



**Tufts**Medicine

**An invitation to apply for the position of Director  
Integrated Tufts University and Tufts Medicine Research Enterprise  
Boston, Massachusetts**

**THE SEARCH**

Tufts University, a research-intensive, highly ranked, AAU university, on a trajectory of dramatic improvement, and Tufts University School of Medicine, a foundational school in the university's ambitions, have joined with Tufts Medicine, an essential health care system, anchored on a classic tertiary/quaternary academic medical center in Chinatown in Boston, to integrate their scholarly research into a single research enterprise.

Tufts University possesses a unique constellation of undergraduate, graduate, and professional schools, including an engineering school, a veterinary school, arts and sciences, and a strong group of health sciences schools in downtown Boston, including medicine, dentistry, a graduate school of biomedical science, a school of nutrition and the Human Nutrition Center on Aging.

Tufts Medicine combines its tertiary hospital downtown in Chinatown, with three large community hospitals in highly diverse communities (Lowell, Medford, and Melrose-Wakefield) and an extensive ambulatory network.

Tufts University School of Medicine has a long and storied history, in downtown Boston, located close by Tufts Medicine. The physicians at Tufts Medicine are faculty at the medical school and practice at Tufts Medicine. Both practice plans and hospital billings are at Tufts Medicine. The school has invested in research, steadily within its capabilities, with support from the university, and sustains a varied sponsored research portfolio of roughly \$50 million. It has educated an especially large cadre of physicians and retains a strong position in education, which the school has enhanced in recent years with educational offerings in allied health professions that have improved its educational offerings, its reputation, and its finances.

In a new, carefully developed governance structure, the partners to this new integrated research enterprise seek a founding director, with scientific distinction, managerial experience, and a classic entrepreneur's vision and agility, who can create an innovative enterprise that supports groundbreaking research, in the heart of Boston's ecology of biomedical science.

Tufts, as a university, has a deep, historic commitment to social justice. It was founded by Universalists, with social justice commitments. Its founders were tolerant, inclusive, civic, and morally persuasive, an ethic the university firmly retains.

Tufts Medicine is a strong system with an equally vital commitment to social justice, exemplified by the communities it serves, some of the most diverse in the Commonwealth.

The dean of Tufts University School of Medicine/chief academic officer of Tufts Medicine, acting for both institutions, appointed a Tufts Research Executive Committee, with leading researchers in both institutions' enterprises. They explained their founding principle: "Tufts is an institution deeply committed to advancing social, racial, economic, and environmental justice for all. Refusing to accept the status quo of health disparities, our researchers strive ceaselessly to elevate human health and advance social equity. We know that in the end, making a difference is what matters: it's what justifies the investment—the trust—of the public funds and private philanthropy that support our work."

The leadership of both institutions, the boards, the presidents, the dean/chief academic officer, and the officers, at all levels and in all parts, understand, strategically, the need for a much stronger research profile that will build mission commitment, market reputation, and revenues.

The leadership of the health system believes that prosperity in the highly competitive Boston marketplace requires a formidable brand. They have recently changed their name from Wellforce to Tufts Medicine, reflecting the academic commitment of the health system as well as their physicians' appointments as Tufts University School of Medicine faculty and the understanding that the university brand strengthens all their purposes. They seek a powerful research organization, whose work will improve their ability to serve their diverse constituencies efficiently and with the highest quality of care. Simultaneously, they seek research success, both basic and translational, that opens new pathways for cures and lures physician-scientists to Tufts University School of Medicine and Tufts Medicine, who will strengthen patient appeal, clinical capacity, and scholarly success.

In the medical school, faculty seek a stronger clinical partnership and improved means of investing in research. This includes more dependable funds flow from a constantly strengthened clinical operation and new research collaboration and resources that can build a research effort that is consistent with a first rank medical school. This is fully aligned with the school's vision to become the premier medical school revolutionizing health education and inspiring discovery now and for future generations.

Historically, each entity has invested modestly and episodically in research, driven by individual principal investigators, often without strong central support and leveraging disparate sources of finance. Each currently hosts roughly \$50 million in annual research expenditures.

The Research Executive Committee, comprised of leaders from both institutions, concluded: "The global challenges and persistent problems we're tackling cannot be addressed solely by a single discipline. To build a future of health justice, we must bring together leading researchers from many fields to advance transdisciplinary research, combining fundamental science, clinical science, health systems research, and population and public health."

The university and health system have historically invested research funds from the school and the health system and from the clinical departments. Those investments will continue and will be enhanced by considerable new funds, for a research enterprise of this size, that can stimulate joint investments across all parts of the institution. All of the parties to the research enterprise will look to the new director for strategy and organization as Tufts grows its research

The university is committed to dramatically growing research, especially sponsored research, with investment and new hires, and this new organization is an anchor to their strategy. They have recruited a new president from Johns Hopkins, with a strong track record of building research, and a new capital campaign is in their future. Tufts Medicine, for its part, has a clearly defined strategy that will yield greater prosperity in the post-pandemic world. Both institutions are clear that investment will follow success.

