



# The Giving Common

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## Tufts University



## General Information

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Medford, MA 02155  
(617) 628-5000

**Website**  
[www.tufts.edu](http://www.tufts.edu)

**Organization Contact**  
Michael Wiley [giving@tufts.edu](mailto:giving@tufts.edu)

**Year of Incorporation**  
1932

# Statements & Search Criteria

## **Mission Statement**

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.

## **Background Statement**

Founded by Charles Tufts in 1852, Tufts is a private, non-sectarian institution that is today recognized as one of the outstanding undergraduate and doctoral universities in the United States. Tufts has a global reputation for its international perspective, academic excellence, its student and faculty diversity and for a nurturing educational environment that produces leaders in a wide range of professions.

Recognized for the breadth and depth of its interdisciplinary medical, life sciences and humanities research, Tufts University also has extensive and highly-regarded liberal arts, sciences and engineering programs that draw top students from around the world, including to our graduate and professional schools in human and veterinary medicine, dentistry, nutrition and international relations.

## **Impact Statement**

Tufts' Accomplishments from the Past Year:

- The completion of Tufts' ten-year strategic planning process
- The opening of the new Tufts Institute for Innovation on the Boston campus
- Re-accreditation of Tufts by the New England Association of Schools and Colleges (NEASC)
- Launch of the Tufts 1 + 4 bridge year program (for 2015 admission)
- Launch of the Tufts Integrated Student Information System
- Establishment of the Tufts Sexual Misconduct Prevention Task Force

Tufts' Key Goals for the Current Year:

- Opening of the new Collaborative Learning and Innovation Complex
- Launch of the new Tufts Support Services initiative

## **Needs Statement**

Tufts' Top 5 Needs:

- \$25 million in funding for undergraduate financial aid
- Funding to support Tufts' world-class teaching and learning
- Funding to support Tufts' continued excellence in research and discovery
- Funding for capital improvements, including a new Life Sciences Center

### **CEO/Executive Director Statement**

From its founding, Tufts has viewed learning as a step towards active citizenship in the world. The Tisch College of Citizenship and Public Service—the only university-wide program of its kind—serves the entire Tufts community, educating all of us about opportunities for civic engagement.

We are also home to the Fletcher School—the first graduate school of international affairs in the country. And our Institute for Global Leadership teaches students how to think beyond boundaries and act across borders.

Many students choose to come to Tufts specifically because of this long tradition of active citizenship. And when they see that the people around them need their help, they do not hesitate. Ultimately, active citizenship is part of our Jumbo DNA. It is passed from one generation to the next. Our students take it with them on graduation day, along with their diploma. And our alumni become ambassadors for Tufts' mission in their local communities and on the world stage.

Among them, we count . . .

- The late Senator Daniel Patrick Moynihan, who served Presidents of both parties with his insights on poverty in America
- Pam and Pierre Omidyar, who created the Omidyar Network to catalyze global economic, social and political change
- Reverend Dr. Gloria White Hammond, who founded “My Sister’s Keeper” to lend a helping hand to women in the Sudan and around the world

We are immensely proud of their achievements. They built on what they learned here to improve lives globally.

Universities like Tufts are one of our society’s wisest investments. They develop civic-minded people. And they generate the knowledge that allows those people to lead us into the future.

I feel as excited on becoming the President of Tufts as when I embarked on the journeys that led to my most significant scientific discoveries.

In that work, I was able to build on the knowledge of the past. In the work that now lies before me, and all of us at Tufts, I start from the foundation of excellence that has been built here over the past century and a half.

Today, we have the chance to use the broad and unique talents of this university to address the problems of our times with creativity and courage, and, in the process, to reimagine ourselves and our society.

I am inspired by the opportunities that lie ahead. I am dedicated to making this great university even greater. And I am confident that the light that is Tufts will continue to shine brightly, here and throughout the world.

-- Anthony P. Monaco, President

## **Board Chair Statement**

At least once in every generation, we must rediscover Tufts. That means we must engage with one another to learn about our collective dreams, capacities and challenges.

The Carnegie Foundation classifies Tufts University among the top-tier United States research institutions in higher education. Every year, Tufts faculty and students undertake more than 500 innovative research projects on Tufts' four campuses in the United States and Europe. Tufts researchers collaborate with colleagues in medicine, public health, engineering, nutrition, dentistry, veterinary medicine, international relations, and the physical, biological and social sciences in dozens of countries.

Federal funding for Tufts' research projects annually totals about \$160 million, including its affiliated hospitals. Benefiting from a prime location in America's higher-education hub of greater Boston, Tufts' undergraduate, graduate and professional schools deliver compelling research findings that shed light on the mysteries of life, the world around us, and some of the most complex human and health issues.

Recently published Tufts studies have explained for the first time why fireflies flash, offered new evidence supporting cancer-fighting strategies, and provided fresh insights into how our galaxy formed and continues to evolve. Tufts faculty are leading world authorities on antibiotic resistance, HIV and Lyme disease, cholera and other pressing health issues. Our nutrition researchers, working in the world's largest research institute devoted to nutrition and aging, are recognized by their peers nationally and internationally for their contributions to research and public policy.

According to the Institute of Scientific Information, Tufts ranked No. 1 in the U.S. (from 1996-2000) for the impact of its research in public health and health care sciences. With ramifications for patients and the nation's entire healthcare system, this research is enormously complex. Tufts researchers have examined a number of critical issues, studying whether health care is better in certain medical settings, if certain procedures or treatments improve outcomes, if individual health results are better if treatment is undertaken by one medical specialist over another, and so on.

