



Chief Technology Officer
Tufts University
Medford, Massachusetts

THE SEARCH

Tufts University seeks an accomplished, collaborative, and forward-thinking technology executive to serve in the newly created role of Chief Technology Officer (CTO). This is an exceptional opportunity to join a mission-driven, student-centered research university with a long-standing commitment to social impact, civic engagement, and innovation. The CTO will be a strategic and influential leader who helps shape and advance the University's enterprise technical foundations, ensuring that technology enables excellence in teaching, research, clinical practice, operations, and the student experience. Serving at a pivotal moment of institutional and technological evolution, the CTO will play a central role in positioning Tufts for long-term success in a rapidly changing digital landscape.

Reporting to the Vice President for Information Technology and Chief Information Officer, the CTO is responsible for defining and leading Tufts University's enterprise technical strategy. The CTO provides strategic oversight of core infrastructure and platforms, including cloud services, networking, storage, data and integration environments, and emerging technologies such as artificial intelligence. This role sets long-term technical direction through enterprise architecture principles, standards, and roadmaps, ensuring that technology investments are secure, resilient, scalable, and aligned with institutional priorities and industry-leading practices. With a broad awareness of higher education and technology trends, the CTO ensures that Tufts' technical environment remains future-ready and capable of supporting evolving academic, administrative, clinical, and research needs.

As a key member of the Tufts Technology Services (TTS) senior leadership team, the CTO partners closely with the CIO, directorate leaders, and campus stakeholders to drive integrated planning, effective execution, and continuous improvement across the technology portfolio. The CTO leads cross-directorate initiatives, chairs and supports enterprise architecture communities of practice, and advances shared standards, governance, and performance metrics. The role emphasizes strong stewardship of financial and human resources, development of multi-year service roadmaps, and delivery of technology services that demonstrate measurable value. By balancing strategic vision with operational excellence, the CTO fosters a culture of collaboration, accountability, and innovation across TTS.

The successful candidate will be a seasoned technology leader with substantial experience designing and managing enterprise-scale technical services in complex, matrixed organizations, preferably within higher education or research-intensive environments. They will bring deep technical breadth across infrastructure, cloud, data, and emerging technologies; demonstrated success leading multidisciplinary teams; and a proven ability to translate strategy into execution. An exceptional communicator and trusted advisor, the next CTO will possess strong consensus-building skills and an instinct for partnership, enabling them to influence across technical and non-technical audiences. Above all, the CTO will bring a deep appreciation for the power of technology to advance Tufts University's mission and strengthen its impact locally and globally.

Tufts University is supported in this search by Isaacson, Miller, a national executive search firm. All inquiries, nominations, and applications should be directed in confidence to the search firm as described at the end of this profile.

TUFTS UNIVERSITY

Tufts University is a private R1 university and member of the AAU, enrolling 13,600 students, including roughly 7,100 undergraduates and 6,500 graduate and professional students. Tufts is also home to approximately 5,500 faculty and staff members. In the 2026 U.S. News & World Report Best Colleges rankings, Tufts is ranked #36 in National Universities and is known for a strong liberal arts focus and interdisciplinary learning with roughly 150 undergraduate majors and a 6:1 student-faculty ratio.

Tufts was founded in 1852 by Universalists, who, as a religious movement, were tolerant, inclusive, civic, and morally persuasive. The University they founded established traditions in social justice, civic engagement, and educated citizens from all walks of life. Those traditions live on even though Tufts no longer has a religious affiliation. Today, Tufts reflects both its early history and recent periods of growth and innovation. It has earned and safeguarded a series of strategically important distinctions that were crafted organically from the University's beginnings and given voice in this last generation.

Tufts currently comprises the [School of Arts and Sciences](#) (including the [Graduate School of Arts and Sciences](#) and the [School of the Museum of Fine Arts](#)), [School of Engineering](#), [School of Dental Medicine](#), [Graduate School of Biomedical Sciences](#), [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 across four campuses in Massachusetts. The Medford/Somerville campus is home to the Arts and Sciences, Engineering, Fletcher School, Tisch College, and University College. The School of the Museum of Fine Arts is located in Boston's Fenway neighborhood, health sciences schools are in downtown Boston, and the veterinary school is in rural Grafton.

