

To: Department Chairs  
Administrative Leadership  
From: David Kertzer  
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Subject: The Organizational Review Committee and web site  
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Recent communications have outlined a number of steps that the University is taking to ensure that, even in these historically challenging economic times, we have the capacity to sustain our priority commitments to our students, faculty and others, and to advancing our mission of research, teaching and service. We announced a review of major capital projects and other expenditures, a pause in hiring through January 2009, the establishment of a vacancy review process, and the creation of an Organizational Review Committee. These measures will provide us with both near-term savings and the capacity to consider systemic changes over the long-term that will improve the University's overall operation.

We are grateful to the Brown community for the widespread support of these shared goals. In the weeks and months ahead, in conjunction with Organizational Review, we will again look to the community to develop and share creative approaches to optimizing University resources, to identifying opportunities for efficiencies, and above all, to helping us ensure that Brown remains positioned for continued excellence and innovation for generations to come.

### **Organizational Review Committee**

The President and Provost have established a Committee to seek suggestions from the community and evaluate opportunities by which Brown, on a permanent basis, can:

- Deliver services more efficiently and effectively in support of academic excellence
- Streamline processes
- Reduce expenses

The Committee will meet over the course of the academic year, actively soliciting feedback from members of the community. After evaluating opportunities and ideas, the Committee will recommend possible changes to the President and Provost for consideration. It is expected that these recommendations will be made over the course of this academic year, providing ongoing opportunities for input along the way.

### **Committee Membership**

The members of the Organizational Review Committee are:

- Brenda Allen, Associate Provost and Interim Assistant to the President
- Karen Davis, Vice President for Human Resources
- Beppie Huidekoper, Executive Vice President for Finance and Administration (Chair)
- Jim Patti, Director of Strategic Planning and Analysis, Division of Biology and Medicine
- Bob Pelcovits, The Royce Family Professor in Teaching Excellence and Professor of Physics and Faculty Vice Chair of the Human Resources Advisory Board
- Vince Tompkins, Deputy Provost

### **Process**

Over the past six years, Brown has pursued a number of budget reallocation strategies. As a consequence, we know that Brown already has relatively lean operations compared to most of our peers. Given the economic

climate and the stresses on our resources, however, we must work to ensure that our operations are as efficient and effective as possible.

As you may know, during this difficult time many of our peer institutions are pursuing across the board budget cuts. We believe that this would not deliver the best results for Brown. Rather, we intend to look for specific areas where savings can be achieved without damaging our core academic strengths or our commitment to the education of our students. Our approach will include the following efforts to garner input from across the campus:

- The Committee has set up a website where suggestions can be submitted at [http://brown.edu/Administration/Savings\\_Suggestions/](http://brown.edu/Administration/Savings_Suggestions/)
- The Committee will meet with the Faculty Executive Committee (FEC), Staff Advisory Committee (SAC), Human Resources Advisory Board (HRAB) and other groups for suggestions
- The Committee encourages departmental managers to offer specific suggestions (particularly those that are made in the context of existing vacancies). HR's Organization Services group will work with these managers to ensure that their efforts are coordinated with the Organization Review and Vacancy Review Committees
- The Committee will consider findings of recent departmental-level and other organizational reviews

Based on these suggestions and other examinations, the Committee will recommend to the President and Provost the specific areas/functions to be evaluated. Over the course of this academic year, the Committee will then complete a number of reviews and will make organizational/process change recommendations to the President and Provost, who will make the final decisions.

## **Guidelines**

As the Committee pursues these opportunities, the following will serve as guidelines:

- The University is committed to fulfilling its core missions of teaching, research and student support and preserving the progress made and momentum established by the Plan for Academic Enrichment.
- Primary responsibility and accountability for the quality and breadth of service and operations should be held at the director and department head level.
- Support and service functions should not be duplicated across departments without a compelling rationale. Similar functions should be grouped under the same senior officer in order to foster collaboration and reduce duplication of effort.
- To achieve economies of scale, activities that cut across departments should use common standards where feasible.
- The University's operations and services should be as efficient and effective as possible. Where savings can be captured, services and processes should move towards a web-based, self-service, and paperless environment.

We hope you will help in this effort by suggesting ways in which Brown can achieve savings and create efficiencies. You may submit your suggestions confidentially via the web site at:

[http://brown.edu/Administration/Savings\\_Suggestions/](http://brown.edu/Administration/Savings_Suggestions/)

You can locate this web site by going to either the Finance & Administration OR the Provost's home page.