According to an exclusive 2001 international survey published by Great Britain's *Guardian* newspaper, "Tufts University tops the world rankings" for the global impact of its social science research, beating out institutions from the U.K., Germany, Canada, and peer institutions across the United States. The *Guardian* reported that Tufts' social science research findings-ranging from medicine and nutrition to philosophy, political science, child development and community health issues-are among the most frequently cited in academic journals.

More than 1,500 undergraduate and graduate students work alongside Tufts faculty and researchers every day in more than 200 University labs, hospitals, environmental cleanup sites and community-based programs. This research often results in public policy changes in the U.S. and in other countries.

-- David R. Harris, Provost

## Service Categories

Universities

## Geographic Areas Served

Tufts University has three campuses located in Boston, Medford / Somerville and Grafton, Massachusetts, as well as an academic center in Talloires, France. Tufts' students, faculty and staff come from almost every country in the world and bring a welcome global diversity that enriches our unique learning environment.

Please review online profile for full list of selected areas served.

# Programs

## **The Institute for Global Leadership**

### **Description**

Tufts' Institute for Global Leadership is an incubator of innovative ways to educate learners at all levels in understanding difficult and compelling global issues. Our goal is to develop new generations of critical thinkers for effective and ethical leadership, who are able to comprehend and deal with complexity, to bridge cultural and political differences and to engage as responsible global citizens in anticipating and confronting the world's most pressing problems.

Activities during the most recent academic year:

- 194 speakers brought to campus, ranging from Iraqi Kurdistan's Speaker of Parliament to the executive director of the Center for Systemic Strategy and Complexity at the Naval Postgraduate School
- 48 individual public events
- 6 multi-day forums
- 79 students participating in research projects, research and conferences in 27 countries, from Libya to Cuba
- 59 international students from 8 countries participating in Tufts Initiative for Leadership and International Perspective
- 49 cadets and midshipmen from the 3 US Service Academies attending the EPIIC symposium
- 8 social enterprises in Guatemala, India, Uganda, Morocco, Tanzania, Nicaragua, and Armenia supported by Empower
- 6 multi-year, student sustainable development projects: Ecuador, El Salvador, Guatemala, Haiti, India, and Uganda
- 11 Dr. Jean Mayer Global Citizenship Award recipients, including Muhammad Yunus and Steven Pinker
- 2 photojournalism workshops: Pine Ridge Reservation, South Dakota and Myanmar/Burma

### **Budget**

700000

### **Category**

Education, General/Other

### **Population Served**

College Aged (18-26 years), ,

### **Program Short Term Success**

### **Program Long term Success**

### **Program Success Monitored By**

### **Examples of Program Success**

## **Tufts Institute of the Environment**

### **Description**

Tufts Institute of the Environment (TIE) is an interdisciplinary university-wide institute that initiates, facilitates, and promotes environmental education, research, and outreach toward a sustainable future.

Tufts offered environmental classes in the curriculum as early as 1962, long before most other universities saw the need for such programs. This history of environmental education has prepared Tufts well to meet the current demand for creating environmental leaders. In this time of great momentum and change in the global community concerning environmental and human issues, environmental literacy is incorporated across all of Tufts's schools and colleges.

### **Budget**

250000

### **Category**

Education, General/Other

### **Population Served**

College Aged (18-26 years), ,

### **Program Short Term Success**

### **Program Long term Success**

### **Program Success Monitored By**

### **Examples of Program Success**

## **The Great Diseases Project**

### **Description**

The goal of our project is to engage high school students with the science behind their real world experiences. To do this, Tufts scientists and Boston Public School (BPS) teachers are collaborating to bring together the content knowledge and pedagogical skill needed to design a curriculum based on 'the great diseases'.

Through support from the National Institutes of Health (NIH) we have developed a collaborative learning community between Boston Public Schools teachers and Tufts Medical School scientists who are collaborating to build novel inquiry-based, differentiated curricula for Biology II students focused on the 'Great Diseases' that impact global health. Starting with Infectious Disease and moving onto Neurological Disorders, Metabolic Disease, Cancer and Heart Disease, the curriculum challenges students to think critically and to participate in problem solving about current scientific concerns. Each curriculum lasts about 6 weeks.

### **Budget**

150000

### **Category**

Education, General/Other

### **Population Served**

Africa, ,

### **Program Short Term Success**

### **Program Long term Success**

### **Program Success Monitored By**

### **Examples of Program Success**

## Center for the Enhancement of Learning and Teaching (CELT)

<b>Description</b>	Tufts University's Center for the Enhancement of Learning and Teaching, a division of the Office of the Provost, is a central resource for schools on all three Tufts campuses. We strive to promote teaching innovation and support teaching-related initiatives, while collaborating and coordinating faculty development initiatives between campuses. The Center's three main goals are to: <ul style="list-style-type: none"><li>• Provide professional development opportunities in the form of seminars and workshops</li><li>• Offer individual consultations for faculty on teaching, assessment, and evaluation</li><li>• Provide electronic and print resources to support faculty programs</li></ul>
<b>Budget</b>	250000
<b>Category</b>	Medical Research, General/Other
<b>Population Served</b>	Adults, ,
<b>Program Short Term Success</b>	
<b>Program Long term Success</b>	
<b>Program Success Monitored By</b>	
<b>Examples of Program Success</b>	

