



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

**PRESIDENT
OF
TUFTS UNIVERSITY
MEDFORD, MASSACHUSETTS**

"For if Tufts College is to be a source of illumination, as a beacon standing on a hill, where its light cannot be hidden, its influence will naturally work like all light; it will be diffusive."

*Hosea Ballou, the Founding President of Tufts and a Universalist clergyman
Faneuil Hall, Boston, Massachusetts, 1855*

THE SEARCH

Tufts University is an exceptionally strong, highly diverse, globally-engaged, and student-centered institution with a commitment to a liberal education. At its core is the undergraduate "college on a hill," which is nested in a mid-sized, research-intensive, AAU university. The University possesses a unique constellation of graduate and professional schools with a constantly improving scholarly and research profile. Tufts is infused with a civic, "republican" aura that is its tradition, and it prospers in the higher education and high technology ecology of the greater Boston metropolitan area.

The University was founded in 1852 on the ancestral homelands of the Massachusett tribe. At different points in history, this land hosted the estate of the first governor of the Commonwealth of Massachusetts, a slaveholding plantation, and a way station on the Underground Railroad. During the mid-nineteenth century, Charles Tufts, who had acquired most of the land around what is now Tufts' Medford/Somerville campus, donated 20 acres to the Universalists to form a college, which is now named in his honor.

The Universalist founders preached abolition and the fierce "republicanism" that was an antidote both to Southern reaction and to the established institutions of wealth and power in the North. As a religious

movement, they were 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, a view and ethic it retains.

In its earliest days, rooted in these moral convictions, Tufts educated broadly. It enrolled students from all walks of life: the children of early Anglo immigrants as well as the children of the burgeoning, ethnic immigrant populations of the late 19th and the 20th centuries. Students gained an education grounded in the liberal arts that was informed by Universalist notions of social justice and civic engagement.

More recently, Tufts has attracted exceptionally strong students and faculty, competitive with the world's finest universities. The University educates approximately 13,300 students, almost equally divided between undergraduate and graduate students. At the undergraduate level, it is one of the most selective universities in the country, with an acceptance rate of 9 percent for the class of 2026. Tufts provides these students with an intimate learning environment marked by a 9:1 student-faculty ratio. The graduate and professional schools are similarly distinguished and selective, each with its own strategy for continuous improvement. Despite the clear academic strengths of the student body, Tufts has a culture of community and support; it is not a cutthroat place. It intends to be personal and supportive, a place where students develop genuine, lifelong friends. It has a strong tradition of teaching and research: the 1580 faculty members—995 of whom are full-time—are known as the quintessential teacher-scholars. Once the Medical School and Wellforce health system—[now Tufts Medicine](#)—are fully aligned, the University will do approximately \$250 million in sponsored research, up from \$162 million in 2013. The students and faculty are supported in their work by approximately 3,400 dedicated staff, who are essential members of the community. In acknowledgement of its history and of the land on which it resides, Tufts has developed a land acknowledgment committee and initiated an anti-racism initiative.

The University sponsors the [School of Arts and Sciences](#) (including the [School of the Museum of Fine Arts](#)), [Graduate School of Biomedical Sciences](#), [School of Dental Medicine](#), [School of Engineering](#), [Fletcher School](#), [School of Medicine](#), [Friedman School of Nutrition Science and Policy](#), [Cummings School of Veterinary Medicine](#), [Tisch College of Civic Life](#), and [University College](#). It operates on four campuses, with the undergraduate program, Arts and Sciences, Engineering, Fletcher School, and Tisch College in Medford; the health sciences schools in downtown Boston; the School of the Museum of Fine Arts in Boston's Fenway neighborhood; and the Cummings School of Veterinary Medicine in rural Grafton.

The University is on strong financial footing with an annual operating budget of approximately \$1 billion and net assets totaling \$3.6 billion; this includes an endowment totaling \$2.7 billion, up from \$1.5 billion in 2011. The President, Board, other senior leaders, and dedicated alumni volunteers have raised approximately \$1.4 billion toward the comprehensive [Brighter World](#) campaign, and they expect to reach, if not surpass, the campaign's \$1.5 billion goal before the next President arrives on campus. In the immediate past and financed for the immediate future, Tufts has invested over \$1 billion in campus capital improvements through a combination of university funds, fundraising, and bonding. Standard and Poor's and Moody's rate its bonds as AA- and Aa3, respectively, both with a stable outlook.

For nearly two generations, Tufts has been led by a series of powerful presidents who marshaled the commitment of its trustees, faculty, staff, alumni, and donors to build an ascending, mid-sized, liberal arts-oriented university. It seeks a President who will accelerate the University's already considerable momentum and secure its position as a great, mid-sized, student-centered research university. The President will be a seasoned and energetic leader with the intellectual vision, moral clarity, and global perspective to guide Tufts, and the personal qualities to inspire the broad and diverse University community. Compelling candidates will bring demonstrated experience crafting and advancing a vision and strategic plan for an institution; an inherently interdisciplinary outlook with the ability to bring people and units together across institutional and disciplinary boundaries; an innate commitment to diversity, inclusion, anti-racism, active citizenship, and civic engagement; an entrepreneurial approach to fundraising and developing new sources of revenue; a leadership style that centers people above all else; and a strong moral compass to lead the University through the unknown challenges that lie ahead.

Tufts University has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of its next President. Please direct all applications, nominations, and inquiries to Isaacson, Miller, as indicated on page 9 of this document.

THE ROLE OF THE PRESIDENT: KEY OPPORTUNITIES AND CHALLENGES MOVING FORWARD

The next President of Tufts will sustain and accelerate the considerable momentum of the University, ensuring that it continues to provide a transformative experience for all students and faculty, regardless of background or identity, as they generate bold ideas, innovate to meet the grand challenges of our time, and distinguish themselves as active citizens of the world.

