



Search for the Provost
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 OPPORTUNITY

[Tufts University](#) distinguishes itself by combining scholarly excellence with an inclusive, holistic education grounded in the liberal arts tradition. It prides itself in its mission to graduate thoughtful, curious, and civically engaged critical thinkers to serve society at large. 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 broad array of graduate and professional schools spread across four campuses with a constantly improving scholarly and research profile, and it prospers in the higher education and high technology ecology of the greater Boston metropolitan area.

The university attracts exceptionally strong students, faculty, and staff, competitive with the world's finest institutions. Tufts educates approximately 14,000 students, almost equally divided between undergraduate and graduate students, who are known to be remarkably kind, decidedly engaged with their communities, and highly achieving yet collaborative. At the undergraduate level, Tufts is one of the most selective and desirable institutions in the country, with an acceptance rate of approximately 10% and a yield of approximately 50% for the most recent class. Tufts provides these students with an intimate learning environment marked by a 10:1 student-faculty ratio. The university's graduate and professional programs are similarly distinguished and selective. The students are instructed by 1,079 full-time and 579 part-time faculty members who are quintessential scholar-teachers, equally committed to their research, scholarship, art, patient care, and teaching activities. The students and faculty are supported by 3,910 dedicated staff who are essential members of the university community.

Tufts is in its strongest ever financial position, with an annual operating budget of approximately \$1.3 billion and an endowment of approximately \$3 billion. It completed a \$1.5 billion comprehensive capital

campaign in 2023, and it is preparing to launch an even more ambitious campaign. The university raised \$229 million in fiscal year 2026, of which over \$103 million is designated for the endowment. Since July 2023, it has raised more than \$140 million for financial aid and the student experience. In just one year, it raised \$38 million toward an overall \$75 million goal for the Faculty and Research Excellence Fund. In Fiscal Year 2025, research and development expenditures reached a record high of \$282 million, up from \$275 million the previous year. In Fiscal Year 2026, research expenditures declined modestly to \$254 million, primarily due to a decline in both federal and non-federal award volume and funding levels. Despite these headwinds, Tufts continues to invest strategically in its research and innovation enterprise through initiatives such as the Faculty and Research Excellence Fund, a portfolio of internal seed funding programs, and robust research development support.

Tufts seeks a Provost who will build upon this impressive foundation and champion the full breadth of academic and scholarly activities at the university, leading it to the highest level of distinction for both students and faculty. This person will be a seasoned, transparent, and collaborative leader with broad intellectual curiosity and the personal and professional qualities to inspire the full university community. The Provost will represent the voice of the faculty at the highest university levels and will be a thoughtful partner and mentor to the deans as they advance the missions of their schools. At the same time, this leader will bring a university-wide perspective to this work, facilitating connections among academic disciplines, supporting initiatives that align research, scholarship, artistic, and teaching efforts across schools and campuses, and leading collaborative efforts that address the world's most pressing problems. They will bring a deep understanding of undergraduate, graduate, and professional education, embracing both the liberal arts core that is central to the Tufts identity and the graduate and professional programs that are critical to its success as a research university. More broadly, they will participate in efforts to fundamentally strengthen the holistic undergraduate and graduate student experience, fostering an even stronger student community and providing transformative experiences that strengthen outcomes. Externally, the Provost will represent the university's academic and scholarly work to a wide range of audiences to build greater awareness, recognition, and resources. They will partner closely with the President and the Senior Leadership Team at the university to align university vision and strategy with the priorities of each school, allocate resources strategically to advance such priorities, and champion the efforts of the Deans in order to cohesively advance both university- and school-level strategies.

[A search committee](#) has been formed and will be supported in this recruitment by Isaacson, Miller, the national executive search firm. Confidential inquiries, nominations, and applications may be directed to the firm as indicated at the end of this document.