## Water: Systems, Science and Society

<b>Description</b>	<p>This signature graduate program provides students with the interdisciplinary perspective and tools crucial to managing water-related problems locally, nationally and globally.</p> <p>WSSS students take courses in three core areas and participate in cross-cutting seminars. Student in the Research Track work on interdisciplinary, problem-focused projects in one of six research fields. Students in the Practicum Track complete a Professional Interdisciplinary Experience and participate in a special WSSS Research Practicum. Upon completion of the program, students receive a Certificate in Water, in addition to their applicable graduate degree.</p>
<b>Budget</b>	150000
<b>Category</b>	Health Care, General/Other
<b>Population Served</b>	Adults, ,
<b>Program Short Term Success</b>	
<b>Program Long term Success</b>	
<b>Program Success Monitored By</b>	
<b>Examples of Program Success</b>	



## Program Comments

### **CEO Comments**

Interdisciplinarity now stands as the foremost academic initiative of our time. On both personal and collective levels--as teachers, scholars, administrators, and students--we are faced daily with the need to rethink our most basic theoretical and practical assumptions in accordance with a host of considerations that require sensitivity to questions of ever-changing international, multicultural, thematic and technological issues. Whether we are philosophers building a bridge to cognitive sciences, art historians adapting literacy criticism, musicians composing on computers, biologists reading political theory or engineers interfacing with local K-12 programs, interdisciplinarity speaks at once to our most ambitious, deeply meaningful and pragmatic intellectual and social interests.

Interdisciplinary programs are an essential learning mechanism on the Tufts campus. All of Tufts' schools and colleges encourage and initiate multidisciplinary dialogue and new cross-subject approaches to curriculum, pedagogy, research and outreach. Our increasingly collaborative aims and innovations will continue to thrive in the coming decade, as Tufts' leadership is committed to driving the interdisciplinary impulse across the university.

# Management

## CEO/Executive Director

**Executive Director**

Dr. Anthony P. Monaco

**Term Start**

Aug 2011

**Email**

anthony.monaco@tufts.edu

### **Experience**

A distinguished geneticist, Dr. Anthony Monaco had previously served as the Pro-Vice-Chancellor for Planning and Resources at the University of Oxford (UK) since 2007. At Tufts, he holds faculty appointments as a Professor of Biology in the School of Arts and Sciences and as a Professor of Neuroscience at Tufts University School of Medicine.

An accomplished leader, scientist and teacher, Dr. Monaco brings to the Tufts presidency deep-rooted commitments to academic excellence, diversity and inclusion, and a global perspective. Since arriving at Tufts, he has established, and chairs, councils charged with making recommendations for policies and practices that will advance diversity and campus sustainability across the university. President Monaco has also launched a university-wide initiative to build on Tufts' existing strengths in interdisciplinary research and graduate education.

At Oxford, Dr. Monaco developed and led strategic planning initiatives for academic programs, student recruitment, senior academic appointments, capital improvements and budgeting and resource allocation across the university's four academic divisions, central administration, library and museums. He was an active steward of programs to make an Oxford education possible for students from a wide range of backgrounds.

A native of Wilmington, Delaware, President Monaco received his undergraduate degree from Princeton University in 1981, and his M.D. and Ph.D. through Harvard Medical School's Medical Scientist Training Program, where he specialized in the genetics of neurological disorders. His doctoral research led to a landmark scientific discovery: the gene responsible for X-linked Duchenne and Becker muscular dystrophies.

## Co-CEO

**Co-CEO**

Mr. David R. Harris PH.D

**Term Start**

July 2012

**Email**

david.harris@tufts.edu

## Experience

Prior to becoming Tufts' Provost, Dr. Harris served as Senior Associate Dean, Deputy Provost, Vice Provost for Social Sciences, and Professor of Sociology at Cornell University. As Deputy Provost at Cornell he focused on a number of key Provost Office priorities, including academic planning, admissions and financial aid, and diversity. As Vice Provost for Social Sciences he was responsible for leading the development and implementation of university-wide efforts to enhance the social sciences, and for providing a social sciences perspective on Cornell policies and priorities.

In 2010-2011, Dr. Harris also served as the Deputy Assistant Secretary for Human Services Policy at the U.S. Department of Health and Human Services, where he led the Office of Human Services Policy in the Office of the Assistant Secretary for Planning and Evaluation (ASPE).

Dr. Harris has broad research interests in social stratification, race and ethnicity, social identity, and other areas of public policy. His work has applied theories from sociology, economics, and psychology to empirical studies of racial and ethnic disparities in socioeconomic status, the fluidity of race, and racial and nonracial determinants of residential mobility. In addition to publications in academic journals, public policy outlets, and major national newspapers, he is editor of *The Colors of Poverty: Why Racial and Ethnic Disparities Persist* (Russell Sage Foundation 2008), and the lead author of *Eliminating Racial Disparities in College Completion and Achievement: Current Initiatives, New Ideas, and Assessment* (Teagle Foundation 2006).

Dr. Harris holds a B.S. in Human Development and Social Policy, and a Ph.D. in Sociology, from Northwestern University.

## Former CEOs

<u>Name</u>	<u>Term</u>
Lawrence W. Bacow Ph.D.	Sept 2001 - July 2011
John DiBiaggio	Apr 1993 - Aug 2001

## Senior Staff

### **Patricia L. Campbell**

**Title** Executive Vice President

**Experience/Biography** Patricia Campbell, Executive Vice President, is responsible for finance, budgeting, treasury functions, human resources, construction, buildings and grounds, academic and administrative computer services, internal auditing, real estate, and risk management. Patricia returned to Tufts after serving as Vice President for Finance and Administration at WGBH, Boston's public broadcaster, for 3 years. At WGBH, she managed the construction and relocation to new studios in Brighton. Patricia formerly served for eight years as the Executive Associate Dean at the School of Dental Medicine, where she introduced a new IT system, established new financial controls, initiated a strategic planning process, and reorganized the dental clinic operations. Prior to Tufts, she served as the Deputy Commissioner for Administration and Finance at the New York State Office of Mental Health where she oversaw a budget well in excess of \$1B. Ms. Campbell holds a B.A. and an M.L.S. from SUNY Albany and an M.P.H. from Tufts University.

