



Plan for Academic Enrichment

Phase II

February 2008

**Initial Suggestions and Revisions From Cabinet Members
to Original Plan Text to Help Identify Major Priorities**

August 2007

I. ENHANCING UNDERGRADUATE EDUCATION

Specific Objectives:

1. Expand opportunities for students to interact with faculty in academic and non-academic settings, including new courses in emerging areas of inquiry and richer offerings in more traditional areas.
2. Develop additional programs and increase resources available to support undergraduate participation in meaningful research opportunities, including both individual and team-oriented research.
3. Develop and implement an improved program of student advising.
4. Continue to align financial aid policies with Brown's educational mission, and seek to attract and support the most highly qualified and diverse group of students, without regard to their financial circumstances.
5. Improve the quality of students' residential and extracurricular experience, and integrate that experience more closely with academic goals. (See Strategic Goal VII.)
6. *Develop new strategies for supporting and implementing the Brown curriculum.*

This objective was included in the May 2007 PAE Status report to reflect significant efforts the College is undertaking to evaluate and improve the curriculum. There is clearly a need to have a specific PAE objective that addresses curricular issues.

Proposals

Supporting Specific Objective 1

- Increase the size of the faculty and lower the overall student-faculty ratio.
- *Increase the number of First Year Seminar offerings from 60 to 90 so that all Brown students can have a meaningful seminar experience in their first two semesters.*

Supporting Specific Objective 2

- Expand research opportunities for students, both through central programs and in multidisciplinary centers and with strategic partners.
- *In particular, double the number of research opportunities for students in the STEM fields.*
- *Increase the number of international internships available to all students.*

Supporting Specific Objective 3

- ~~Improve support for faculty advising and develop innovative new advising programs~~
- *Increase the capacity for intensive one-on-one advising in the College through a new corps of academic counselors assigned to each entering class; this corps*

could be housed on campus, and would be joined by a smaller team of advising “fellows”, drawn from the ranks of the most recent graduating classes.

- Develop new programming for students from underrepresented minority groups, along with programs for sophomores and upper-class students.
- Increase support for concentration advisors, and for department undergraduate groups, especially in concentrations that lie between departments.

Supporting Specific Objective 4

- Improve financial aid, eliminate freshman work expectation, adopt need-blind admission, and be competitive with peer institutions.
- Continue to increase the number of international students on financial aid.

Supporting Specific Objective 5

- ~~Improve campus life facilities. (See Strategic Goal VII and related proposals.)~~
- Increase the availability of flexible group study spaces in the new Stephen Robert’62 Campus Center.
- Implement a student “precinct” between the Campus Center and the renovated J. Walter Wilson Hall, in which student services will share space with key academic support programs.
- Establish a Science Resource Center to enhance the sense of community among undergraduate science students and to improve the academic experience in entry-level science courses.

Supporting Specific Objective 6

- Increase the seed funds available for curricular innovation. Funds could be used to develop new first-year seminars; new writing courses across the curriculum; new interdisciplinary science courses; new foreign-language courses across the curriculum; and other team-teaching endeavors.
- Conceive and create new curricular options for international study; for example, five-year global baccalaureate.

II. EXCELLENCE IN GRADUATE EDUCATION

Specific Objectives:

1. Attract the best students to our graduate programs, providing them with competitive levels of support, and stimulating new avenues of research.
2. ~~Expand the Graduate School modestly to provide critical mass in very small programs and to take advantage of new centers and partnerships.~~ Expand the Graduate School in selective areas to take advantage of new opportunities created by the expansion of the faculty and the introduction of new or revitalized multidisciplinary programs.
3. Consider additional innovative and distinctive new graduate programs, at the doctoral and master's level, including programs associated with new multidisciplinary initiatives.
4. ~~Initiate programs both to prepare future faculty and to prepare students for non-academic careers.~~ Prepare students for academic and non-academic careers.

Original wording doesn't apply to Master's students who don't have any intention of pursuing an academic career, and because many PhDs now look for non-academic outcomes.

5. ~~Improve the quality of graduate students' residential and extracurricular experience by integrating that experience more closely with academic goals. (See Strategic Goal VII.)~~ Foster a sense of graduate student community through academic, professional, and extracurricular programming.

We strongly recommend changing the wording since graduate students don't have a residential experience at Brown (and the only effort to create significant graduate student housing has been postponed.) The same could be said of extracurricular experiences – though we have had some success in this area (see below).

Proposals:

- Improve Recruitment

The most effective means of recruiting the highest quality graduate students is by attracting the best faculty and encouraging the highest quality of research. First and foremost, graduate students choose programs based on whom they will get to study with and what they might discover. Brown's high-profile, productive faculty will always be its strongest asset in graduate student recruitment.

Second, we must maintain competitive support packages for our doctoral students through guaranteed funding, attractive stipend levels, summer funding,

support for conference and research travel and language training. We have accomplished much in this area already, raising our stipends from \$12,000 to \$18,500 since 2001, and adding health insurance coverage and summer funding. The support we offer doctoral students is currently competitive with that of our peers (among whom, for example, the guarantee of five years of support has become universal). We cannot be complacent, however, as they have raised their support levels also.

