

Plan for Academic Enrichment

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Office of the President
Brown University
Providence, Rhode Island

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CONTENTS

Letter from the President	1
Enhancing Undergraduate Education	3
Excellence in Graduate Education	7
Faculty Excellence in Teaching and Research	9
Leadership in Biology, Medicine, and Public Health	12
Fostering Multidisciplinary Initiatives	14
Enhancing Excellence through Diversity	16
Building a Shared Sense of Community	18
Diversifying and Expanding the University's Sources of Revenue	20
Collaborating with the Local Community on Issues of Mutual Interest and Benefit	23
Enhancing the Quality of our Facilities, Infrastructure, and Administrative Support	25
Supporting the Plan for Academic Enrichment	31

LETTER FROM THE PRESIDENT



I am pleased to present this latest Status Report on our progress on the Plan for Academic Enrichment.

Beginning with the Academic Enrichment Initiatives in 2002 and strengthened by approval of the Plan for Academic Enrichment in February of 2004, Brown has used this plan to define our goals, objectives, and priorities. Supported by the Campaign for Academic Enrichment, we have made an impressive amount of progress, which is demonstrated by the lists of accomplishments chronicled within this document.

As of October 2007, the Campaign had raised more than \$1.1 billion, which, to cite just a few examples, has made possible the hiring of 79 new faculty members, funded need-blind admission for undergraduates, increased financial support for graduate students, strengthened the medical school, added new academic programs, increased funding for research, and provided substantial overall improvements to campus facilities. To summarize these achievements, we have added brief preambles for each section in this report.

While we are proud of these many accomplishments, we must continue to challenge ourselves to maintain focus and channel momentum toward priorities that are most relevant to Brown today. To ensure that the Plan continues to help Brown fulfill its mission, we have launched a comprehensive review of our goals, objectives, and priorities as outlined in the Plan. This review will engage the faculty, students, and staff and provide us with advice on what parts of the Plan work well, what changes are necessary, what new initiatives we should consider, and what new priorities we must target with current and future resources.

Results of this review of the Plan will be communicated to the Brown community and then presented to the Corporation in February 2008. I look forward to your guidance on how the Plan can be further improved to position Brown as an outstanding institution of higher education in the decades to come.

RUTH J. SIMMONS

1 Enhancing Undergraduate Education

Since the inception of the Plan for Academic Enrichment, increasing resources to support undergraduate education has been a main focus of attention. Significant progress has been achieved over the last five years that positively affects all aspects of the undergraduate experience. The addition of 79 new teachers and scholars through the Plan has already had a significant impact on the quality of undergraduate education by allowing us to introduce a first-year seminar program, increase the number of courses more generally, and provide more opportunities for student-faculty interaction. Moreover, the increase in the number of faculty, combined with the addition of new academic and department programs, has led to greater student involvement in research.

Channeling PAE resources into financial aid now allows Brown to be “need blind” in its admission decisions and to offer financial assis-

tance to more international students. This aid has helped improve both the quality and quantity of the undergraduate applicant pool in recent years and puts Brown in the enviable position of selecting and enrolling an increasingly talented, diverse, and accomplished student body.

Recently-launched efforts to evaluate and enhance the Brown curriculum are designed to assure that Brown’s course offerings and curricular infrastructure are aligned to best meet the needs of students. Similarly, Brown’s investment in campus life initiatives has improved the physical environment in which undergraduates learn and interact with peers and faculty.

As Brown looks ahead, the Plan will concentrate on curricular improvements, student advising, and internationalization.

Expand opportunities for student interaction with faculty

ACTION TAKEN

- Developed and introduced a program of 23 first-year seminars in 2002–03 and 52 in 2003–04
- Expanded first-year seminar offerings: 62 courses in 22 different departments in 2004–05; 63 seminars in 2005–06
- Broadened first-year seminars (60 for academic year 2006–07) to 27 different departments
- Improved the student-to-faculty ratio to 9:1 (as reported to *U.S. News & World Report*) in 2002–03, reduced from 10:1 in 2001–02
- Added approximately 140 courses starting in 2003–04
- Increased the total number of undergraduate courses to 1,722 in 2005–06, a 9% increase since 2001–02
- Continued progress in reducing average class size: percentage of classes with fewer than 20 students continues to increase while the percentage of classes with more than 50 students continues to decrease
- Allocated new funding to support student research at Brown
- Created Departmental Undergraduate Groups (DUGs); launched new DUG Web site
- Provided new funding to support faculty programming in residence halls
- Provided funding for Faculty Fellows to host residential discussions with visiting professors in conjunction with guest lectures in academic classes
- Developed visiting scholars program to bring leading scholars and practitioners to campus for discussions with students in the residence halls
- Maintained the student-to-faculty ratio of 9–1 since 2002–03
- Expanded programming in residence halls and Sarah Doyle Women’s Center for faculty-student discussion of current issues and research
- **Launched new faculty-led seminar program during orientation to jumpstart conversations between first-year students and faculty**
- **Initiated the Committee on the Residential Experience to conduct review of programs in place for co-curricular education and development of community outside the classroom**

ACTION NEEDED

- Review the Faculty Fellows program with the aim to expand ongoing involvement of faculty in the undergraduate residential experience

▪ *Text in red denotes new activity since May 2007 status report.*

- Expand the First Year Seminar program to 75 seminars per year, with greater focus on topics having to do with writing, on science education, and on global awareness
- Increase opportunities for international internships
- Increase number of Undergraduate Teaching and Research Awards granted during the next 5 years

RESPONSIBLE

- Dean of the College
- Vice President for Campus Life and Student Services

Develop new strategies for supporting and implementing the Brown curriculum

ACTION TAKEN

- Undertook review of the Office of the Dean of the College by external consultants in fall of 2006 to make recommendations for improvement in organization, programs, and outreach to faculty and students
- Reorganized to create new position of Associate Dean of the College for upper-class studies
- Reorganized to create new position of Associate Dean for Curriculum to work with faculty and oversee all curricular support programs in the Office of the Dean of the College
- Established Task Force on Undergraduate Education to review the College curriculum and make recommendations about ways to improve our total undergraduate program
- Established a committee on science education to make recommendations for changes in science curriculum and opportunities for scientific research
- Formed working group on writing to examine and implement changes to Brown’s writing requirement
- **Launched and completed searches for other new positions in the Office of the Dean of the College: Deputy Dean of the College; Assistant Dean of the College for Diversity; Associate, and Assistant Dean of the College for First-Year and Sophomore Studies**
- **Received recommendations from Committee on Science Education to improve advising for science concentrators and to increase funding available for undergraduate research**

ACTION NEEDED

- Receive report from the Task Force on Undergraduate Education
- Establish a series of faculty and student forums to promote campus-wide discussion about the Brown curriculum
- Work with science faculty, Associate Provost for Space and Planning, and the library to develop plans for Science Resource Center
- Increase seed funding to promote innovation in all parts of the curriculum

RESPONSIBLE

- Provost
- Dean of the College

Support undergraduate participation in teaching and research

ACTION TAKEN

- Expanded the Group Research Project, an undergraduate research initiative
- Created faculty workshops to encourage undergraduate research in the humanities and social sciences
- Established data collection procedures to measure expansion of research opportunities
- Developed new publication, *Undergraduate Research at Brown*, to provide better information about research opportunities to all rising sophomores and juniors
- Undertook comprehensive outreach program to NSF and NIH principal investigators to increase funding of undergraduates on grants
- Created undergraduate research page on the research Web site for undergraduates interested in working on faculty research projects
- Completed survey of departmental “capstone” experiences, showing 75% of 2005 graduates had a capstone experience, and repeated survey for class of 2006
- Increased the number of students supported by UTRAs, REUs, Royce, and other grants between 2004 and 2005
- Began dialogue with seniors (class of 2007) about their intellectual engagement in their final year in order to better promote “capstone” projects
- Reorganized to establish new position in Office of the Dean of the College to coordinate undergraduate teaching and research
- Received \$3 million grant from NSF to coordinate faculty and student outreach to K-12 science teachers; this was a joint effort of the Dean of the College, the Vice President for Research, and the departments of physics, geology, and engineering
- Reopened conversation about “capstone” projects with department chairs, spring 07

ACTION NEEDED

- Collect data on undergraduates engaged in sponsored research
- Receive recommendation about advanced research and capstone projects from Task Force on Undergraduate Education

RESPONSIBLE

- Dean of the College
- Dean of Medicine and Biological Sciences
- Vice President for Research

Improve student advising

ACTION TAKEN

- Enhanced undergraduate advising programs, including a new sophomore advising initiative, an expanded advising partnership program, and a redesigned advising Web site
- Improved sophomore publications and electronic advising bulletin
- Repeated and expanded sophomore midyear orientation; piloted sophomore advising workshops throughout the year
- Endowed the Fund for Innovation in Advising, created by a major anonymous gift to seed ongoing improvement in advising
- Offered advising sessions in first-year student residence halls through a collaboration of undergraduate peer academic advisors and residential peer counselors
- Restructured Orientation Program for fall of 2007 to improve faculty-student advising and provide a more effective introduction to the Brown community
- Expanded advising sessions in residence halls to include concentration and internship selection department chairs
- Conducted “best practices” survey on undergraduate advising with sponsorship from Teagle Foundation
- Hired Deputy Dean of the College to help coordinate all advising functions in the DOC
- Reorganized advisor assignment process to create continuity between 1st and 2nd year students
- Increased number of faculty advisors for the incoming class to a participation level of 30% – highest in over 10 years
- Launched new website for the Office of the Dean of the College to clarify policies and procedures and to make advising resources more readily available to students, faculty, and parents
- Initiated the Committee on the Residential Experience to conduct review of programs in place for co-curricular education and development of community outside the classroom

ACTION NEEDED

- Review and implement appropriate “best practice” recommendations from survey results
- Evaluate Orientation 2007 to identify further improvements, such as increased attention to sophomore “re-orientation,” and improved transfer student advising
- Undertake thorough review of Committee on Academic Standing Policies and Procedures with an eye to improving outreach to students in academic difficulty
- Conduct external review of Career Development Center to discover areas of potential improvement
- Receive recommendations from the Task Force on Undergraduate Education about enhancement to advising programs at Brown

RESPONSIBLE

- Dean of the College
- Vice President for Campus Life and Student Services

Attract and support the most highly qualified and diverse students

ACTION TAKEN

- Aligned the undergraduate financial aid policies with the academic mission of the University by implementing need-blind admission beginning with the class of 2007

- Began early fund-raising efforts, with a \$15-million gift in 2002 from the Starr Foundation to support the need-blind policy
- Provided new funding to the College Admission Office to expand recruitment efforts aimed at economically disadvantaged students
- Allocated an additional \$200,000 in funding for 2004–05 for enhanced and expanded outreach to students from diverse backgrounds
- Received \$100-million donation from Sidney Frank '42 to eliminate the loan burden for Brown's neediest students beginning with the class of 2009
- Allocated additional funds for FY06 and beyond for aid to transfer and RUE (Resumed Undergraduate Education) students
- Initiated discussions to attract promising students in the sciences through new programs and internships
- Provided funding to revamp College Admission Office recruiting materials
- Attracted in 2006 the largest applicant pool in Brown's history (18,313, an increase of more than 8% over 2005)
- Offered more financial aid dollars to admitted class (2010) than to any in history (nearly \$21.5 million)
- Enrolled the largest number of students of color in history (33% of the matriculating class of 2010)
- Enrolled an additional 57 Sidney Frank Scholars, bringing the two-year total to 119
- Expanded science recruitment with the creation of a specialized sciences tour
- Doubled the number of low-income students flown to campus as part of "A Day on College Hill" – the College's primary matriculation event
- Received \$26.5-million gift on behalf of the late Eleanor H. Schwartz '29 and Frederic N. Schwartz in support of scholarships for women
- Announced intention to provide increased financial aid for international students, particularly from less-developed countries
- Established a committee on mentorship to make recommendations for improving outreach and programming to underrepresented students
- Received record 19,043 undergraduate applications for the class of 2011 from 50 states and 72 countries
- Accepted 13.5% of applicant pool, the lowest admit rate in Brown's history
- Admitted the most diverse class ever: 41% are students of color; 53% are women; and there was a 25% increase in admitted students who are the first generation in their families to attend college
- Admitted a record number of international applications (232), including record numbers from the People's Republic of China, India, and Africa
- Used the increased financial aid allocated by the Corporation in October 2006 to offer more than \$2 million in financial assistance to international applicants, the highest dollar amount in the College's history
- Hired external firm to revitalize admission communications strategy and publications
- Entered into joint recruitment travel agreements with MIT and Yale to increase our contacts with prospective students nationally and internationally
- Completed a revision of the College's admission-related publications, redesigned the admission office website, created a multi-media presentation for "Introduction to Brown" events, and doubled the number of joint travel recruitment events with several consortia of peer schools
- Enrolled the most ethnically diverse class in Brown's history – 35% of the members of the Class of 2011 are students of color

- Made significant gains in creating a more socioeconomically diverse class – 14% of the Class of 2011 are the first members of their families to attend college
- 43% of the members of the Class of 2011 are receiving scholarship aid from Brown – the highest percentage on aid of any incoming class in the College's history
- As a result of increased funding for international applicants, the College was able to increase by 50% the number of first year international students (Class of 2011) who are receiving financial assistance from Brown
- Nearly 9% of the Class of 2011 are international students, including a record number from the People's Republic of China and India
- Enrolled an additional 27 Sidney E. Frank Scholars in the Class of 2011, bringing the three-year total to 143

ACTION NEEDED

- Continue to consider ways to enhance the aid program and improve access for financial aid students to the full range of academic opportunities at Brown, including increased funding for transfer students, RUE students, and international students
- Seek additional endowment and other support for financial aid
- Develop a more comprehensive strategy to take full advantage of increased funding for international recruiting
- Continue to develop the Talent Quest program, including securing permanent funding
- Continue to increase the number of international students in the College and the number on financial aid
- Improve Brown's financial aid awards to ensure competitiveness with peer institutions
- Continue to create relationships with targeted schools / nations / regions abroad
- Restructure the Talent Quest Program for low income students to broaden outreach to students, parents, and counselors
- Develop comprehensive strategies for recruiting and enrolling top high school science students
- Continue joint recruitment efforts with peer schools, especially those targeting low income and first generation college populations

RESPONSIBLE

- Dean of the College
- Dean of Admission

Improve the quality of students' residential and extracurricular experience

ACTION TAKEN

- Eliminated the work requirement for freshmen on financial aid beginning with the class of 2006
- Developed assessment measures to gauge the impact of eliminating the freshman work requirement; data reveal that work patterns of aided and non-aided students in class of 2006 were more similar compared to the class of 2004
- Upgraded residential spaces and furnishings
- Identified social spaces for renovations/improvements
- Planning study under way to enhance the residential experience of students through richer programming, stronger student governance of residence halls, and increased staff support

