



**DEAN, UNIVERSITY COLLEGE
TUFTS UNIVERSITY
Medford, MA**

THE SEARCH

Tufts University seeks an innovative and visionary leader to serve as Dean of University College. This is an opportunity to provide strategic leadership while creating pathways for access to a Tufts education at any point in a student's journey of lifelong learning, advancing a model of "Tufts for Life." The Dean will join University College at a time of tremendous growth and will have the exciting opportunity to spearhead the expansion of programs and develop new courses driven by educational and technological innovations.

University College was founded in 2018 with the goal of expanding the reach of Tufts University. Serving a total of more than 5,000 matriculated and non-degree students each year, University College embraces students at every stage of their academic, professional, and personal lives, reaching populations of learners for whom a full-time, residential degree in a traditional discipline is not the right option. Current year-round offerings serve high school students, visiting undergraduate and graduate students, working professionals, and lifelong learners seeking career retraining, new life skills, and intellectual enrichment. Offerings include workshops, courses lasting from a few days to a full semester, innovative programs, and certificates. University College is integrated into the University through close partnerships with faculty and the deans of Tufts' 11 other schools.

Reporting to the Provost, the Dean of University College is a key member of the academic leadership team, partnering with deans, vice provosts, and vice presidents to advance and support a forward-thinking vision. The ideal candidate will bring proven academic administrative leadership; the ability to engage others in developing and implementing an academic vision for the school; a deep understanding of change management; and demonstrated success with diversity and inclusion efforts. University College seeks a leader who will be a visible and active partner in the development and launch of innovative programs of outstanding quality rooted in Tufts mission of access and academic excellence.

Tufts University has retained Isaacson, Miller, a leading national search firm, to assist with this recruitment. Inquiries, nominations, and applications, in the form of a CV and cover letter, should be sent in strict confidence to the firm as indicated at the end of this document.

TUFTS UNIVERSITY

History, Evolution, and Trajectory

Tufts was founded in 1852 by Universalists, at a time when they preached abolition and the fierce "republicanism" that was an antidote to the established institutions in both the North and the South. They

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

The modern Tufts reflects both its deepest history and a full generation 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. These values and distinctions serve as Tufts’ anchor and as the compass for its future.

Tufts’ signature approach to higher education stems from the belief that seemingly disparate forces can, and must, work together to reach their potential. This belief is perhaps best exemplified by Tufts’ unusual, yet highly successful, positioning of itself as a moderately sized university that excels at research and is committed to providing students with a personalized experience. Tufts is a blend of both a research university and a liberal arts college, a unique combination that attracts students, faculty, and staff who thrive in an environment of curiosity, creativity, and engagement.

Tufts is committed to increasing the impact of its research and education on the great challenges of the 21st century and encouraging the engagement of Tufts’ faculty, students, staff, and alumni with communities around the world. Recognizing that solutions to many of these challenges will require collaboration across traditional academic disciplines and among Tufts’ schools, the President has been working with the Provost, Deans, and faculty to assess and strengthen Tufts’ work in critical thematic areas. Sponsored research, fueled by faculty recruitment and new facilities, has grown steadily. Seed funding for interdisciplinary scholarship and creative teaching and learning contribute to Tufts’ trajectory as an increasingly competitive international research university.

University Leadership

[Anthony P. Monaco, MD, PhD](#) serves as the 13th President of Tufts University since August 2011 and will be stepping down in the summer of 2023. An accomplished leader, scientist, and teacher, Dr. Monaco brought to the Tufts presidency deep-rooted commitments to academic excellence, diversity, access, inclusion, a global perspective, and a keen awareness of the power of higher education to impact individuals and society. A distinguished geneticist, Dr. Monaco’s doctoral research led to a landmark discovery: the gene responsible for X-linked Duchenne and Becker muscular dystrophies. Before coming to Tufts, he spent two decades as a faculty member and senior academic leader at the University of Oxford. At Tufts, President Monaco holds faculty appointments as a professor of biology in the School of Arts and Sciences and as a professor of neuroscience at Tufts University School of Medicine. He received his undergraduate degree from Princeton University and his MD and Ph.D. through Harvard Medical School’s Medical Scientist Training Program.

