



Search for the Dean, School of Arts and Sciences

TUFTS UNIVERSITY

Medford, Massachusetts

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

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

THE SEARCH

[Tufts University](#) 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, engaged, literate, curious, and civic-minded students. 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 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 [School of Arts and Sciences](#) ("A&S" or "the School") is Tufts' largest academic unit and exemplifies the University's distinctive identity.

Tufts seeks a Dean of A&S who will further meld the richness of a personalized liberal arts education with the broad opportunities of a major research university, inventing an unusually engaging intellectual experience for students and faculty and ushering the School into its next era of eminence. A&S has consistently strengthened its position as a strong student-centered, research-intensive school. The fundamentals are in place and increasingly attractive to families and students. As such, the School has the rare opportunity to build on its impressive foundation.

A&S houses the University's renowned [undergraduate liberal arts programs](#), the [Graduate School of Arts and Sciences](#), and the [School of the Museum of Fine Arts](#) and is an important contributor to the overall research and scholarly enterprise. A&S shares responsibility for essential student services with the School of Engineering in what is called the Shared Division, which includes student-facing units such as Enrollment

Management, Student Life, Academic Advising, the Career Center, the Student Accessibility and Academic Resource Center, and more. The deans of A&S and Engineering jointly govern the Shared Division.

The School attracts exceptionally strong students, faculty, and staff, competitive with the world's finest institutions. A&S educates approximately 5,529 full- and part-time undergraduate and 1,247 full- and part-time graduate and professional students, who are known to be remarkably kind, decidedly engaged in their communities, oriented to activism, and high-achieving yet not overly competitive. At the undergraduate level, A&S is one of the most selective and desirable institutions in the country, with an acceptance rate of approximately 10% and a yield of approximately 52% for the most recent class. Tufts provides these students with an intimate learning environment marked by a 10:1 student-faculty ratio. The School's graduate and professional programs are similarly distinguished and selective. The students are instructed by 468 full-time and 281 part-time A&S faculty members, who are known as the quintessential scholar-teachers. A&S faculty receive over 250 grants, fellowships, and awards each year, and sponsored research in the School reached approximately \$25 million last year. The students and faculty are supported by 588 dedicated staff (including those in the Shared Division), who are essential members of the A&S community.

The School is on strong financial footing, with an annual operating budget of approximately \$168 million (excluding the SMFA, which has a budget of approximately \$35 million) and an annual operating budget in the Shared Division of approximately \$255 million. The School raised \$505 million toward the comprehensive Brighter World campaign, which concluded in 2023, and has raised in excess of \$50 million every year for the past seven years.

The Dean will be a seasoned, transparent, and collaborative leader with broad intellectual vision and the personal qualities to inspire the diverse A&S community. Compelling candidates will bring experience crafting and advancing a vision and strategic plan for a complex academic unit; a honed understanding of the holistic student experience; a comprehensive approach to strengthening an institution's capacity as an engine of social mobility; demonstrated commitments to education, research, and the development of faculty as scholar-teachers; experience growing and strengthening a diverse research portfolio; an intellectual curiosity that transcends and supports all disciplines across the full range of the humanities, arts, and sciences; the ability to bring people and units together across institutional and disciplinary boundaries; an innate commitment to diversity and inclusion; an entrepreneurial approach to fundraising and developing new sources of revenue; and the ability to manage strong teams of people and complex institutional budgets.

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.

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](#)), [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 intimately scaled Massachusetts campuses](#), with the undergraduate program, Arts and Sciences, Engineering, Fletcher School, Tisch College, and University College in Medford; 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 the [Tufts University Prison Initiative of Tisch College](#).