Supporting student research, through travel and language-training support, is also crucial to recruitment, while it benefits our larger mission of preparing our students for careers as researchers and scholars. Helping students travel to academic conferences to present their work in professional contexts, or helping them afford travel to a remote location for fieldwork or research allows them to bring these experiences and knowledge back to campus, just as it does with faculty. Similarly, proper language training helps students and their resulting research cross disciplinary and historical boundaries.

- Develop a strategic plan for the growth of the Graduate School

Our strongest priority going forward is not simply unrestricted growth but strategically targeting that growth to areas of particular strength. The addition of 100 new Brown faculty has created a need for more graduate students in a variety of capacities and functions (rather than just reducing the student-faculty ratio). Although it is premature to set a specific number, a target of 2000 from our current level of 1750 students would keep the ratio of students and faculty in its current balance. The areas of future growth will be determined by the Working Group across the coming year (see below).

Similarly, the aim to develop new doctoral and master's programs will need to capitalize on the emergence of new fields of study and new faculty, and this development will need to take place in the context of reassessed graduate programs and curricula. A number of new master's programs have been created since the initial PAE, with master's students now representing roughly 40 percent of each new entering cohort. New master's programs were launched during this period with the expectation that these programs would generate revenue for the sponsoring departments, the Graduate School, and the University. While several are succeeding pedagogically, the prospect of these programs generating significant revenue for the University remains largely unrealized.

The following master's programs have been added since 2002:

- *Innovation Management and Entrepreneurship Engineering (PRIME)*
- *Public Affairs*

- *Public Humanities*
 - *Public Policy*
 - *Urban Education Policy*
- Enhance evaluation and assessment

In 2007-08, the Working Group on Graduate Education will examine a number of issues related to the size and scope of the Graduate School, and the role of master's education. A report is planned for the spring of 2008.

The Plan for Doctoral Support, developed by the Graduate School in 2006-07, has engaged departments in a process of reevaluation of their graduate programs and curricula. This process will continue, and will join with the external reviews of departments, begun in 2007. Particularly important are the possibility of new interdisciplinary programs (e.g., Biomedical Engineering) and other programs that reflect the development of new centers (e.g., bioinformatics and the array of environmental programs). The Plan for Doctoral Support was a key factor in the Graduate School's selection to join the PhD Completion Project, a national grant-supported project being administered through the Council of Graduate Schools.

- Support Internationalization

The Graduate School is poised both to contribute to and benefit a great deal from the University's efforts to increase its standing internationally. We have a large and diverse population of international students on campus; roughly 600, or a third, of our students come from 80 different countries. They represent a great (and largely untapped) resource in Brown's efforts to expand its presence elsewhere, as well as in their ability to bring international perspectives to the students who are here on campus. A great many of our students are also required to travel and do research in foreign countries during their courses of study.

Specifically, the Graduate School is currently investigating the creation of a special "early start," pre-doctoral program for international students with special language training and acquisition issues, or others entering graduate school who would benefit from a longer period of orientation and acculturation. They would have the ability to begin their adjustment to Brown during the summer before fall classes begin.

Also important is the continued internationalization of the Graduate School through the development of formal exchange programs and fuller programmatic support for international graduate students at Brown.

- Develop innovative **training and** programs to help prepare graduate students for their future careers.

Work with departments to monitor and mentor student progress. [e.g., Plan for Doctoral Support, 2006, PhD Completion Project grant, 2007-2010]

- Foster a Graduate Community

Foster graduate community through programming, assessments of satisfaction with departmental and university experience, improvements in available graduate housing options, and enhanced opportunities for international, minority and other students through the early-start summer program. Work with Student Life to improve campus life facilities, and to facilitate access for graduate students to campus resources (see Strategic Goal VII and related proposals).

Original PAE Text:

Proposals:

- Increase the size of the faculty to enable faculty to devote more time to research and work with graduate students.
- Develop new doctoral programs where appropriate to take advantage of new partnerships and programs such as the Marine Biological Laboratory at Woods Hole and RISD in the digital arts.
- Improve competitiveness of support packages for our graduate students—health insurance, stipend levels, additional dissertation fellowships and TAs.
- Continue to develop new masters programs, including opportunities for undergraduates to take a 5th year before entering the workforce, and expand existing masters programs as appropriate.
- Develop innovative programs to help prepare graduate students for their future careers, such as the new partnership with a neighboring liberal arts college that provides our students with valuable teaching experience.
- Provide housing for graduate students.
- Improve campus life facilities. (See **Strategic Goal VII** and related proposals.)

III. FACULTY EXCELLENCE IN TEACHING AND RESEARCH

Specific Objectives:

1. Recruit and retain the highest-caliber faculty for Brown.
2. Provide increased support for the teaching and research activities of the faculty.
3. Plan for continuing growth of the faculty on the order of 1 to 2 percent (6 to 13 positions) per year, following the addition of the 100 new faculty positions.