[Sunil Kumar, PhD](#) has been named the 14th President of Tufts University and will begin his post on July 1, 2023. Dr. Kumar served as provost and senior vice president for academic affairs at Johns Hopkins University. An expert in operations management with a Ph.D. in electrical engineering, Dr. Kumar was previously dean of the University of Chicago Booth School of Business, as well as the George Pratt Shultz Professor of Operations Management.

While provost at Johns Hopkins University, Dr. Kumar has focused on increasing inter-divisional research and education collaborations across the University; recruiting exceptional faculty to Johns Hopkins through their Bloomberg Distinguished Professorship program and the Faculty Diversity Initiative; enhancing the student experience by leading their Student Services Excellence Initiative, strengthening the career services function at the University for undergraduate and graduate students; and advancing diversity, equity, and inclusion initiatives across the divisions. Dr. Kumar's research includes performance evaluation and control of manufacturing systems, service operations, and communications networks. In particular, Dr. Kumar studies systems affected by stochastic variability via mathematical models. He also studies application of optimization methods and control theory to managerial problems. Born in India, Dr. Kumar received a Master of Engineering degree in computer science and automation from the Indian Institute of Science in Bangalore and a Bachelor of Engineering degree from Mangalore University in Surathkal. He earned a PhD in electrical engineering from the University of Illinois at Urbana-Champaign.

[Caroline Genco, PhD](#) has served as Provost and Senior Vice President *ad interim* since January 2022. Prior to this, she served as Vice Provost for Research (2019-2021) and the Chair of the Department of Immunology at Tufts School of Medicine (2015-2019).

In her role as Provost, Dr. Genco has developed and implemented an overarching university-wide strategy for education and research to respond to the changing landscape of higher education and current and future global challenges. Her strategy is centered around: 1) a unified academic enterprise; 2) an innovative ecosystem that increases connectivity among schools; 3) an inclusive and supportive environment for students, faculty, and staff; and 4) a nimble organizational structure to easily respond and adapt to the changing environment.

Dr. Genco has a distinguished history of excellence in biomedical research. Her research and translational work focus on chronic inflammation and the role of the microbiome in systemic inflammatory disorders, sexually transmitted infections, and oral infectious diseases. She has authored more than 130 scientific articles, and her research program has been continuously supported by the National Institutes of Health (NIH). She has served on numerous NIH scientific advisory committees and has worked closely with several pharmaceutical companies in an advisory capacity.

Diversity, Equity, and Inclusion

Tufts University embraces and celebrates diversity in its broadest forms. This includes recruitment and retention of a diverse faculty and student body, developing and maintaining an environment that fosters mutual respect, understanding and inclusiveness among all members of the Tufts community, and delivers a curriculum that helps students cultivate cultural sensitivity and promotes an antiracist environment. Tufts recognizes that inclusion, in and of itself, is not enough. The University aspires to create interactive inclusion: paths of opportunity that intersect with one another; paths on which diverse perspectives flow freely throughout Tufts, elevating the local community, and ultimately elevating communities throughout the world. Tufts University is working to meet its goals through a range of programs and community-building efforts including creating University College as a bridge to create access to a Tufts education for all students.

UNIVERSITY COLLEGE

Approved in November 2018 by the Tufts University Board of Trustees, University College facilitates the development of university-wide degree and non-degree programs for matriculated and non-matriculated students. The College offers educational programs that reach new student populations, including pre-k through high school students, working professionals, and lifelong learners. The establishment of University College was a bold entrepreneurial move for Tufts to serve as a think-tank and catalyst for experimentation across the University. University College created new pathways to reach student audiences at every stage of their academic and professional development.

University College serves more than 5,000 students each year, of whom more than 50% are non-degree. The College collaborates with all the schools and faculties of Tufts University to offer learning experiences that complement and expand the reach of their degrees, certificates, and research, partnering closely with faculty to develop and facilitate many courses. The College also invites faculty practicing in specific industries to lead courses, workshops, and other educational programs.