## **Mary R. Jeka**

**Title** Senior Vice President for University Relations

**Experience/Biography** Mary Jeka, Senior Vice President for University Relations, manages the university's relationships with federal, state and local governments, as well as public relations, community relations, publications, and the Office of the General Counsel. Ms. Jeka previously served as General Counsel to the Massachusetts Water Resources Authority, General Counsel for the Massachusetts Health and Educational Facilities Authority, Legislative Aide for Senator Edward M. Kennedy, and General Counsel for the U.S. Senate Labor and Human Resources Committee. She has taught as an adjunct professor at Boston College and Northeastern University Law Schools. She earned a B.A. and a J.D. from Boston College. Ms. Jeka joined Tufts in June 2003 as Vice President for University Relations and in November 2011 was promoted to Senior Vice President for University Relations.

## **Eric C. Johnson**

**Title** Vice President for University Advancement

**Experience/Biography** Eric Johnson is Vice President for University Advancement, overseeing the university's fundraising, alumni relations, advancement administration, advancement communications, and donor relations across Tufts' undergraduate colleges as well as its graduate and professional schools. Prior to his appointment in this role, he served as executive director of development, in addition to acting as principal-gift officer, working with the president and other senior leaders on leadership gifts to the university. He played a key leadership role during Tufts recently completed \$1.2 billion *Beyond Boundaries* campaign. Johnson has 28 years of fundraising experience, 24 of them at Tufts, where he began his career as a major-gift officer in the School of Arts and Sciences. He has worked as director of development for the School of Arts and Sciences, deputy director of development for the university, and director of principal and leadership gifts. Johnson helped develop the President's Marathon Challenge in 2003, the year he ran his first marathon. Since then, he has stayed active in the program and has run 30 marathons to date. Johnson's parents are both Tufts alumni from the class of 1954. Eric holds a B.A. in political science from George Washington University.

## **Kathleen Cronin**

**Title** Vice President for Human Resources

**Experience/Biography** Kathleen Cronin, Vice President for Human Resources, has been associated with Tufts since 1980. Ms. Cronin previously held other positions within Human Resources at Tufts, including Director of Employee Relations and Organizational Development and Training, and Manager of Human Resources. Ms. Cronin has a B.A. in English from Boston College.

## **Thomas S. McGurty**

**Title** Vice President for Finance & Treasurer

**Experience/Biography** Thomas McGurty is Vice President for Finance and Treasurer. He joined Tufts University in 1985 as Assistant Controller, and held positions as Associate Controller and Director of Treasury Operations before being named Vice President in 1994. Prior to coming to Tufts, Mr. McGurty worked with the University System of New Hampshire for ten years, holding various positions including Associate Controller. He earned a B.S. in Management from the University of New Hampshire.

## **Linda L. Snyder**

**Title** Vice President for Operations

**Experience/Biography** Linda Snyder joined Tufts University as Vice President for Operations on October 9, 2012. She is responsible for facilities services and construction management, campus and space planning, dining services, public and environmental safety and real property services.

Linda was Vice President for Campus Planning and Facilities at Dartmouth College. While at Dartmouth, Linda managed the consolidation of all departments with physical planning and facilities responsibilities, oversaw completion of \$265M in major capital projects, and maintained a strong commitment to sustainability across all aspects of campus life and operations. Previously she was the Associate Executive Dean of Physical Resources and Planning for the Faculty of Arts and Sciences at Harvard University.

She received her Bachelor's Degree from Utah State University and continued her education at Massachusetts Institute of Technology and Harvard University, where she was a Loeb Fellow in the Graduate School of Design, studying urban design and land use planning. She has over 25 years of experience in project planning, design, asset management, operations and construction, maintenance, procurement and general management, working for such organizations as the Massachusetts State College Building Authority, City of Chelsea, The Children's Museum, the Commonwealth of Massachusetts, and the Municipality of Anchorage, Alaska.

**David J. Kahle**

**Title** Vice President for Information Technology & Chief Information Officer

**Experience/Biography** As Vice President for Information Technology and Chief Information Officer, David Kahle oversees IT planning and operations for Tufts University. He directs Tufts' central technology investments, plans and implements IT services in support of existing and emerging goals and coordinates strategic initiatives in partnership with academic and administrative leaders of Tufts' schools and colleges. Prior to his appointment as CIO, David served as the Associate CIO and Director for Academic Technology Services where he was instrumental in developing a broad range of services to advance teaching and research with technology at Tufts. David serves on the faculty of the Harvard Graduate School of Education, teaching courses on technology design theory and methods and educational software development. His professional experience includes the design of networked learning environments in support of higher education, informal adult learning, and public outreach initiatives. David's current research and development activities are focused on the creation of information systems and cognitive tools designed to increase access to and comprehension of digital information. David has been active in the development of open source technologies designed to assist scholars in managing and integrating digital content and currently leads the Visual Understanding Environment project. David earned a B.A. from Goddard College and an Ed.M. from Harvard University.