Each party has traditionally funded research and will honor those commitments beyond the venture fund. Each has pockets of resources, in schools, in departments, in specialized endowments, and from philanthropy, that have propelled research in the past, are platforms for philanthropy, and that can help joint efforts to recruit and build.

The director will report to the dean of the medical school, who is also the chief academic officer of the health system and who chairs a board for the research enterprise of 11, equally composed from both institutions.

In planning for this launch, the Research Executive Committee proposed a vision statement in May 2022: “Advance health justice through transdisciplinary research leveraging our collective strengths across the translational spectrum to solve the most pressing health problems of our society.”

The search committee and the dean/chief academic officer expect that a new director of the integrated research enterprise will finalize the vision and determine a course of action for Tufts. The enterprise will require a strong, scientific staff, able to target the right, large research funding opportunities, to draw faculty together, across many divides, and to staff and support the development of winning proposals.

This next director must build a worthy enterprise from a modest base. It will require partnerships, in the health system and the medical school, with engineering, with particular faculty in arts and sciences, with the health sciences schools, and with industry and research groups throughout the greater Boston metropolitan area. This is an entrepreneur’s job, for someone who understands how to build trust, target opportunity, manage change, and leverage committed investments to enable dramatic growth. The director will have the strong support of all the leadership in all the Tufts-related entities, especially from the dean/chief academic officer, who can act for both institutions, but the leaders will look to the director as their champion for this essential mission.

## **OPPORTUNITIES AND CHALLENGES**

The director will join Tufts at an exciting moment, as the university aligns with Tufts Medicine. To ensure the growth and vitality of research at Tufts, the director must successfully engage with the following opportunities for leadership:

### **Clarifying and defining the vision for the integrated research enterprise rooted in a commitment to racial, social, and health justice**

In May 2022, the Research Executive Committee (REC) presented a vision for the integrated research enterprise centered around three key concepts: health justice, transdisciplinary research, and the translational spectrum. The director will further refine and articulate the vision for the research enterprise

and establish priorities and goals. Leveraging the strengths of the medical school and the health system, the director will bring the two entities together and create an opportunistic research enterprise organization.

### **Stimulating research within the integrated research enterprise and across the university**

The director will stimulate research across the medical school and the health system, and across the entirety of Tufts University. The director will be a leader in identifying proposal possibilities, providing support in developing responses to such proposals, and supporting grant applications that will grow the research enterprise. Additionally, the director will seek out and identify opportunities to partner across the university, particularly with colleagues from the School of Dental Medicine, the Friedman School of Nutrition Science and Policy, the School of Engineering, and the Cummings School of Veterinary Medicine. The director will lean into the “One Health” approach in stimulating university-wide research, prioritizing the relationships among people, animals, the environment, and food.

### **Attracting high-quality research faculty**

Tufts University is making a significant commitment in terms of faculty hiring, with the number of future faculty hires likely to be in the double digits over the next several years. The research enterprise director, in partnership with department chairs and institute directors, will plan for and invest in hiring. The director will bring an eye toward strengthening the ranks with both basic researchers and clinician-scientists who bring enabling technologies, bridge existing strengths, and catalyze new areas. Developing alignment of priorities with medical school department chairs and health system leaders will be imperative.

### **Serving as an agent for change through relationship-building and clear, transparent communication**

A skilled leader of change with comfort in navigating ambiguity, the director will serve as a bridge across organizations to build a common sense of purpose and vision for the integrated research enterprise and to build administrative procedures that clarify and simplify research development. The director will establish strong relationships with academic and administrative constituents and will clearly and consistently communicate the vision and steps toward implementing the infrastructure and goals of the newly integrated research operation.

### **Developing funds for investment**

The director will strategically leverage the initial investment capital to launch the integrated research enterprise. The director also will be innovative in considering how to build on existing resources available in various departments and across the university and health system. The director will bring a sophisticated understanding of the financial implications of integrating two \$50 million research entities and will think strategically about ways to align the initial investment capital and monies from disparate sources across the university into large, collaborative research endeavors.

### **Increasing philanthropic support**

To further grow the funds available for the integrated research enterprise, the director will be a skilled fundraiser. The director will work with the development teams from Tufts Medicine and Tufts University School of Medicine to develop and execute a joint philanthropy plan for the research enterprise. The

director will think creatively about untapped or underutilized fundraising opportunities and will seek to identify additional revenue streams, such as corporate-sponsored research. Additionally, the director will work with the dean/chief academic officer, the CEO of Tufts Medicine, and other key leaders, including department chairs, to build new relationships and connect with grateful patients.