Tufts has always aimed to be diverse and inclusive. The Universalist founders envisioned an institution that would embrace those at the margins of society and offer admission to students from all cultures, religions, ethnicities, and socioeconomic backgrounds. Today, Tufts' commitment is based on the conviction that diversity is essential for academic excellence and that an inclusive environment helps position students to engage, compete, and lead in a rapidly globalizing world. The University appreciates that inclusive diversity enriches both the educational experience and the social and cultural environment. Like many campuses, the substantial increase in racial, ethnic, and socioeconomic diversity among students introduces new opportunities for appreciating difference and stimulating learning. In its next chapter, Tufts University will increasingly focus on new opportunities for first generation students, improving Tufts contribution to social mobility.

University 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 both 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.

Dr. Kumar's research includes performance evaluation and control of manufacturing systems, service operations, and communications networks. In particular, he 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, he received a Bachelor of Engineering degree from

Mangalore University in Surathkal and a Master of Engineering degree in computer science and automation from the Indian Institute of Science in Bangalore. He earned a PhD in electrical engineering from the University of Illinois at Urbana-Champaign.

[Caroline Genco, PhD](#) became Provost and Senior Vice President of Tufts University on August 1, 2023, after serving as the interim Provost from January 2022 to July 2023. As Provost, Dr. Genco serves as the University's chief academic officer and is responsible for setting and guiding institutional priorities that advance the university's mission as a student-centered, R1 institution. Prior to her role as Provost, she served as Vice Provost for Research for the University and as Chair of the Department of Immunology for the School of Medicine.

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 received her undergraduate degree in biology from SUNY Fredonia in 1981, and earned her Master of Science and PhD in microbiology from the University of Rochester's School of Medicine and Dentistry in 1984 and 1987, respectively.

SCHOOL OF ARTS AND SCIENCES

Founded in 1854, A&S exemplifies Tufts' distinctive identity. Housing the undergraduate liberal arts programs, the [Graduate School of Arts and Sciences](#), and the [School of the Museum of Fine Arts](#), the School comprises the full range of disciplines across the humanities, arts, social sciences, and natural sciences, as well as several professionally-oriented departments such as [Education](#), [Urban and Environmental Policy and Planning](#), [Community Health](#), and [Occupational Therapy](#). Over 80% of Tufts' 5,529 undergraduate students are enrolled in the School's [more than 70 undergraduate degree programs](#), and the Graduate School of Arts and Sciences enrolls 1,247 students in [more than 60 graduate programs](#) across a broad array of disciplines and professions. Doctoral students in the Graduate School of Arts and Sciences are unionized and represented by SEIU. While enrollment remains strong across all disciplines, students increasingly express interest in programs in the STEM fields. As a result, A&S sees a number of undergraduate students transferring to the School of Engineering each year, and class sizes vary widely between departments, from intimate seminars in many smaller departments to large, introductory, lecture-based courses enrolling 400 or more students in some STEM disciplines.

Located alongside the Museum of Fine Arts in Boston's Fenway neighborhood, the School of the Museum of Fine Arts (SMFA) is an important part of A&S. The SMFA is a distinctive studio art school that was born of a unique proposition: an alliance between a major museum, a research university, and one of the oldest private art schools in the country. Founded in 1876, the SMFA was conceived at the same time as the Museum of Fine Arts itself. In 1945, the SMFA began granting accredited degrees through a partnership with Tufts, a relationship that continued until 2016, when Tufts formally acquired it. For several years, the SMFA operated in a budgetary deficit, but careful, strategic leadership has led it to remarkable success and financial sustainability. From the beginning, the SMFA has been a rigorous school of art; it is a school dedicated to the development of artists through the exploration of ideas, alternative literacies, criticality,

and creative expression. Including dual-degree students, the SMFA accounts for approximately 10% of the A&S student body.

Faculty, Academics, and Research

In recent decades, Tufts has invested in faculty and research facilities, substantially raised its academic standards, competed aggressively, and built a more scholarly enterprise. A&S recruits faculty from the finest graduate programs and attracts top candidates from across the country. They come to campus knowing they will join a student-centered learning environment that also provides the support and encouragement to produce the highest quality research, address social issues, and enrich public life. Tufts and its proximity to Boston are attractive for many talented faculty; however, the high cost of living and competition from well-endowed neighbors present challenges to recruiting in some disciplines.