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

The Provost is the chief academic officer of the university and is responsible for setting and advancing an ambitious vision to enhance the university's academic and scholarly distinction. To succeed in this work, the Provost will collaborate closely with the faculty and school and university leadership to advance the missions of the individual schools; to create opportunities for interdisciplinary efforts that transcend traditional disciplinary boundaries; to strengthen the holistic student experience for all undergraduate, graduate, and professional students and improve student outcomes; to champion the faculty as they drive forward cutting-edge research, scholarship, and artistic productions, innovative pedagogies, and service to society; and to lead the university's academic and scholarly community in navigating today's changing landscape, particularly in response to evolving views on higher education, the shifting funding landscape, and major technological innovations.

Building upon the strong foundation that already exists, the Provost will address the following challenges and strive to use them as opportunities to propel the university forward:

Inspire the university community to achieve new levels of academic and scholarly eminence

Tufts benefits from a set of key advantages. It brings together the best of an undergraduate liberal arts experience and the scholarly activity of a mid-sized, R1, AAU research university in a city with a thriving knowledge-based economy. The students are curious, civically committed, and globally engaged, and the faculty are eminent scholars-teachers, successful in their research, scholarship, and teaching. In many regards, it is a successful and prosperous university.

At this stage, there are ample possibilities for an ambitious leader with a broad intellectual vision to engage meaningfully across the academic community, nourish its development, and elevate the academic and scholarly distinction of the university, thereby positioning it as a transformative, great, and distinctive university. The Provost will lead with a broad intellectual curiosity that extends to all aspects of the university and that inspires the faculty, staff, and students to even greater success. The goal is not to replicate the success of other research institutions, though Tufts is well positioned to compete with top-tier universities for faculty, students, and funding. Rather, in this work, the Provost should aim to champion the Tufts culture and support the university in becoming the best possible version of itself.

Define the role of the Provost at Tufts

Tufts as a university is notably decentralized, and historically the Office of the Provost has been relatively modest. Schools have functioned in siloes, which has been encouraged by the Responsibility Centered Management (RCM) budget model; the schools, under the leadership of their deans, control their budgets, which incentivizes unit-level innovation and reduces the ability of the Provost to advance a university-wide academic vision. To more effectively support university-wide initiatives, the office of the Provost has expanded and evolved in recent years: five years ago, there was only one vice provost, and now there are three over Education, Faculty, and Institutional Inclusive Excellence. Research

Administration was recently split out of the Provost's office into a separate unit; however, as the Chief Academic Officer, the Provost will continue to bear overall responsibility for appointments, grant of tenure or continuous term, and promotions involving the faculty body, together with evaluating and setting the direction of research and scholarship at the university. The Provost, in partnership with the Vice President for University Research and Innovation, will work to advance Tufts' research agenda, ensuring that scholarly ambitions and academic priorities are aligned.

The opportunity now exists for the Provost to assess the structure and organization of the Provost's Office, determine which existing efforts and initiatives effectively advance the academic and scholarly vision of the university, and work closely with the faculty and school leadership to identify additional opportunities the Provost's Office is uniquely positioned to address. An inspiring Provost will use the power of the office to support the entrepreneurial spirit of the deans and faculty, encouraging innovative work at the grassroots level, rather than asserting a vision from the top down. This work might involve further refining and changing the structure of the office to advance this collaboratively developed vision. Some of the most significant opportunities at the university lie in education, research, civic engagement, and scholarly efforts that cut across schools, and the Provost will play a key role in identifying, incentivizing, and advancing these programs. The Provost should think at multiple institutional levels, always endeavoring to advance the university's ambitious strategic plan, [Tufts Beyond 175](#), and simultaneously supporting the work of the deans and advancing the missions of the schools.

Strengthen the student experience for all undergraduate and graduate students

Tufts has long invested in its undergraduate program and ensured students benefit from a supportive community and rich opportunities in their educational experience. As a result, the university has created an undergraduate student experience that drives enviable enrollment and sustains impressive retention and graduation rates. Graduate students enjoy their time at the university but have not always benefitted from the same level of support. Students experience the university in many ways, both in and out of the classroom: through their academic life, through student life programming, and through an eclectic menu of experiential education opportunities, including internships and career preparation activities. Tufts has the foundational elements, but these elements are not always intentionally aligned.