As the Chief Executive Officer, the President holds responsibility for the overall management and direction of the University; sets a vision and strategic plan to lead the institution forward; develops and maintains relationships with diverse constituents, both internal and external; raises funds and develops new sources of revenue to support the University's continued growth; and serves as the face and voice of the institution. The President will be supported in this work by the [senior leadership team](#), which includes the following direct reports: Provost and Senior Vice President; Executive Vice President; Senior Vice President for University Advancement; Senior Vice President for University Relations and General Counsel; Chief of Staff and Assistant Secretary of the Corporation; and Director of Athletics. The Dean of the School of Medicine and Chief Academic Officer of Tufts Medicine reports jointly to the President of Tufts University and the President and CEO of Tufts Medicine, and secondarily to the Provost of Tufts University.

Building upon the strong foundation that already exists, the President will address the following challenges and strive to use them as opportunities to propel the University to even greater eminence:

Craft a vision that strengthens the reputation of Tufts and positions it as an enduring, great, and distinctive university

Over the course of its history, Tufts has created an inclusive, civically-committed, globally-engaged, liberal arts undergraduate college, nested in an increasingly successful research university with a unique

constellation of professional and graduate schools. With strong leadership, the University has prospered: its reputation and appeal continue to rise alongside its scholarly profile.

The University created its last strategic plan—[T10](#)—in 2013, and execution on it has exceeded expectations. As that ten-year plan concludes, Tufts stands at a vital moment, with the need to envision an even stronger national and global identity; to accentuate its position in higher education; and to strengthen its commitment to civil discourse, its supportive, generous, and inclusive culture, its strengths across all the disciplines, its civic engagement, and its scholarly intentions. To bring this vision to life, the President will lead an inclusive, community-engaged visioning and strategic planning process that outlines the University’s key strategic imperatives. Tufts is prepared for an ambitious vision and strategic plan, rooted in the values that have informed the University’s trajectory to date, that guide the community forward through the uncharted terrain ahead and galvanize the diverse stakeholders across the University and beyond to action.

Create opportunities to address the grand challenges of today’s world through collaborations between the schools

Tufts has an impressive array of schools operating in a deeply entrenched Responsibility Centered Management (RCM) budget system that has served the University well, supporting strong deans and driving innovation. This system has facilitated the growth of a number of popular entrepreneurial initiatives—such as the [Tufts Gordon Institute](#) in the School of Engineering and the [Tufts Finance Initiative](#) in the College of Arts and Sciences—that offer students practical content embedded in the liberal arts and engineering curricula. However, owing in part to this system, the University is highly decentralized, and the success of separate schools has come at the cost of large-scale research and cross-disciplinary teaching efforts that must, by their nature, cross departmental and school lines. Aligned with this, Tufts has traditionally had a modest Provost office with limited central resources. The University has undertaken a substantial re-organization of the Provost office and provided the staffing for University-wide planning and coordination. In this next iteration of Tufts’ trajectory, the University must enact larger research and teaching initiatives that are aimed directly at the grand challenges that face our global society. This will require an inclusive planning process, support for new organizational models, collaborations with other universities and colleges, a careful examination of the budget system, and creative thinking around ways to leverage both central University resources and the contributions of the individual schools. The President will lead this effort in a way that respects the autonomy and identity of each school while also recognizing that advancing Tufts’ position requires an academic ambition that combines the strengths of all the University’s parts.

Strengthen the student experience for all undergraduate and graduate students

As an institution that prides itself on the strength of its liberal arts core, Tufts has long invested in its undergraduate program and ensured undergraduate students benefit from a supportive community and rich opportunities in their educational experience. As a result, the University has created a fine student experience that drives enviable enrollment and sustains impressive retention and graduation rates. Tufts students are engaged in civic life as well as research opportunities both on and off campus. Faculty are

attentive and support strong academic programs in every school, which attract distinguished undergraduate and graduate students alike. These students experience the University in many ways, both in and out of the classroom: through their academic life, through an eclectic menu of experiential education opportunities, and through student life programming, which overlaps with academics and experiential learning but is not always intentionally aligned. Tufts has all the fundamentals.

Like students at many universities, Tufts students have worked exceptionally hard to achieve admission, and many carry an unfortunate level of fatigue and anxiety, expressed in their demand for advising and mental health services. The University has the opportunity to build on its already strong foundation, curating an even more successful, supportive, and integrated student experience that provides guidance to this generation of students on their journeys of discovery, supports them as they seek to understand the world and find their places in it, and directly addresses the fears and anxieties they carry. To this end, the President will lead a concerted effort to attend to both the undergraduate and graduate student populations, ensuring that all students have access to the sense of supportive community that has distinguished Tufts from its peers for so long. The President will continue to strengthen the undergraduate experience and extend needed supports and resources to graduate students. Critically, as the University grows increasingly diverse across all metrics, the President will ensure that all students, regardless of background and identity, find both the supportive community and resources needed to achieve the promise of this transformative experience.

Provide increasingly affordable access to undergraduates and increasingly generous support to graduate students

Tufts has a modest endowment for its ambitions. It meets full need for undergraduates and stretches to provide stipends and financial aid to its graduate and professional students. It raises tuition regularly and, for many of its programs, it has some of the highest tuitions in the country. The results often squeeze middle-class families, young families, and emerging scholars in graduate programs as they consider Tufts against other competitive programs that are more richly endowed. As Tufts turns to the next decade, it cannot meet its own ideals unless it commits additional resources toward making the University more affordable at both the undergraduate and graduate level.