Academic Programs

University College replaced the Tufts University College of Special Studies, the historical home for continuing education and external academic partnerships at Tufts. Today, University College is responsible for Summer Sessions, Courses at Tufts, Winter Term, Tufts Pre-College Programs, and Lifelong Learning and the Osher Lifelong Learning Institute at Tufts. University College is continually developing new offerings, new course modalities, and new opportunities.

In collaboration with Tuft's Schools, University College also develops programs that are best run through a university-wide system. Along with the pre-college programs it creates and operates, University College also partners with the other schools to develop programs by handling all the logistics, while the schools oversee the curricula.

Tufts Pre-College Program

The Tufts pre-college program offers students the opportunity to learn from renowned faculty and experience a rigorous academic environment. Pre-college sessions are offered during the academic year and the summer with courses available to students from elementary through high school. Along with programs such as Climate Resilience Institute, Tufts Summer Research Experience, and Graphic Design Bootcamp, one of University College's most popular pre-college programs, Mini Med School, gives students interested in health professions the opportunity to immerse themselves in a two-week intensive course in one of the nation's leading medical institutions. University College is now offering on-campus and virtual academic enrichment programs for elementary and middle school students, including Design and Engineering Summer Workshops.

Tufts Professional and Custom Education

University College offers students at different stages of their education journey the ability to gain deep knowledge, real-world experience, and professional resources to achieve their goals. The growing number of courses, workshops, and certificate programs combine the academic excellence of a top-rated research university with a true collaborative spirit and commitment to

interdisciplinary study. University College offers non-degree enrollment with nine schools across Tufts including workshops, courses, and non-credit certifications.

Osher Lifelong Learning Institute

The Osher Lifelong Learning Institute at Tufts University seeks to engage the minds and foster the well-being of intellectually curious older adults through a wide range of educational and social programs, including lectures, interactive study groups, special-interest clubs, and more, all offered in a welcoming, pressure-free environment. The Institute is self-governing through volunteer-based committees made up of Institute members.

You can learn more about University College's current programmatic offerings [here](#).

As part of its strategic plan, University College seeks to improve structural access to Tufts' undergraduate and graduate degrees; facilitate the development of programming that is integrated across schools and fields; diversify Tufts programs portfolio and revenue streams to reflect student and market demands; and generate new margin for Tufts schools.

University College's leadership has developed key partnerships across Tufts' academic departments that support budget allocation, fundraising, and revenue generation. In the last five years, tuition revenue has grown steadily and there are opportunities to expand pre-college and professional programs and build degrees that will continue to position Tufts as a leader in lifelong education.

Finances

In 2022, University College supported \$10.5 million in revenue generation across all Tufts schools. Within University College itself, total FY 2022 expenses were \$2.3 million. The college's FY 2022 neutral operating result reflects \$1.5 million in support from Tufts central operations and \$0.2 million in support from the School of Arts and Sciences and School of Museum of Fine Arts for non-degree and continuing education programs administered on their behalf, as well as \$0.5 million in revenue that University College generated through UC-operated pre-college programs, Courses at Tufts registration fees, and Osher Lifelong Learning Institute programs. Total margin for University College, inclusive of school-based programs, reached \$5.0 million driven by new program offerings and enrollment growth.

THE ROLE OF DEAN

The Dean is the chief academic and administrative officer for University College and is tasked to build upon the foundation and provide a strategic vision for the next stage of University College. The Dean has overall responsibility for defining the school's priorities, developed in collaboration with partner schools and university leadership. The Dean is responsible for University College's revenue generation, program development, fundraising, and resource allocation; attracting superb students that span pre-college to lifelong learners and maintaining educational programs of the highest quality; facilitating collaboration between academic partners and administrative departments; and forging academic links with various schools and departments across the University and greater community.

Directly reporting to the Dean is the Deputy Executive Associate Dean and Associate Dean that oversee all University College programming and administration. The Dean is also responsible for working with the

school's faculty governance board, the University College Faculty, and University senior leadership and for maintaining productive relationships with alumni and representatives of business and industry as well as local, state, and federal decision-makers. The Dean reports to the Provost and Senior Vice President.