ENHANCING UNDERGRADUATE EDUCATION

continued

- Formed a working group (Campus Life, CIS, and UCS) to determine whether Brown should offer a legal music- and video-downloading service to students; signed an agreement with Ruckus to provide a legal music-sharing service that is responsive to student needs
 - Planning under way to replace the current cable television infrastructure
 - Implemented a pilot program of IPTV to provide television programming over the Internet to student computers in the residence halls
 - Added undergraduate peer counseling staff in residence halls, increasing coverage for sophomores, juniors, and seniors
 - Completed renovations of the Ivy Room and Josiah's
 - Approved plans to improve 50 residential lounges across campus
 - Began planning for renovations to Faunce House to improve student activities space
 - Approved new funding to improve club sports programs, student groups, and alcohol-free, late-night social events
 - Developed Alumni Spotlight program to bring notable alumni to campus for significant interaction with students
 - Completed facility improvements, including improved accessibility and new elevator, to Sharpe Refectory in August 2006
 - Continued planning for possible new residence halls
 - Began planning for the possibility of converting J. Walter Wilson Lab to student services space
 - Launched new residential television service over the network, delivering entertainment as well as instructional student productions, selected speakers, and course materials
 - Expanded Brown's wireless network to provide complete coverage in 32 of the 48 residence halls, with remaining halls scheduled for fall 2007
 - Began architect selection process for renovating J. Walter Wilson Laboratory as a student services building
 - Launched planning for transformation of Faunce House into the Stephen Robert '62 Campus Center in honor of the outgoing chancellor
 - Developed scope and priorities for substantial residential renewal projects
- Initiated successful pilot of January@Brown program in January 2007; plans for January 2008 are under way
 - Launched a Web-based student organization management system to facilitate group participation and provide financial, membership and communication functionality for student leaders
 - Funded several key recommendations of the social event policy and procedures review, including professional evening/weekend staffing and permanent funding for alcohol-free, late night events
 - Funded initiatives to improve residential experience, including enhanced support for all residential peer counselors and weekend custodial service for residential halls
 - Replaced many paper processes in student housing with online systems that students can access anytime, anywhere – including internationally
 - **Implemented accessibility improvements in residence hall common areas, entrances and adjoining sidewalks**
 - **Established entertainment DVD lending library for students at Friedman Study Center**

ACTION NEEDED

- Pilot and evaluate a residential peer board to handle routine residential matters, increasing student leadership and governance in the residential areas
- Advance planning for campus center and proximate facilities – including Faunce House and J. Walter Wilson – to increase access to student services, curricular support, and community space
- Continue planning efforts for a program of renewal in residence halls and possible new housing

RESPONSIBLE

- Dean of the College
- Vice President for Campus Life and Student Services

2 Excellence in Graduate Education

Graduate education at Brown has a long and distinguished history dating back to the late 19th century. Today's graduate students take courses, create knowledge, support faculty research, and contribute to the teaching and mentoring of our undergraduates. Directing PAE resources to support the Graduate School has yielded significant results, as evidenced by the record numbers of top-quality applicants and our growing competitiveness with the very best of our peers.

The Graduate School has benefited from the addition of new faculty members, which has enabled the creation of new master's

and doctoral programs and strong partnerships with other institutions and research organizations.

In the coming years, the Graduate School will work on developing a strategic plan that builds upon the progress made in recent years and provides for growth in selected areas of special strength. Elements of this plan will explore some new programs in emerging fields and enhanced programmatic and financial support for students as they prepare for careers inside and outside the academy.

Attract and support the best graduate students

ACTION TAKEN

- Allocated an additional \$600,000 in 2002 for summer support for students in the humanities and social sciences
- Allocated \$1.1 million in 2002–03 to support health insurance coverage for all doctoral students; increased funding each subsequent year as necessary to cover increasing costs
- Increased funds to support graduate student travel to conferences and professional development in 2002–03
- Completed an administrative review of Graduate School systems and services
- Increased funding for departmental recruitment
- Celebrated the centennial of the Brown Graduate School in 2003 with lectures and discussion to initiate a national conversation on graduate education
- Revised admission procedures to enable departments to compete for the best graduate students
- Received a three-year, \$250,000 grant from the Mellon Foundation for graduate student workshops designed to shorten time to degree completion
- Launched a new Graduate School Web site in 2004 to improve recruitment and retention and to clarify and streamline Graduate School processes for faculty and current students
- Established a first-year housing program for graduate students through the Office of Rental Properties in September 2004
- Guaranteed three years of summer funding to all incoming doctoral students in select programs, starting with students admitted for 2005–06
- Revised the fee structure for graduate students starting in 2005–06, the first such revision in 20 years
- Increased base stipends for University fellowships from \$12,800 in 2001–02 to \$18,000 in 2006–07 to be more competitive
- Completed a redesign of print recruitment materials for master's programs in public policy and public affairs; consulted with other programs on various recruitment-related projects
- Guaranteed for the first time five years of support for students entering doctoral programs on fellowship (2006–07)
- Completed redesign and reorganization of the Graduate School's recruitment-related publications
- Established interdepartmental working group with the offices of the Provost, Vice President for Research, Biology and Medicine, Dean of

the Faculty, and Public Affairs to prepare for the fall 2006 National Research Council survey and ranking of research and doctoral programs in the U.S.

- Updated and re-launched Web site with clearer distinction between master's and doctoral programs and profiles of current students and their work at Brown
- Received an all-time high of 6,232 applications for admission to the Graduate School for 2006–07, an increase of 48% since 2001; increased selectivity from 27% to 17% in the same period
- Completed collection and submission of institutional and program-specific data for National Research Council survey of U.S. Research Doctorate Programs
- Increased base stipend to \$18,500 for 2007–08
- Launched the Working Group on Graduate Education, chaired by the dean of the Graduate School and composed of faculty and students, to review and make recommendations about future directions for the Graduate School, including the optimal size of different programs and future levels of support

ACTION NEEDED

- Expand the discussion of Brown's role in graduate education
- Work with individual degree programs and departments to develop more proactive recruitment strategies to identify excellent candidates
- Continue to seek ways to increase funding for graduate student support
- Provide incentives for programs and students to improve completion rates and reduce time-to-degree
- Work with the vice president for research to provide incentives for increasing graduate student support on faculty grants
- Review and evaluate our various master's programs, including funding levels for students in those programs, and make changes as appropriate
- Review the funding pattern for doctoral students in the context of the five-year commitment of support, and make changes as appropriate
- Receive the report of the Working Group on Graduate Education and consider the issues raised and the group's recommendations
- Develop a plan for the growth of the Graduate School, including a comprehensive funding plan for support of doctoral students

RESPONSIBLE

- Dean of the Graduate School
- Provost

Expand the Graduate School's educational opportunities and programs

ACTION TAKEN

- Launched new doctoral programs in modern culture and media, development studies, and electronic music and multimedia
- Established partnerships to create graduate degrees in biology through the Marine Biological Laboratory, in acting and directing through the Brown/Trinity consortium, and in mathematics with Paris VI University in France
- Established a new professional master's program in innovation management and entrepreneurship engineering (PRIME)
- Established professional master's degree programs in public affairs, public policy, and urban education policy
- Initiated process to make fifth-year master's degree programs more accessible to Brown undergraduates
- Established partnership with NIH to provide additional training for students in the graduate neuroscience program in fall 2005
- Established new research opportunities for graduate students and faculty through a partnership with the Oak Ridge National Laboratory
- Completed the launch of a system to allow doctoral students to submit and catalog their dissertations electronically in cooperation with the University Library
- Began collaboration with the Academic Priorities Committee to review masters' level graduate programs
- Established the Working Group on Graduate Education to review the size and scope of graduate education at Brown and the role of research training and support
- Received Corporation approval in February 2007 for new Ph.D. program in Health Services Research

ACTION NEEDED

- Work with departments, the Graduate Council, and the Dean of the College to develop plans for a graduate curriculum that crosses departmental boundaries and relates to the undergraduate curriculum
- Work with departments and programs to establish a strategic and comprehensive plan for managing the creation of new master's and doctoral programs and a schedule and process for their evaluation

RESPONSIBLE

- Dean of the Graduate School
- Provost

Prepare graduate students for careers inside and outside the academy

ACTION TAKEN

- Established the Task Force on Teaching and Doctoral Education; preliminary results of a survey initiated by the task force show that 80% of teaching assistants and teaching fellows at Brown are satisfied with their positions and their experience
- Renewed cooperation between Graduate School and other campus offices that deliver both academic and nonacademic student services (Career Development Center, Sheridan Center, Instructional Technol-

ogy Group, etc.) to expand professional development opportunities for students

- Conducted a follow-up survey of teaching assistants and teaching fellows at Brown and found that nearly 80% of graduate students consider teaching to be an important part of their professional development
- Expanded the internal coordination of professional development resources for graduate students to include Summer and Continuing Studies and the Office of the Vice President for Research
- Reviewed and renamed partnership between Brown and Wheaton College (now the Brown Wheaton Faculty Fellows Program) that gives advanced graduate students new opportunities for professional development as instructors; changes led to a 100% increase in applications in 2006
- Began regular consultations with new vice president for alumni relations to initiate an overall strategy for connecting Graduate School alumni with the University
- Established a new plan to allow programs greater flexibility in making appointments and allocating financial support to better respond to students' individual, intellectual, academic, and professional development needs
- Initiated new process to more closely monitor the annual review and evaluation of doctoral students
- **Established pilot program for faculty fellows at Tougaloo College**

ACTION NEEDED

- Expand the Brown/Wheaton Teaching Faculty Fellows Program to include additional partnerships with local and regional colleges, and find outside funding to support it
- Develop a plan for professional development and continue to coordinate efforts across campus for its delivery
- **Develop a summer-matriculation program to assist new students, both international and domestic, with language and skills training to ease the transition to graduate study**

RESPONSIBLE

- Dean of the Graduate School

Improve the residential and extracurricular experience

ACTION TAKEN

- Created new and more comprehensive matriculation and orientation materials for incoming students
- Moved the Graduate School's administrative offices to the newly renovated, expanded, and centrally located Horace Mann building, collocated with the Office of the Vice President for Research
- Moved to integrate graduate students and Graduate School alumni more fully into University life through the establishment of the Horace Mann Medal for a distinguished alumna or alumnus of the Graduate School
- Initiated a new program to offer financial support for program- or department-based academic conferences featuring Brown Graduate School alumni; the first successful conference, with Portuguese and Brazilian Studies, was held in May 2005; the second, with Religious Studies, was held in 2006
- Supported the creation of a mechanism by which the Graduate Student Council will recognize graduate student organizations and the Student Activities Office will provide guidance and assistance

- Developed dinner seminar series for graduate students, “The Academy in Context,” to provide opportunities for professional development, cross-disciplinary exchanges, and community building
- Helped initiate survey of graduate students about their housing needs and preferences
- Raised graduate student activities fee, giving further revenue to the Graduate Student Council in 2005
- Created and launched new family leave and child birth accommodation policy for graduate students
- Helped to produce Brown’s first-ever Graduate School Alumni Directory in 2006, working with Alumni Relations
- Instituted regular schedule of deans’ lunches with first-year graduate students and weekly open office hours with the dean
- Received grant from the Council of Graduate Programs and National Science Foundation to underwrite pilot program on ethics training for graduate students in the physical sciences and engineering (the grant will build on the Academy in Context series, which was established in 2005)
- Launched working group to examine options for graduate and medical student housing
- Instituted regular, once-per-semester open forums with doctoral and master’s students to discuss issues of support, community, etc.
- Modified graduate student application and admission process to complete first admission cycle in Banner
- Expanded new student orientation

ACTION NEEDED

- Develop new programming, events, and publications for current graduate students and Graduate School alumni
- Identify location and functions for graduate community space, ideally near graduate housing
- Develop more effective orientation, language-training, and acculturation programs for all incoming international graduate students

RESPONSIBLE

- Dean of the Graduate School
- Vice President for Campus Life and Student Services

3 Faculty Excellence in Teaching and Research

Expanding Brown’s faculty, providing additional resources in support of their teaching and research, and enhancing faculty excellence are at the heart of the Plan for Academic Enrichment. Brown’s success in this essential area affects virtually all other strategic initiatives. The tangible, positive effects of increasing the size of the faculty – currently the largest it has ever been – are visible in all aspects of academic life. For example, the student faculty ratio has been reduced to 9:1, which has permitted us to introduce a first-year seminar program and many other small classes for undergraduates; the target-of-opportunity program has allowed Brown to attract a diverse group of outstanding teachers and scholars from around the world; and the larger faculty provides more flexibility for supporting research initiatives and an improved sabbatical program.

The Plan has also placed a priority on improving faculty compensation to enable Brown to be more competitive with peer institutions when we seek to recruit and to retain the very best faculty. Start-up funds are at an all-time high, and there has been substantial improvement in our support for faculty and student research through outside funding, improved facilities, and new partnerships.

Looking ahead, we will concentrate on continued faculty growth and providing support and funds to promote excellence in teaching and research. Adding faculty to support the internationalization effort will be a priority, as will increasing the number of faculty in some of our strongest departments.