**Darleen P. Karp**

**Title** Associate Treasurer

**Experience/Biography**

## **Paul J. Tringale**

**Title** Secretary of the Corporation

**Experience/Biography** Paul Tringale, Secretary of the Corporation at Tufts University, has had a long and distinguished association with Tufts since his student days. He earned his undergraduate degree in Psychology and Spanish from the School of Arts and Sciences in 1982 and immediately he began to build his career at the University. He first worked at Dining Services and then moved to the Conference Bureau where he held nearly all positions and became director in 1994. Between 1999 and 2009, Paul served as Director of Conferences and Summer Programs and became the Director of the all-university Commencement activities in 2000. At the same time he took on special assignments as Interim Registrar, as well as Interim Director of Student Activities. Paul has been able to watch the University grow and transform. All-university commencement activities remain under his purview as Secretary of the Corporation.

Paul earned a Master's degree from the Fletcher School of Law and Diplomacy, and is an active leader in both alumni and professional organizations. He is a member of the Tufts University Alumni Council, as well as the North American Association of Commencement Officers, and a member of the Association of Board Secretaries. He is a former Director of the Tufts University Alumni Council and former chair of its Awards Committee.

## **Michael A. Baenan**

**Title** Assistant Secretary of the Corporation

**Experience/Biography** Michael A. Baenan serves as Chief of Staff in the Office of the President and Assistant Secretary of the Corporation at Tufts. In addition to providing managerial support to the President and overseeing office operations, he represents President Monaco on University-wide committees, coordinates initiatives with other offices across Tufts, works with a broad array of University constituents, and undertakes special projects. Prior to joining Tufts in 2007, Mr. Baenan was Special Assistant to the President at the Massachusetts Institute of Technology. During his 14 years at MIT, he also served as senior staff to the Dean of the Institute's School of Architecture and Planning. He began his professional career in administration at a major international architectural firm, after receiving degrees in history from Columbia and Harvard universities.

## **Staff Information**

<b>Full Time Staff</b>	3745
<b>Part Time Staff</b>	780
<b>Volunteers</b>	5000

<b>Contractors</b>	0
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### Staff Demographics - Ethnicity

<b>African American/Black</b>	270
<b>Asian American/Pacific Islander</b>	441
<b>Caucasian</b>	3421
<b>Hispanic/Latino</b>	171
<b>Native American/American Indian</b>	5
<b>Other</b>	169 33 (two or more races)

### Staff Demographics - Gender

<b>Male</b>	1881
<b>Female</b>	2629
<b>Unspecified</b>	0

### Formal Evaluations

<b>CEO Formal Evaluation</b>	Yes
<b>CEO/Executive Formal Evaluation Frequency</b>	Annually
<b>Senior Management Formal Evaluation</b>	Yes
<b>Senior Management Formal Evaluation Frequency</b>	Annually
<b>NonManagement Formal Evaluation</b>	Yes
<b>Non Management Formal Evaluation Frequency</b>	Annually

### Plans & Policies

<b>Organization has a Fundraising Plan?</b>	Under Development
<b>Organization has a Strategic Plan?</b>	Yes
<b>Years Strategic Plan Considers</b>	10
<b>Date Strategic Plan Adopted</b>	Nov 2013
<b>Does your organization have a Business Continuity of Operations Plan?</b>	Yes
<b>Management Succession Plan?</b>	No
<b>Organization Policy and Procedures</b>	Yes
<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	Yes
<b>Document Destruction Policy</b>	Yes
<b>Directors and Officers Insurance Policy</b>	No



<b>Is your organization licensed by the Government?</b>	Yes
<b>Registration</b>	Yes
<b>Permit?</b>	Yes

## Risk Management Provisions

Accident and Injury Coverage  
 Day Care Center/Nursery School  
 Disability Insurance  
 Employee Benefits Liability  
 Life Insurance  
 Medical Health Insurance  
 Medical Malpractice  
 Risk Management Provisions  
 Workers Compensation and Employers' Liability

## Collaborations

The Tufts / New England Conservatory of Music collaboration offers a five-year combined degree program that provides an opportunity for students who want to combine an intensive music program with a strong liberal arts curriculum.

The collaboration between Tufts and the School of the Museum of Fine Arts offers a five-year degree program for students who wish to pursue their artistic and academic interests to the fullest extent. Students in this program share their time between the Tufts School of Arts and Sciences and the SMFA.

The Five-Year Combined Degree program between Tufts and the School of the Museum of Fine Arts is designed for students who wish to pursue their artistic and academic interests to the fullest extent. Students in this program share their time between the Tufts School of Arts and Sciences and the SMFA.

## External Assessments and Accreditations

<u>Assessment/Accreditation</u>	<u>Year</u>
New England Association of Schools and Colleges	2013

## Affiliations

<u>Affiliation</u>	<u>Year</u>
Council for Advancement and Support of Education (CASE)	2000

## Comments

### **CEO Comments**

This is a decisive moment for Tufts University. We face an array of challenges in a rapidly changing higher education landscape—political, financial, organizational, technological, and

demographic—that require careful consideration and thoughtful responses.

President Monaco has decided that the best way to confront those challenges is by developing a university-wide strategic plan.

A strategic planning process is an opportunity for all of us, as a community, to rediscover Tufts University and its role in the world and then to develop a blueprint to achieve our shared goals in teaching and learning, research and scholarship, and service to society.

We must ensure that Tufts remains true to the mission and values that distinguish this extraordinary institution while pursuing new ways of doing what we do best.