Now, the university has the opportunity to curate a more intentional experience for students at all levels by meaningfully connecting the academic program, experiential education, broader advising efforts, and innovative career services offerings incorporating life design principles. The Provost will advance this work, supporting efforts to further strengthen both the undergraduate and graduate student experiences. The university has the resources and is of an appropriate scale to provide a transformative experience to all students that supports their journeys of discovery and enables them to understand the world and find their places in it, and the Provost will drive forward the conversations and initiatives that ensure this work progresses across the university, in each of the schools, and at all levels.

Champion the recruitment, development, and retention of world-class faculty

Tufts has moved firmly and steadily to a position of academic and scholarly distinction. In 2021, the university was admitted into the Association of American Universities (AAU)—one of only 71 universities (69 US and 2 Canadian) in the consortium—affirming its scholarly prowess. To maintain and advance this position, the university must allocate resources to recruit, develop, and retain a world-class faculty. As Tufts competes with the world’s finest research universities for top faculty, this is an expensive endeavor, especially given the university’s position in an expensive housing market. As such, this work will require strategy, intention, creativity, opportunism, resourcefulness, and a collaborative approach. It will involve direct recruitment and retention efforts, as well as investment into university-wide faculty development initiatives, programmatic efforts, and scholarly centers and institutes. To succeed, the Provost must work collaboratively across the university, especially with the deans and faculty, to enable and support this work at the school and unit levels.

Collaborate with other leaders to facilitate cross-disciplinary opportunities for education and research

Tufts’ academic and research interests expand across the full range of inquiry. The university sponsors several schools in the STEM fields and health sciences; has made serious commitments in the arts, humanities, and social sciences; and benefits from historic strength in its liberal arts grounding. With this breadth of disciplinary approaches, Tufts can support increasingly interdisciplinary academic and scholarly efforts that address the grand challenges facing society. However, Tufts operates in an RCM budget system that incentivizes innovation at the unit level, leading to strong individual schools at the cost of large-scale research and cross-disciplinary teaching efforts.

The next Provost will be a strategic partner to the deans and faculty in the schools, supporting ideas to align research and education efforts to achieve even greater impact. They will leverage their university-wide perspective to identify opportunities for broad partnership and facilitate conversations and initiatives that no individual school or dean would be able to advance in isolation. This work might involve, for instance, supporting and investing in a broad research agenda, developing new cross-disciplinary academic programs, and partnering with the Vice President for University Research and Innovation to launch cluster hire programs in research interest areas and identify novel public and private sector partnerships that leverage and benefit multiple schools and units. Fundamentally, they will seek strong ideas from their partners in the schools, coalesce university- and school-level resources around these ambitious ideas, and incentivize collaborative efforts that emerge from the deans and faculty. Importantly, the Provost must not forget that Tufts is, at its core, a student-centered institution, and investments in the academic and scholarly enterprises should inherently create new opportunities for student learning and engagement in this work.

Encourage the development of entrepreneurial programs that lead to new revenue streams

Tufts boasts a broad array of in-demand, professional programs that contribute to its strong market position, perhaps best exemplified at the current moment by the rapidly growing [Doctor of Physical Therapy programs](#) that are offered in Boston, Phoenix, Seattle, and starting in 2027 in Atlanta. Many Tufts schools have begun to think innovatively about new programs and modes of delivery that appeal to

expanded populations of potential students, for instance through lifelong, executive, and experiential learning. The Provost will encourage the deans to pursue these opportunities and will facilitate connections across the university and beyond that make them possible. In this work, the Provost will support the deans and the schools in leveraging their strengths for greater impact, identify areas of shared strength across institutional boundaries that could lead to novel programmatic opportunities, identify the kinds of innovative programs needed for current and future students to make an impact post-graduation, and incentivize the creation of programs that lead to new sources of revenue that ultimately strengthen the financial position of the schools. The university has the infrastructure in various support functions to explore niche markets and the expertise to advise on the development of these innovative programs, and the Provost will leverage these resources strategically to encourage the pursuit of new opportunities.