Recruit and retain additional faculty for Brown

ACTION TAKEN

ADDITIONAL FACULTY

- Identified areas in immediate need of additional faculty
- Appointed approximately 33 FTE faculty in temporary positions for 2002–03
- Reviewed overall needs through the Academic Priorities Committee, and authorized searches
- Recruited 38 new faculty members for 2003–04, including 15 for positions created as part of the Plan for Academic Enrichment
- Faculty size reached 599 regular members in 2003–04, its largest ever
- Conducted 72 searches in 2003–04, including 40 for positions created as part of the Plan for Academic Enrichment
- Hired 51 new faculty for 2004–05, including 22 for PAE or target-of-opportunity positions; total faculty size reached 628
- Additional 51 searches conducted during 2004–05, roughly equally divided between replacement and incremental positions
- Recruited 17 of the 40 new Academic Enrichment and Program in Public Health positions approved for the Division of Medicine and Biological Sciences
- Hired more than 40 new faculty in 2005–06; half of these were made possible by the PAE
- Undertook more than 70 searches in 2005–06, including searches to fill more than 20 PAE positions
- Initiated process whereby searches to replace retiring faculty may be authorized in advance of actual retirement, in order to avoid gaps in staffing and curriculum
- Continued to identify exceptional scholars who are targets of opportunity for Brown faculty positions
- Hired 49 new faculty in academic year 2006–2007, bringing the total number of regular faculty to 658. This represents an increase of 15% since the initiation of the PAE

FACULTY EXCELLENCE IN TEACHING AND RESEARCH

continued

- Approved more than 50 searches to be undertaken during 2006–2007, contributing to further growth in the faculty
- Continued success in attracting accomplished individuals in international affairs and fields of study to serve as professors-at-large and similar positions: Fernando Henrique Cardoso (former president of Brazil), Lincoln Chafee '75 (former U.S. Senator R-R.I.), Ricardo Lagos Escobar (former president of Chile; appointment starts 7/07), Carlos Fuentes (scholar in Latin American literature), Shirley Brice Heath (expert in international education and arts), Richard Holbrooke '62 (former U.S. ambassador to the UN)
- Continued to make progress in expanding faculty ranks: total regular faculty in 2007–08 number 679. This includes 41 new hires for 2007–08, of which 11 are a result of PAE. As of October 2007, we have hired a total of 79 new faculty members as a result of the Plan for Academic Enrichment
- Increased numbers of faculty winning prestigious national grants and fellowships, including ACLS, Guggenheim, NEH, etc.
- Authorized over 60 searches to be undertaken during 2007–08

IMPROVED COMPENSATION AND BENEFITS

- Allocated an additional \$3 million to faculty salaries in 2002–03 over and above normal increases
- Outpaced peer institutions in faculty salary increases in 2002–03
- Developed a plan for an enhanced faculty development program, including more frequent sabbatic leaves
- Developed and approved two new family-friendly policies: a semester of teaching relief for care of a new child and an extension of the probationary period before tenure
- Launched a new Mortgage Assistance Partnership Program
- Continued our success in retaining faculty when they receive outside offers
- Built on progress in faculty salaries in 2003–04 and 2004–05
- Continued to demonstrate progress in improving faculty salaries: median salaries for 2005–06 increased over 2004–05 across all divisions and ranks
- Furthered progress in 2006–07 to make faculty salaries competitive. Budgeted gross faculty salaries have risen by more than 50% in five years, reflecting both the hiring of incremental faculty and improvements in the salaries of continuing faculty
- Established travel fund to support dependent care expenses associated with professional travel. Awards of up to \$500 will be made to help defray costs of providing above-the-ordinary care for dependents at home or costs incurred in taking a child (or caregiver) on a professional trip
- Modified policy on extensions of the probationary period for primary caregivers to make such extensions automatic for new parents
- Worked with other area institutions of higher education to found the New England Higher Education Recruitment Consortium, which assists with job placement for dual-career couples and provides assistance for faculty who are relocating to Providence and New England

- Enhanced Brown's sabbatical leave policy for tenured faculty in order to provide more time for faculty to pursue research and to make Brown more competitive with leading peer institutions
- Developed plan for phasing in new sabbatical program in order to balance more research time with curricular commitments

INCREASED START-UP FUNDS AND OTHER SUPPORT

- Included an additional \$2 million in the 2002–03 budget for improved start-up packages for new faculty
- Attracted a \$750,000 grant for support of academic innovation
- Raised a \$1 million fund for the support of the Humanities Center
- Allocated an additional \$2.46 million for start-up funds as part of the FY05 budget
- Allocated \$1 million in incremental start-up funding in the FY06 budget, bringing the total to \$7.2 million (non-Medical School)
- Budgeted additional \$1.54 million in FY06 for Medical School start-up funds
- Allocated another incremental \$1 million in start-up funds, bringing the total budget to \$8.2 million (not including Medical School)

ACTION NEEDED

- Identify additional sources of funding
- Consider additions to the budget for improved recruitment efforts and research support for new faculty
- Continue further improvements in faculty benefits and leave programs
- Allocate additional funding for salary pools beyond FY08 in order to make further progress
- Authorize positions and organize searches for 2008–09 and beyond
- Identify areas in which additional faculty growth and support can make the biggest difference
- Continue planning for external reviews of academic departments, to be conducted by distinguished scholars from other institutions and intended to provide advice about how best to strengthen Brown's academic programs in those areas

RESPONSIBLE

- Provost
- Dean of the Faculty
- Dean of Medicine and Biological Sciences

Provide increased support for faculty research activities

ACTION TAKEN

- Moved the Office of the Vice President for Research to improved and expanded offices in Horace Mann, collocated with the Graduate School offices
- Finalized and implemented conflict of interest, conflict of commitment, and privacy policies
- Allocated funds and created a process for making seed funding available to Brown faculty to compete for large-scale, multidisciplinary grants
- Created Brown Technology Partnerships from Brown University Research Foundation to assist faculty in finding opportunities to use commercialization as a means to enhance the impact of their work
- Forged strong relations with key governmental agencies, including the Rhode Island Economic Policy Council and the Rhode Island Economic Development Corporation

- Forged a working relationship with the University of Rhode Island to secure NSF EPSCoR (Experimental Program to Stimulate Competitive Research) status for the state of Rhode Island; three-year proposal awarded March 17, 2006, with a portion coming to Brown for proteomics and genomics in the marine life sciences
- Established a Faculty Research Advisory Board
- Established the Research Compliance Network to implement a coherent approach to compliance across the University's research environment
- Launched outreach programs to educate faculty, students, and staff about rights, responsibilities, and opportunities related to research
- Finalized and implemented a new policy for intellectual property, patents, and copyrights; approved unanimously by the faculty; accepted by the Corporation in May 2005
- Reached an agreement with the Marine Biological Laboratories (MBL) for Brown Technology Partnerships to manage and market MBL intellectual property
- Reached an agreement with Women & Infants Hospital for Brown Technology Partnerships to manage and market its intellectual property
- Installed a new in-house data-management system for patent and license tracking
- Launched new research Web site and implemented a database of Brown faculty and their research
- Initiated the planning of the Alliance for Nanoscale Innovation as part of the effort to establish new research programs across departments
- Reorganized the research administration infrastructure
- Refocused and re-energized the Brown Venture Forum, now called the Brown Forum for Enterprise
- Hosted conference "Rhode Island Showcase: Cutting Edge Medical Technologies, Biotech Research, and Discovery" involving all major research centers in the state
- Established ongoing series of workshops to train faculty in the use of "grants.gov," the federal electronic grants submission system
- Vice president for research co-chaired the governor's Science and Technology Advisory Council that prepared a set of recommendations for state funding
- Successfully launched Coeus, an automated grants-management system in April 2006
- Appointed full-time proposal coordinator to facilitate multi-investigator initiatives and assist individual faculty with grant submissions
- Launched Rhode Island Business Plan Competition (<http://www.ri-bizplan.com>) with significant prizes for student and entrepreneur tracks. Free workshops held for all participants
- Revised University's research misconduct policy and developed new data retention policy, bringing both into line with federal requirements
- Augmented support for Center for Computation and Visualization with CIS expertise in networking, specialized software distribution, and other areas
- Received continued recognition of Brown faculty (including many PAE hires) from prestigious fellowships, including awards from Guggenheim Foundation, American Council of Learned Societies, National Endowment for the Humanities, Fulbright program, and Radcliffe Institute for Advanced Study, among others
- **Founded the Institute for Molecular and Nanoscale Innovation (IMNI)**
- **Created Web site database to facilitate faculty applications for funding opportunities with restricted submission policies**

- **Published inaugural report from the Office of the Vice President for Research**
- **Hired a director of finance and administration in the Office of the Vice President of Research**
- **Began coordination with ADVANCE program to match faculty with requests for proposals**

ACTION NEEDED

- Identify further opportunities for new research programs across departments and disciplines
- Develop a large-scale, multidisciplinary grant-seeking program by supporting proposal writing, creating incentives, and building research productivity
- Develop a strategic plan to strengthen federal funding by identifying appropriate programs in federal agencies that connect with Brown's strengths
- Create an external advisory group for technology transfer and intellectual property issues and for the development of new corporate partnership programs
- Develop a plan to coordinate research initiatives with hospitals
- Provide increased network bandwidth where needed in the research environment
- Further investigate ways to improve communications and relations with faculty regarding research and compliance issues and agendas
- Continue negotiations with research institutions and affiliated hospitals regarding a common platform for building technology transfer
- Develop a Responsible Conduct of Research curriculum for faculty, postdocs, and graduate students
- Develop a plan with CIS for supporting departmental research computing needs

RESPONSIBLE

- Provost
- Vice President for Research
- Dean of Medicine and Biological Sciences
- Vice President for Computing and Information Services/CIO

Plan for continuing growth of the faculty

ACTION TAKEN

- Review by the Academic Priorities Committee of proposals for new multidisciplinary initiatives, as well as for the continued development of existing initiatives and particularly those that require new appointments

ACTION NEEDED

- Consider further expansion of the faculty (beyond the 100 new positions)
- Continue to identify and recruit target-of-opportunity appointments

RESPONSIBLE

- Provost
- Academic Priorities Committee

4 Leadership in Biology, Medicine, and Public Health

As adopted in February 2004, the Plan for Academic Enrichment called for a high standard of “leadership” for Brown’s programs in the life and health sciences. Over the past several years, the Division of Biology and Medicine has made significant progress toward meeting this standard. The Medical School’s reputation has improved to the point where it now stands on the threshold of the top-quartile of all U.S. medical schools. Additionally, the Program in Biology has been strengthened with 14 new incremental faculty joining the Division’s biology departments. Furthermore, the Program in Public Health has recruited eight new incremental faculty, building its capabilities in teaching and research and positioning the Program for accreditation as a professional school. Underpinning all of this growth is the continued effort to deepen Brown’s relationships with its hospital partners in order to create an integrated academic medical center for Rhode Island.

The recent \$100 million philanthropic commitment from the Warren Alpert Foundation has provided enormous momentum to construct a new home for the medical school, provide student financial aid, and

expand the research enterprise. Planning for the strategic allocation of these funds is well under way and will certainly result in several initiatives to enhance our academic excellence.

Much remains to be accomplished. In the years to come, the Division will focus on expanding student enrollments in the medical and public health programs, completing the faculty recruitments outlined in the Plan for Academic Enrichment, developing new research priority areas, planning new facilities for medical education and translational research initiatives, and building a strong financial foundation for future growth.

NOTE TO READER: During the summer of 2007, in consultation with its various stakeholders, the Division refined its mission statement, vision, strategic objectives, and “table of needs.” The text below reflects these new changes. In so doing, the original goals of the Plan for Academic Enrichment have been subsumed into this new language, which constitutes a clearer representation of the Division’s strategic plan.

Enhance the academic excellence and reputation of the Division and its hospital and community partners through thoughtful joint investments and improved integration and alignment of strategic interests.

ACTION TAKEN

- Commissioned through the Board of Fellows an external review of BioMed in preparation for recruiting a new dean; received report in January 2003
- Developed a financial model for the expansion of the Division of Biology and Medicine, including the Medical School and the Program in Public Health
- Received Corporation approval in February 2004 for new directions for the Division of Biology and Medicine as part of the overall Plan for Academic Enrichment
- Appointed Eli Y. Adashi dean of medicine and biological sciences in December 2004
- Recruited a new executive dean for administration (2005), senior associate dean for advancement (2006), established a new Office of Strategic Planning (2006)
- Established the Office of Graduate and Postdoctoral Studies and the position of associate dean to enhance the training environment and trainee funding opportunities
- Established a partnership between the dean of medicine and biological sciences, the leadership of affiliated hospitals, and department chairs to support and coordinate academic activities
- Appointed the senior vice president and chief physicians officer at Lifespan to a joint position of associate dean for strategic and special projects at Brown

- Commissioned an analysis of the entire Brown biomedical enterprise to evaluate the collective scale of University and hospital-based research. This analysis revealed a productive scientific community of 900 peer-reviewed research awards totaling \$194 million from June 2005 to June 2006
- Issued *Report of the Strategic Planning Group* (January 2007) calling for a new medical education facility, new research investments, and a set of administrative reforms to guide the development of new Brown-hospital relationships
- **Published new mission and vision statements in 2007 for the Division, complete with strategic objectives and a “table of needs” to make priorities transparent, guide decision-making and focus fundraising efforts**

ACTION NEEDED

- Continue planning with Brown’s hospital partners to create an integrated academic medical center for Rhode Island.
- **Identify priority areas for new research investments to be financed by the Warren Alpert Foundation gift and hospital funds**
- **Recruit a research dean to synchronize scientific strategic planning across the Brown-hospital enterprise**
- **Restructure information systems and financial processes to optimize reporting on the performance of the Biology, Public Health, and Medical Education programs**

RESPONSIBLE

- President
- Provost
- Dean of Medicine and Biological Sciences

Build on the reputation and academic excellence of the Warren Alpert Medical School of Brown University by constructing a new medical education facility, encouraging curricular innovation, increasing enrollment, and enhancing financial aid.

ACTION TAKEN

- Appointed Philip Gruppuso as the new associate dean for medical education (2005)
- Restructured the Medical School Curriculum Committee
- Identified additional resources to support student-initiated curricular activities, travel, and research
- Formulated and activated seven curriculum-design working groups to promote the process of comprehensive curriculum redesign
- Implemented the second year of the “doctoring” course: a two-year required course that combines instruction in medical interviewing and physical diagnosis with weekly clinical experience in a community-based physician’s office
- Implemented a new integrated pre-clerkship curriculum for the class of 2010
- Elevated emergency medicine to full department status
- Launched a Scholarly Concentrations Program with the Class of 2010: a voluntary program aimed at increasing flexibility and scholarship in the medical curriculum
- Gained full LCME approval for a proposal to expand the medical student body by one-third over three years (2005)
- Opened a pilot program for a “standard” route of admission to the Medical School, inviting applications from all qualified graduates of U.S. colleges. The first students admitted in this way arrived in September 2005; this route was made permanent in 2007 after successful two-year pilot program
- Accepted a transformative \$100-million commitment to the Brown Medical School from the Warren Alpert Foundation and renamed the Brown Medical School as the Warren Alpert Medical School of Brown University

ACTION NEEDED

- Plan construction of a medical education facility proximate to the South Providence-based hospitals.
- Enhance the financial aid resources of the school to ensure its ongoing competitiveness
- Relaunch a leading and competitive M.D./Ph.D. program to train the next generation of physician-scientists

RESPONSIBLE

- Associate Dean for Medical Education
- Dean of Medicine and Biological Sciences
- Provost

Build on the reputation and academic excellence of the Program in Biology with a new Brown-hospital research facility, the targeted recruitment of new faculty, and enhanced support for graduate studies.

ACTION TAKEN

- Created new multidisciplinary centers and programs involving faculty in the biology departments: Center for Genomics and Proteomics,

Center for Computational Molecular Biology, the Brain Science Program, and the Environmental Change Initiative

- Authorized up to 21 new faculty lines; recruited 14 incremental faculty since inception of Plan for Academic Enrichment (as of October 2007)
- In October 2006, dedicated the 169,000-square-foot Sidney E. Frank Hall for Life Sciences, providing laboratory, office, and conference space for the life sciences and housing 39 faculty members from the departments of Neuroscience and Molecular Biology, Cell Biology, and Biochemistry
- Purchased, renovated, and occupied 70 Ship Street to accommodate researchers in molecular and cellular biology, physiology, biotechnology, and immunology – 105,000 square feet of first-class research and teaching space; named Laboratories for Molecular Medicine
- Acquired major new core equipment facilities (3T MRI and a mass spectrometer) for neuroscience research
- Appointed new chairs to lead the departments of Neuroscience and MPPB
- Commissioned external review of undergraduate biology program
- Acquired an \$11.5 million grant from the NIH for a Superfund Basic Research Program
- Received a federal appropriation of \$1M for the Center for Recovery from Trauma
- Initiated process of streamlined Institutional Review Board review for projects conducted at the affiliated hospitals and at Brown
- Created specialized brochures, Web site, and recruitment outreach initiatives through Office of Graduate and Postdoctoral Studies
- Established databases for predoctoral and postdoctoral trainees to enhance communications and track training progress and funding
- Established a comprehensive, integrated database to track course budgets, enrollments, and teaching assistants in the basic biological sciences curriculum
- Established centralized professional development programming specifically for graduate and postdoctoral trainees
- Commissioned a task force to evaluate use of teaching assistants and other instructional support by faculty teaching division courses
- Appointed Edward Hawrot as associate dean for the program in biology, effective July 2007
- Issued a request for proposals to solicit broad-based faculty input on prospective areas of future research investment and collaboration

ACTION NEEDED

- Plan the targeted recruitment of additional incremental faculty of exceptional scientific merit into strategically determined areas of excellence
- Plan for a significant new Jewelry District-based research facility in collaboration with Brown’s hospital partners, to focus on translational science.
- Increase sponsored funding at a rate minimally equivalent to the annual NIH appropriation growth rate through organic (i.e. with existing faculty) and additionally via acquisitive (strategic faculty recruitment) growth

RESPONSIBLE

- Associate Dean for the Program in Biology
- Dean of Medicine and Biological Sciences
- Provost

Establish a Brown School of Public Health with new faculty recruitments, increased student enrollment, enhanced support for financial aid and a strong financial foundation for future growth.