Lead the University community with nuance and grace as it navigates issues of civil discourse and free speech while seriously engaging the most divisive issues on campus and in our society

Tufts has a long history of civic commitment and engagement. In the last 25 years, Tisch College has had a pervasive effect on the Tufts campus, creating curriculum, reaching across the whole university, engaging the broader community, and ensuring civic life is essential to the Tufts experience. As Tufts continues to grow increasingly diverse and as society grows increasingly polarized, issues of free speech, hate speech, and how to engage across differences will be of critical importance. Like most colleges and universities, Tufts has managed its own share of controversies. It has launched efforts to combat [racism](#) and [anti-Semitism](#), and it defends free speech. The University engages divisive and civic issues and leads with its moral core. The next President must lead through the tumultuous times ahead with knowledge, nuance, and grace.

Invest in the burgeoning research enterprise to secure Tufts' position as a great, student-centered research university

Tufts has moved firmly and steadily to a position of research distinction. The University has crossed a critical line, garnering \$200 million in sponsored research—a total that will increase to approximately \$250 million once the Medical School and [Tufts Medicine](#) are fully aligned—and improving its prominence across schools and disciplines. The Carnegie Foundation ranks Tufts as an R1 Research Institution, and in 2021, the University was admitted into the Association of American Universities (AAU)—one of only 66 universities in the consortium—confirming the University's scholarly prowess. It is on a fine trajectory.

As Tufts becomes even more research intensive, the University must allocate resources to both recruit the finest young scholars and retain the most productive senior faculty, a complex task in an expensive housing market. While Tufts has a full array of health science schools, its research and academic interests are not limited to STEM disciplines; the University has also made serious commitments in the arts, humanities, and social sciences, acquiring the School of the Museum of Fine Arts and nurturing its success. Tufts recognizes that the humanities are a path to wisdom in this demanding time, and with its unique resources across the University, Tufts can support increasingly interdisciplinary efforts. All of Tufts' faculty require the facilities, cores, and libraries to develop further eminence. Importantly, the President must not forget that Tufts is, at its core, a student-centered institution, and investments in the research enterprise should also create new opportunities for student learning and engagement in this work.

The President must continue to invest in and strengthen the research enterprise across the schools, identify focal points of excellence around which to coordinate interdisciplinary scholarly activity, and recruit and develop ever-stronger faculty and students who will contribute to the academic profile of the institution.

Champion the values of diversity, inclusion, and anti-racism

Since its founding, Tufts has committed itself to a civic, activist tradition, in which it admits and educates citizens from all walks of life. Many of the earliest students were first-generation, and the University quickly welcomed the children of recent immigrants onto its campus. More recently, Tufts has worked explicitly to increase the racial, ethnic, and socio-economic diversity of the undergraduate student body. Almost half of the Class of 2025 are people of color, and the University meets 100 percent of demonstrated financial need for undergraduate students. At the same time, the University has also turned its attention to increasing the demographic diversity of the faculty, staff, and graduate students. The next President will build on this work, seeking both to increase the demographic diversity among all groups related to the University and endeavoring to create a culture that ensures people from all backgrounds and walks of life feel confident that they belong at Tufts. As part of this work and of critical importance, the President will play a significant role in the process of [molding Tufts into an anti-racist institution](#).

Shape, launch, and execute the institution's most impressive capital campaign yet

As the \$1.5 billion [Brighter World](#) campaign comes to a successful close, the President will have the opportunity to shape and launch the University's next capital campaign. The University will need

additional resources for several key priorities, including: financial aid for undergraduate and graduate students alike, especially as Tufts ranks among the most expensive institutions to attend and costs of living in the Greater Boston area continue to rise; faculty recruitment and development, which are of critical importance to developing the academic enterprise of the University; and capital projects and improvements that ensure the students and faculty have the support needed to engage in their scholarly and co-curricular activities and advance the University's progress on its sustainability goals. Early in the President's tenure, the Board and other senior leaders will look to the President to lead an effort to define the overarching vision for the campaign, the specific contours of these priorities, and the strategic initiatives and programs that will aid Tufts and appeal to donors. The Board anticipates supporting the President on the successful execution of the University's most ambitious campaign yet.

Develop entrepreneurial programs and partnerships that lead to new revenue streams

Over the last several years, Tufts has built out [University College](#), an innovative source of higher education for a host of non-traditional students, including pre-college, professional, adult, and lifelong learners. It has the infrastructure to explore niche markets and offer courses. Of equal importance, University College also advises all the Schools on the development of online, hybrid, and in-person specialized educational programming, including certificates, stacked credentials, and professional master's degree programs. In the next decade, as online learning improves and as adults require sophisticated, new modes of learning, Tufts will have many opportunities to explore.

Furthermore, the University has an unusual array of schools that touch professions that are especially prominent—particularly in the health sciences—in the Greater Boston area. Tufts can invest and contribute to its community not only through research and teaching, but also through the local work force and the economy. Universities in Boston have invented economies which in turn re-invent the universities. Tufts will need an increasingly sophisticated effort to explore these opportunities and to strengthen the revenues of the University. In this work, the President will provide the intentional and strategic leadership that will guide Tufts to a strong and sustainable place with new forms of adult education.

Partner closely with Tufts Medicine leaders to fully align the educational, research, and clinical activities of the medical school and health system

The alignment between Tufts Medical School and the Wellforce health system—[now Tufts Medicine](#)—was just announced in March 2022. The alliance is essential to Tufts and to Tufts Medicine. Merging two significant, complex institutions is a monumental undertaking, but it has been exceptionally well launched. The two organizations will merge their research efforts, and the Dean will report jointly to the President of Tufts and the CEO of Tufts Medicine, and secondarily to the Provost of Tufts.