The strategic plan will define both an aspirational future for Tufts and the resources required to take us there. It will emerge from broad consultation across the university community. We will mine the best ideas from everyone who is invested in defining a way forward for Tufts. The strategic plan will not be an end point, but an evolving document that will undergo annual review and revision as needs and priorities shift.

After a decade of stability in the offices of the President and Provost, the university has new leaders in both roles. It is important that we all listen and learn together. This road map forward will allow President Monaco, myself, the school deans, and others to make decisions guided by a collective understanding of our goals and not what we, as individuals, think is right for Tufts.

We cannot afford to ignore existing and emerging opportunities to address such pressing issues as affordability, access, diversity, sustainability, and technological change.

We are indeed fortunate that Tufts has a unique combination of schools and areas of expertise that convey special strategic advantages. Even in the diverse and highly competitive niche of research institutions where it resides, Tufts stands out for its complementary ensemble of academic programs. A strategic plan will help guide our priority setting and capital investments to ensure that we are making the most of our enormous potential for cross-school collaborations.

At the same time, we must ground our pursuit of new directions in teaching, scholarship, research, and service in a sustainable financial model that protects the university for the long term. A strategic plan will help us achieve that balance between innovation and prudence.

-- David Harris, Provost

# Board & Governance

## Board Chair

<b>Board Chair</b>	Mr. Peter R. Dolan
<b>Company Affiliation</b>	ChildObesity180
<b>Term</b>	Nov 2013 to 0
<b>Email</b>	prdolan@gmail.com

## Board CoChair

<b>Board CoChair</b>	Mr. William R. O'Reilly Jr.
<b>Company Affiliation</b>	Wilmer Cutler Pickering Hale and Dorr, LLP
<b>Term</b>	Nov 2013 to 0

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Thomas M. Alperin	National Development	Voting
John J. Bello	South Beach Beverage Co.	Voting
Robert R. Bendetson	The Cabot House	Voting
Betsy Busch	Tufts University School of Medicine	Voting
John H. de Jong	Boston Mobile Veterinary Clinic	Voting
Jeannie H. Dieffenderfer	Volunteer	Voting
Daniel J. Doherty III	Eastern Real Estate LLC	Voting
Peter R. Dolan	ChildObesity360	Voting
E. Michael Fung	JP Morgan, Private Banking Asia	
Laurie A. Gabriel	Volunteer	Voting
Steven M. Galbraith	Volunteer	Voting
Steven A. Goldstein	University of Michigan	Voting
Michael S. Gordon	Vinik Asset Management LLC	Voting
Elizabeth Cochary Gross	Friedman School of Nutrition Science and Policy	Voting
Bruce D. Grossman	Dillon Hill Capital, LLC	Voting
Diane Hessian	Communispace	Voting
Varney J. Hintlian	Prospectus LLC	Voting
Deborah R. Jospin	sagawa / jospin	Voting
Peter H. Kamin	3K Limited Partnership	Voting
Steven E. Karol	Watermill Group	Voting
Brian H. Kavoogian	Charles River Realty Investors	Voting
Jeffrey B. Kindler	Paragon Pharmaceuticals	Voting
Deborah S. Knez	Knez Family Charitable Foundation	Voting
Ellen J. Kullman	DuPont	Voting

Diana V. Lopez	The Port Authority of NY and NJ	Voting
Dr. Ioannis N. Miaoulis	Boston Museum of Science	Voting
Dr. Anthony P. Monaco	President, Tufts University	Voting
Jeffrey M. Moslow	Goldman Sachs	Voting
Elyse A. Newhouse	Philanthropist	Voting
Kathleen T. O'Loughlin	American Dental Association	Voting
William R. O'Reilly Jr.	Wilmer Cutler Pickering Hale and Dorr, LLP	Voting
David B. Rone	Time Warner Cable	Voting
Hugh R. Roome III	Scholastic International	Voting
Andrew Safran	Deutsche Bank	Voting
Janice A. Savin-Williams	Williams Capital Group, L.P.	Voting
Neal B. Shapiro	WNET.org	Voting
Tina H. Surh	New York University	Voting
Jonathan M. Tisch	Loews Corporation	Voting
Teri Volpert	Volunteer	Voting
Rev. Gloria E. White-Hammond M.D.	Bethel AME. Church	Voting
James J. Wong	Paulson & Co.	Voting

### Board Demographics - Ethnicity

<b>African American/Black</b>	3
<b>Asian American/Pacific Islander</b>	2
<b>Caucasian</b>	36
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0 0

### Board Demographics - Gender

<b>Male</b>	26
<b>Female</b>	15
<b>Unspecified</b>	0

### Board Information

<b>Board Term Lengths</b>	5
<b>Board Term Limits</b>	2
<b>Number of Full Board Meetings Annually</b>	3
<b>Written Board Selection Criteria?</b>	Yes
<b>Written Conflict of Interest Policy?</b>	Yes

<b>Percentage Making Monetary Contributions</b>	100%
<b>Constituency Includes Client Representation</b>	Yes

## Standing Committees

Academic Affairs  
 Executive  
 Administration  
 Audit  
 Trusteeship  
 Compensation  
 Building  
 Institutional Advancement  
 Investment

