





Achieving the goals of our strategic plan requires that we pursue a number of foundational initiatives. These initiatives support the three other strategic themes and respond to critical challenges facing U.S. higher education, including increasing costs and declining revenues. Several of the initiatives are in progress. We are committed to taking the steps necessary to ensure their success, and to the careful, diligent monitoring required to show that desired outcomes are achieved.

#### T10 FOUNDATIONAL GOALS — TUFTS IN 2023

Tufts University is home to a diverse, world-class faculty that conducts scholarly and research activities seamlessly across schools and disciplines. Faculty members have opportunities to excel in their areas of expertise and the resources required to affect one another and the world in numerous ways. Tenure and promotion policies and procedures encourage achievements throughout faculty members' careers that are consistent with our shared values and goals. Our students are a vital resource and inspiration for our teaching, research, and outreach missions. Our staff develops and deploys its talents to advance all aspects of the mission. Our new facilities and programs are vibrant with energy, creativity, and innovation. There is a sustainable equilibrium between our aspirations and our resources.

#### T10 FOUNDATIONAL INITIATIVES

**1. Ensure a world-class faculty.** A diverse, world-class faculty is the foundation on which all aspects of our core mission are pursued—teaching and learning, research and scholarship, and impact on individuals and society. One important way in which the faculty influences the university and its core mission is through our tradition of shared governance. As we expand on existing Tufts initiatives and pursue new strategies, our success will depend on faculty governance structures that effectively capture faculty perspectives within and across schools, and in which faculty are able to partner with the administration on key decisions.

In addition, our success depends on maintaining and extending faculty excellence. Tufts will reexamine its policies and practices to ensure that we recruit and retain exceptional faculty who appreciate the integrated focus on research, education, and impact that is Tufts' hallmark. To this end, securing the resources and enacting the policies that will help faculty achieve their full potential throughout

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their careers, such as ensuring that tenure and promotion procedures recognize and reward our shared values and goals, will be critical. It is also essential that we continue to develop policies and practices that enable faculty to work with department and school leadership to identify the time, space, and other resources required to become true innovators in appropriate combinations of research, teaching, and impact, and for their contributions to each area to vary over time. Examples of alternative models include professors of the practice in Engineering and Fletcher, clinical professors in medicine, and clinical and research tracks at the Cummings School. Moreover, we are committed to strong, forward-looking work/life policies and programs that will be crucial to recruiting, retaining, and supporting current and future faculty. The articulation of faculty policies and practices will vary across schools, given the variation in school missions and subsequent discussions among faculty, deans, and central administration, but Tufts' core values and goals will be evident throughout.

**2. Advance the student experience.** Much of what determines students' experiences at Tufts is the result of their interactions with one another. These interactions serve as a powerful influence in establishing social and intellectual identities. Tufts uses a holistic approach to admissions that focuses on test scores, grade-point average, and other easily quantifiable indicators of a student's ability to thrive at Tufts, as well as essays, letters of recommendation, interviews, and other qualitative information. This process yields classes that are statistically consistent with the very best universities, and the character that allows them to thrive individually and collectively in our inquisitive and engaging environment. Over the next 10 years, Tufts must continue to recruit and retain the quality and diversity of students who have the capacity to enhance the student experience, and provide them with the challenges and supports necessary to realize their potential and that of their peers.

There is no doubt that Tufts faculty has a tremendous impact on students. The bonds that are formed in classrooms, labs, and advising sessions connect students to Tufts while they are on campus, and in the decades ahead as students often develop a deeper appreciation



*Top: Incoming students attend Matriculation ceremony.  
Bottom: Drama and dance rehearsal.*



// Central to the mission of research universities, robust graduate education programs create, advance, and expand knowledge, as well as train future scholars and leaders. //

for the skills and perspectives learned from faculty. Similarly, staff has a tremendous impact on students through a broad range of interactions, as the people responsible for ensuring that students are safe; that facilities and equipment are available and ready to be used; that the large and largely invisible administration of our complex university works seamlessly; and that students are challenged and supported in their residential, curricular, and extracurricular activities. It is critical that Tufts continues to provide opportunities and resources for faculty as well as staff to develop and deploy their talents in ways that will enhance what is already an extraordinary Tufts student experience.

**3. Enhance graduate education across the university.** Central to the mission of research universities, robust graduate education programs create, advance, and expand knowledge, as well as train future scholars and leaders. Our graduate programs substantively benefit the university's intellectual community and scholarly activities. Graduate students and postdoctoral trainees contribute significantly

to creating and distributing knowledge, as individual contributors and as vital members of research teams. They are also invaluable in their roles as teaching assistants, helping faculty members balance the demands of their teaching, research, and administrative duties, and serving as key teaching and learning partners with faculty and undergraduates.

The importance of our graduate education programs is clear when, as so often occurs, prospective faculty members focus on graduate education as one key indicator of whether they want to join the Tufts community. It is critical that in the years ahead we ensure that the governance and organizational structures of graduate education across Tufts are the focus of attention, resources, and action so that these programs maintain a valid and essential presence in our community.

*Top: Residents participate in a clinical simulation.*

*Bottom: Students participate in the "Introduction to Japanese Culture" course.*

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To facilitate the university's ability to offer distinctive and innovative graduate programming that goes beyond the traditional boundaries of disciplines and departments, a university-wide Graduate Education Council will be convened. The council will be charged with identifying the essential aspects of graduate education across the university and determining the most effective ways to realize the full potential of Tufts' unique constellation of graduate and professional schools. Through the council, or through another university-level structure that emerges from council and community deliberations, we will pursue such activities as identifying and implementing assessment criteria for reviewing current programs and developing new programs, and overseeing programs designed to strengthen the presentation, quantitative, and computational skills of our students, as well as their ability to work effectively in diverse, interdisciplinary teams and networking. All of these skills will be essential to graduate students' future success in whatever careers they choose to pursue.