The director will lead in building fundraising momentum for the research enterprise and will leverage philanthropic support to recruit prominent investigators, enhance research capabilities, and enable Tufts to emerge as a global leader in advancing health justice through research. As Tufts University plans its capital campaign and as the incoming president plans his own fundraising around research, the director should work closely with the dean/chief academic officer and the president's staff to integrate the research enterprise into the university's fundraising.

### **Optimizing the research administration infrastructure to support the integrated research enterprise**

The director will ensure an optimal research administration organization for the integrated enterprise, one that decreases barriers between Tufts Medicine and Tufts University School of Medicine and provides opportunities for stronger collaboration. Tufts researchers have been mostly independent principal investigators who have created their own grants and made their own submissions. The integrated research enterprise needs a cadre of people who can bring faculty together across many disciplines and support the writing and preparation for large project-based grants. As part of the integrated research enterprise, the director will need to establish strong pre-award support, while unifying with the university's highly developed post-award administration. The director also will need to assess and build out several facilities and capacities more substantially to support the range of research.

### **Building a team to support the ongoing management of the research enterprise**

The director will have the opportunity to design and build a team for the ongoing operation of the integrated research enterprise. In partnership with the dean/chief academic officer, the director will determine if or how key vacant roles should be reimagined, including the chief scientific officer and the chief innovation officer of the health system, and the vice dean for research at the medical school. Additionally, the director will consider what other roles are necessary on the research enterprise team and will recruit and hire talented individuals.

## **QUALIFICATIONS AND EXPERIENCE**

The successful candidate will bring many of the following qualifications and qualities:

- A PhD, MD, MD/PhD, or other relevant terminal degree, with a track record of excellence in biomedical research and academic credentials appropriate for appointment at the rank of full professor
- A demonstrated understanding of and appreciation for the needs of investigators and programs across a broad spectrum of research activities, from basic science to clinical trials
- A proven leader, with the ability to build and inspire a strong team and to work across a complex, matrixed organization
- The ability to develop, articulate, and implement an inspiring, unifying vision for research
- A demonstrated commitment to social justice

- A skillful communicator with the ability to build strong relationships with a wide range of stakeholders
- An effective and positive agent for change with the ability to navigate ambiguity
- Successful fundraising experience and/or the skill set to develop a strong record of fundraising success

## THE ESSENTIAL CONTEXT

### Tufts University

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 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 nine percent for the class of 2026. 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.

Once the medical school and [Tufts Medicine](#) are fully aligned, the university will do approximately \$250 million in sponsored research, up from \$162 million in 2013. It is on a trajectory of constant improvement and building its scholarly and research profile is fundamental to the university’s strategy.

In acknowledgment of its history and of the land on which it resides, Tufts has developed a land acknowledgment committee, and it has initiated an anti-racism initiative, which grows directly from its long history of abolition, social inclusion, and racial and social justice.

The university is comprised of 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 as of June 30, 2022; 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.

## **University Leadership**

### *Sunil Kumar, Incoming President*

Sunil Kumar, provost and senior vice president for academic affairs at Johns Hopkins University, has been named the next president of Tufts University by the Board of Trustees. An expert in operations management with a PhD in electrical engineering, Kumar was previously dean of the University of Chicago Booth School of Business. As provost at Johns Hopkins in Baltimore, Kumar oversees the academic mission of the university's nine schools, and has focused on increasing interdisciplinary research and education, enhancing the student experience, and promoting diversity, equity, and inclusion efforts. Kumar will begin as Tufts' 14<sup>th</sup> president on July 1, 2023.

### *Helen Boucher, Dean of Tufts University School of Medicine and Chief Academic Officer of Tufts Medicine*

Helen Boucher became the dean of Tufts University School of Medicine and chief academic officer of Tufts Medicine in October 2022, having served as dean *ad interim* for the medical school and CAO for Tufts Medicine since July 2021 when the dual role was established to help strengthen and deepen the relationship between Tufts University and Tufts Medicine. Boucher has been a member of the Tufts University School of Medicine family since 2002 when she was recruited to the Division of Geographic Medicine and Infectious Diseases at Tufts Medical Center, and served as Director of the Infectious Diseases Fellowship for 14 years before being named Division Chief.

## **Tufts University School of Medicine**

Tufts University School of Medicine prepares students to become skilled, passionate healthcare providers and researchers that make a difference in the world. The vision for the medical school is to become the premier medical school revolutionizing health education and inspiring discovery now and for future generations. The medical school is home to five basic science departments, 20 clinical departments, and a department of public health and community medicine. It offers multiple degree programs, including MD, Master of Public Health (MPH), Doctor of Physical Therapy (DPT), Physician Assistant (PA), and MS in Biomedical Sciences (MBS). As of fall 2022, the Tufts University School of Medicine is home to over 5,000 faculty and 1,860 students. The medical school has a branch campus in Portland, ME, to support the Maine-track of the MD program. It is also expanding into other regions of the country with the establishment of a DPT program in Phoenix, AZ, in June 2022, with plans for expansion in Seattle and Atlanta over the next two years.