## Additional Board Members and Affiliations

<b>Name</b>	<b>Affiliation</b>
Linda Abriola	Dean, Tufts School of Engineering
Takis Arapoglou	EFG Hermes, Athens, Greece
Joanne Berger-Sweeney	Dean, Tufts School of Arts & Sciences
Dr. Harris Berman	Dean, Tufts School of Medicine
Ellen Block	Hasbro Children's Foundation
Steven Bosworth	Dean, Fletcher School of Law & Diplomacy
Steven E. Carol	Watermill Group LLC
Paul J. Desjardins	Desjardins Associates LLC
William Gehling	Director, Tufts Athletics
David Harris	Tufts University Provost & Senior Vice President
Varney Hintlian	Prospectus LLC
Michael Jaharis	Oikos Ventures LLC
Deborah Jospin	sagawa / jospin
Robin Kanarek	Dean ad interim, Friedman School of Nutrition Science & Policy
Deborah Kochevar	Dean, The Cummings School of Veterinary Science
David J. McGrath III	Wignall Animal Hospital
Deborah Winslow Nutter	Senior Associate Dean, Fletcher School of Law & Diplomacy
David Rone	Time Warner Cable
G. Richard Thoman	Corporate Perspectives
Huw Thomas	Dean, Tufts School of Dental Medicine
Nancy Wilson	Dean ad interim, Jonathan M. Tisch College of Citizenship and Public Service

## Constituent Board Members

<u>Name</u>	<u>Affiliation</u>
John Barrett	Director, Tufts Alumni Association
Kevin Boyle	Administrative VP, Tufts Alumni Association
Barbara Clarke	Immediate Past President, Tufts Alumni Association
Ken Fan	Director, Tufts Alumni Association
Mark Ferri	Director, Tufts Alumni Association
Vikki Garth	Treasurer, Tufts Alumni Association
Chris Goguen	Director, Tufts Alumni Association
Kate Kaplan	President Elect, Tufts Alumni Association
Diana Lopez	Regional VP, Tufts Alumni Association
Brian McCarthy	President, Tufts Alumni Association
David Meyers	Regional VP, Tufts Alumni Association
Doug Moll	Director, Tufts Alumni Association
Keshia Pollack	Administrative VP, Tufts Alumni Association
Regina Rockefeller	Regional VP, Tufts Alumni Association

## Youth Board Members

### **Additional Boards: Youth Board Members**

<u>Name</u>	<u>Affiliation</u>
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## Comments

### **CEO Comments**

A great university looks to its Board of Trustees for inspiration, guidance and financial stewardship to support its mission and assure its long-term future. Tufts University has been fortunate to have such leadership, and I am writing today to share with you news of an important transition on our Board of Trustees that will assure that this tradition continues.

At the Board's February 9 meeting, Peter R. Dolan was elected Chair Designate, to succeed current Board Chair James A. Stern E72 when he steps down from the Board in November 2013.

Peter Dolan shares the same passion as Jim Stern for Tufts and has shown extraordinary commitment to the University for three decades. In addition to being a Jumbo himself, he is the father of a member of the Class of 2008.

Peter was elected to the Board of Trustees in 2001. Through his service, he has become intimately familiar with the University. He has been a member of eight Board committees and chaired the Administration and Finance, Audit, and Presidential Search Committees. He has served on the Executive Committee since 2003 and was elected a Vice Chair of the Board in 2008.

Peter is the chair of ChildObesity180, a multi-sector alliance of national leaders including Tufts that is committed to reversing the childhood obesity trend, and has helped to raise \$16 million for the

initiative. He is also a board member of the Partnership for a Healthier America; supporters of this nonpartisan nonprofit include honorary co-chair Michelle Obama and some of the nation's most respected health and childhood obesity advocates.

In addition to Tufts, other leaders in higher education have asked Peter to serve on their boards. He is a member of the Board of Overseers at the Amos Tuck School of Business at Dartmouth College, from which he holds an M.B.A. He also serves on the Board of the National Center on Addiction and Substance Abuse at Columbia University.

Jim and Peter will be working together to ensure a seamless transition when Peter assumes leadership of the Tufts Board in November.

-- Anthony Monaco, President

## **Goals**

Tufts University's Strategic Plan represents the influence 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.

The four strategic themes, which embody the core of Tufts' vision and mission and will be the primary focus for Tufts over the next 10 years, are as follows:

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.
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.
3. **Engaging and Celebrating Commonalities and Differences.** Tufts is committed to achieving the promise of a diverse and inclusive community, curriculum and research portfolio, infused with a myriad of local and global, historical and contemporary, complementary and divergent perspectives. The initiatives identified under this strategic theme will advance our goals, in part by boldly confronting critical challenges that too often are ignored.
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. Collectively, these four strategic themes and the many associated initiatives will serve as a guiding light for Tufts University.



## Strategies

### 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.
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.

## Capabilities

A relatively young and moderately sized research university, Tufts has nearly 11,000 students, with comparable numbers of undergraduate and graduate students. Tufts has made tremendous strides in recent decades, as evidenced by its 1989 classification into the highest tier of Carnegie Foundation research universities.

In the last 40 years, Tufts has expanded to include the Cummings School of Veterinary Medicine, Gerald J. and Dorothy R. Friedman School of Nutrition Science and Policy, Sackler School of Graduate Biomedical Sciences, Tisch College of Citizenship and Public Service, Jean Mayer USDA Human Nutrition Research Center on Aging, and the Tufts European Center in Talloires, France. Today these units, along with the School and Graduate School of Arts and Sciences, School of Engineering, School of Medicine, School of Dental Medicine, and Fletcher School of Law and Diplomacy, provide the Tufts community with a unique constellation of disciplinary and interdisciplinary opportunities.

Tufts' breadth and depth are extended through key educational and research partnerships, including those with the New England Conservatory of Music, Tufts Medical Center, and other affiliated hospitals. A striking example of what is possible at our diverse, collaborative university is Tufts' work on silk, a material that has been in existence for thousands of years, but is now used as the basis for scores of high-technology products and applications that are transforming health care, the arts, and other aspects of society.