ACTION TAKEN

- Received approval from the Corporation in February 2004 for up to 17 new tenure-track positions in public health over the next five to seven years (8 new faculty lines established as of October 2007)
- Completed a strategic plan for teaching and research in public health and for the requisite space (covers period of 2002–2007)
- Reached an agreement for a major expansion of public health programs, including significantly expanding the faculty in this area and bringing these programs together in a new building
- Increased number of master's degree students to from <30 to 62 (by 2007–08)
- Relocated most of the Program into the newly-acquired 121 South Main Street, establishing a major presence for public health in this building
- Increased external funding for the public health centers (over \$30M is expected for FY'08)

- Completed comprehensive financial analysis of the Public Health Program and the impact of the faculty and student expansion on extant and future financial performance
- Secured a \$15M award as part of the National Children's Study and a \$10M program project award to study nursing care
- Wrote down and built consensus for the unique mission and vision of the planned Brown School of Public Health; completed the strategic plan for the period from 2008–13
- Submitted a comprehensive report on the path to school status to the provost (September 2007)

ACTION NEEDED

- Establish the structure required for the accreditation of the planned Brown School of Public Health; secure Corporation approval and advance towards Council on Public Health accreditation
- Increase enrollment in the masters programs to a minimum of 110 highly qualified students by the 2010–11 academic year
- Plan for additional incremental faculty positions required to meet accreditation requirements and to achieve critical mass for competitive research and educational programs
- Increase sponsored funding at a rate minimally equivalent to the annual NIH appropriation growth rate through organic (i.e., with existing faculty) and additionally via acquisitive (strategic faculty recruitment) growth

RESPONSIBLE

- Associate Dean of Medicine and Public Health
- Dean of Medicine and Biological Sciences
- Provost

5 Fostering Multidisciplinary Initiatives

Among the things that set Brown apart are its open curriculum, which encourages students to take risks and cross disciplinary boundaries, and its emphasis on creating and fostering interdisciplinary courses and research opportunities. The Plan for Academic Enrichment has furthered this tradition of multidisciplinary collaboration, learning, and knowledge by supporting the establishment of new programs and centers in the humanities, life sciences, physical sciences, and social sciences.

Looking forward, Brown will both support and evaluate multidisciplinary experiments. The continuing challenge will be to focus on programs where the University has areas of strength and to incorporate into the curriculum, student body, and faculty more international perspectives and experiences.

Establish major new centers or institutes

ACTION TAKEN

- Inaugurated five multidisciplinary initiatives: the Humanities Center, the Environmental Change Initiative, the Initiative in Spatial Structures in the Social Sciences, the Center for Computational Molecular Biology, and the Center for Genomics and Proteomics
- Created the Brain Science Program, a potential institute, to be led by Professor John Donoghue
- Appointed new faculty in 2004–05 to lead new and developing initiatives including the Environmental Change Initiative (Osvaldo Sala), the Initiative in Spatial Structures in the Social Sciences (S4) (John Logan), the Center for Computational Molecular Biology (Charles

Lawrence), and the John Nicholas Brown Center for the Study of American Civilization (Steven Lubar)

- Received Corporation approval for the new Institute for Archaeology and the Ancient World
- Approved an initiative in Commerce, Organization, and Entrepreneurship involving the departments of Sociology and Economics and the Division of Engineering
- Appointed new faculty in 2005–06 to lead new and developing initiatives including the Cogut Center for the Humanities (Michael Steinberg) and the Institute for Archaeology and the Ancient World (Susan Alcock)
- Inaugurated process through the Academic Priorities Committee (APC) in 2005–06 for regular review of centers and initiatives to

ensure progress toward institutional objectives and strategic use of University resources

- APC recommended the creation of a new Center for Environmental Health and Technology in spring 2006 to manage existing externally-funded interdisciplinary research activity and related educational programs and to catalyze further efforts in this area. CEHT proposal is expected to be considered by the faculty in fall 2006
- Received a \$15 million gift from the C.V. Starr Foundation for an endowment to support the Commerce, Organizations, and Entrepreneurship program
- Created the Center for Vision Research under the auspices of the Brain Science Program
- Received APC and faculty approval for proposed Institute for Molecular and Nanoscale Innovation and Center for Nanoscience and Soft Matter
- Established William R. Rhodes '57 Center for International Economics
- **Appointed a faculty committee to consider the establishment of a scholarly and teaching initiative on slavery and justice**

ACTION NEEDED

- Build on multidisciplinary areas of special interest and strength
- Recommend new areas of focus for further expansion of the academic program

RESPONSIBLE

- Provost
- Dean of the Faculty
- Dean of Medicine and Biological Sciences
- Academic Priorities Committee

Expand and improve existing complementary relationships with other institutions, and develop new ones

ACTION TAKEN

- Established a new affiliation with the Marine Biological Laboratory at Woods Hole, including graduate programs, research collaborations, and faculty exchanges
- Formed the Committee on Inter-Institutional Collaborations to enhance Brown-RISD relations; began planning potential new Brown-RISD academic programs and research collaborations
- Launched new graduate programs in acting and directing through the Brown/Trinity Repertory Company consortium
- Developed a partnership with NIH to offer a new graduate program in neuroscience starting in fall 2005
- Launched new Brown/RISD Web site (<http://risd.brown.edu/>) in December 2004 to explore, promote, and develop collaborations among Brown and RISD faculty, students, and staff
- Hosted a summit of leaders from industrial laboratories, academia, and government in May 2004 to address the future of corporate research and the role of universities
- Formed a partnership with Providence VA Medical Center and MIT to conduct research on restoring arm and leg function to amputees
- Established a joint Brown-RISD committee to develop a proposal for a new A.B./B.F.A. program
- Assisted in recruitment of Curt Columbus as artistic director of Trinity Repertory Company and a key leader in Brown-Trinity Consortium
- Established in June 2006 a collaborative research relationship with Oak Ridge National Laboratory focused on materials science

- Implemented videoconferencing arrangements between Applied Mathematics and Paris VI for graduate seminars
- Introduced wiki tools (Web-based collaboration) to improve effectiveness of teaching, research, and administration
- Launched major initiative in fall 2006 to enhance Brown's presence in international higher education. Initial efforts included increasing financial aid to undergraduate international students, appointing David Kennedy as Brown's first vice president for international affairs, reviewing current curricular offerings, forming advisory councils, and expanding existing programs for faculty and student exchange, international research programs, international internships for students, and other joint international activities
- **Secured Corporation approval in May 2007 for a joint Brown-RISD A.B./Sc.B./B.F.A program**
- **Established new relationship with Zhejiang University in October 2007**

ACTION NEEDED

- Explore the expansion of Brown's existing programs for faculty and student exchange, international research programs, international internships, and other joint international activities
- Explore the use of collaborative technologies to enable faculty and students to work together remotely
- **Establish the office of vice president for international affairs to coordinate activities on and off campus**

RESPONSIBLE

- Provost
- Academic Priorities Committee
- Vice President for Computing and Information Services/CIO

Leverage resources by connecting existing centers and institutes more closely to academic departments and programs

ACTION TAKEN

- Received approval from faculty and Corporation for a new graduate program in urban education policy connecting Department of Education, the Annenberg Institute for School Reform, and the Education Alliance
- Authorized joint faculty appointments with the Watson Institute and appropriate academic departments; two such appointments have been made
- Appointed Professor Kenneth Wong as director of the urban education policy program
- Provided multiyear funding for, and appointed Professor Philip Gould as director of the American Seminar, which will sponsor an ongoing visiting lecture series and seminars for faculty and students from the John Nicholas Brown Center, English, history, American civilization, and other departments and programs

ACTION NEEDED

- Implementation of the urban education program
- Identification of other, similar ideas
- Continue planning for joint Watson appointments

RESPONSIBLE

- Provost
- Dean of Faculty

FOSTERING MULTIDISCIPLINARY INITIATIVES

continued

Develop academic support and infrastructure for programs and centers

ACTION TAKEN

- Made significant progress in providing academic support and infrastructure across the University
- Allocated space for various new programs including Environmental Change (MacMillan Hall) and S4, completed renovations to support the master's program in public policy (Taubman Center), and increased space for computer science in the CIT
- Received Corporation approval for a \$10 million renovation to Pembroke Hall, which will house the new Cogut Humanities Center; the new center will provide space and resources to allow intellectual exchange and public engagements
- Received leadership gifts from Artemis and Martha Joukowsky to endow the new Institute for Archaeology and the Ancient World and to renovate Rhode Island Hall as the permanent home for the institute
- Raised \$15 million from the Starr Foundation to endow and name the C.V. Starr Program in Commerce, Organization, and Entrepreneurship
- Raised \$10 million from William R. Rhodes '57 to create and endow the William R. Rhodes '57 Center for International Economics
- Used the lead gift of James A. Harmon '57 to establish the Harmon Family Chair, and designated the use of that chair for African Studies
- **Raised \$5 million from an anonymous donor to support theater arts at Brown and the Brown-Trinity Consortium**

ACTION NEEDED

- Identify support and infrastructure needs of existing and new multidisciplinary programs and centers, and raise funds to meet them

RESPONSIBLE

- Provost
- Senior Vice President for University Advancement

Continue to develop distinctive, high-profile multidisciplinary graduate and undergraduate programs

ACTION TAKEN

- Established professional master's degree programs in public affairs, public policy, urban education policy, and public humanities
- Continued planning efforts to develop new programs with the Division of Engineering and the Watson Institute
- Established a new seminar series, "The Academy in Context," to facilitate a greater sense of community among graduate students and to engage them in a broader discussion of graduate education. The series, cosponsored by Campus Life and Student Services and the Graduate Student Council, focused on ethics in research and scholarship in its inaugural year

ACTION NEEDED

- Continue to develop new programs
- Review the University's curricular offerings in international studies to identify promising new opportunities

RESPONSIBLE

- Provost
- Dean of the Graduate School
- Graduate Council

6 Enhancing Excellence through Diversity

Brown has long been seen as a place where students, faculty, staff, and others of diverse backgrounds can interact effectively in an environment of mutual respect. Since the inception of the Plan for Academic Enrichment, Brown has worked to create new opportunities and support existing efforts to make diversity integral to life at the University. Critical organizational changes have been made to lead Brown's initiatives, resources have been added to attract faculty and students, a

Diversity Action Plan has been implemented, and a variety of curricular and extracurricular programs have been launched.

With the goal of positioning Brown as a national leader in integrating diversity into the core activities of the institution, recruitment and retention of students, faculty, and staff that reflect the broadest range of opinions, perspectives, and styles will continue to be Brown's focus. Enhancements to the curriculum also will be a priority.

Make diversity integral to a Brown education

ACTION TAKEN

- Completed the search for a diversity officer to lead a campus diversity office with the appointment in June 2003 of Brenda Allen as associate provost and director of institutional diversity
- Created Web site and updated the *Diversity 2000* report (www.brown.edu/Administration/diversity)

- Prepared and adopted a Diversity Action Plan for the University
- **Issued first *Status Report on the Diversity Action Plan* in September 2007**
- **Appointed Diversity Cabinet**

ACTION NEEDED

- Establish more vehicles for communicating diversity policy and goals (i.e., newsletter, new metrics, annual report)

RESPONSIBLE

- President
- Provost
- Associate Provost and Director of Institutional Diversity

Foster greater diversity among students, faculty, and staff

ACTION TAKEN

- Created Talent Quest, a multifaceted program to assist students from economically disadvantaged backgrounds in the college application process
- Reserved 25 of 100 new faculty positions for target-of-opportunity program; president and provost developed the criteria and process for appointments
- Made further improvements in both undergraduate and graduate student financial aid, making a Brown education more accessible to low- and middle-income students
- Revised the faculty and staff hiring processes to ensure greater efforts to attract diverse applicant pools
- Expanded diversity recruitment efforts in the Graduate School
- Of the new faculty hired into incremental positions made possible by the PAE, including targets, 29% are female and 30% are minorities
- Recruited a total of 15 new faculty under the target-of-opportunity program; of the 15, eight are minorities and seven are women
- Implemented targeted program for women in physical sciences
- Extended the Talent Quest program
- Created a plan, with funding from the president, for increasing the diversity of coaches and other staff in athletics
- Continued to recruit faculty under the general Plan for Academic Enrichment target-of-opportunity program
- Increased women faculty in physical sciences from 9% to 12% since academic year 2001–02; eight of the 19 2006–07 new hires in physical sciences are women
- Improved composition of faculty since 2001–02 of minorities from 15% to 18% and women from 29% to 32%
- Allocated funding to increase aid for undergraduate international students beginning with the Class of 2011
- Achieved broader diversity among coaches and other staff in athletics by following the plan created by the athletic director and funded by the president
- Initiated planning for a Brown/Tougaloo Early Identification Program for Master of Public Health students

ACTION NEEDED

- Continue to develop more prospects for the target-of-opportunity program through the associate provost and director of institutional diversity and the academic departments
- Continue improvements in financial aid

RESPONSIBLE

- President
- Provost
- Associate Provost and Director of Institutional Diversity

Address issues of diversity within the curriculum and in extracurricular programs, and place diversity at the center of campus life

ACTION TAKEN

- Allocated funding to develop a pilot project in this area
- Completed a year-long Curriculum Transformation Workshop in which social science and humanities faculty were encouraged to rethink and redesign introductory courses in light of diversity issues
- Completed the second Curriculum Transformation Workshop, which focused on pedagogical issues and diversity of learning styles, especially in the sciences
- Completed a review of Third World Transition Program
- Planned the Conversation Series lectures, which focus on creating conversation about diverse ideas
- Submitted a proposal to fund a new course on difficult dialogues
- Identified funding for the continuation of the Building Understanding Across Differences program that began in 2001 with funding from the William and Flora Hewlett Foundation
- Funded and filled the first Muslim chaplain position
- Improved diversity staffing and programming in residence halls
- Hosted inaugural Sports in Society colloquium: “Changing the Landscape of Women’s Athletics”
- Introduced new diversity training: “Valuing Differences”
- Improved sexual harassment awareness and prevention training
- Created and filled new position of assistant director of Third World Center
- **Appointed dean for diversity programs in Dean of College Office**