## **Tufts Medicine**

Tufts Medicine, previously known as Wellforce, includes Lowell General Hospital, Melrose-Wakefield Hospital, Tufts Medical Center, Lawrence Memorial Hospital, and multiple ambulatory care sites. These are old industrial cities in the midst of revival, often welcoming immigrants and highly diverse. The hospital system includes 15,000 employees and physicians and provides care to over one million patients each year. Tufts Medicine aspires to empower people to live their best lives by reimagining healthcare, advancing knowledge, and pioneering discovery, and is committed to value-based, community-centered

care, striving to bring care into the community setting while providing access to the most advanced care when needed.

### **Current Research**

Total research funding in FY22 for Tufts University School of Medicine was \$51.2 million. Grant activity by major program included: approximately \$17.1M in Microbiology; \$12.1M in Neuroscience; \$9.4M in Developmental, Molecular, & Chemical Biology (DMCB); \$5.8M in Immunology; \$3.8M in Public Health; and \$3M spread across other programs.

Total research funding in FY21 for Tufts Medicine was \$54 million. Research revenue by major program included: approximately \$13M in Medicine; \$12.5M in the Clinical and Translational Science Institute (CTSI); \$10M in the Institute for Clinical Research and Health Policy Studies (ICRHPS); \$7M in the Molecular Cardiology Research Institute (MCRI); \$3M in Pediatrics and Obstetrics and Gynecology; \$3M in the Mother Infant Research Institute (MIRI); \$1M in the Cancer Center; and \$5.5M spread across other programs.

Several of the institutes and centers at Tufts operate as institution-wide, discipline-spanning initiatives, which the director can emulate and expand. For example, Tufts' Clinical and Translational Science Institute (CTSI), created in 2008, fosters collaboration and innovation across the translational spectrum: from bench to bedside, to clinical practice, to care delivery and public health, to public policy, and beyond. Tufts' CTSI is nationally recognized for its strengths in emergency medicine, large effectiveness trials, clinical trials methods innovations, and translational science education. Additionally, Tufts' pioneering Levy Center for Integrated Management of Antimicrobial Resistance (CIMAR) is a leader in developing innovative ways to fight antibiotic misuse and resistance, in both human and veterinary medicine. With more than \$20 million in research grants, CIMAR is innovating across scientific and medical boundaries to fight the rising global threat of antibiotic resistance.

The director will be able to leverage Tufts' existing strengths in biomedical research, including neuroscience, cardiovascular disease, mother/infant health, and tick-borne illnesses. Additionally, in health policy, Tufts researchers are experts on aging, population health, the social determinants of health, and other social issues crucial to creating a future in which health justice becomes attainable. The integrated research enterprise will multiply the impact of Tufts' expertise and commitment to creating new knowledge, improving health, and advancing health justice.

### **Governance**

Reporting directly to Helen Boucher, Dean of Tufts University School of Medicine and Chief Academic Officer of Tufts Medicine, the director will be responsible for all research for both the medical school and the health system. The director also will report to a board for the research enterprise. This advisory board, chaired by Dean Boucher, will consist of 10 additional people, including five individuals from the medical school and five individuals from the health system.

The director will decide how to build their team. Key roles within the health system and the medical school will report to the director, including the chief scientific officer and the chief innovation officer of the health system, and the current vice dean for research role at the medical school will be re-imagined to support



the director. These roles are currently vacant, so the director will work with Dean Boucher to determine if or how these roles should be reimagined.

Other elements of the organizational structure, including the department chair structure in the medical school and the clinical departments and institutes within the hospital system, will remain as they are currently structured. The director will operate within this matrixed environment, partnering closely with department chairs, institute leaders, and health system service line leaders, particularly on matters of faculty hiring and recruitment.

### **Finance and Administration**

A strong administrative organization will be established to support the research enterprise. A senior administrative leader will be hired as a key partner to the director with responsibility for operations and financial management of the enterprise. This individual will also directly oversee research administration for the research enterprise and ensure faculty are supported to enable larger and collaborative grant submissions.

To date, Tufts researchers have primarily operated as mostly independent principal investigators who have created their own grants and submissions. The integrated research enterprise will be charged with providing a significant amount of pre-award support in the writing and preparation of large grants. Tufts University's post-award administration is highly developed.

### **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  
Kelly McLaughlin, Senior Associate  
Isaacson, Miller  
<https://www.imsearch.com/8871>

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