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

Tufts has always embraced its role as a civically engaged institution, and as such it has attended carefully to its neighbors and host communities. It sends its students and faculty out into the community as part of its vision for civic engagement and concerns itself with each community's needs. The Provost will continue and foster this tradition of civic engagement, supporting the university's commitment to service. This work will take many forms. It will involve supporting the deans, faculty, and students in the development of new opportunities for civic engagement that leverage the strengths of their individual schools and disciplines. Aligned with the university's [strategic plan](#), it will also involve expanding community-based experiential learning, community-engaged research, and opportunities to serve the community directly. More broadly, the work could expand to a global perspective on civic engagement that is motivated by addressing societal problems at large. Tufts has a genuine commitment to civic engagement that harks back to its founding, and the Provost will ensure this commitment extends through the full breadth of university activities, including research and education efforts.

THE SUCCESSFUL CANDIDATE

In its next Provost, Tufts seeks an exceptional scholar and proven academic leader with the intellectual vision, broad perspective, and collaborative approach to inspire the university community to new levels of academic and scholarly excellence across its many schools and disciplines. While no individual candidate is likely to have all the ideal qualifications, Tufts seeks candidates with the following experience, abilities, and characteristics:

- A highly developed understanding of academic values and culture, including shared governance; a history of support for academic and scholarly excellence; curiosity and commitment that extend beyond one's own disciplinary grounding and engage the full scope of disciplines at the university;
- A deep appreciation for faculty and scholarly work; a successful record of recruiting, developing, and retaining exceptional faculty, including a commitment to mentorship and faculty support; the knowledge and perspective needed to partner with other institutional leaders to strengthen and grow a diverse research enterprise;

- A clear commitment to undergraduate and graduate education; enthusiasm for students and an understanding of their needs; a record of support for the development of innovative pedagogies;
- Successful experience as a strategic leader in a complex academic organization including in leadership roles as department chair and dean; experience setting budget priorities and responsibly stewarding institutional resources; a deeply honed understanding of the tradeoffs and consequences of financial and budgetary decisions;
- A collaborative and transparent leadership style; experience bringing together leaders and administrators across institutional boundaries for strategic partnerships; success in developing or encouraging collaborations that involve multiple campuses, schools, units, or disciplines;
- A demonstrated record of success in advancing the values of inclusive excellence;
- Exceptional interpersonal, communication, and listening skills; the ability to energize and inspire faculty, students, staff, alumni, and the many diverse constituencies that constitute the university;
- The political and diplomatic skill set needed to represent the institution to all internal and external constituencies; the capacity to represent Tufts to donors and to help develop compelling academic proposals in support of fundraising efforts;
- 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; the ability to instill trust and confidence among others; an unwavering moral compass and commitment to doing what is right;
- An earned terminal degree and the academic credentials required to qualify for appointment with grant of tenure at the rank of full professor.

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 submitted in confidence through the firm's website: <https://www.imsearch.com/open-searches/tufts-university/provost>

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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 and prohibits discrimination and harassment against any student, employee, job applicants, applicants for admission, or third parties on the basis of protected categories. Those protected categories include race (including traits historically associated with race, including, but not limited to hair texture, hair type, hair length and protective hairstyles), color, national or ethnic origin, ancestry, shared ancestry, age, religion, disability (including those with a record of a disability), sex and/or gender, gender identity and/or expression (including a transgender identity as defined by the Commonwealth of Massachusetts), sexual orientation, military or veteran status, pregnancy, lactation, genetic information, the intersection of these identities or any other*

characteristic protected under applicable federal, state or local law. Retaliation is also strictly prohibited. Tufts is an equal opportunity employer.