Organized into [26 departments and several interdisciplinary programs](#), the School's faculty members are eminent scholar-teachers. Of the full-time faculty, 232 are tenured, 65 are tenure-track, and 171 are full-time lecturers, instructors, and professors of the practice who contribute significantly to educating students. The faculty are [recognized](#) as much for their contributions in the classroom as they are for their rigorous scholarly pursuits. Sponsored research in the School, fueled by faculty recruitment and new facilities, has grown incrementally but steadily to approximately \$25 million in annual expenditures.

Most non-tenure track faculty are unionized and represented by SEIU. There are three separate collective bargaining agreements for A&S faculty, covering full-time lecturers in A&S, part-time lecturers in A&S, and professors of the practice in the SMFA.

Student Life and the Shared Division with the School of Engineering

Life outside the classroom is as vigorous as the academic program, and Tufts takes great pride in supporting students' holistic experiences. There are more than [300 active student organizations](#), and 11% of Tufts students participate in [Greek Life](#). The School 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 distinctive opportunities offered in partnership with the [Tisch College of Civic Life](#). Reporting to the President, Tufts' athletics program sponsors [28 Division III varsity athletic teams](#) that compete in the New England Small College Athletic Conference (NESCAC), as well as many popular club sports.

Because the entire undergraduate student body at Tufts is enrolled in the School of Arts and Sciences (including the SMFA) and the School of Engineering, these schools have formed a shared student-facing division. This division includes essential academic and co-curricular support for students, including Admissions and Enrollment Management, Student Life, Academic Advising, the Career Center, the Student Accessibility and Academic Resource Center, Global Education, the Registrar and Student Services, Student Diversity and Inclusion, and Tisch Library. As a result, the leaders of these functions report dually to the Deans of A&S and Engineering.

Finances and Fundraising

The shared division leads to a complicated budget structure, as the Dean of the School of Arts and Sciences and Dean of the School of Engineering share budgetary responsibilities for it. The annual operating budget for the shared division is approximately \$255 million; the combined annual undergraduate financial aid budget for both schools is approximately \$120 million; the annual operating budget for the School of Arts and Sciences is approximately \$168 million; and the annual operating budget for the SMFA is approximately \$35 million, with an additional \$15 million toward undergraduate financial aid.

The University as a whole is relatively modestly endowed compared to its peers. As a result, it is tuition dependent and among the most expensive universities in the country. The [estimated cost of attendance](#) for undergraduate students (tuition, room and board, and fees) for the 2023-24 academic year is approximately \$88,300. Tuition discount rates have risen only modestly and are approximately 25%. In order to ensure its ability to meet the full demonstrated financial need of every admitted undergraduate student, Tufts is need aware in its admissions process. Approximately 35% of all enrolled undergraduate students receive financial aid from the School.

The School has seen significant success in its fundraising efforts in recent years. During the university's recent Brighter World campaign, which concluded in 2023, A&S surpassed its \$450 million goal and raised \$505 million in total. This includes over \$168 million for financial aid, over \$139 million for teaching and research, over \$46 million for facilities, and the establishment of 33 new professorships. Last fiscal year, the school raised \$50.7 million, its seventh consecutive year raising more than \$50 million.

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

The Dean is the chief executive, academic, and administrative officer of the School. In partnership with university leadership, the Dean is responsible for setting an ambitious vision for the School, developing new programs, generating revenue, allocating resources effectively and responsibly, and building meaningful collaborations with the other schools and units at the University. As the academic leader of the School, the Dean holds primary responsibility for recruiting and retaining talented faculty, developing them in their pedagogical and scholarly pursuits, and leading them in alignment with institutional priorities. The Dean will also work closely with the Dean of the SMFA to ensure its continued success.