ACTION NEEDED

- Assess effectiveness of programs and seek ongoing funding as appropriate
- Continue to implement recommendations for improving the Diversity Perspectives course designation

RESPONSIBLE

- Dean of the College
- Associate Provost and Director of Institutional Diversity
- Vice President for Campus Life and Student Services

Provide support for managing diversity on campus

ACTION TAKEN

- Created a diversity office to coordinate and lead Brown’s diversity efforts
- Reviewed and strengthened diversity training programs
- Created a committee to address campus climate issues
- Appointed a Diversity Advisory Board
- Completed a discrimination and harassment policy
- Piloted a diversity development plan with Department of Public Safety
- Expanded the duties of the director of Disability Support Services to encompass students, faculty, and staff; created new position to assist the director
- Created and filled new position of faculty ombudsperson
- Rolled out training on new discrimination and harassment policy
- Competed for and won a \$3 million NSF grant to support women faculty in the sciences

- Established the Campus Access Advisory subcommittee of the Diversity Advisory Board
- Increased number of programs on diversity in residence halls
 - Designated some residence hall bathrooms as gender neutral
 - Established LGBTQ subcommittee of Diversity Advisory Board
 - Appointed Dean for Orientation and Diversity Initiatives in Office of Campus Life and Student Services
- Increased number of minority peer counselors in residence halls
- Increased funding for programming Third World Center, Sarah Doyle Center, LGBTQ Resource Center
- Revamped Diversity Training Program for student leaders
- Launched faculty development program
- Surveyed department chairs about faculty development needs
- Expanded Third World Center Leadership Development Program
- Created position of Coordinator of Disability Support Services

ACTION NEEDED

- Review and enhance resources for conflict resolution
- Expand use of a model for a staff diversity development program
- Establish a monthly forum to discuss campus climate
- Propose opportunities for faculty to engage in conversations about diversity issues in the classroom
- Propose vehicles for addressing the role of diversity in the residential life system
- Implement new discrimination and harassment policy

RESPONSIBLE

- Human Resources
- Associate Provost and Director of Institutional Diversity

7 Building a Shared Sense of Community

Education at Brown is not limited to the classroom or laboratory. As a residential university, Brown strives to capitalize on learning experiences that extend throughout the day and into all settings. The Plan for Academic Enrichment has placed a premium on creating an environment wherein Brown students, faculty, staff, and others feel part of a community and can take advantage of the many learning opportunities that exist outside the classroom. To that end, significant progress has been made in launching and planning new student life projects: the Friedman Study Center, satellite fitness centers, study and lounge areas in residence halls, improved residence hall infrastructure,

Nelson Fitness Center, Stephen Robert Campus Center, and J.W. Wilson student activities center.

In the coming months and years, in addition to completing the long list of capital projects designed to support campus life, fine-tuning the program elements of the new community spaces will take place to ensure Brown students have functional space and opportunities to interact with each other. These program elements recognize the need to plan for adequate staffing, policies, and strategies to ensure that community spaces (new and existing) achieve stated goals.

Foster a greater sense of community among students, faculty, and staff, and meet needs for shared space

ACTION TAKEN

- Provided additional resources to the Office of Student Activities to better support student groups and to develop new leadership programs for students
- Hired architecture and planning firm Venturi, Scott Brown, and Associates (VSBA) to facilitate the campus life planning effort leading to February 2004 recommendations
- Assessed and developed recommendations regarding community and social spaces, fitness facilities, and dining facilities
- Received endorsement in February 2004 from the Corporation for initial planning for a campus center, fitness center, and the renovation of the Sharpe Refectory

- Conducted a study with VSBA to identify potential sites for a campus center; presented results to the Corporation in May 2004
- Received leadership gifts for a new fitness center, including a \$10 million commitment from trustee Jonathan Nelson '77, \$5 million from trustee Fredric Garonzik '64, and \$5 million from an anonymous trustee and alumnus; these gifts and others will create the Nelson Fitness Center
- Chose site for the Nelson Fitness Center in the Erickson Athletic Complex
- Launched service to allow advertising of campus events through the campus cable network; event promotion slides appear on campus cable TV and on large viewing screens installed in two campus dining locations
- Began planning for Faunce House renovations
- Completed major review of social events policies
- Initiated study to improve athletic and recreation facilities beyond fitness center

- Revised fitness center program to ensure the project will meet the future needs of the University
- Received \$15 million gift and began program planning for renovations to create the Stephen Robert '62 Campus Center in Faunce House

RESPONSIBLE

- Vice President for Campus Life and Student Services

Improve existing facilities to enhance the connections between students' academic and cocurricular experiences

ACTION TAKEN

- Established two task forces to develop recommendations on how to expand and improve graduate, medical, and undergraduate residences, as well as fitness, recreation, dining, and community spaces on campus
- Implemented some short-term solutions, including a new fitness facility in the Bear's Lair in 2002–03
- Created 24-hour study and lounge spaces in Keeney Quad, New Pembroke, Barbour Hall, Andrews Hall, and Faunce House
- Initiated renovation of lounges and community spaces
- Allocated new funding to improve the student dining program
- Opened two satellite fitness centers in Keeney Quad and Emery Hall in fall 2004
- Received a \$5 million gift from Susan P. Friedman '77 and Richard A. Friedman '79 to renovate approximately 14,000 square feet on three levels of the Sciences Library, responding to one of the University's highest priorities for a centrally located study and gathering space
- Selected Architectural Resource Office (ARO) as architects for the Friedman Study Center in the Sciences Library
- Established a student governance/advisory council for Student Activities Office
- Completed Friedman Study Center in January 2007
- Added meal plan options to respond to students' extended daily schedules and draw more students into campus dining facilities
- Completed major review of alcohol policies
- Approved budget and planning for conversion of J. Walter Wilson Lab to a centralized student services and curricular support center
- Received consultant report on athletic and recreational facility needs as part of athletic master planning; began work on priorities with Athletics Advisory Council and senior administration
- Revised Nelson Fitness Center program to ensure the project will meet the future needs of the University; new program includes additional space for community interaction and for recreational sports. An additional gift of \$5 million from Jonathan Nelson '77 will help support the expanded program
- Initiated Campus Conversation Series, colloquia for all members of the Brown community to hear about and discuss research and work at Brown
- Installed assistive technologies in Friedman Study Center to better serve students with disabilities. Available 24 hours a day, these technologies include reading tools, voice activation, screen enlargement, and voice-to-text tools

- Installed two additional turf fields for varsity, club sport, and intramural use; resurfaced varsity outdoor tennis courts
- Replaced lighting in Meehan arena for vast improvement in on-ice lighting and significant energy savings
- Began construction of temporary pool for aquatics program and recreational swimming while new swim center is designed
- Received consultant report on facility and program needs for University Health Services

ACTION NEEDED

- Continue to improve programming and support for student activities
- Raise funds to construct and/or renovate the new facilities recommended through the campus life planning process
- Complete the analysis of possible locations for these facilities, and begin the programming and design process

RESPONSIBLE

- Vice President for Campus Life and Student Services
- Senior Vice President for University Advancement

Improve the quality of students' residential experiences, and provide more housing options

ACTION TAKEN

- Provided additional resources to renovate residence halls in summer 2004 and future summers
- Identified areas of immediate and long-term need for housing, dining, fitness, social, and community spaces
- Allocated new funding to replace student room furniture on an ongoing basis
- Began a housing program for first-year graduate students; study ongoing to identify possible additions to the housing stock
- Expanded housing program for first-year graduate students with one additional building of apartments
- Replaced all 168 washers and dryers in student residence halls with front-load, water-efficient washing machines and front-load dryers
- Planned improvements to community spaces in residence halls for summer 2006
- Began planning for possible new residence halls
- Completed improvements to community spaces in residence halls
- Identified and prioritized options for substantial renewal of existing residence halls
- Held open house for new graduate student housing at 71-73 Charlesfield Street; 20 units available in August 2007

ACTION NEEDED

- Complete housing planning study
- Study further the options for additional undergraduate housing
- Continue planning for additional housing for undergraduate, graduate, and medical students

RESPONSIBLE

- Vice President for Campus Life and Student Services
- Dean of the Graduate School

8 Diversifying and Expanding the University's Sources of Revenue

The ambitious goals of the Plan for Academic Enrichment require unprecedented financial support from alumni, government funding sources, corporations, foundations, parents, and friends to increase revenue. Boldly Brown: The Campaign for Academic Enrichment is a comprehensive fundraising drive to support the University's strategic objectives. By all measures, the Campaign has been an impressive success and has fueled many of the critical, early objectives of the Plan. Currently the Campaign has raised more than \$1.1 billion and is poised to exceed the \$1.4 billion goal.

The Campaign has also successfully increased gifts and grants from all of Brown's constituencies. The total number of gifts to Brown during the Campaign has exceeded 83,000, a 40% increase over the number of gifts received in the four years prior to the Campaign. New gifts and pledges to the University during the Campaign to date, which is considered the most accurate measure of any university's fundraising progress, have increased almost three times over the four-year period prior to the Campaign. Brown is now averaging more than

\$235 million a year in new gifts and pledges, and \$144 million a year in cash receipts. The Brown Annual Fund, a critical funding mechanism for the PAE, has continued to set records each year.

But this is not just about fund-raising. Based on the hard work of the Corporation Committee on Investments and a talented investment office staff, we have experienced considerable success in the management of the endowment. Moreover, sponsored research funding has grown despite ever-increasing competition. Further, we have also done the hard work of cutting back in some areas of the University in order to redirect resources to the highest priorities of the Plan.

As PAE goals extend beyond the Campaign, Brown will continue to seek ways to fund its ambitious plans. Securing gifts to launch specific capital projects, as well as endowment for professorships and scholarships, remains a priority, but the comprehensiveness of the Plan requires a comprehensive approach to attract support from a variety of new sources.

Raise more than \$750 million for endowment and facilities, double the level of giving to the Annual Fund, and increase other current-use gifts

ACTION TAKEN

ORGANIZATION

- Completed an external review of the University's development and advancement areas, resulting in a recommendation to join development and alumni relations under the oversight of a senior vice president for University advancement; Ron Vanden Dorpel '71 A.M. appointed to this position in August 2002
- Reorganized the advancement division to improve development performance and alumni relations effectiveness
- Undertook an exhaustive assessment of advancement information systems for major reorganization
- Implemented the campaign budget and staffing plan by recruiting 25 additional development and alumni relations staff
- Appointed Neil Steinberg '75 vice president for development and campaign director
- Secured donated campaign offices in New York and San Francisco for the duration of the campaign
- Reorganized and augmented the University's major gifts staff under Ron Dalgliesh '91 as associate vice president for development
- Established unique professional development and in-service training curriculum to orient staff to a comprehensive campaign
- Hired a director for alumni clubs, a new position wholly devoted to supporting and strengthening regional alumni clubs and their activities
- Appointed Todd Andrews '83 vice president for alumni relations in November 2005
- Established regional campaign offices in New York and San Francisco in November 2005

- Established faculty committee for the campaign
- Reorganized Alumni Relations to focus on three strategic imperatives: focus on execution, focus on the "customer," and focus on the campaign
- Reorganized development communications and stewardship to expand and enhance relationships with donors at all levels

ALUMNI ENGAGEMENT

- Increased alumni awareness of and engagement with Brown by recruiting 90 new class leaders, creating or strengthening several affinity groups to increase diversity, and restructuring the alumni Web site
- Implemented in FY02 new strategies to build the Brown Annual Fund resulting in a record of over \$17.1 million raised, an increase of 14.4% over FY01 and a 16.5% increase in donors; in FY03 the BAF attained a 15% increase in gift dollars to \$19.7 million and a 12% increase in donors over FY02; grew BAF in FY04 to \$22.9 million, a 16% increase, and to 27,278 donors, both all-time records
- Provided 30% more faculty for alumni club programming through the new "Meeting of the Minds: Brown Faculty and Alumni" program
- Revitalized the University's Planned Giving Program, resulting in a 230% increase in life income gifts between FY02 and FY04 and a 500% increase in documented bequest intentions
- Grew the Brown Annual Fund in FY05 to \$25.1 million, a 9.6% increase, and to 30,230 donors, a 10.8% increase, both all-time records
- Increased giving to BAF from non-alumni parents to over \$3.4 million, the highest in the Ivy League
- Raised \$213.3 million in cash gifts in FY05, an unprecedented all-time record for overall fund-raising at Brown; this was an increase of \$117 million (121%) over FY04
- Exceeded \$260.5 million, a 27% increase over FY04's record \$199.9 million in new gifts and pledges
- Raised the alumni donor participation rate to 41.5% for FY05