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 personal 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.

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 with the university. 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.

# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	July 01, 2015
<b>Fiscal Year End</b>	June 30, 2016
<b>Projected Revenue</b>	\$848,354,000.00
<b>Projected Expenses</b>	\$847,444,000.00
<b>Endowment?</b>	Yes
<b>Endowment Value</b>	\$1600000000.00
<b>Spending Policy</b>	Percentage
<b>Percentage</b>	5%
<b>Credit Line?</b>	Yes
<b>Reserve Fund?</b>	Yes
<b>Months Reserve Fund Covers</b>	0

## Detailed Financials

### Revenue and Expenses

<b>Fiscal Year</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>
<b>Total Revenue</b>	\$965,765,853	\$898,466,762	\$805,863,799
<b>Total Expenses</b>	\$897,648,157	\$867,948,687	\$824,284,146

### Revenue Sources

<b>Fiscal Year</b>	<b>2014</b>	<b>2013</b>	<b>2012</b>
<b>Foundation and Corporation Contributions</b>	--	--	--
<b>Government Contributions</b>	\$137,439,458	\$136,250,715	\$140,931,055
<b>Federal</b>	--	--	--
<b>State</b>	--	--	--
<b>Local</b>	--	--	--
<b>Unspecified</b>	\$137,439,458	\$136,250,715	\$140,931,055
<b>Individual Contributions</b>	\$105,185,758	\$72,901,310	\$64,948,564
<b>Indirect Public Support</b>	--	--	--
<b>Earned Revenue</b>	\$609,535,978	\$583,815,434	\$562,724,162
<b>Investment Income, Net of Losses</b>	\$113,604,659	\$105,499,303	\$37,260,018
<b>Membership Dues</b>	--	--	--
<b>Special Events</b>	--	--	--
<b>Revenue In-Kind</b>	--	--	--
<b>Other</b>	--	--	--

## Expense Allocation

Fiscal Year	2014	2013	2012
Program Expense	\$790,122,494	\$770,727,354	\$733,846,207
Administration Expense	\$87,432,370	\$78,598,635	\$70,886,307
Fundraising Expense	\$20,093,293	\$18,622,698	\$19,551,632
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	1.08	1.04	0.98
Program Expense/Total Expenses	88%	89%	89%
Fundraising Expense/Contributed Revenue	8%	9%	9%

## Assets and Liabilities

Fiscal Year	2014	2013	2012
Total Assets	\$3,160,314,114	\$2,981,550,363	\$2,873,083,496
Current Assets	\$287,687,717	\$167,933,889	\$188,595,629
Long-Term Liabilities	\$624,335,075	\$714,217,155	\$746,713,197
Current Liabilities	\$267,968,843	\$190,682,190	\$177,541,753
Total Net Assets	\$2,268,010,196	\$2,076,651,018	\$1,948,828,546

## Short Term Solvency

Fiscal Year	2014	2013	2012
Current Ratio: Current Assets/Current Liabilities	1.07	0.88	1.06

## Long Term Solvency

Fiscal Year	2014	2013	2012
Long-Term Liabilities/Total Assets	20%	24%	26%

## Top Funding Sources

Fiscal Year	2014	2013	2012
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

## Capital Campaign

Currently in a Capital Campaign?

Anticipated In 3 Years

Capital Campaign Anticipated in Next 5 Years?

Yes

## Comments

### CEO Comments

Tufts University is launching a new project aimed at improving administrative effectiveness and efficiency, largely in response to the financial challenges confronting higher education. The Tufts Effectiveness in Administrative Management (TEAM) project will begin in January 2013 with a four-month assessment of all existing administrative functions on all three campuses.

“Right now there are lots of universities like us asking if they should be doing this,” says Executive Vice President Patricia Campbell, who is spearheading the project. “Like them, we want to think ahead and make sure that we address in a measured and thoughtful way the financial challenges that are facing us, particularly as we look out a few years.” As is the case with most institutions of higher education, growth in traditional streams of revenue, including endowment and federal research dollars, has slowed, while at the same time universities are feeling public pressure to rein in tuition increases as well as meet students’ financial need.

The university will engage an outside consultant to assess current administrative processes and issue a report and recommendations to an executive committee comprising President Anthony P. Monaco, Provost David Harris, Vice President for Finance Thomas McGurty and Campbell. The executive committee will be responsible for deciding which recommendations will be implemented. A steering committee made up of other administrators, deans, faculty and staff will also help guide the project. All Tufts employees will have multiple opportunities for providing input and feedback.

**Tufts Now:** Why is the university doing this now?

We need to take a look at how we deliver administrative services that support students and faculty. We need to deliver services in the most effective, efficient way possible so that Tufts prudently uses its resources to preserve and enhance its core mission of teaching and research.

Do you anticipate a reduction in staffing or cutting the budget?

We have not established this project with any predetermined financial target, although clearly, given the challenges facing higher education, we need to look at cost containment. We've said our goal is to be as effective as we possibly can.

How is Tufts doing financially?

Tufts has an AA bond rating, which means that the financial rating agencies see the university as being fiscally strong. That's why this is a good time to do an administrative assessment, when we can look at our operations in a thoughtful and methodical way.

#### **Foundation Staff Comments**

Financial summary data in the charts and graphs above are per the organization's IRS Form 990s. Contributions from foundations and corporations are listed under individuals when the breakout was not available.