This document has been prepared based on the information provided by Tufts University. The material presented in this leadership profile should be relied on for informational purposes only. While every effort has been made to ensure the accuracy of this information, the original source documents and information provided by Tufts University would supersede any conflicting information in this document.

APPENDIX: THE ESSENTIAL CONTEXT AT TUFTS UNIVERSITY

Tufts was founded in 1852 by Universalists, who as a religious movement were tolerant, inclusive, civic, and morally persuasive. The university they founded retained this civic, activist tradition and educated citizens from all walks of life, including the children of early Anglo immigrants as well as the children of the burgeoning, ethnic immigrant populations of the late 19th and 20th centuries. Students gained an education grounded in the liberal arts that was informed by Universalist notions of social justice and civic engagement.

The modern 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. Today, the university sponsors 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 Dental Medicine](#), [School of Engineering](#), [Fletcher School](#), [School of Medicine](#) (including the [Graduate School of Biomedical Sciences](#)), [Friedman School of Nutrition Science and Policy](#), [Cummings School of Veterinary Medicine](#), [Tisch College of Civic Life](#), and [University College](#). It operates on [four intimately scaled Massachusetts campuses](#), with the undergraduate program, Arts and Sciences, Engineering, Fletcher School, Tisch College, and University College in Medford and Somerville; the School of the Museum of Fine Arts in Boston's Fenway neighborhood; the health sciences schools in downtown Boston; and the Cummings School of Veterinary Medicine in rural Grafton. It also operates the [Tufts European Center](#) in Talloires, France and Tufts School of Medicine Doctor of Physical Therapy instruction sites in Phoenix, AZ, Seattle, WA, and soon to launch in Atlanta, GA.

Tufts has always aimed to be 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 an inclusive environment is essential for academic excellence and helps position students to engage, compete, and lead in a rapidly globalizing world. The university appreciates that inclusive excellence enriches both the educational experience and the social and cultural environment.

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, 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—the university enrolled 13,440 total students in Fall 2025, including 6,926 undergraduates and 6,514 graduate and professional students—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. Tufts, which already covers all demonstrated need for admitted undergraduate students,

announced the [Tufts Tuition Pact](#) (TTP) in 2025, where families with income under \$150,000 and typical assets qualify for a tuition-free undergraduate education. The university has also committed to being a provisional member of the American Talent Initiative by increasing the percentage of Pell students from 13% to 18%, reflected by the class of Fall 2029. Although there is still more work to be done in this area, including growing the share of families who qualify for the TTP, financial aid for undergraduate and graduate degree programs totaled \$212.6 million in Fiscal Year 2025, an increase of 8.7% over the prior fiscal year. Tufts' selectivity (10% for the most recent class) and yield (50% for the most recent class) 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 [350 active student organizations](#). 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. In the 2025-2026 academic year, Tufts won four NCAA national championships and overall its most-ever NCAA Team and NESCAC Championships.

Faculty, 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 high-quality research, address social issues, and enrich public life.

Recognizing that solutions to many of the great challenges of the 21st century 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. For instance, the university sponsors the [Impact Learning Network](#) initiative with the goal to bring together schools, institutes, and programs to share expertise and amplify impact, thereby creating strategic interdisciplinary focal areas that would not be possible in isolation. The establishment of the [Tufts Epsilon Materials Institute](#) in 2025 exemplifies the university's commitment to broadly interdisciplinary research and innovation. The university's commitment to academic freedom and pluralism resulted in the creation of the [Center for Expanding Viewpoints in Higher Education](#), with an aim to ensure that community members develop the critical thinking skills of generous listening, respectful inquiry, and debate, while embracing the possibility of multiple perspectives on difficult and controversial issues. Aligning with societal demand and guided by the principle of Social Good, the [Tufts Institute for Artificial Intelligence](#) also fosters interdisciplinary partnership across all schools at

the university. The longstanding [Center for the Humanities at Tufts](#) fosters interdisciplinary humanities work in comparative literature, religion, world history, philosophy, classical studies, the humanistic social sciences, and the arts, to innovate new research and reflection. Planned investments in research infrastructure, faculty cluster hires, and other joint initiatives—as well as investments in faculty development through enhanced [internal seed funding programs](#) and the [Provost Catalyst Program](#)—further underscore the university's strategic focus on research.