- Launched completely redesigned alumni Web site featuring the Brown Alumni Association's (BAA) new visual identity and strategic messaging
 - Implemented a new Web-based alumni dues and events system, substantially assisting all alumni clubs
 - Achieved record alumni attendance at Homecoming 2004, Alumni Leadership Weekend, the Alumni Career Forum (a record 24 panels), and Reunion 2005
 - Assisted more than 960 alumni families through the Alumni College Advising Program
 - Recruited 72 regional vice chairs and 92 regional committee members in 24 committees across the country
 - Achieved all-time attendance record for reunions in May 2006 with more than 4,000 alumni returning to campus
 - Raised in 2005–06 over \$30.7 million through the Brown Annual Fund, a 23% increase over the previous year
 - Achieved a new record of reunion alumni contributions to the Brown Annual Fund: over \$9.3 million; six classes had record-setting fund-raising totals
 - Secured Brown's position as the top Ivy League parents' annual fund by receiving more than \$4.2 million from non-alumni parents, a 25% increase over FY05
 - Set a new BAF record of 32,295 donors, a 7% increase over last year
 - Set a record for the number of donors to the Senior Class Gift – 65% (965 members) of the class of 2006 donated
 - Established nine new regional alumni clubs, including those in San Diego, Las Vegas, Nebraska, and Berlin, Germany; eight other clubs were revitalized
 - **Set historical record for the 2007 Reunions "Back-to-Campus Plan"; total attendance of 4,700 and 15,000 attended the Campus Dance**
 - **Achieved an overall satisfaction rating of 93% for Reunion Weekend 2007**
 - **Refocused Brown Alumni Schools Committee (BASC) to make interviews more useful to the Admission Office; Dean of Admission Jim Miller '73 provides regional training for BASC**
 - **Created Alumni Fall Weekend to meld Homecoming, Alumni Leadership Weekend, and the Alumni Recognition Awards**
 - **Formed a new committee structure in BAA to focus on five areas: funding; marketing and communications; strategy; campus-based programs; and external programs**
 - **Set a new BAF record in 2006–07 of \$34.6 million from 34,316 donors**
 - **Ranked seventh in the country in *U.S. News and World Report* survey of alumni donor participation; up from tenth last year**
- RAISED OVER \$540 MILLION FOR THE CAMPAIGN'S NUCLEUS FUND AS OF SEPTEMBER 2, 2005
- Began the design and production of key campaign communications, including a timeline and graphic identity, the campaign case statement, a campaign video, an interactive campaign Web site, a campaign reporter within the *Brown Alumni Magazine*, and collateral print materials
 - Launched "Boldly Brown: Campaign for Academic Enrichment" with a goal of \$1.4 billion on October 22, 2005, with a gala celebration attended by more than 2,200 alumni, students, parents, and friends
 - Raised over \$575 million by the public launch of the campaign – \$41 million more than was raised in the entire Campaign for the Rising Generation (1991–1996)
 - Launched successful regional kickoffs in Los Angeles on November 7, 2005; San Francisco on November 9, 2005; Naples, Florida, on January 11, 2006; Palm Beach, Florida, on January 13, 2006; Boston on March 2, 2006; New York on March 9, 2006; Chicago on April 5, 2006; Washington, D.C., on April 24, 2006; London on September 25, 2006
 - Held additional regional kickoffs in: Seattle on January 12, 2007; Dallas on January 17, 2007; Phoenix on February 8, 2007; Atlanta on March 1, 2007; and Cleveland on March 8, 2007. More than 4,000 collectively attended kickoff events since the Campaign launch in October 2005
 - Exceeded total gifts to the campaign of \$950 million on March 1, 2007. This amounts to 68% of the \$1.4 billion goal achieved within 53% of the campaign timeline
 - Raised in excess of \$466 million in gifts to endowment, over 70% of the campaign's \$660 million goal for endowment; gifts for new facilities exceed \$143 million, 72% of our \$200 million goal
 - Raised gifts for undergraduate financial aid endowment of \$208.6 million, 69% of the campaign's \$300 million goal for endowed scholarships
 - Created 47 endowed chairs (given or established) since July 1, 2003, as part of the campaign
 - Raised the second \$100 million gift to the campaign in January 2007; this gift from the Warren Alpert Foundation endows and names the Warren Alpert Medical School of Brown University
 - **Exceeded the Campaign mark of \$1.1 billion in October 2007, 79% of the \$1.4 billion goal**
 - **Giving to the Campaign by current and emeriti members of the Brown Corporation exceeded \$350 million**
 - **Raised over \$548 million in gifts to endowment, 83% of goal; \$166 million for facilities, 83% of goal; and \$174 million in unrestricted current-use gifts, 77% of goal**
 - **Set new all-time records for cash received in fiscal year 2007: \$182 million; and for new gifts and pledges: \$292 million**

CAMPAIGN PROGRESS

- Developed a campaign budget, timetable, and working goal
- Compiled a draft table of needs, a list of naming opportunities, and gift policies
- Expanded greatly the pool of major gifts prospects
- Recruited a campaign executive committee composed of alumni and other friends who are actively engaged in campaign nucleus fund solicitations
- Began the quiet phase of a comprehensive campaign on July 1, 2003
- Commenced the solicitation of leadership gifts from the Brown Corporation and select others for the campaign nucleus fund
- Completed the campaign communications strategy and plan
- Solicited and received a \$100 million gift from Sidney E. Frank '42 for scholarship endowment, the largest gift in Brown's history

ACTION NEEDED

ORGANIZATION

- Continue to recruit and train campaign volunteers and prepare for regional kickoffs
- Focus on securing gifts for key campaign priorities during the initial public portion of the campaign
- Focus volunteers and staff on securing gifts for key campaign priorities during the first public years of the campaign
- Implement a new and improved online alumni career networking tool called BruNet to replace the ACCess system

DIVERSIFYING AND EXPANDING THE UNIVERSITY'S SOURCES OF REVENUE

continued

- Integrate major and principal giving staff into one regional fundraising model
- Create new assistant vice president position to oversee an integrated effort in the New York metropolitan area
- Grow and enhance the regional campaign staff, particularly in New York

ALUMNI ENGAGEMENT

- Provide more resources to assist in alumni club growth and development
- Continue to improve alumni relations programming in an effort to double the number of alumni who are meaningfully engaged with Brown
- Meet the FY 2007 goals for BAF: \$31.5 million from 33,500 donors
- Continue to improve alumni communications (*Brown Insider* [electronic newsletter to more than 40,000 alumni], BAA branding, etc.) and faculty programs for alumni
- Continue staffing support for regional faculty programs, the Alumni College Advising Program, and improved online communication, e.g. the *Brown Insider*

CAMPAIGN PROGRESS

- Push campaign gift total over \$1.228 billion by June 30, 2007
- Complete fundraising for key facilities projects such as the Nelson Fitness Center, the Creative Arts Building, the Campus Walk, and Rhode Island Hall by June 30, 2008
- Secure lead donors for the Mind-Brain-Behavior Building, the new Swim Center, and the renovation of J. Walter Wilson Laboratory
- Realign campaign priorities with any modifications to the PAE

RESPONSIBLE

- Senior Vice President for University Advancement
- Vice President for Development and Campaign Director
- Vice President for Alumni Relations
- President
- Campaign Co-Chairs
- Alumni Volunteers
- Advancement Division Staff

Significantly increase the level of external support for sponsored research

ACTION TAKEN

- Secured federal funding for large-scale, multidisciplinary research projects such as the new Center for Post Traumatic Stress Disorders and a planning grant for a nano-medicine center
- Increased campus-based sponsored research projects by 14% in FY05, from \$119 million to more than \$135 million
- Secured large-scale sponsored research funds that have included an \$11.5 million NIEHS Superfund grant and a \$1.8 million National Science Foundation Nanoscale Interdisciplinary Research Teams (NSF NIRT) grant as a result of research seed fund investments
- Secured \$9.4 million NSF renewal grant to support the Materials Research Science and Engineering Center

- Raised more than \$15 million in research grant funds that can be connected to OVPR Seed Fund investments
- Secured \$1.8 million W.M. Keck Foundation grant for Ecology and Evolutionary Biology
- Conducted day-long workshop with two senior program officers from National Institutes of Health to assist faculty in becoming more competitive in their applications for federal research grants. More than 100 faculty and post-docs participated in the workshop
- Expanded media coverage of faculty research accomplishments by securing stories in numerous national and international media outlets. In addition, PAUR regularly promotes faculty research on the homepage of the University's Web site
- Hired Director of Research Initiatives
- Conducted a day long workshop with two program officers from NSF to assist faculty in becoming more competitive in their applications for federal grants
- Visited congressional delegations in Washington and hosted members of Congress at Brown University
- Secured \$14M contract from NIH as part of the National Children's Study. Research will be jointly performed by Brown and Women and Infants Hospital

ACTION NEEDED

- Develop a large-scale, multidisciplinary grant-seeking program by supporting proposal writing, creating incentives, and building research productivity
- Develop a strategic plan for federal funding by agency

RESPONSIBLE

- Provost
- Vice President for Research
- Senior Vice President for University Advancement

Establish new revenue-generating programs

ACTION TAKEN

- Enhanced continuing education and summer studies programs
- Expanded the master's program in computer science
- Consolidated the management of continuing education and executive education programs
- Increased income from working capital through improved asset allocation
- Received approval for and implemented more proactive plan for investing working capital
- Introduced new master's programs in public policy, public humanities, and urban education policy

ACTION NEEDED

- Investigate master's programs in engineering and other areas
- Continue to explore potential for increasing athletics revenue

RESPONSIBLE

- Dean of the College
- Dean of the Graduate School
- Provost
- Vice President for Campus Life and Student Services
- Executive Vice President for Finance and Administration

9 Collaborating with the Local Community on Issues of Mutual Interest and Benefit

The Plan for Academic Enrichment clearly extends beyond the Brown campus and requires mutually supportive relationships with neighbors, neighboring institutions, and the local, state and federal governments. Brown strives to work with the local community, adopting as a strategic goal to collaborate and foster stronger community relations and to ensure that there are open avenues for communication and ample opportunities to provide input and support.

Brown's many volunteer opportunities continue to have a beneficial impact for both Brown and the local community. For example, in response to the report from the University Steering Committee on Slavery and Justice, Brown further demonstrated its commitment

to support public education through the recently announced effort to establish a \$10 million endowment to benefit Providence Schools and an Urban Education Fellows Program. In addition, Brown has taken steps to support the College Advising Corps.

As a major employer in Providence and a catalyst for job growth, Brown anticipates strengthening its leadership role and ties with other leaders from nonprofit organizations, government, and business to further economic development in Providence and Rhode Island. This will be a coordinated effort, consistent with Brown's academic and research mission and with the local community's goals of improving quality of life; creating stable, high paying jobs; and attracting new businesses.

Develop closer and more collaborative ties with neighbors and neighboring institutions

ACTION TAKEN

- Established the Civic Leadership Council to bring prominent community members together with the University's senior administrators on a regular basis for advice and feedback
- Created the Off-Campus Committee to bring neighbors, city government officials, and Brown representatives together to discuss issues related to students living off campus
- Continued to meet regularly with Community Working Group to strengthen the University's ties to the local neighbors and hear their concerns about the University's plans for expansion, parking, and other issues of interest to the community
- Conducted meetings with the College Hill Neighborhood Association, Community Working Group, Moses Brown School, Wheeler School, PAUR, and Facilities Management to better manage communications efforts for capital projects that affect the community
- Held open public meetings in December 2005 and March 2006 on the draft Institutional Master Plan to further solicit feedback
- Partnered with neighbors and other institutions to address important College Hill neighborhood issues, such as parking
- Received approval from the City Plan Commission for Brown's 5-year Institutional Master Plan
- Created a College Hill parking task force to address issues of traffic, safety, congestion, and parking shortages
- Established a Swearer Center Community Fellows program to recognize the leadership and expertise of community leaders and support their work with Brown faculty and students
- Organized, through the Swearer Center, Annenberg Institute, and Providence Plan, a summer seminar series for city and community leaders to discuss key Providence issues with Brown staff and students

ACTION NEEDED

- Continue efforts to communicate with neighbors and incorporate their input into University decision-making

RESPONSIBLE

- Vice President for Public Affairs and University Relations
- Executive Vice President for Planning

Contribute more effectively to the educational, cultural, and economic well-being of the city and state

ACTION TAKEN

- Published and distributed an economic impact study to document Brown's economic contributions to the city and state economies
- Received a federal grant to open the first Area Health Education Center to give the state's neediest residents more and better medical care
- Continued active involvement by senior administration in various community organizations including the Providence Foundation, Providence Plan, RI Public Expenditure Council (RIPEC), RI Economic Policy Council, Providence Chamber of Commerce, and RI Economic Development Corporation
- Donated a "classroom-on-a-cart" to the Davey Lopes Center, a Providence recreation center, including eight notebook computers and related support
- Coordinated enhanced participation in community service programs such as Rebuilding Providence, Books are Wings, and the Rhode Island Food Bank, led by the Staff Advisory Committee
- Participated in the search for a new Providence superintendent of schools, with President Simmons chairing the search committee
- Provided support to create the education partnership coordinator role in the Providence superintendent's office and Brown's Department of Education to connect University expertise and resources with the district and school needs
- Hired new director of federal relations and community affairs to enhance Brown's profile in Washington and among higher education advocacy organizations, and to ensure strategic coordination in the University's interactions with federal, state, and local officials, and the surrounding community

COLLABORATING WITH THE LOCAL COMMUNITY ON ISSUES OF MUTUAL INTEREST AND BENEFIT

continued

- Established the Federal Regulations Advisory Committee, designed to coordinate the University's efforts in dealings with the federal government, keep administrators informed, raise and discuss strategic issues, and make informed decisions regarding Brown's federal priorities
- Developed Community Harvest program in Brown Dining to advance socially and environmentally sustainable purchasing practices, support local food producers, and involve students in weekly harvest. Became a founding partner in Farm Fresh Rhode Island
- Announced major initiatives resulting from the Slavery and Justice Report to support public education in the city and state: Brown will help raise and manage a \$10-million endowment to benefit the Providence public schools; Brown tuition remission will be awarded to up to 10 Urban Education Fellows who commit to working in Providence area schools for three years
- Reaffirmed Brown's commitment to support Providence public schools through existing programs (see Slavery and Justice Report Response, Appendix D), which include: administrative funding for the superintendent's office, a dedicated Brown staff member to coordinate Providence school programs, CHOICES for the 21st Century, math/science programs, mentoring and tutoring programs, equipment funds, professional development for teachers, and diversity training
- Received \$1 million Jack Kent Cooke Foundation grant to establish the College Advising Corps, a partnership among Brown and R.I. public schools and community organizations to increase college enrollment and graduation among low-income high school and community college students
- Strengthened Brown's commitment to support the Providence Public School Department and Hope High School in particular through efforts to increase graduate student teaching in the schools, college counseling support, access to Brown facilities, donation of office and classroom supplies, collaboration on seeking grants, and research expertise
- Appointed Richard Spies, executive vice president for planning, to lead and coordinate Brown's economic development efforts and partnerships with the local community, city, and state

ACTION NEEDED

- Continue to work on the relationship between Brown and Providence public schools, make valuable connections, and communicate effectively with the wider community concerning Brown's involvement
- Create an economic development working group to help Brown play a more proactive role in economic development in the city and state
- Implement the University's response to the Slavery and Justice Report, which includes community activities such as developing a fund for the public schools and a memorial to recognize the history of slavery in Rhode Island
- Develop goals and a strategic plan to strengthen Brown's role in local and state economic development
- **Form a Community Partnerships Working Group to help coordinate the University's local activities and commitments**

RESPONSIBLE

- Executive Vice President for Planning
- Vice President for Public Affairs and University Relations

Work with the local community on quality-of-life issues

ACTION TAKEN

- Coordinated with the Providence Police Department to enhance police patrols in the campus area and Thayer Street
- Worked with Brown's Department of Public Safety, the Providence Police Department, and other University offices to develop plans for improving safety in the local community, especially on Thayer Street
- Established a Thayer Street District Management Authority that will enable the city of Providence to collect assessments to pay for and maintain capital improvements to Thayer Street
- Launched a new program to sell underutilized residential properties to faculty and staff
- Began planning and implementation of streetscape improvements on College Hill
- Hosted large cultural events which were open to all community members, such as the internationally renowned West-Eastern Divan Orchestra concert, which filled the VMA Arts and Cultural Center in December 2006
- Developed a relationship with the Mount Hope Neighborhood Association to offer University support to the neighborhood
- Improved the University's relationship with the College Hill Neighborhood Association to address and improve various quality of life issues affecting the East Side community.
- **Provided full university support for RIPTA's UPASS program enabling all faculty, students and staff to use public transit for free at anytime and to any place served by RIPTA**
- **Adopted a switch to cleaner and less carbon-intensive fossil fuels during October, November, April, and May, resulting in a 30-percent reduction of greenhouse gas emissions from the central heating plant by June 2008**
- **Committed to developing a variety of environmental initiatives to benefit both Brown and the local community. Examples might include: distribute fluorescent lamps (CFLs) to the local community; create education initiatives and curricula throughout the community (K-12) to educate students about climate change, its impact and possible solutions; collaborate with Rhode Island public or nonprofit entities to design a program to increase the energy efficiency of low-income housing; develop a project through Brown's Center for Environmental Studies to increase the number of trees along Rhode Island's roadways; support UTRAs (Undergraduate Teaching and Research Awards) or UTRA-like projects that would encourage students or groups of students to work with faculty to conduct research pertaining to environmental issues, develop community projects aimed at reducing energy consumption, and encourage awareness and sustainability**

ACTION NEEDED

- Continue to work with the board of directors of the District Management Authority for Thayer Street toward a strategic solution for the University's long-term parking and transportation needs
- Help organize the board to begin a decision-making process for implementing and maintaining capital improvements
- Include Thayer Street Business community as a member of the new Bookstore Advisory Committee

- Continue to work with community leaders to ensure high quality of life in surrounding neighborhoods, especially solutions to traffic and parking problems, while accommodating needed growth and upgrades of Brown facilities
- Work with the City and the community to implement the Brown Emergency Siren Warning System (ESWS). The ESWS will help protect students, faculty, staff, visitors, and the College Hill community in the event of a potential life threatening emergency
- Develop a new Brown in the Community newsletter for local organizations, elected officials, and other interested parties to communicate the many activities Brown conducts in the community
- Invest in Brown's effort to increase its visibility and influence on public policy matters related to higher education at the federal, state, and local levels

- Assist with the University's effort to grow off College Hill and, where appropriate, foster economic growth in the city and state in ways that are consistent with the University's agenda and mission
- Increase opportunities for the Brown community and residents of Rhode Island to interact with local, national, and international leaders through conferences, major events, and lectures
- Expand current opportunities for staff to participate as a group in community service

RESPONSIBLE

- Vice President for Public Affairs and University Relations

10 Enhancing the Quality of our Facilities, Infrastructure, and Administrative Support

To ensure that Brown can achieve its other strategic goals, the Plan for Academic Enrichment anticipated the need to enhance resources for facilities, infrastructure, and administrative support. Significant progress has been made in organization, governance, compensation, professional development, training, and human resources programs, all of which help make Brown a more effective organization.