The Dean reports directly to the Provost and is advised by the [A&S Board of Advisors](#). Directly reporting to the Dean are the Dean of the SMFA, Dean of the Graduate School of Arts and Sciences, two Deans of Academic Affairs, Dean of Research, Executive Administrative Dean, Director and Chief Curator of the Tufts University Art Galleries, and Director of Marketing and Communications. The Senior Director of Development for Arts and Sciences reports directly to University Advancement leadership, with a dotted line to the Dean.

The Dean will work closely with the Dean of Engineering to lead the shared division, ensuring a strong student experience at all levels. As leaders within the shared division, the Dean of Students and Chief Student Life Officer, Dean of Admissions, Associate Dean of Student Administrative Services, Associate

Dean of Student Diversity, Inclusion, and Success, Secretary of the Faculty, and Director of Tisch Library report dually to the Deans of A&S and the School of Engineering.

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

Craft a vision and strategy that inspire the A&S community to achieve even greater eminence

A&S exemplifies much of what distinguishes Tufts University: it offers the best of an undergraduate liberal arts college 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 and teaching.

As the value of the humanities is challenged nationally, A&S recognizes and asserts that scholarship and a rigorous education in the humanities, the humanistic social sciences, and the arts are imperative to develop a new generation of leaders and thinkers, in all professional fields. With strong leadership, the School has prospered, and its reputation, appeal, and scholarly profile have grown.

The School created its last strategic plan—[Building Our Future](#)—in 2015, and execution on it has exceeded expectations, leading to substantial growth. As that ten-year plan concludes, A&S finds itself with a unique opportunity. The A&S community is hungry for an enhanced identity—both more pedagogically inventive and more scholarly creative—and is ready to co-create a vivid vision and strategy to guide the School forward. To this end, the Dean will lead A&S in an inclusive, community-engaged planning process that outlines the School’s key strategic imperatives, transparently links resources to vision, sustains and improves the full range of liberal arts disciplines, connects to the other schools at the University, and crafts a vision and strategy that both preserve the School’s liberal arts ethos and define an ambitious and inspiring academic and scholarly path forward.

Enhance the School’s liberal arts identity by supporting teaching excellence and pedagogical innovation

Tufts’ reputation emerged first and foremost from the strength of its undergraduate liberal arts program. This program is central to the full University’s identity, brand, and success. A&S now has an opportunity to provide leadership in pedagogy that could broadly benefit higher education. Classically, lectures and courses have transmitted knowledge. Preserving and teaching past knowledge has been a key university purpose. However, recent technological developments have created unprecedented access to information. As a result, the current moment requires developing a student’s capacity to access and assemble information, make sense of it, judge its use and veracity, and apply critical thinking skills. The School has dedicated teachers and has evolved its teaching over time, but with the emergence of a new generation of learners and the advent of new technological aids to learning, A&S has the opportunity to reimagine its pedagogy and lead higher education. The Dean will work closely with the faculty and existing education research institutes and centers to build on Tufts’ strength in pedagogical innovation.

Tufts, like most universities, has another large challenge. Students are pursuing STEM courses in greater numbers than ever before, producing large enrollments in introductory classes. The result challenges

A&S's principles as a liberal arts school and strains its faculty and students alike. Over time, with the help of newly generated resources, the School will need to adequately and appropriately staff all departments to provide the high quality educational experience students and faculty expect in a Tufts education.

Invest in, develop, and grow the School's burgeoning research enterprise

Tufts has moved firmly and steadily to a position of research distinction. The Carnegie Foundation categorizes Tufts as an R1 Research Institution, and in 2021, the University was admitted into the Association of American Universities (AAU)—one of only 71 universities in the consortium—confirming its scholarly prowess. As the largest academic unit at the University, A&S is an important contributor to the scholarly enterprise. A&S faculty receive over 250 grants, fellowships, and awards each year, and sponsored research in the School reached approximately \$25 million last year. Looking to the future, the School has the opportunity to further strengthen and grow its research portfolio, both independently and in collaboration with the graduate and professional schools.