Tufts' entrepreneurial spirit is deeply woven into its research enterprise, fostering a vibrant innovation ecosystem that empowers faculty, students, postdoctoral scholars, and research staff to translate discoveries into solutions that benefit society. Through the development of intellectual property, commercialization of new technologies, and creation of startup companies, Tufts researchers are advancing innovations with real-world impact across health and nutrition, engineering, materials, and other critical sectors. Reflecting this culture of innovation, Tufts is home to an impressive cadre of National Academy of Inventors fellows and members whose achievements underscore the university's reputation as a leading engine of innovation. Early-stage funding and mentorship programs, including the Tufts Launchpad Accelerator, help innovators de-risk promising discoveries and accelerate their path toward commercialization. Complementing these efforts, Tufts supports a growing network of business incubators in both Boston and Medford that provide entrepreneurs with critical resources, industry connections, and collaborative space, strengthening the innovation pipeline while contributing to regional economic development and job creation across Massachusetts.

1,658 faculty members hold appointments at the university, of whom 1,079 are full-time with several new open faculty hires underway at several schools. Since 2017, the faculty have been represented by the [Faculty Senate](#), an advisory body 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. Some non-tenure track faculty and PhD students are unionized and represented by SEIU. There are three collective bargaining agreements for faculty within the School of Arts and Sciences—covering full-time teaching faculty, part-time lecturers, and professors of the practice in the School of the Museum of Fine Arts—and there is one collective bargaining agreement for PhD students in the Graduate School of Arts and Sciences and the School of Engineering.

Organization and Finances

Tufts has an annual operating budget of approximately \$1.3 billion for fiscal year 2026. The university's net assets total \$3.7 billion, which includes an endowment of approximately \$3.0 billion. 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 2026-27 academic year is \$97,152. The tuition discount rate has risen only modestly and is approximately 26%, leading to the financial aid initiatives mentioned above. As a result, Tufts' market power remains significant, and the university continues to attract robust applicant pools across most of its schools.

The university operates under an RCM budget model. Certain administrative functions—for instance, research administration, 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.

Tufts is in its best financial position in recent history. Each major financial indicator is either on target or better. The university's annual operating budget is balanced, fundraising has grown, and the endowment is at an all-time high. 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. To ensure its resources are deployed efficiently and strategically, the university recently embarked on its "Operating Model Transformation" initiative. Under this initiative, university leadership, in partnership with school and unit leaders, are assessing university operations and administration, identifying possible efficiencies, and restructuring to more effectively steward university resources.

Leadership

[Sunil Kumar, PhD](#) became the 14th President of Tufts University on July 1, 2023. He is strongly committed to preserving and enhancing Tufts' emphasis on a liberal arts undergraduate education within a tight-knit and student-centered environment. He is also focused on enabling conditions that foster cutting-edge teaching and world-class research that serve national and global interests through Tufts' many graduate and professional schools. Prior to his role as President, Dr. Kumar served as Provost and Senior Vice President for Academic Affairs at Johns Hopkins University and Dean of the University of Chicago Booth School of Business.

The university has a stable [senior leadership team](#) who are collectively committed to delivering on the *Tufts Beyond 175* strategic plan.

The university's [Board of Trustees](#) act as fiduciaries for the institution. Formally known as the Trustees of Tufts College, [this 40-person board](#), plus the President, performs most of its work through several committees and sub-committees, and formally meets three times per year. The Provost is expected to staff and help develop the agenda of the [Academic Affairs committee](#) and the [Student Affairs subcommittee](#) of the Board of Trustees.