Tufts and Tufts Medicine will complete the constitutional frame before a new President starts next summer. This is a crucial launch but only the first step. Health systems prosper when they acquire a reputation for cutting-edge clinical work that is backed by clinical trials and the most advanced research. These formulas apply to all of Tufts' clinical efforts, including Medicine, Dentistry, and Veterinary Medicine.

“Tufts Medicine” gives the health system an appropriate and competitive brand. Backed by an increasingly prominent medical school, Tufts Medicine will attract physicians and patients and improve the financial position of the health system. If this merger succeeds, it will completely alter the status of medicine at Tufts. The funds flow that results from this alignment is critical for the future prosperity of the Medical School and for the academic profile of the University at large.

To ensure that this effort succeeds, the President must work closely with leadership both at the Medical School and at Tufts Medicine to aid them as they fully align their clinical and research activities. This is a crucial partnership for Tufts, and it will require consistent, presidential leadership.

Engage productively with the Medford, Somerville, Grafton, and Boston communities that host the Tufts campuses

Tufts has attended carefully to its neighbors and host communities. It makes “payments in lieu of taxes,” sends its students and faculty out into the community as part of its vision for civic engagement, and concerns itself with each town’s deepest matters. In the recent past, those concerns include Covid-19 and the cost of housing in the Greater Boston Metropolitan area. Tufts, with President Monaco’s expertise, took a leadership position in educating the region on the development of Covid-19 protocols and worked closely with the Somerville and Medford Schools to help them adapt. It was a sustained and effective engagement.

Boston, Somerville, and Medford are all prosperous communities, owing in part to the increasing success of technology, biotechnology, and finance in the region. The price of housing has followed. Tufts has attended by developing undergraduate student housing; its largest student housing effort to date is financed and scheduled for construction. That said, limitations on available and affordable housing affect not only the student body, but the broader communities as well. The next President must partner closely with elected and civic leadership to proactively and creatively address this need. The price of housing will stay high for the foreseeable future, and new challenges will undoubtedly emerge, especially with a new MBTA Green Line station opening next to the Medford campus this summer. The next President must continue the Tufts tradition of effective community engagement to meet these challenges as they arise.

THE SUCCESSFUL CANDIDATE

Tufts seeks a leader with the intellectual vision, broad worldview, and personal integrity to inspire the University community to new levels of excellence across its many campuses, schools, and disciplines. Candidates should have a history of organizational leadership, the ability to build and cultivate financial support for the University and its programs, and accomplishment in creating and supporting a climate of community, understanding, engagement, and mutual respect. The Search Committee understands that no single candidate will have all the ideal qualifications, but it seeks candidates with the following experience, abilities, and characteristics:

- Successful experience as a strategic leader of a highly complex organization; the ability to develop and lead strong management teams, delegate responsibility and authority, and execute large and ambitious plans with an entrepreneurial spirit and fiscal responsibility

- An unwavering moral compass and commitment to doing what is right
- A highly developed understanding of academic values and culture, including shared governance; a deep appreciation for faculty and scholarly work; a history of support for academic excellence
- A clear commitment to undergraduate and graduate education; enthusiasm for students and an understanding of their needs
- The genuine belief that diversity is essential to improving education; a demonstrated record of success in advancing diversity, inclusion, and racial justice efforts
- A honed talent for managing crises; the capacity to deal with and lead through the unknown
- Experience with and enthusiasm for the complexities of a vibrant health sciences enterprise; an understanding of the challenges and opportunities that come with overseeing clinical operations that provide care to both humans and animals
- Exceptional communication and interpersonal skills; the ability to energize and inspire students, faculty, staff, parents, alumni, trustees, and other external constituencies
- An ability to bring campus constituencies to actionable consensus
- The capacity to represent Tufts compellingly to donors and to lead a constantly improved advancement effort; the ability to energize alumni to support the University at a level consistent with that of other top-tier institutions
- The desire to partner with the communities that surround Tufts' campuses; the ability to share institutional resources with external communities; a commitment to active citizenship
- A well-developed political and diplomatic skill set in order to represent the institution's missions and goals to all internal and external constituencies
- Self-confidence without self-importance; a deep sense of humility; a commitment to the type of service leadership that is a cornerstone of the Tufts identity

TO APPLY

Tufts has retained the national executive search firm Isaacson, Miller to assist in this search. All applications, nominations, and inquiries should be sent in confidence to:

John Isaacson, Chair
Keith Mason, Senior Associate
Isaacson, Miller
Boston, Massachusetts
(617) 262-6500
<http://www.imsearch.com/8358>

Equal Opportunity and Nondiscrimination at Tufts University: *Tufts is enriched by the many experiences and perspectives each individual member brings to our community. Tufts does not discriminate in admissions, employment, or in any of its educational programs or activities on the basis of race, color, national or ethnic origin, ancestry, age, religion, disability, sex or gender, gender identity and/or expression, sexual orientation, military or veteran status, genetic information, the intersection of these identities, or any other characteristic protected under applicable federal, state, or local law. Tufts is an equal employment opportunity/affirmative action employer.*

ACKNOWLEDGING THE HISTORY OF THE LAND ON WHICH THE UNIVERSITY RESIDES

Tufts' Massachusetts campuses sit on the ancestral homelands of the Massachusett tribal people, who took their name from the Algonquian term that described the area visible from the Great Hill, now referred to as the Blue Hills, which lie south of present-day Boston. The Massachusett encountered the Nipmuc to the west, the Pawtucket to the north, and the Wampanoag to the south, related peoples who shared mutually intelligible languages. The University acknowledges a responsibility to recognize this history and engage with the descendants and nations who represent the original peoples of what is now eastern Massachusetts.