To maintain and advance these scholarly distinctions, the School must allocate resources to both recruit the finest junior scholars and retain the most productive senior faculty, a complex task in an expensive housing market. Additionally, the faculty require increasingly sophisticated facilities, cores, libraries, and administrative structures to develop further eminence. The Dean will work closely with the Dean of Research to assess and develop the School's pre- and post-award support structures, connecting them intentionally to the central University research office as necessary and appropriate. Importantly, as the leader of a student-centered School, the Dean will endeavor to align the growing research enterprise and the student experience, creating new opportunities for student learning and engagement in this work.

Strengthen the student experience for all undergraduate and graduate students

As an institution that prides itself on the strength of its liberal arts core, A&S has long invested in its undergraduate program and ensured undergraduate students benefit from a supportive community and rich opportunities in their educational experience. Graduation and retention rates are in the low to mid-90s, and the School aspires to even greater success. Students experience the School 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 fundamentals, but these elements are not always intentionally aligned.

Like students at many institutions, Tufts students have worked exceptionally hard to achieve admission, and many carry an unfortunate level of fatigue and anxiety, expressed in their demand for advising and mental health services. The School has the opportunity to build on its already strong foundation, curating an even more successful, supportive, and integrated student experience that provides guidance to this generation of students on their journeys of discovery, supports them as they seek to understand the world and find their places in it, and directly addresses the fears and anxieties they carry. To this end, the Dean will attend to both the undergraduate and graduate student populations, developing and integrating relevant resources thoughtfully to strengthen the holistic experience for students at all levels. Critically, as the leader of an impressively diverse unit, the Dean will ensure that all students, regardless of

background and identity, find both the supportive community and the resources needed to achieve the promise of this transformative experience.

Strategically grow and align the School's resources to improve its position as an engine of social mobility

Tufts was founded in alignment with the principles of social justice and civic engagement. Perhaps the most impactful way it can live out these values today is by strengthening its position as an engine of social mobility. This challenge requires a multi-faceted approach, including growing financial aid resources and aligning programmatic resources to prepare students for success in their lives and careers.

The University is relatively modestly endowed compared to its peers, and it allocates approximately \$120 million a year to financial aid for the undergraduate population. As a result, the School is necessarily need-aware in its admissions process, and only approximately 35% of undergraduate students receive financial aid from the institution. Further growing the School's financial aid resources, and thereby increasing access to broader populations of students, is one critical step toward embodying these values.

At the same time, as the student body grows increasingly diverse—including racially, socioeconomically, and in terms of first-gen student identity—the School must further develop its programmatic efforts to meet the needs of these students. The Dean will lead A&S in this work, ensuring resources such as career services and advising are successful at supporting an increasingly diverse student body, strategically connecting such efforts for greater effect, and aligning them with the broader aims of social mobility.

Collaborate with other leaders and units at Tufts to create new, cross-disciplinary opportunities for education and research

The grand challenges facing the world require solutions that cut across traditional academic units and disciplines. However, Tufts operates in a Responsibility Centered Management (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 education efforts. The next Dean will be a strategic partner to the central University leadership and the leaders of the other Tufts schools and colleges, finding ways to align research and education efforts to achieve greater societal impact. This work might involve, for instance, supporting and investing in a broad research agenda, developing new cross-disciplinary academic programs, and identifying novel industry partnerships that leverage and benefit multiple schools and colleges. Most importantly, the Dean must be both an effective leader and a collaborative and creative partner, able to preserve the identity of A&S while also identifying and pursuing strategic opportunities that transcend what currently exists within the School.

