

EXECUTIVE SUMMARY



Introduction

Over the next 10 years, the many people and institutions that might engage with Tufts University will have to choose from a range of higher education institutions including public and private, for-profit as well as non-profit, and domestic and international organizations. This is true of students and their families; faculty and staff; local, state, and federal governments; private industry; and alumni, parents, and, Tufts friends. Our strategic plan makes the case to all that Tufts will continue to provide an excellent value proposition, and in the most basic of terms, enlightening, transformational opportunities.

This document provides a brief overview of the T10 Strategic Plan. We encourage you to explore the full version of the document and engage with us as we move into the implementation of the initiatives.

TUFTS UNIVERSITY

Tufts is an inclusive, student-centered community devoted to excellence in creating, preserving, disseminating, and applying knowledge and ideas. We are committed to deep intellectual and artistic engagement that inspires all in our community to pursue a lifetime of learning. We encourage intellectual curiosity, facilitate sustained critical thinking, and believe that dedication to the rigors of intellectual inquiry and creative achievement will result in a profound impact on the challenges that society will encounter over the next decade.

Tufts' signature approach to higher education stems from the belief that seemingly disparate forces can, and must, work together if we are to reach our full 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 our environment of curiosity, creativity, and engagement.

OUR VALUE PROPOSITION

Creating and sustaining an environment that prepares to launch all our students into the world fully prepared to chart a course for success requires effective stewardship of our resources during a time of significant challenges in higher education. Operational costs and the need for financial aid are rising, while research funding, philanthropy, and returns on endowments remain uncertain. New and changing regulations, compliance requirements, and standards of assessment are appearing alongside rapidly evolving digital technologies that will push the boundaries of, and reinvent the methodologies for, how we teach, learn, and conduct research.

Tufts will remain strong, in part because it has a range of schools with distinct missions, but they all share the same unifying foundational values. A key will be deepening connections across the university, and enhancing collaborations with other leading institutions in the Boston area and around the world who complement all that Tufts has to offer. The blend of depth in traditional disciplines, novel interdisciplinary programs, and commitment to active citizenship and public service is what creates the unique potential of our student-centered research university.

Tufts will continue to balance its commitments to teaching and research, to ensure a cohesive and communal student-centered experience that maximizes the value of a Tufts education and ensures lifelong engagement. We will continue to provide our students with the foundational and targeted skills to secure a first job and to thrive as they encounter career and life transitions in the years ahead. We will pursue innovations in online and digital learning that enhance our educational goals, and remain consistent with our values and strengths, rather than pursue the latest innovations simply because they have attracted others' attention. We will fortify and deepen existing research programs and initiatives, while working to overcome administrative and cultural obstacles to effective

interdisciplinary and cross-school partnerships and collaborations. In short, we will continue to build on the tremendous accomplishments and potential that people associate with the name Tufts.

FUNDAMENTAL ASSERTIONS

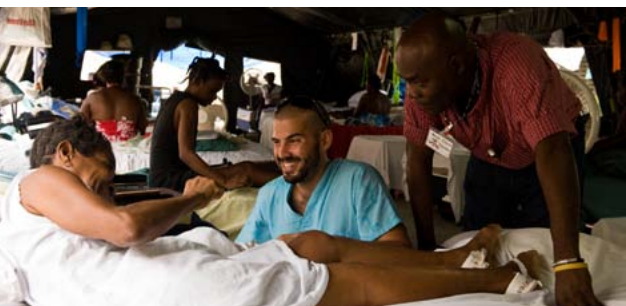
Our strategic plan has been developed within a set of fundamental assertions that describe the current and anticipated future environment for Tufts:

1. Tufts has made phenomenal strides as a relatively young research university with core strengths in the liberal arts, engineering, global affairs, active citizenship, and the health sciences. Tufts will continue to balance its commitments to teaching and learning, research and scholarship, and impact.
2. There will remain a strong demand for elite, brick-and-mortar research universities that appropriately and sensibly use emerging technologies.
3. Tufts will capitalize on recent initiatives to ensure that these initiatives reach their full potential, while continuing to pursue innovative approaches to new challenges. Tufts will continue to pursue a sustainable balance between its aspirations and its resources.

VISION: To be an innovative university of creative scholars across a broad range of schools who have a profound impact on one another and the world.

MISSION: Tufts is a student-centered research university dedicated to the creation and application of knowledge. We are committed to providing transformational experiences for students and faculty in an inclusive and collaborative environment where creative scholars generate bold ideas, innovate in the face of complex challenges, and distinguish themselves as active citizens of the world.





This document is the result of a collaborative planning process that was guided by the foundational values and core commitments articulated in the full T10 Strategic Plan. It represents the ideas of faculty, students and staff from across the university, as well as alumni, trustees, advisors, community partners, parents, and friends. Through the synthesis of these many perspectives four strategic themes emerged. We see these themes not as independent pillars upon which Tufts rests, but as mutually reinforcing components that form the basis for a strong, interconnected, sustainable Tufts. As such, many of the initiatives under one theme also have relevance to other themes. The four strategic themes epitomize the core of our vision and mission, and will be the primary focus for Tufts over the next 10 years (T10).

THEME 1: FOUNDATIONAL INITIATIVES.

In addition to the fundamental assertions that motivate the strategic plan, seven essential foundational initiatives were identified that respond directly to critical challenges facing higher education and are essential to the success of the additional strategic themes.

1. Ensure a world-class faculty.
2. Advance the student experience.
3. Enhance graduate education across the university.
4. Recognize our valued staff.
5. Improve access to information about Tufts' educational, research, and impact activities.
6. Steward resources effectively.
7. Create physical spaces consistent with strategic initiatives and sustainability goals.