Over the years, the hill on which Tufts' Medford/Somerville campus is currently centered became known as Walnut Tree Hill. Adjacent to Walnut Tree Hill was Ten Hills Farm, a 600 Acre estate established in 1631 and owned by Massachusetts' first Governor, John Winthrop. Over the next century, the vast majority of Ten Hills Farm was ultimately deeded to Isaac Royall, an Antigua slave trader, and the farm became a slaveholding plantation. Royall renovated a home and constructed a new building to be the slave quarters. These two structures still stand to this day and are a National Historic Landmark. The quarters housed more than 60 enslaved Africans over a period of four decades. As the University expanded over the past 170 years beyond Walnut Tree Hill, the present-day athletic fields and several academic and administrative buildings currently occupy land that was once Ten Hills Farm.

During the mid-nineteenth century, Charles Tufts, who had acquired most of the land around Walnut Tree Hill, donated 20 acres to the Universalists to form a college, which is now named in his honor. The Universalists at the time were immersed in abolitionist activism. One such Universalist, George L. Stearns, owned the closest home abutting Walnut Tree Hill in Medford. Stearns was among the "Secret Six" who helped support John Brown's rebellion on Harpers Ferry in 1859. The Stearns Estate also served as a way station on the Underground Railroad between 1850 and 1860. Over time, the University acquired the land on which the Stearns Estate once stood, and which is approximately where the Cousens Gymnasium at Tufts is located today.

The University has developed a land acknowledgment committee and has initiated an anti-racism initiative. Through both efforts, the University will support research and learning opportunities that further detail the history and stories of the original inhabitants of the land and those who were enslaved and forced to call it their home.

THE ESSENTIAL BACKGROUND: A BRIEF HISTORY OF TUFTS UNIVERSITY

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, wrote, "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 this “republican,” civic, activist tradition that educated citizens from all walks of life. It was affordable, practical, and moral. It first attracted an aspirant, regional student body, and it quickly appealed to and welcomed the children of new immigrants.

Early in its history, Tufts founded a medical school (1893) and quickly acquired an engineering school (1898) and a dental school (1899). The University catered to motivated people in the burgeoning America of their time. Tufts remained regional in its recruitment and national in its convictions.

Then, in the 1930s, at a time when America was isolationist and protectionist and the world had turned viciously to fascism and militarism, the University famously founded the Fletcher School. It was an idealistic and determined moment, consistent with the Tufts tradition. It gave the University a strong school and a deeply rooted international and activist tradition. Today, internationalism extends vigorously through the curriculum. International Relations is one of the most popular undergraduate majors and most of the graduate schools have international programs, several in concert with the Fletcher School. International students make up 11 percent of the undergraduate population and, until Covid, [Tufts Global Education](#), one of the nation’s earliest study abroad programs, engaged nearly half of all Tufts undergraduates. Tufts’ international convictions flowed naturally, almost inevitably, from its founding purposes and have now infused the entire university.

By the middle of the twentieth century, a recognizable Tufts emerged. It had a liberal arts core with a classic residential college that competed with the small, idyllic New England liberal arts colleges. It joined NESCAC, the liberal arts college athletic league, and its Medford/Somerville campus, with its brick and stone buildings and 100-year-old oaks, had an appealing look, which it retains to this day. In stark contrast, in Boston, its Medical campus grew on the edge of urban and busy Chinatown and included the city’s oldest hospital. Unlike its liberal arts college competitors, Tufts had a significant population of urban commuter students whose families worked hard for tuition, who lived at home, and who could have chosen much larger urban, commuter schools like Boston College, Northeastern, or Boston University. They found at Tufts something hard to find in the American academy: a core liberal arts education in a small university with strong specialties in undergraduate engineering and health sciences that were clearly linked to Tufts’ schools of medicine and dental medicine. Students at Tufts were intellectually inspired in the classical mold and practically prepared for the modern world.

In the post war period, Tufts was modestly endowed. It had not recruited wealth and had a limited tradition of philanthropy. Despite genuine financial difficulties, the Board did not encourage fundraising. Its faculty carried a significant teaching load and were expected to do research “in their spare time.” It was proud, but in Boston it “lived in the shadow” of its more famous neighbors and rarely competed with them or their peers for students or faculty. Even then, Tufts had a civic soul—it educated mostly first-generation students and ceded wealth and fame to other institutions in the region.

The last four Presidents to lead Tufts have built upon the fundamentals they inherited, transforming the University and propelling it forward. Jean Mayer was a global leader in nutrition, an engaging public intellectual, a moral voice, and a daring man. He challenged Tufts to attract the very best students, to raise money, to compete for research dollars, to use its international connections, to grow its health

sciences footprint, and to spend money. He grew the endowment from \$30 million to \$200 million, completed a \$145 million dollar capital campaign—orders of magnitude larger than any previous Tufts effort—and raised over \$400 million during his tenure as President. He added the Veterinary School, the federal Human Nutrition Research Center on Aging (HNRCA), and the School of Nutrition Science and Policy to the health sciences portfolio. He benefited from state investment in the subway system, which brought the Red Line to Davis Square, a quarter of a mile from the Medford/Somerville campus, suddenly making Tufts part of the Boston student mecca. He moved swiftly and after 16 years left Tufts on an excellent trajectory, having taken significant risks and added substantial debt.

His successor, John DiBiaggio, guided Tufts through the consolidation of the Mayer gains, oversaw steady improvement in student recruitment, helped the University further solidify its financial position, and laid the foundation for even larger-scale fundraising. He also reached out to alumni more comprehensively than ever before, with an eye towards integrating them into the life of the University and allowing them to invest in its future. As a capstone to his presidency and a critical moment in the history of civic engagement at Tufts University, President DiBiaggio secured the \$10 million gift that laid the foundation for the Jonathan M. Tisch College of Citizenship and Public Service.