Develop entrepreneurial programs and partnerships that lead to new revenue streams

A&S houses a broad array of in-demand, professional programs that contribute to its strong market position. Similarly, many departments have already begun to think innovatively about new programs and modes of delivery that appeal to expanded populations of potential students. The Dean will lead the School in continuing this work, identifying opportunities to develop new Master's programs, certificates, executive education programs, online and hybrid programs, 4+1 or 3+2 dual-degree programs in

partnership with Tufts' professional schools, and other entrepreneurial programs that lead to new sources of revenue. The Dean will find a partner in this work in Tufts' [University College \(UC\)](#), an innovative source of higher education for a host of non-traditional students, including pre-college, professional, adult, and lifelong learners. UC has the infrastructure to explore niche markets and the expertise to advise A&S on the development of these innovative programs, and the Dean will leverage this resource strategically to pursue new opportunities.

Lead fundraising efforts to develop the resources needed to meet the School's ambitions

A&S has seen significant fundraising success in alignment with School priorities. As part of the [Brighter World campaign](#), which concluded in 2023, A&S surpassed its \$450 million goal, achieving \$505 million in philanthropic support. The School has successfully raised more than \$50 million every year for the last seven years, largely through 6- and 7-figure gifts, reflecting that it has developed a truly broad base of support among alumni and donors. The opportunity now exists, in the context of new campaigns, to expand fundraising and to pursue even larger transformational gifts.

Looking to the future, the Dean will continue to play an important fundraising role for the School. The University will begin to explore and define the contours of the next campaign, and A&S will undoubtedly play an important part in it. More immediately, the School needs additional resources for several key priorities, including: financial aid for undergraduate and graduate students alike; faculty recruitment and development, which are of critical importance to developing the School's academic and scholarly enterprise; and capital projects and improvements that ensure the students and faculty have the facilities needed to engage in their scholarly and co-curricular pursuits.

Champion the values of diversity and inclusion

Since its founding, Tufts has committed itself to a civic, activist tradition, in which it admits and educates citizens from all walks of life. Many of the earliest students were first-generation and the children of recent immigrants. More recently, Tufts has worked explicitly to increase the racial, ethnic, and socio-economic diversity of the undergraduate student body. Approximately half of the Class of 2027 are domestic students of color, and Tufts meets 100% of demonstrated financial need for undergraduate students. At the same time, Tufts has also turned its attention to increasing the demographic diversity of the faculty, staff, and graduate students. The next Dean will build on this work, seeking both to increase the demographic diversity among all constituencies in the School and endeavoring to create a culture that ensures people from all backgrounds and walks of life feel confident that they belong at Tufts.

THE SUCCESSFUL CANDIDATE

In its next Dean, the School of Arts and Sciences seeks a proven academic leader with the intellectual vision, broad perspective, and personal integrity to inspire the A&S community to new levels of academic and scholarly excellence across its many disciplines. Candidates should have a history of organizational leadership, the academic credentials needed to lead a talented faculty, and accomplishment in creating and supporting a climate of community, understanding, engagement, and mutual respect. While no single

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 deep appreciation for faculty and scholarly work; a history of support for academic excellence; a curiosity and commitment that extends beyond traditional academic disciplines and engages the full scope of disciplines comprising the School;
- A broad understanding of research, and the knowledge needed 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; experience strengthening an institution's capacity as an engine of social mobility;
- Successful experience as a strategic leader of a complex academic unit; the ability to develop and lead strong teams, delegate responsibility and authority, and execute ambitious plans with an entrepreneurial spirit and fiscal responsibility; experience defining budget priorities and responsibly stewarding institutional resources;
- A collaborative and transparent leadership style; experience partnering with leaders and administrators across institutional boundaries; the ability to bring diverse constituencies to actionable consensus;
- The genuine belief that diversity is essential to improving education; a demonstrated record of success in advancing diversity and inclusion efforts;
- Exceptional communication and interpersonal skills; the ability to energize and inspire students, faculty, staff, parents, alumni, and other constituencies;
- The capacity to represent Tufts compellingly to donors and to lead 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 at the rank of professor.

TO APPLY

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:

John Isaacson, Chair
Kate Barry, Partner
Keith Mason, Managing Associate
Isaacson, Miller

<https://www.imsearch.com/open-searches/tufts-university-school-arts-and-sciences/dean>

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