Strategic Plan: *Tufts Beyond 175*

Tufts University's strategic plan, [Tufts Beyond 175](#), charts a long-term vision for the institution as it looks beyond the University's 175th anniversary in 2027. The plan reaffirms Tufts' core mission as a student-centered research university committed to education, research, and civic engagement, while outlining a forward-looking path that emphasizes academic excellence, interdisciplinary collaboration,

and meaningful societal impact. Central to the plan is a focus on supporting students, faculty, and staff in an inclusive and collaborative environment, investing in people as the foundation of Tufts' success, and responsibly stewarding institutional resources during a period of significant change in higher education. Developed through extensive community input and shared governance, *Beyond 175* seeks to strengthen Tufts' distinctive liberal arts and research identity, expand its contributions to local and global communities, and ensure accountability through clear priorities and regular progress updates.

TUFT'S TECHNOLOGY SERVICES

Tufts Technology Services (TTS) serves as the University's trusted partner for technology strategy, support, and enablement, providing solutions that advance Tufts' mission. Working in close collaboration with schools and central divisions, TTS supports the diverse technology needs of the Tufts community across three campuses and a global network. With a comprehensive understanding of the university environment, a highly skilled multidisciplinary staff, and a robust IT Service Desk, TTS is well-positioned to address today's challenges while developing innovative, sustainable solutions that evolve alongside emerging technologies and institutional priorities.

TTS is a collaborative community of problem-solvers, innovators, and trusted stewards committed to building technology foundations that are secure, dependable, and future-ready. We integrate expertise spanning academic, administrative, clinical, infrastructure, operational, research, and student-focused areas, applying deep knowledge of digital transformation and user-centered design. Grounded in the core values of innovation, integrity, collaboration, optimism, empowering success, and community-focused service, TTS goes beyond maintaining systems to actively shaping how technology drives discovery, connection, and meaningful impact across Tufts and beyond.

Samantha Earp joined Tufts University as Vice President for Information Technology and Chief Information Officer in May 2025, where she leads Tufts Technology Services. She brings a collaborative, campus-wide approach to addressing complex and evolving IT needs, with an emphasis on strategic partnership, effective user experiences, proactive planning and consultation, and alignment with institutional priorities and mission. Previously, she served as vice president and CIO at Smith College, where she led a major technology transformation, including implementation of a new ERP platform, modernization of the technology ecosystem, and the strengthening of IT services and partnerships across the institution. Her earlier higher education leadership includes roles at Harvard University, Duke University, and UNC Charlotte.

ROLE OF THE CHIEF TECHNOLOGY OFFICER

The Chief Technology Officer serves as the senior TTS leader responsible for defining and leading Tufts University's enterprise technical strategy across academic, administrative, clinical, research, operations, and student domains. Reporting to the Vice President for Information Technology and Chief Information Officer, the CTO provides strategic oversight for enterprise infrastructure, cloud services, data and integration platforms, networking, storage, and emerging technologies. This role sets long-term technical

direction, establishes enterprise architecture principles and standards, and ensures that technology investments and services are aligned with institutional priorities and industry-leading practices. With broad awareness of higher education and IT industry trends, the CTO ensures that Tufts' technical foundations remain secure, resilient, scalable, and positioned to support evolving university needs. The CTO leads a team of two direct reports at the Director level with a full team of 50 professionals.

As a key member of the Tufts Technology Services senior leadership team, the CTO partners closely with directorate leaders and campus stakeholders to drive integrated planning, effective execution, and continuous improvement across the technology portfolio. The role provides leadership for cross-directorate initiatives, chairs and supports enterprise architecture communities of practice, and fosters collaboration through shared standards, metrics, and governance. Through strong team leadership, budget and resource stewardship, and a commitment to professional development, the CTO builds high-performing teams and a culture of innovation, accountability, and trust. By balancing strategic vision with operational excellence, the CTO ensures that enterprise technology services deliver measurable value, enable digital transformation, and advance Tufts' mission as a student-centered research university.

KEY OPPORTUNITIES AND CHALLENGES FOR THE CTO

Develop a vision and strategic priorities for Tufts enterprise technical infrastructure and data services.

The CTO is responsible for developing, overseeing, and assessing long-term strategic plans for the University's technical infrastructure, ensuring alignment with both current and emerging institutional priorities. In partnership with the CIO and with senior direct reports, the CTO will develop and articulate a clear, long-term vision for enterprise technology on technical strategy, architecture, and planning across academic, administrative, clinical, research, operations, and student domains. The CTO will also establish strategies and playbooks that promote awareness, proactive exploration, and adoption of emerging technologies and practices to improve, optimize, and streamline enterprise technical, infrastructure, and data services. In addition, the CTO will oversee key higher education and industry relationships to support informed forward planning and strengthen Tufts' enterprise technology strategy.