As essential foundations for education and scholarship, the libraries and information technology at Brown have received augmented resources to advance capabilities to serve students and faculty and to keep pace with an ever-changing world. Brown facilities and infra-

structure have also received much needed PAE support for new buildings, renovation of existing buildings, and investments in core campus utilities and infrastructure.

Like the comprehensiveness of the PAE, Brown's attention to and investment in a wide range of administrative systems, facilities, utilities, energy efficiency, and technologies will pay dividends for the future and ensure that Brown is well-positioned to achieve its mission in the decades to come. Brown will continue to focus on stewardship of current assets and look to secure opportunities for improvement and growth.

Attract and retain the best possible staff, and provide adequate staffing for teaching and research activities

ACTION TAKEN

ORGANIZATION AND STAFFING

- Appointments to date include:
 - Richard Spies, executive vice president for planning
 - Elizabeth Huidekoper, executive vice president for finance and administration
 - Ronald Vanden Dorpel, senior vice president for University advancement
 - Brenda Allen, associate provost and director of institutional diversity
 - Marisa Quinn, assistant to the president
 - Michael Chapman, vice president for public affairs and University relations
 - Rajiv Vohra, dean of the faculty
 - Neil Steinberg, vice president for development
 - Eli Adashi, dean of medical and biological sciences
 - Harriette Hemmasi, University librarian
 - Sheila Bonde, dean of the Graduate School

- Margaret Klawunn, associate vice president and dean for student life
- Michael Goldberger, director of athletics
- James Miller, dean of admission
- Rebecca Barnes, director of strategic growth
- Vincent Tompkins, deputy provost
- Mark Porter, director of public safety
- Todd Andrews, vice president for Alumni Relations
- Stephen Maiorisi, vice president for facilities management
- David Kertzer, provost
- Katherine Bergeron, dean of the College
- Russell Carey, interim vice president of campus life and student services
- Clyde Briant, vice president for research
- Edward Widmer, director and librarian of the John Carter Brown Library
- Michael Pickett, vice president for computing and information services / CIO
- Walter Hunter, vice president of administration and chief risk officer
- **David Kennedy, vice president for international affairs**
- Completed a broad organizational review of the effectiveness of nonacademic organizations; realized savings of \$7.5 million per year

ENHANCING THE QUALITY OF OUR FACILITIES, INFRASTRUCTURE, AND ADMINISTRATIVE SUPPORT

continued

- Undertook a review of support within academic departments, including adequacy of staffing and other resources, information support, training, and organizational structure
- Created a risk-management network and a crisis-management plan
- Launched a new employment Web site, careers.brown.edu, which allows candidates to search job postings and apply online
- Created a senior level position to lead the initiative to enhance Brown's role in international higher education
- Reorganized CIS groups to enhance user support and project management functions
- Hired new director of real estate responsible for optimizing the management of Brown's commercial properties and the benefits of gifts of real estate

GOVERNANCE

- Reduced the number of standing faculty committees from 21 to 11
- Restructured Corporation committees and reorganized agendas to allow more time to focus on strategic discussions rather than operational details
- Created in 2003 a President's Leadership Council of alumni, parents, and friends of the University to advise on issues facing the University
- Established eight new advisory councils and visiting committees with more than 200 members to involve a wider circle of leadership in the University's affairs; held first meetings in February 2004
- Established the Advisory Council on Media Relations
- Established the Brown University Community Council, a representative forum composed of faculty, senior administrative officers, staff, alumni, and undergraduate, graduate, and medical students, to discuss, debate, and give advice on questions of University policy, governance, and the overall welfare of the University community
- Created the IT Project Review Committee to review and prioritize technology projects on the campus

COMPENSATION AND BENEFITS

- Increased total staff compensation pool and raised minimum salaries to \$10 per hour in 2002-03
- Introduced an enhanced dental insurance option
- Expanded staff tuition assistance program to provide \$10,000 per child in college
- Launched a new Mortgage Assistance Partnership Program
- Initiated the Human Resources Advisory Board, composed of faculty and staff, to provide advice and feedback on human resources policies and procedures
- Launched new partnership programs for staff and faculty, including enhanced long-term care insurance, discounted automobile and homeowners insurance, and a comprehensive health promotion program
- Closed the University annually for the week between Christmas and New Year's Day to provide additional time off for staff
- Launched a new Web-based service for the annual benefits open enrollment period
- Improved reward and recognition programs and introduced Brown Employees Are Recognized (BEAR) Day, a new event recognizing employee excellence

- Expanded access to group health plans for retirees
- Launched new centralized Web site for staff training programs
- Launched BEAR Bargains website to provide staff with participating discount provider information
- Introduced an enhanced Faculty / Staff Assistance Program
- Implemented a 457(b) deferred compensation plan

ACADEMIC ENRICHMENT SUPPORT

- Completed an organizational review, led by the executive vice president for finance and administration
- Implemented a series of organizational changes to focus personnel on academic enrichment priorities
- Increased opportunities for staff to participate on University committees and advisory boards in collaboration with the Staff Advisory Committee (SAC)
- Increased staffing support in advancement, research administration, and environmental health and safety
- Increased staffing support for multidisciplinary initiatives
- Implemented a training, mentoring, and professional development program for academic department managers and their staff
- Implemented a new performance development plan for employee evaluations
- Implemented new orientation program for staff in finance and business operations
- Created new Employee Responsibilities and Rights Handbook
- Implemented improved background checking procedures to ensure highest quality staff hires
- Revamped Management Training Program for new managers
- Introduced new customer service, coaching, interviewing, teambuilding, and change management learning opportunities for managers and staff
- Introduced a Leadership Training Program
- Launched the HR Partner's Program to better train and support staff outside of central HR
- Enhanced Employee Education Program to include one distance learning course per semester as part of a degree program

ACTION NEEDED

- Continue to improve communication, coordination, responsiveness, and support provided by the administration to academic programs
- Continue to evaluate where new staff will be required to support academic initiatives
- Continue reviewing salary and benefits programs
- Improve training programs for employees including leadership development for supervisors and managers
- Develop advisory councils of parents, alumni, and friends to help guide and support Brown's presence in international higher education
- Continue to develop methods to recognize and reward staff accomplishments and excellence

RESPONSIBLE

- Executive Vice President for Finance and Administration
- Human Resources
- Provost

Communicate robustly about the University's goals and accomplishments, both internally and externally

ACTION TAKEN

OVERALL UNIVERSITY COMMUNICATIONS STRATEGY

- Consolidated responsibility for all Web-based communications under Public Affairs and University Relations
- Contracted with Pentagram, a major international design firm, to redesign the Brown Web site to make it a more effective communications tool for the University
- Developed comprehensive communications strategy for Public Affairs and University Relations to ensure that Brown's excellence will be recognized nationally and internationally
- Continued success in getting Brown-related stories covered in high-profile media outlets such as *Science*, *Nature*, *Journal of the American Medical Association*, *Proceedings of the National Academy of Science*, *New York Times*, *Washington Post*, *Boston Globe*, *Wall Street Journal*, and network and cable television stations
- Launched *Brown Insider*, a monthly e-mail from Alumni Relations to Brown alumni providing information on University accomplishments and important alumni news
- Completed installation of the University's first remotely operated television studio and began facilitating interviews for faculty on national television news programs
- *Brown Alumni Magazine* continues to publish the Campaign Reporter, which outlines the progress of the Campaign for Academic Enrichment
- *BAM* published features and news items about scholarship and teaching made possible by the plan
- Produced new identity programs for print and Web, as well as informational brochures, posters, and annual reports, for plan-sponsored multidisciplinary initiatives

PUBLICIZING ACADEMIC ENRICHMENT

- Created a regularly updated Web site with information on the plan (www.brown.edu/pae)
- Collaborated with the Office of the Provost on a communications strategy for new multidisciplinary initiatives to elevate visibility of emerging areas of academic excellence
- Provided graphic design, press, and event support for the successful launch of "Boldly Brown: Campaign for Academic Enrichment"
- Expanded Brown's national media presence on network and cable television station through use of new TV studio on campus and worked with Brown faculty members to provide expert commentary on a variety of issues, such as scientific developments and the fall federal, state, and local elections
- Supported the president's international initiative by proactively reaching out to overseas media outlets, including the *China Daily*, *Korean Times*, *Financial Times*, *Irish Times*, *BBC*, *International Herald Tribune*
- Created an interactive international media directory to facilitate contacts with reporters from foreign media outlets
- Installed ISDN line to PAUR's broadcast studio to make it possible for Brown faculty to respond to interviews on national and international radio stations
- Continued successful promotion of PAE goals in the media, such as placement of stories about the Warren Alpert gift in the *Wall Street Journal*; faculty research and awards in the *New York Times*, *International Herald Tribune*, *Boston Globe*, *AP*, *Washington Post*, and many other media outlets

- Generated extensive international and national media coverage of the report by the University Steering Committee on Slavery and Justice, as well as the University's response to the report
- Continued improvements to the *Brown Alumni Magazine* to include reporting on progress on the Plan for Academic Enrichment and continuing to expand coverage of faculty research and student achievements
- Introduced standardized, accessible templates, based on the Brown.edu design, to improve both academic and administrative Web sites. More than 110 departments and centers now use those templates
- Helped introduce the campus-wide Web content-editing system, enabling departments to maintain their own sites
- Launched new Web site on Brown's internationalization efforts to communicate to the Brown community and solicit feedback and suggestions
- Organized press conferences with leadership from the campus, state, and community to promote high visibility of major institutional news including publicity of multi-million dollar grants from the National Institutes of Health and the National Center for Research Resources
- Continued to improve the visibility of research and scholarship using the Brown Web site and news releases
- Developed a strategy for Community and Government Relations to enable Brown to better participate in the national debate on issues related to higher education and federal research and to be more competitive as Brown pursues peer-reviewed federal funding for research and other government support
- Convened meeting of president's Civic Leadership Council to provide update and seek advice on various aspects of the Plan

ACTION NEEDED

- Launch "Today at Brown," an internal Web page that will provide faculty, staff, and students with daily information about news, events, honors, and stories about progress at the University
- Continue to promote the University, faculty research and teaching, student accomplishments, and other progress on Plan for Academic Enrichment
- Provide communications support to key developments on campus in the coming year, such as report on Taskforce on Undergraduate Education and progress on Brown's internationalization initiative

RESPONSIBLE

- Provost
- Vice President for Public Affairs and University Relations
- Senior Vice President for University Advancement
- Vice President for Research

Provide appropriate library support for faculty and students in all fields of study

ACTION TAKEN

IMPROVING COLLECTIONS AND INFORMATION RESOURCES

- Added \$1 million in FY 03 to the library's base budget to improve acquisitions support, and stabilized collections funding by indexing to academic publishing inflation rates
- Established new consortial relationships with other Ivies and with New England and Rhode Island academic libraries to improve access to collections at other universities
- Improved collections in targeted areas (humanities, anthropology, public health) to align with the PAE

ENHANCING THE QUALITY OF OUR FACILITIES, INFRASTRUCTURE, AND ADMINISTRATIVE SUPPORT

continued

- Increased overall serials holdings from 32,210 in FY06 to 40,020 in FY 07
- Continued to expand Brown's digital resources, providing access to 322 databases, approximately 35,000 full-text electronic journals, and more than 740,000 e-books
- **Began initial phase of desktop delivery of journal articles to campus-based faculty**
- **Acquired the David E. Pingree collection, a unique resource of 25,000 volumes on the study of mathematics in the ancient world (especially India)**
- **Acquired several major financial data sets to support teaching in economics, finance, and entrepreneurship**
- **Developed an online system to simplify searching and borrowing books owned by other libraries**

UPDATING LIBRARY FACILITIES

- Completed targeted cosmetic improvements to the Orwig Music Library and Rockefeller Library
- Opened new Library Collections Annex (10 Park Lane, off-site storage facility) on April 1, 2005, to accommodate the transfer of volumes and enable the library to repurpose on-campus space for user needs; approximately 690,000 volumes at the Annex as of October 2007
- Opened Susan P. and Richard A. Friedman Study Center in the Sciences Library in January 2007, funded by a \$4-million donation from Susan P. Friedman '77 and Richard A. Friedman '79
- Began planning for a reorganization of the space and services within the Rockefeller Library to meet the contemporary needs of students and faculty, including an information commons on the first floor that integrates technology and library services in a comfortable and collaborative learning environment
- Created a comfortable reading area for the East Asian Collection on the third floor of Rockefeller Library where faculty and students can easily use Chinese, Japanese, and Korean materials
- Created additional study space on Level A of the Rockefeller Library, funded by a grant from the Joseph Drown Foundation
- Began planning for a renovation of the John Hay Library reading room to recapture the grand space of the original design
- **Began design of the Walter L. S. Bopp '35 Seminar Room in the John Hay Library, funded by a donation from Walter S. Bopp '73 and Peter D. Bopp '78**
- **Began renovation of the undergraduate and graduate computer clusters and study spaces on the second floor of the Rockefeller Library**
- **Received donation from Laura and David Finn P'70, P'76, P'77 to create a new reading room on the first floor of the Rockefeller Library**

