chief Diversity Officers, who report directly to the Provost, the next Provost must provide personal leadership of the university's commitment to a culture of diversity

and inclusion in its intellectual and community life, and across its student, faculty, and staff populations.

### **Further strengthen the Tufts student experience**

Tufts' identity as a student-centered research university, which pays special attention to the individual student, distinguishes it from its larger peer institutions. Tufts seeks to provide all its students with not just knowledge but life skills through engaging in both theory and practice in and out of the classroom. Strong undergraduate enrollment management and nationally prominent graduate and professional programs have produced constantly improving, more diverse, and civically engaged student bodies. To continue this trend, Tufts must continue to engage students in both intellectual and civic leadership during their campus tenure and throughout their lives.

Tufts is an institution that is able to recruit exceptional students. Its continuing commitment must be to provide those students an equally exceptional experience during their time at the institution through excellent advising and mentoring, innovative teaching and curricula, appealing extracurricular programming and events, and welcoming residence halls and dining options. The Provost will work in conjunction with the Deans and Directors of Student Life to ensure that Tufts continues to provide a vibrant, engaging, and supportive campus environment for all students. The new Provost should possess an understanding of the needs and expectations of today's students as well as an interest in engaging with pressing student issues, including mental health, sexual assault, and alcohol and substance use.

### **Serve as an advocate and external ambassador**

The Provost will play an important role as an external ambassador and advocate for Tufts, and will help the university build and maintain partnerships with an array of external institutions. In collaboration with the President and the Senior Vice President for University Advancement, the Provost will promote Tufts' academic program to local, national, and global audiences to build greater institutional awareness, recognition, and visibility. As the chief academic officer of the university, the Provost will coordinate the development of the strategic academic priorities of the individual schools and centers at Tufts. These priorities will establish the roadmap for future fundraising goals and objectives. A close partnership between the Provost's office and University Advancement will be critical to achieving new and enhanced programs. The Provost will also assist with advancement and the completion of the *Brighter World* comprehensive campaign to attract additional philanthropic support for Tufts' academic enterprise.

## **PROFESSIONAL AND PERSONAL QUALIFICATIONS**

Tufts seeks a Provost who embodies and advances the academic ideals of the university. The Search Committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates with the following experience and abilities:

- An earned doctorate or equivalent terminal degree and a record of distinguished scholarship and teaching requisite for an appointment as a tenured full professor at Tufts.
- An experienced, deliberative, and energetic academic administrator with a track record of success in a complex research institution, preferably in an institution that has life sciences schools with clinical functions and/or programs in the fine arts, and with a significant extramural research portfolio.
- An astute understanding of university finances and the relationships between academic priorities, budgeting, and fundraising.
- An international viewpoint and a comfort with the larger world; an understanding of international collaboration and the changing nature of US global relations. A commitment to active citizenship.
- A collegial, accessible, and consultative academic leader with absolute integrity and unwavering commitment to deepening the richness, diversity, and inclusiveness that characterize the Tufts' community.
- An interdisciplinary thinker, able to work creatively across silos, and committed to harnessing and facilitating Tufts' potential and using technology to collaborate across institutional, geographic, and disciplinary boundaries.
- Financial experience and knowledge of philanthropy; experience in fundraising, including securing student financial aid, corporate, foundation, and state financial support. An articulate communicator who can inspire and engage others to support the vision for the university.
- Impeccable academic judgment. A record of appreciating excellence and participating in the successful recruitment, retention, and promotion of a superb faculty, and of significant contribution to the growth of innovative programs, departments, and/or schools.
- Judiciousness and diplomacy. The capacity to build consensus and develop an overarching vision, and to motivate and inspire others to assure it is realized.
- The ability to make difficult decisions, coupled with courtesy and a delicate touch. Demonstrated ability to address challenges with a positive, constructive outlook. Experience with managing through change in a complex environment.
- Entrepreneurial spirit and drive. A nuanced understanding of sponsored research activity in an academic setting, and an eye for innovative programmatic opportunities tied to a commitment to accountability and results.

- Self-confidence without self-importance. Ability both to work on a team and to take initiative.
- Deep respect for faculty and the ability and inclination to express appreciation for what has been accomplished.
- A clear commitment to undergraduate and graduate education. Enthusiasm for students and an understanding of their needs.
- Humility and commitment to the service leadership that is a cornerstone to the Tufts' experience and identity.

## **TO APPLY**

Tufts University has retained Isaacson, Miller, a national executive search firm, to assist in its identification and review of candidates. Inquiries, nominations, and applications should be sent electronically and in confidence to:

John Isaacson, Chair  
Elizabeth Dorr, Associate  
Emilyn Sosa, Associate  
Isaacson, Miller  
263 Summer Street, 7<sup>th</sup> Floor  
Boston, MA 02210

<https://www.imsearch.com/search-detail/S6-614>

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