Serve as a key thought partner and technology adviser on the TTS senior leadership team.

The next CTO of Tufts will serve as a key thought partner to the CIO and senior leadership team, contributing actively to collaborative leadership, strategic planning, financial stewardship, and service management efforts across TTS. This role involves developing and maintaining annual and multi-year service roadmaps aligned with the TTS vision and university strategic priorities, while regularly reviewing services to ensure clear forward trajectories, sustainable lifecycles, and appropriate staffing and collaboration models. The CTO will proactively identify service gaps, performance issues, and emerging needs, working closely with senior leaders and campus partners to develop mitigation strategies and longer-term solutions. Through partnership on strategic metrics and performance reporting, continuous incorporation of community feedback, and modeling of leadership behaviors consistent with TTS shared

practices and Tufts competencies, the CTO will help guide informed decision-making and continuous improvement across the organization.

Craft a technical architecture and strategic operations service model.

The next CTO of Tufts will craft and advance a coherent enterprise technical architecture and strategic operations service model by ensuring that technology forecasts, capital planning, and major initiatives reflect integrated preparation across TTS groups, services, and leadership. This role will define and architect technical strategy principles, priorities, and standards for university and TTS initiatives that require cross-departmental collaboration, shared execution, and measurable outcomes. The CTO will develop and oversee enterprise architecture standards, outcome measures, and collaborative practices, supporting department-wide architecture working groups and communities of practice. Through ongoing assessment of TTS-wide performance and close partnership with senior leadership, the CTO will promote consistent adoption of enterprise technical strategy and strategic operations models across TTS directorates to enable effective, scalable, and well-coordinated service delivery.

Lead, inspire, and support technical excellence and innovation in TTS

The CTO of Tufts will lead technical excellence and innovation in TTS in two ways: as the supervisor of the senior leads of the Data Strategy & Engineering and Enterprise Infrastructure, Systems, and Services directorates; and through partnership with TTS senior leadership to identify, build, and sustain technical capacity, delivering high-quality services on time and within budget. This role emphasizes mentorship and coaching, providing clear communication of priorities, shared departmental practices, professional development opportunities, and constructive, timely feedback to enable staff growth and success. Within their areas of direct supervision, the CTO will set and manage goals, conduct proactive performance management, and ensure effective allocation of staff, financial, and capital resources in alignment with University and TTS practices. Through thoughtful recruitment, comprehensive performance oversight, and a strong commitment to professional development and teamwork, the CTO will foster a positive culture that empowers employees, strengthens cross-functional collaboration, and supports the long-term success of the organization.

QUALIFICATIONS AND CHARACTERISTICS

The following qualifications represent a broad set of skills and attributes deemed important for success as the CTO. While no candidate will embody every quality, the successful candidate will bring many of the following professional and personal assets:

- Bachelor's degree required and Master's degree preferred;
- Ten years of work experience in enterprise (organization-wide) technical service design, delivery and planning, with a demonstrated progression of responsibilities including personnel and budget management;

- Experience developing, implementing, and communicating long-term strategic plans and enterprise-wide technical strategy and architecture policies, procedures, services, standards, and controls that align with university goals;
- Proven experience leading multi-disciplinary technical teams and achieving effective, strategic technical collaboration in a matrixed team environment;
- Superb leadership and consensus management skills in a cross-functional, collaborative environment;
- Proven experience assessing emerging technologies, identifying relevant adoption and service strategies at an enterprise scale, and ensuring effective ongoing program management and continuous improvement;
- Proven technical breadth and depth, with the technology management leadership experience sufficient to design and implement effective enterprise technical strategy spanning network operations, infrastructure, systems administration, telephony, data integration and analytics, cloud services and emerging technical innovations (e.g. agentic AI, FinOps, etc.) and to align broad enterprise technical planning with the needs of the TTS service portfolio spanning academic, administrative, clinical, research, operations and student experience context;
- Proven experience building and sustaining enterprise technical strategy and practices at scale, across multi-disciplinary technology teams;
- Prior work experience in a higher education setting, senior technology management experience in a research-intensive university setting preferred.

COMPENSATION

The compensation range for this position is \$260,000 to \$290,000.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

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

Rebecca Kennedy, Kristen Andersen, and Cortnee Bollard
Isaacson, Miller

<https://www.imsearch.com/open-searches/tufts-university/chief-technology-officer>

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