APPLYING INFORMATION TECHNOLOGIES

- Introduced new library technologies, including an audio streaming service, electronic course reserves, real-time "chat", software that allows users to search for information across a number of different databases simultaneously, and software to create, manage, and present digital images across campus using the Internet

- Launched the Center for Digital Initiatives in FY04 to publish in digital formats, increase access to Brown's special collections for use in scholarship and teaching, and offer consulting service to library and academic units; more than 65,000 new digital objects created as of October 2007
- Established procedures with the Graduate School to allow for the submission of electronic and multimedia theses and to ensure their long-term preservation and access
- Outfitted or upgraded 150 technology-equipped classrooms on campus to enable faculty to utilize multimedia effectively in teaching; 85% of faculty use technology in their classrooms (\$550,000 spent FY03–FY05)
- Collaborated with the provost's office and others to plan implementation of upgrades to classroom technology supported by annual funding established by the provost; upgraded AV equipment and software in four classrooms
- Purchased and installed a real-time video capture system to broadcast academic speakers and events across the network
- Enhanced Josiah by adding more self-service features, including online options to enable users to renew books, request items, and initiate digital delivery of journal articles from the Annex
- **Collaborated with the Department of Italian Studies to digitize a 273-foot long, double-sided watercolor panorama depicting the life story of Italian patriot Giuseppe Garibaldi; the panorama was donated by the late Dr. James Walter Smith in 2005**
- **Developed customized Web-based course pages for 270 courses directing students to resources most relevant for their classes**

PLANNING

- Developed assessment measures and indicators in order to track progress toward achieving academic enrichment goals
- Launched the Library Advisory Council to involve distinguished Brown alumni in library assessment and planning, and hosted eight advisory council meetings to study collections facilities/space, technology, and digital initiatives; submitted reports to President Simmons
- Realigned the work duties of nearly half of the library staff in order to better support the PAE and maximize new library technologies
- Appointed Harriette Hemmasi the new Joukowsky Family University Librarian, effective September 1, 2005
- Surveyed faculty and students for feedback on library service quality; results used in continuous service improvements
- Created a position to lead the library's work in expanding and cultivating external relationships, stewardship, and grant writing
- Collaborated with Advancement to develop a case statement and campaign brochure to reflect the library's most critical needs for the campaign
- **Created and recruited for an Associate University Librarian responsible for planning and overseeing the library's collections and outreach services**

ACTION NEEDED

- Raise funds to support renovations to the Rockefeller Library and the John Hay Library that reflect re-envisioned space and user-centered services
- Meet campaign targets for increased support of collections, technology, and emerging needs
- Continue to assess the changing needs of faculty and students and be responsive in aligning the library's resources and services to support the PAE

- Work with the Office of Sponsored Projects and CIS to create a digital archive of the University's scholarly output
- **Implement campus-level digital repository services for library, teaching, and research materials**
- **Work with Vice President for Research and University Counsel to develop copyright and intellectual property rights expertise on campus and provide guidance to faculty and students**

RESPONSIBLE

- Provost
- University Librarian

Expand the use of technology in academic and administrative work

ACTION TAKEN

THE NETWORK

- Upgraded the campus network in more than 190 buildings, increasing the number of active ports from 14,000 to 38,000 since summer 2002; the network is now redundant with multiple layers of security protection
- Began in 2003 to build the wireless network through a pilot project, and in 2006 began the full roll-out of campus-wide wireless service
- Added a team of three full-time professionals to oversee network security and policy
- Began in 2005 to use the network to deliver both instructional video and TV channels
- Played a leading role in a statewide wireless (Wi-MAX) pilot with the Business Innovation Factory of the Rhode Island Economic Development Corporation
- **Completed expansion of wireless network to all residence halls**

TECHNOLOGY IN TEACHING, LEARNING, AND RESEARCH

- Introduced several classroom and Web programs that promote the use of new technology in teaching and learning, including WebCT, an online course-management system, and personal response systems
- Offered a wide range of technology courses to staff and students through the Computer Education Program
- Offered Summer Institutes for Faculty, a week-long immersive workshop that helps faculty incorporate technology into their teaching
- Co-developed the Online Course Reserve Access (OCRA) with the library
- Offered new services for faculty and students aimed at personal publishing on the Web and collaborative publishing using wikis and blogs
- Conducted annual surveys of incoming students, seniors, and faculty on their use of technology in teaching and research, with the goal of improving services
- Put technology into the hands of students through formatted flash drives for first-year students that contained information on using technology at Brown; the extension of the Multimedia Across Campus pilot program into a standard service; introduction of iTab, a joint project with Apple Computer to utilize iPods and iTunes in courses; and a new file storage service, "MyStuff," where students can both store files and share them
- **Launched video-on-demand-service to deliver instructional materials to student computers wherever they may be on campus**

MAJOR SYSTEMS AND OTHER SERVICES

- Began the multiyear implementation of Banner, a new student information system that integrates the admission, financial aid, records, registration, and student billing systems.
- Completed the first phase of the Coeus project in April 2006, a system for the Office of Sponsored Projects to manage and track information on grant proposals and awards
- Performed a campus-wide risk assessment to identify and address areas of serious risk and inform ongoing security programs and educational efforts
- Went live with admission and financial aid modules of Banner in fall 2006, with records and registration in process during spring 2007
- Completed an external evaluation of our Human Resources Information System
- **Went live with Banner course pre-registration in Spring 2007, student billing in Summer 2007, and full registration in Fall 2007. Academic History implementation is scheduled for December 2007**
- **Began preliminary planning for a new data center to support growth, business continuity, and research computing objectives**

ACTION NEEDED

- Work with the vice president for research and the University librarian to assess the research computing and information needs on campus, and develop a plan to address those needs
- Evaluate options and create a planning process for an improved Human Resources/Payroll System
- **Complete Banner phase I and initiate a second phase to implement additional functionality in each core business area**
- **Complete several HR Interim Improvement projects and proceed with selection and planning for the HR system replacement project**
- **Continue to expand wireless coverage to the entire campus**
- **Study and plan for growth of data storage infrastructure including large research datasets and backup of personal computer information**

RESPONSIBLE

- Provost
- Vice President for Computing and Information Services/CIO
- Executive Vice President for Finance and Administration

Ensure the utility and safety of the physical campus

ACTION TAKEN

STRATEGIC FRAMEWORK FOR PHYSICAL PLANNING

- Commissioned New York architect and planner Frances Halsband in June 2002 to lead a master planning process involving staff, students, faculty, and neighbors to identify new directions for campus growth
- Approval by the Corporation of Halsband's Strategic Framework for Physical Planning in October 2003; launched a Web site containing the plan in its entirety (www.brown.edu/webmaster/strategic_framework)
- Developed real estate acquisitions and divestment guidelines
- Established an internal committee chaired by the provost to monitor space needs and develop plans for meeting those needs
- Developed a near-term transportation management plan for implementation in FY04 and FY05
- Developed a master plan for the proposed "walk" between Lincoln Field and the Pembroke campus
- Completed studies of possible fitness center sites

ENHANCING THE QUALITY OF OUR FACILITIES, INFRASTRUCTURE, AND ADMINISTRATIVE SUPPORT

continued

- Hired a designer to develop lighting guidelines
- Explored possibilities for off-campus expansion through the Ad Hoc Committee for Strategic Growth
- Created full-time position and hired Rebecca Barnes '71 as first director of strategic growth
- Established an ongoing oversight body for strategic growth, a sub-committee of the Corporation Committee on Facilities and Design, chaired by trustee emeritus Ben Lambert '60
- Drafted the Institutional Master Plan, a five-year plan required by the city, and began internal and external discussions
- Began planning to increase parking capacity
- Received approval for Brown's 5-year Institutional Master Plan from the city of Providence

NEW OR RENOVATED FACILITIES

- Identified options for enhancing research space capacity in the near term
- Most projects designed to renovate and adapt vacant space to accommodate new faculty are under way
- Bought 70 Ship Street and completed renovations for new laboratory space
- Renovated Horace Mann, T.F. Green Hall, 135 Thayer Street, the Cabinet Building, labs in the Metcalf Chemistry Building, Barus and Holley, Prince Engineering, library storage in 10 Park Lane, office space in Alumnae Hall, Churchill House, and several other buildings
- Installed fourth high-voltage electrical feeder to increase overall capacity of the campus
- Installed a new artificial grass turf field for intramural use
- Began planning and design for major renovations: Grant Recital Hall, Pembroke Hall, Sciences Library, faculty office and teaching space in MacMillan Hall, and several other buildings
- Moved Computing and Information Services to Davol Square and completed renovations of the CIT to provide additional space for the Department of Computer Science
- Selected architects and began planning for new buildings and renovation: 154 Angell Street, Nelson Fitness Center, and Pembroke Hall
- Approved the acquisition of 121 South Main Street building (160,000 square feet) for the expansion and consolidation of academic and administrative space
- Began the implementation of campus utility infrastructure renewal and expansion to support the new buildings and renovations and to improve system reliability
- Dedicated the new 169,000-square-foot Sidney E. Frank Hall for Life Sciences on October 6, 2006. The \$95 million building is the largest construction project in University history and contains 62 offices, 30 laboratories, 10 conference rooms, and a 98-seat seminar room
- Completed renovations to Grant Fulton Recital Hall to function as performance venue and lecture hall
- Purchased a portfolio of seven buildings (232,000 rsf and 400 parking spaces) in the Jewelry District to provide future capacity for Brown's academic and administrative needs. As a major thrust of Brown's strategic growth initiative, this purchase allows the properties to remain as viable commercial leases until such time as the University needs space for academic and other institutional purposes

- Continued on-going summer residence hall renewal with several projects summer 2007 (Machado House and Annex, Slater Hall)

ACTION NEEDED

- Plan and complete physical and operational improvements to the Brown Bookstore

SAFETY

- Enhanced campus safety through the implementation of the recommendations of the Bratton Report
- Provided space for a Providence Police substation near campus and implemented enhanced coordination with PPD for improved neighborhood policing
- Launched a new campus shuttle service, safeRIDE for Brown and RISD, in collaboration with RISD and the hospitals, connecting Brown, RISD, the hospitals, and downtown facilities
- Improved lighting in critical areas
- Completed the installation of sprinkler and fire alarm upgrades in residence halls
- Implemented community policing
- Successfully completed the arming implementation plan for campus police officers
- Implemented new Emergency Notification System
- Improved safety and emergency preparedness training for students, faculty, and staff
- Implemented comprehensive personal safety and property protection awareness program
- Expanded and improved joint training between DPS and Providence Police

ACTION NEEDED

STRATEGIC FRAMEWORK FOR PHYSICAL PLANNING

- Follow up on master plan recommendations concerning spaces on and near the campus that can accommodate expansion
- Complete materials-handling plan to improve functionality and aesthetics of providing services (deliveries, recycling, trash) to buildings and campus

NEW OR RENOVATED FACILITIES

- Look broadly at the use of space on campus to determine guidelines and priorities for the use of space
- Develop a regular program of maintenance and upgrade for facilities and technologies
- Determine fair and effective methods for dealing with space needs and requests
- Complete schematic design for Creative Arts Center, Nelson Fitness Center, Rhode Island Hall, J. W. Wilson, swim center

RESPONSIBLE

- President
- Provost
- Executive Vice President for Planning
- Vice President for Facilities Management
- Executive Vice President for Finance and Administration

Supporting the Plan for Academic Enrichment

Integrate work on key priorities with faculty governance and planning committees

ACTION TAKEN

- Created the Faculty Governance Task Force, organized by the Faculty Executive Committee in spring 2002; proposed sweeping changes designed to streamline committees and revise the charge and composition of priority- and budget-setting committees
- Approved the recommendations of the Faculty Governance Task Force, including the establishment of the Academic Priorities Committee and the University Resources Committee, which are chaired by the provost and replace the Academic Council and ACUP, respectively
- Established administrative advisory boards in the following areas: college, campus life, library, computing, campus planning, research, faculty development, and human resources
- Worked with the Academic Priorities Committee, the University Resources Committee, and appropriate Corporation committees to develop more detailed financial plans for the implementation of the Academic Enrichment Initiatives and the Plan for Academic Enrichment

ACTION NEEDED

- Monitor the effectiveness of the new structure and make adjustments as needed

RESPONSIBLE

- FEC/MFEC
- President
- Provost
- Vice President and Secretary of the University

Improve budgeting, tracking, and reporting of PAE activities

ACTION TAKEN

- Developed a series of five-year financial projections incorporating academic, physical, and fund-raising goals
- Developed tracking mechanisms for the Academic Enrichment Initiatives in summer 2002 and expanded and improved them in summer 2003
- Developed a series of internal faculty staffing, human resources, and financial management reports

ACTION NEEDED

- Continue to review and monitor regular reports and tracking mechanisms

RESPONSIBLE

- Provost
- Executive Vice President for Planning
- Executive Vice President for Finance and Administration

Improve financial management to reduce expenses and capture revenue streams

ACTION TAKEN

- Implemented “Brown First,” a program that increases the use of Brown catering and graphic services, which contributed \$1.5 million

to the Academic Enrichment Initiatives in FY03, \$1.8 million in FY04

- Saved \$4.7 million through a vacancy savings program and a hiring freeze in FY03
- Reallocated funds for our highest academic enrichment priorities by reducing administrative budgets by approximately \$7.5 million for FY04 and future years
- Completed an organizational review to ensure the most efficient and effective administrative organization
- Continued work on a list of high-priority projects designed to improve administrative processes
- Consolidated Summer Studies and Continuing Education
- Contributed \$2.7 million to Academic Enrichment in FY06 through “Brown First” program
- Authorized the establishment of a \$50 million tax-exempt commercial paper program to refinance existing taxable debt and to provide greater flexibility in our debt financing program
- Discussed revised capital and financial plans with Corporation in February 2007. Plans focus more on physical plant renewal and enhancement
- Borrowed additional funds to finance the acquisition of Jewelry District properties

ACTION NEEDED

- Consider alternative revenue streams
- Continue to monitor and revise financial plans based on long-term goals and short-term needs and opportunities

RESPONSIBLE

- Executive Vice President for Finance and Administration

Collect and organize baseline data as a benchmark against which to measure year-by-year progress

ACTION TAKEN

- Identified many regular sources of information already available for this purpose (e.g., student exit surveys)
- Identified an initial set of assessment measures
- Completed the first annual report on the assessment measures for the Academic Enrichment Initiatives in fall 2003
- **Collected and analyzed data for subsequent annual reports in fall 2004, 2005, 2006, and fall 2007**

ACTION NEEDED

- Continue to monitor the progress of the Academic Enrichment Initiatives and the Plan for Academic Enrichment
- Evaluate and adjust assessment measures and tools over time

RESPONSIBLE

- Provost
- Executive Vice President for Planning
- Office of Institutional Research

Office of the President
Brown University
Providence, Rhode Island