Lawrence S. Bacow began his tenure as President in 2001. He combined the imaginative and strategic flair of the Mayer era with the fiscal and strategic discipline required by the Tufts trustees. The alumni were prepared, for the right President, to contribute, and they expected to see Tufts take its place among the best universities in the country. Under President Bacow's leadership, Tufts successfully completed its first billion-dollar capital campaign, raising \$1.2 billion during his tenure. The Board recruited its members carefully, attended vigorously to its governance, and was an active participant in fundraising, with current and emeriti trustees giving more than \$421 million to the campaign. Eight gifts were in excess of \$10 million and Tufts received numerous 8 and 9 figure gifts, including naming gifts for the College of Citizenship and Public Service, the Veterinary School, and the Nutrition School.

Most recently, the Board of Trustees appointed Anthony P. Monaco in 2011 to serve as the University's thirteenth President. President Monaco's leadership has been marked by significant academic initiatives, including the acquisition of the School of the Museum of Fine Arts in 2016; [impressive capital improvements](#), including the renovation of a significant proportion of buildings across the University's four campuses, and the construction of many new facilities to support scholarly activity and student life; fundraising success, with the [Brighter World](#) campaign on track to meet its \$1.5 billion goal by the end of his tenure; and a real commitment to community partnership and civic engagement, perhaps best reflected in the University's commitment to providing free asymptomatic COVID-19 testing to the communities surrounding the Medford/Somerville campus. Beyond this, President Monaco has led the University with an unwavering moral compass and fierce commitment to doing what is right. Under his leadership, the University began making strides toward becoming [carbon-neutral by 2050](#); committed resources toward transforming the University into an [anti-racist institution](#); and made the decision to [remove the Sackler name](#) from Medical School facilities and programs due to the family's association with the opioid epidemic. This moral compass exemplifies the values with which the University was founded.

THE CURRENT CONTEXT: TUFTS, THE INSURGENT UNIVERSITY

The modern Tufts reflects both its founding principles and its more recent spirit of growth and innovation. It has achieved a series of strategically important distinctions that were crafted organically from the University's beginnings and given voice in the last half century. These values and distinctions serve as the University's anchor and as the compass for its future.

A Unique Constellation of Schools

Tufts' unique constellation of schools supports teaching, research, and creative activity 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 is home to the [School of Arts and Sciences](#), which traces its origins back to the University's founding; the [School of Engineering](#); the [Fletcher School](#), the oldest school in the United States dedicated solely to graduate studies in international affairs; and the [Tisch College of Civic Life](#), a national leader in civic education and engagement with programs that cut across the University. The School of Arts and Sciences enrolls approximately 81 percent of Tufts' undergraduates, with the remainder in the School of Engineering. The Dean of [University College](#) is based on the Medford/Somerville campus, but related faculty and programs are dispersed across the University.

Tufts also has highly varied health sciences schools in downtown Boston and Grafton; each has built on its strengths and achieved enviable distinction despite an overall modest capital base. The [School of Medicine](#) has developed outstanding programs in medical education and in select key areas of research, though it remains undercapitalized and is, like its peers around the country, challenged by the research funding environment. The recently announced alignment between the School of Medicine and Wellforce health system—[now Tufts Medicine](#)—will provide greater access to research and clinical opportunities, as well as new resources for the school. The [School of Dental Medicine](#) has exceptionally strong pre-doctoral and graduate programs and generates consistent clinical revenue, which allows it to reinvest in research. The [Friedman School of Nutrition Science and Policy](#) and the [Human Nutrition Research Center on Aging](#) are national and international exemplars that aim to improve the nutritional health and well-being of populations throughout the world. The [Graduate School of Biomedical Sciences](#) provides outstanding graduate biomedical science education and facilitates relevant and critical research with an emphasis on interdisciplinary work among biomedical faculty and students across the University-wide scientific community. Located in Grafton, MA, the [Cummings School of Veterinary Medicine](#)—the only school of veterinary medicine in New England and one of only five private veterinary schools in the nation—has built a strong revenue-producing clinical program, attracted considerable private support, and developed an impressive institutional culture and program.

Located alongside the Museum of Fine Arts in Boston's Fenway neighborhood, the [School of the Museum of Fine Arts](#) (SMFA) is a distinctive studio art school born of a unique proposition: an alliance between 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 itself. In 1945, the SMFA began granting accredited degrees through a partnership with Tufts, a relationship that continued until 2016, at which time the school was formally acquired by Tufts. From the beginning, the SMFA was intended to be a school of art; it is not simply a technical institute, but a school dedicated to the exploration of ideas through the development of visual literacy and expression.

The Student Profile and 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 has built campuses, facilities, and community, encouraging small classes and rich programming that tie students and faculty together. As the student population has grown and diversified in recent years, Tufts is working to ensure that all students enjoy a common Tufts experience, feel a sense of belonging on campus, and have opportunities to engage with communities beyond campus and around the world.

Reflecting this growth and commitment to student support, 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 approximately \$120 million in the FY 2023 forecast. Tufts' selectivity (9 percent for the class of 2026) and yield (51 percent for the class of 2025) improved markedly in the last decade, and the University is now a first choice for many outstanding undergraduate applicants. The graduate and professional schools are highly varied in their selectivity. The University is committed to ensuring that it can attract and retain the very best students at all levels, regardless of background, and it seeks to further enhance resources for financial aid.

Life outside the classroom is as vigorous as the academic program. Lectures, cultural events, and athletic opportunities abound, serving a diverse community of students from over 100 different countries. There are more than [300 active student organizations](#), and 9 percent of Tufts students participate in [Greek Life](#). Tufts offers particularly strong opportunities for students at all levels to learn by engaging in civic life, from the [Tufts Civic Semester program](#) for incoming undergraduates to the [service-learning requirement](#) for all MD candidates. The University offers [28 Division III varsity athletic teams](#) that compete in the New England Small College Athletic Conference (NESCAC), as well as many popular [club sports](#).