THEME 2: ENABLING AND INTEGRATING TRANSFORMATIONAL EXPERIENCES.

Tufts is committed to providing every student with ample opportunities for transformational experiences, both within and beyond the classroom, that are meaningful and integrated with his or her broader Tufts experience. Faculty and staff must also have enhanced access to resources that will allow them to better enable transformational experiences for students and for themselves. We have identified several initiatives that will advance these goals.

1. Provide faculty with the resources necessary to create a greater number and range of transformational classroom experiences.
2. Identify and promote best practices for enabling and integrating transformational experiences.

Strategic Themes Summary



3. Renew and expand our commitment to active citizenship, including a new 1 + 4 Undergraduate Program.

4. Enhance and expand engagement opportunities for our substantial alumni community.

THEME 3: ENGAGING AND CELEBRATING COMMONALITIES AND DIFFERENCES.

A cornerstone of Tufts' mission is to create a community of exceptional faculty, staff, and students from a range of backgrounds and perspectives, in which all individuals can achieve their full potential, and the community achieves far more than would be possible in a more homogeneous setting. Over the next 10 years, Tufts will demonstrate unprecedented institutional commitment to diversity, inclusion and cultural competency and renew its commitment to global activities and engagements. This process began with the 2012 convening of the President's Council on Diversity, and will continue as the council's recommendations are debated and implemented. The future viability of higher education will hinge on reckoning openly with the challenges and opportunities of accessibility, diversity, and inclusion.

1. Enhance undergraduate and graduate financial aid.
2. Implement emerging diversity and inclusion recommendations.
3. Strengthen and coordinate global programs.

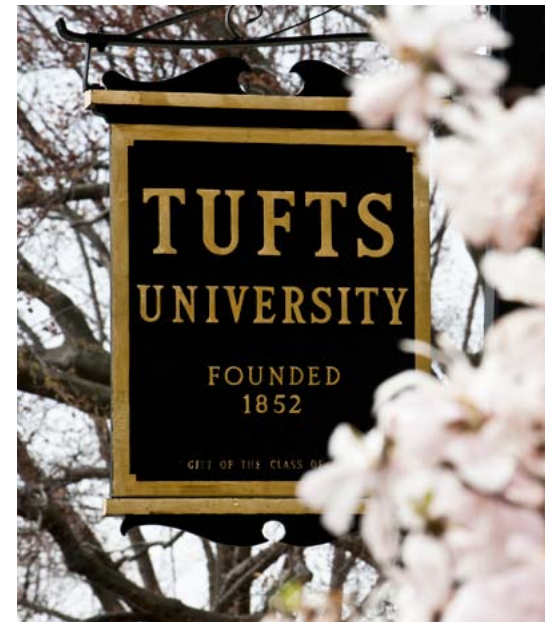
THEME 4: CREATING INNOVATIVE APPROACHES TO LOCAL AND GLOBAL CHALLENGES.

Tufts thrives on embracing complex issues and marshaling the capacities of our unique constellation of schools to envision innovative approaches to evolving local and global challenges. The initiatives identified under this theme will advance our goal of using educational, research, entrepreneurial, and applied opportunities to generate positive short and long-term impact on one another and the world. We maintain strongly that impact begins with our students, both undergraduate and graduate, who become thoughtful, dedicated, and expert practitioners and leaders in their professions and communities.

1. Bridge Professorships.
2. Enhance the resources required to nurture innovation and an entrepreneurial spirit.
3. Tufts Innovation Institute (TII).
4. Identify and pursue emerging research areas, including computational approaches.

Collectively, the four strategic themes and the many associated initiatives serve as a guiding light for Tufts University. Other initiatives will undoubtedly emerge over the coming years in response to new challenges and opportunities, and the strategic plan will be revised to reflect these changes. What will not change are our

commitments to maintaining an engaging and welcoming community, enabling and supporting transformational experiences, maintaining the conditions for faculty excellence, embracing diversity in all its forms, and providing alumni with lifelong engagement and learning opportunities. In short, we will build on the excellent value we provide today to those who invest their time, talent, and treasure with us in Medford, in Somerville, in Boston, in Grafton, and in the many other places that are Tufts.





Next Steps



The T10 Strategic Plan and its supporting themes and initiatives are the result of a broad, collaborative process that challenged the Tufts community to consider future directions for Tufts, given the significant challenges and opportunities facing American higher education, and our need to remain competitive with the best colleges and universities. As we observed at the beginning of this document, our challenge is to make the case to diverse constituencies that Tufts will continue to be a smart place in which to invest their time, talent, and treasure over the coming years.

The implementation process for the T10 initiatives will begin in mid-November, with the assistance of the Tufts community, as we refine objectives and develop specific implementation plans and indicators of success. Ongoing communication regarding the progress of the strategic plan will be conducted through various outlets, including town hall meetings, Tufts Now, and articles in other publications. The provost will continue to hold office hours to which all members of the community are invited to come share their thoughts, concerns and ideas.

As is fitting at a university, especially at Tufts, we have engaged in this process together, contemplated one another's perspectives, strived for consensus where possible, and proceeded respectfully when consensus could not be reached. As we transition to the implementation phase of the plan, we will again call upon the collaborative spirit that is core to the Tufts community. Only together will we fulfill the vision of Tufts as an innovative university of creative scholars, across a broad range of schools, who have a profound impact on one another and the world.

Read the full report at strategicplan.tufts.edu





BOSTON CAMPUS

136 Harrison Avenue
Boston, MA 02111
617.636.0392

MEDFORD/SOMERVILLE CAMPUS

Ballou Hall
Medford, MA 02155
617.627.3030

GRAFTON CAMPUS

200 Westboro Road
North Grafton, MA 01536
508.839.5302