More specifically, the Dean of University College will address the following:

OPPORTUNITIES AND CHALLENGES

Articulate and execute a clear and forward-looking vision of University College, which strategically broadens and enriches the learning experience for a growing and diversifying group of students

The Dean will work with Tufts and University College leadership, faculty, staff, and students to develop a comprehensive, bold, and inclusive vision that furthers Tufts' reputation as a leader in academic excellence. The vision should be a clear, compelling framework aligning with the University, further enhancing the enrollment and diversity of exemplary students entering the College that plants the seed of a *Tufts for Life* education. The Dean will assist in expanding curricula, experiences, and support services needed by matriculated and non-degree students to ensure their success throughout their learning journey and beyond. With an ever-diversifying student population and growing online presence, the incoming Dean will find innovative ways to lead University College to become a model for pre-college, continuing education, and lifelong learning. Furthermore, the Dean will review and assess current programming, delivery methods, and the marketplace to guide the strategy of the college's next chapter while leading the refinement of the administrative systems of University College to better leverage technology and central infrastructure to enhance the College's operational effectiveness to create easier pathways for collaboration between the College and campus partners.

Deepen collaborations and partnerships across the University and beyond

University College relies on partnerships with schools and faculty across campus to develop and facilitate many of their programs. The Dean will be attuned to the strategic priorities of the schools and continue to build strong relationships and forge mutually beneficial partnerships with school deans and faculty to develop new University College programs and courses. As a successful advocate, the Dean will work with university leadership to further integrate University College into the Tufts community and position it as a critical element of Tufts' mission of access and educational excellence.

The Dean will also develop outcomes to highlight University College's impactful mission. The Dean will set the cultural tone of University College, ensuring that it is seen as a valued and trusted partner across the University, in addition to building its reputation in the Boston area and beyond to increase awareness of prospective students, programmatic partners and funders who may help support the mission of University College.

Manage a complex budget system to incentivize faculty members to collaborate with University College to develop and facilitate courses

In collaboration with school deans across campus, the Dean will develop new incentives to encourage faculty members to support University College courses while identifying revenue-generating opportunities for University College and its partner schools. The Dean must be attuned to the complexities of a Responsibility Centered Management (RCM) system. The Dean will foster and maintain strong

interdisciplinary relationships across the institution by ensuring financial transparency and increasing communication.

Meet the needs of industry partners through strategic partnerships and collaborations

The Dean must understand the increasingly competitive and fast-changing markets in which pre-college, professional, and continuing education operate and provide the leadership to keep abreast of market demand and changes. In collaboration with University College staff and Tufts leadership, the Dean will expand on existing platforms and foster collaborative partnerships with employers, businesses, and organizations leading to enrollments, and provide leadership for the development, implementation, and evaluation of programs in response to workforce and employer partner needs.

PREFERRED QUALIFICATIONS AND CHARACTERISTICS

The ideal candidate will be a talented leader with experience across a wide range of scholarly and programmatic disciplines and a keen understanding of trends in continuing education today. While no single candidate will possess all of the ideal qualifications, candidates should bring the following qualifications and characteristics:

- Track record of engaging, visible, and inclusive leadership with the ability to foster successful organizational growth and change;
- A fair, collaborative, and transparent leadership style to work cooperatively and effectively with administrators, faculty, students, staff, and external constituencies along with an appreciation and understanding of the need for partnership and synergy among these groups to make critical decisions regarding programmatic priorities and the allocation of resources;
- An entrepreneurial spirit, with a commitment to innovative and transformational teaching and service;
- A commitment to Tufts' mission and values, as evidenced by action, particularly those around diversity, equity, and inclusion;
- A demonstrated commitment to non-traditional learners;
- Experience with developing and implementing high-quality educational programs, including online programs;
- Evidence of advanced analytical capabilities and utilization of data for development of programs;
- Communication skills that inspire, build trust and confidence, and motivate;
- An ability to build effective relationships with external stakeholders and philanthropic donors; and
- An ability to develop corporate and global partnerships.

TO APPLY

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

Kate Barry, Partner
Alycia Johnson, Managing Associate
Quizayra Gonzalez, Senior Associate

ISAACSON, MILLER
www.imsearch.com/8740

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.