While there is no singular Tufts student identity, students tend to be remarkably kind, decidedly engaged in their communities, oriented to activism, and high-achieving yet not overly competitive. Tufts has always attracted outstanding students broadly interested in politics, economics, and international relations given its historic strengths in civic life and global engagement. Reflecting these strengths, the University is one of the nation's top producers of [Fulbright Scholars](#).

Scholarly Reputation and Research Portfolio

Over the last two generations, 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 top candidates from across the country. They come to campus knowing they will join a student-centered learning environment that also provides the support and encouragement to produce the highest quality research, address social issues, and enrich public life.

Recognizing that solutions to many of the great challenges of the 21st century will require collaborations across traditional academic disciplines and among Tufts' schools, the University has been working to assess and strengthen Tufts' work in critical thematic areas. Investments in faculty development through enhanced information technology support, high performance computing infrastructure, and [Tufts Springboard](#)—an intramural grant program designed to stimulate high impact research, scholarship, and educational initiatives that have an explicit plan leading to extramural funding—contribute to Tufts' trajectory as an increasingly competitive international research university. Sponsored research, fueled by faculty recruitment and new facilities, has grown incrementally but steadily, from \$162 million in FY 2013 to \$200 million today, and it will further grow to approximately \$250 million once the Medical School and [Tufts Medicine](#) are fully aligned. 1580 faculty members hold appointments at the University, of whom 995 are full-time. Since 2017, the faculty have been represented by the [Faculty Senate](#), which provides input on university-wide plans and policies, fosters collaboration among the schools, and consults with the President, Provost, and Deans to offer recommendations on matters of administration.

Commitment to Diversity, Inclusion, and Anti-racism

Tufts has always aimed to be diverse and inclusive. The Universalist founders envisioned an institution that would embrace those at the margins of society and offer admission to students from all cultures, religions, ethnicities, and socioeconomic backgrounds. Today, Tufts' commitment is based on the conviction that diversity is essential for academic excellence and that an inclusive environment helps position students to engage, compete, and lead in a rapidly globalizing world. The University appreciates that inclusive diversity enriches both 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.

Most recently, the University expressed its commitment to diversity and inclusion through a university-wide [initiative to make Tufts an Anti-Racist Institution](#). In this initiative, more than 100 students, faculty, and staff worked for seven months across five separate workstreams—Institutional Audit and Targeted Action; Campus Safety and Policing; Public Art; Compositional Diversity; and Equity and Inclusion—to audit the status quo, identify possible solutions, and make recommendations “to find and eradicate any structural racism at Tufts and to take the steps necessary to become what every member of our community would view as an anti-racist institution.” The broader community contributed to this initiative through feedback sessions, focus groups, and small discussions. The five work streams contributed more than 180 recommendations to the senior leadership team and the Diversity and Inclusion Leadership Council for consideration. The leadership team is committing at least \$25 million of university resources over five years to support these efforts and execute as many of these recommendations as possible. Additionally, the University has embarked on a robust [process to understand and address how anti-Semitism manifests at Tufts](#). The University is working to implement a number of recommendations that

have emerged from this process. Many schools followed the University's lead and established Strategic Plans to set their own Diversity, Equity, Inclusion, and Justice agendas.

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" envisioned by its founders. Tufts has had a focal point for undergraduate civic service since the 1950s in the student-run [Leonard Carmichael Society](#), which engaged Tufts students in civic activity long before it was a national trend. The University established the unique [Jonathan M. Tisch College of Civic Life](#) in 2000 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. While it does not award degrees, it has played an important role in developing an undergraduate major in [civic studies](#) and in supporting curricula across all the 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.

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. The University enrolls significant populations of international students at both the undergraduate and graduate levels; these students enrich the community with their diverse experiences and perspectives. At the undergraduate level, international relations has long been one of the University's most popular majors. Almost half of all undergraduate 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 seeks not just to know the world but to shape it through the contributions of its faculty and students into an increasingly diverse and connected global society.

Strength in sustainability, environmental sciences, and policy

With a longstanding commitment to sustainability and a focus on educating future leaders in the field, Tufts has long been a pioneer in environmental sciences and policy. Since 1973 it has been 'educating practical visionaries' through its master's programs in the [Department of Urban and Environmental Policy and Planning](#). In 1984, the [Environmental Studies Program](#) was one of the first multidisciplinary environmental programs in the United States. Tufts was the birthplace of [University Leaders for a Sustainable Future](#) and lead signatory of the 1990 Talloires Declaration, which articulated the responsibility of universities to address environmental issues. Most recently, the University announced its commitment and has made strides toward [achieving carbon neutrality](#) on the Medford/Somerville campus by 2050.

Brighter World: The Campaign for Tufts

Launched publicly in November 2017, [Brighter World: The Campaign for Tufts](#) is a \$1.5-billion comprehensive fundraising campaign with the aim to 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 help Tufts to achieve goals broadly defined by three over-arching priorities: Transformative Experiences, Research and Innovation, and Global Impact.

Inspiring a worldwide community of campaign volunteers—the largest in the University's history—*Brighter World* marks an enduring shift in Tufts philanthropy. To date, approximately \$1.4 billion has been raised toward the campaign, and the University is on track to raise the remainder before the next President arrives on campus in the summer of 2023.

Alumni Engagement

In 1860, four short years after the first class graduated from Tufts, a group of graduates formed Tufts University Alumni Association. Today, Tufts' more than 100,000 living alumni honor the quality of their University experience and the depth of the friendships they formed there. They give their time and expertise to Tufts as members of the Board of Trustees, as leaders of the [Alumni Association](#), as leaders of regional associations and alumni networks, as career mentors to students and fellow alumni, and as ambassadors to prospective students and their families. The alumni enjoy 60 active [alumni chapters](#) and 24 [shared interest groups](#), each part of a recent increase in alumni outreach and engagement efforts.