**4. Recognize our valued staff.** One of our most treasured resources is our staff, individuals who proudly support our students, faculty, alumni, parents, staff, and other community members, and each other. Through our staff's expertise and commitment, Tufts has been able to attain its many achievements. Tufts' extensive array of programs requires a wide range of skills, from athletic coaches and administrators, to lab assistants and clinical care staff, to name a few. In recognition of our staff's achievements, each year the Tufts community selects a number of individuals and teams for Distinction Awards. A colleague described a recent staff recipient of "The Unsung Hero Award" this way: "You deliver these services with consistent excellence and a perceived ease that belies the effort you dedicate to your job. You're known among your colleagues and senior leadership as a master communicator and collaborator."

Another example of appreciation for our staff's work and commitment was the special recognition event initiated and organized by students on the Medford/Somerville campus as a thank you to all the staff who helped Tufts in its



*Staff engage in the T10 strategic planning process.*



*Tufts investigators and community partners present their research findings at the Museum of Science.*

response to the frightening and terrible events following the Boston Marathon attacks. As Tufts embarks on the next 10 years, we will continue to value our staff and work to create an environment that enhances our culture of pride, trust, commitment, and rewarding work.

**5. Improve access to information about Tufts' educational, research, and impact activities.** Tufts is a complex institution of innovative, creative people who engage in a wide variety of activities. Although the community is one in which members regularly talk to one another about their pursuits, there are limits to how effective personal interactions can be for sharing information. Tufts will enhance and expand the capabilities of its information systems that allow individuals to learn the basics of what their colleagues are teaching, learning, studying, and publishing, as well as their latest professional, civic, and community activities and recognitions. This is possible with recent technological innovations and necessary as we aim to acknowledge student, faculty, and staff accomplishments more readily, communicate university impact more broadly, and better connect with one another and the world. An excellent model to build on is the Tufts Clinical and Translational Science Institute (CTSI). Funded by \$52 million in National Institutes of Health (NIH) funding from 2008–2018, the CTSI connects health sciences researchers to research, consultation, and educational resources, and fosters collaboration between scholars of all

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disciplines and with community members. In addition to the CTSI model, we will also build on the expertise and experience of information specialists in such units as Tufts Technology Services and the libraries.

**6. Steward resources effectively.** As this document and the media acknowledge, higher education must find new ways to create a sustainable equilibrium between its aspirations and its resources. Tufts joins its peers in facing these challenges, but is ahead of most schools in responding to the new financial environment. The centerpiece of our response is Tufts Effectiveness in Administrative Management (TEAM), a university initiative designed to ensure that our administration supports our core academic mission to the greatest degree possible. TEAM builds on Tufts' tradition of managing resources carefully to maintain our financial strength. Through novel collaborations between external consultants and local experts, TEAM is identifying and implementing initiatives that will reduce costs and increase administrative effectiveness. For example, significant opportunities have been identified in the area of procurement that will reduce expenditures without

adversely affecting our ability to secure the office supplies, equipment, and other materials required to achieve the core mission.

Tufts is also pursuing revenue-generating opportunities that are consistent with our vision, mission, and capacities. We realize that some of our best academic efforts also provide opportunities for enhanced revenue, often by generating intellectual property, by shifting slightly to address unmet educational needs, or by attracting the support of generous philanthropists. An excellent example is the recent development of a Physician Assistant Program at the School of Medicine. With few incremental resources, this new program addresses the national demand for physician assistants and has emerged as a positive revenue source.

**7. Create physical spaces consistent with strategic initiatives and sustainability goals.** Our strategic plan will be successful only if our facilities can support our core mission and our sustainability goals. For example, in order to pursue new ways of using discussion and technology to enhance the classroom experience, classrooms must be equipped with digital



Top: Professors and students examine their experimental rooftop garden.  
Bottom: Trustees discuss the strategic plan.



*Top: Faculty react to the renovation renderings of 574 Boston Avenue.  
Bottom: Tufts displays its spirit on the rooftop of Tisch Library.*

technology and have seats that can be arranged in multiple configurations. Similarly, we can be successful in pursuing innovative research only if we have the space required for scholars to conduct experiments, create installations, and engage with current and potential collaborators. Tufts is addressing this critical enabling need by developing a five-year capital plan in conjunction with the strategic plan and the recommendations outlined in the President's Campus Sustainability Council Report. To assist in funding these projects, we have issued \$250 million in century bonds that will provide substantial resources for capital investment in academic facilities, renovations, deferred maintenance, and information technology. Additional resources will result from the implementation of cost-saving sustainability projects, TEAM and the upcoming university fundraising campaign.

Two major capital projects have been launched—the renovation of 574 Boston Avenue and the construction of a Science and Engineering Center on the Medford/Somerville campus. Both will expand our capacity to conduct research that brings together faculty, students, and staff to pursue innovative approaches to local and global challenges while incorporating the principles of sustainability so that these buildings are durable, easy to maintain, resource-efficient, and adaptable. Emerging initiatives include

the development a long-term housing strategy that will support the student-experience components of the strategic plan by collocating residential, social and, academic needs. Further sustainable and responsive learning environments designed with expertise from across the university will create an institutional roadmap for contemporary, flexible learning spaces that support active learning and adapt to different teaching methods.

As we pursue these and other capital projects, we will implement the recommendations of the President's Campus Sustainability Council Report. Doing so will ensure that we conserve energy and reduce emissions, water use, and waste, thereby maintaining Tufts' position as a leader in environmental sustainability, and building on such Tufts initiatives as the 1988 Talloires Declaration.

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