Organization and Finance

Tufts has an annual operating budget of approximately \$1 billion, including \$200 million in sponsored research and contracts funding, which will increase to approximately \$250 million once the Medical School and Wellforce health system—[now Tufts Medicine](#)—are fully aligned.

The University operates under a Responsibility Centered Management (RCM) budget model. Certain administrative functions—for instance, facilities, information technology, finance, legal, marketing and communications, advancement, and human resources—are managed centrally. 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 through a process in which each school works with the central administration to evaluate revenues, expenses, and investments. Most schools break even or operate with modest budget surpluses. The SMFA is forecast to come out of the deficit the University inherited with its acquisition, and the Medical School is forecast to come out of a long-standing deficit by FY 2026.

Tufts' net assets total \$3.6 billion, which includes an endowment of \$2.7 billion, from which it annually draws approximately 5 percent to contribute to 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. The estimated cost of attendance for undergraduate students (tuition, room and board, and fees) for the

2022-23 academic year tops out at \$82,034. Tuition discount rates have risen only modestly and are approximately 22-23 percent. While the University is need-aware in its admissions process, it meets 100 percent of the demonstrated financial need of every admitted undergraduate student, regardless of citizenship status. As a result, Tufts’ market power remains significant, and the University continues to attract robust applicant pools across all its schools.

To finance key capital projects, the University recently [completed a \\$250 million bond offering](#); as the bond was offered, the University received financial ratings of AA- and Aa3, both with a stable outlook, from Standard & Poor’s and Moody’s, respectively. Both agencies noted the University’s stable operating performance, solid management, and national and international reputation for excellence. The University now holds \$967 million in long-term debt.

Tufts is in its best financial position in recent history. Each major financial indicator is either on target or better. Its operating result this year significantly exceeds the margin target and budgets for FY 2023 and forward are forecast to reach the 3 percent target established by the Board of Trustees in 2019.

The financial indicators chart below represents the University’s chief benchmark of financial health:

Financial Indicators	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2022 Actual/Forecast	FY 2023 Budget
Operating Result (\$M) <i>Unrestricted</i>	10.9	30.2 result <10.8> Federal \$ 19.4 w/o Federal \$	10.9	50.0 forecast <9.2> Federal \$ 40.8 w/o Federal \$	35.0
Fundraising (\$M)	169.7	148.2	160.0	152.8 (4/30)	160.0 <i>Preliminary</i>
Endowment (\$B)	1.9	2.7	2.4	2.7 (3/31)	2.8
Long-term debt (\$M)	745	981	967	967	952
Net Assets (\$B)	2.7	3.5	3.2	3.6	3.7
Long-Term Debt Ratings <i>Moody's/S&P</i>	Aa2/AA-	Aa3/AA-	Aa3/AA-	Aa3/AA-	Aa3/AA-

Enrollment growth, selectivity improvements, cultivating an appropriately sized faculty, research expansion, creating strategic areas of growth, high quality clinical operations, and an exceptionally strong brand move the University forward. Having weathered changes and costs related to the pandemic, but also mindful of the effects of the geopolitical environment, financial markets and inflation, the University’s financial position has allowed leadership to enhance planning to respond to the moment.

Facilities and Capital Improvements

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. On the Medford/Somerville campus, the [Joyce Cummings Center](#) was completed last fall. Located on College Avenue next to a new MBTA Green Line subway station that will connect the campus even more directly to downtown Boston and the Fenway, the Cummings Center is a multidisciplinary facility that houses computer science, mathematics, economics, the Center for Applied Brain and Cognitive Sciences, and facilities for the School of

Engineering. Also on the Medford/Somerville campus, most undergraduate residential halls have benefited from [significant renovations](#), and the University completed work on the [Science and Engineering Complex](#) (SEC) in 2017. Upcoming projects on the Medford/Somerville campus include the construction of a high density, on-campus residence hall for undergraduate students, investments in dining infrastructure, and the expansion of dining capacity.

Other ongoing projects bring much anticipated improvements to the education of future doctors and veterinarians. On the Boston Health Sciences campus, the University is in the process of relocating and upgrading the Medical School's [Clinical Skills and Simulation Center](#), which will include 16 simulated exam rooms; four surgical spaces; debrief, preparation and classroom space; offices; storage; and a lounge for standardized patients. On the Grafton campus at the Cummings School of Veterinary Medicine, the University is building a [Multi-Purpose Teaching and Simulation Lab](#) that will afford students the opportunity to practice clinical skills on simulators and train on ultrasound equipment.

The University is also committed to sustainable infrastructure. In 2018, Tufts unveiled a new sustainable, cost-efficient, and environmentally friendly [Central Energy Plant](#) on its Medford/Somerville campus. In 2021, the University constructed a [new solar carport](#) for charging electric vehicles on the Medford/Somerville campus; this pilot program will generate energy measured by a separate meter, and excess power produced will be distributed to the grid. The Cummings Center—detailed above—will feature efficient heating, cooling, lighting, and high-performance insulation, and is expected to achieve an Energy Use Intensity (EUI) target of 50,000 BTU per square foot, an aggressive target which will substantially reduce carbon emissions and energy consumption at the center. These projects are aligned with Tufts' commitment to [achieving carbon neutrality](#) on the Medford/Somerville campus by 2050.

Location and Campuses

The University encompasses [four intimately scaled Massachusetts campuses](#): a liberal arts, engineering, and international affairs campus in Medford/Somerville; an urban health 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 health sciences and technology sectors. Opportunities for external engagement and collaboration abound.