Proposals:

- Move quickly to increase the size of the faculty by 100 full-time equivalent positions (FTEs).

We expect to increase faculty size to 710 by 2009-10 (compared to 588 in 2002-03).

- Plan for longer-term growth beyond the initial 100 positions. *Develop criteria for future growth to reflect the growing importance of internationalization, to be attentive to areas with high student enrollments (especially in light of the new sabbatical policy), and to consider focused expansion in a few departments that have the best potential for attaining exceptional prominence in the near future.*
- Improve competitiveness of faculty salaries.

While our competitive position has improved markedly, significant increases in faculty salaries will be needed over time to ensure continued competitiveness.

- Increase the opportunities for faculty to take leaves for research and scholarly purposes. *Implement the new sabbatical policy and provide adequate replacement teaching funds to maintain course offerings (which have increased due to faculty expansion).*
- Provide start-up funds, seed money for research, recruiting expenses, etc. *Explore the competitiveness of faculty benefits, including provision of housing assistance and child care. Provide ‘re-startup’ funds to faculty when they receive tenure.*
- Provide facilities and other infrastructure support. (See **Strategic Goal X** and related proposals.) *Increase staffing and office and lab space to keep pace with faculty expansion.*

IV. LEADERSHIP IN BIOLOGY, MEDICINE, AND PUBLIC HEALTH

NB: The Division of Biology and Medicine has spent the last 3 years developing a strategic plan in concert with PAE goals. The Division recommends the following reorganization and rewording to reflect current objectives and proposals. While many of the elements are similar, there is enough change that one cannot easily and directly translate original PAE text to the current planning. Original PAE text is at the end of this section.

WHEREAS:

THE **MISSION** OF THE DIVISION OF BIOLOGY & MEDICINE IS TO:

- (I) STEWARD BROWN UNIVERSITY'S INVESTMENTS IN THE LIFE, PUBLIC HEALTH & MEDICAL SCIENCES,
- (II) DEVELOP & MAINTAIN STRONG RELATIONSHIPS WITH ITS IMPORTANT HOSPITAL AND COMMUNITY PARTNERS,
- (III) FOSTER EXCELLENCE ALONG THE EXPANSE OF ITS EDUCATIONAL AND RESEARCH ACTIVITIES,
- (IV) OPTIMIZE THE ALLOCATION OF RESOURCES ACROSS ITS BIOLOGY, PUBLIC HEALTH & MEDICAL EDUCATION PROGRAMS, AND
- (V) ADVANCE RHODE ISLAND'S LEADERSHIP IN ACADEMIC MEDICINE FOR THE BETTERMENT OF HUMAN HEALTH WORLDWIDE.

AND,

THE **VISION** OF THE DIVISION OF BIOLOGY & MEDICINE IS:

A STRATEGICALLY-COORDINATED HEALTH SCIENCES ENTERPRISE - WITH ITS PROGRAMS IN BIOLOGY, PUBLIC HEALTH & MEDICAL EDUCATION WORKING TOGETHER AS ONE WITH BROWN'S HOSPITAL AND COMMUNITY PARTNERS - TOWARDS THE SHARED GOALS OF:

- ADVANCING THE BASIC UNDERSTANDING OF LIFE, HEALTH AND DISEASE, AND
- TRANSMITTING THAT INSIGHT TO FUTURE GENERATIONS OF SCIENTISTS, PHYSICIANS, AND BROADLY-MINDED INDIVIDUALS WITH A PASSION FOR LEARNING.

THEREFORE, WE PUT FORTH THE FOLLOWING **STRATEGIC OBJECTIVES**:

1. **Enhance the academic excellence and the reputation of the Division and its hospital and community partners through thoughtful investment, improved integration & alignment of strategic interests.**

Proposals:

- Provide incremental resources to empower the Dean of Biology and Medicine as the Chief Academic Officer of Brown's nascent academic medical center by establishing:
 - A Dean's Academic Fund in support of the education and research missions of the hospital-based faculty,
 - A Dean's Translational Research Fund in support of bench to bedside research initiatives which align our extant scientific prowess with sponsored funding priorities.
- Plan for a cross-cutting Department of Personalized Medicine to expand the frontiers of the human genome and understand the environmental factors impacting human health.
- Recruit ONE research Dean to synchronize scientific strategic planning across the Brown-Hospital enterprise.
- Eliminate inter-institutional barriers (e.g., improve coordination and reciprocity among IRBs, IACUCs, core facility and intellectual property offices) to further facilitate research and encourage collaboration among campus- and hospital-based faculty.
- Work towards ONE research administration and ONE grant portfolio to facilitate research and research collaborations, and to ensure that all campus- and hospital-based faculty are represented in Brown's NIH award metrics.
- Plan for multidisciplinary signature programs, such as a Brown CTSA (Clinical and Translational Science Award), an NCS (National Children Study) award and an NCI designation of a Brown Cancer Center.
- Encourage the commercialization of Brown-derived intellectual property to build a portfolio of patents to benefit both the institution and its investigators.
- Restructure financial processes and systems so as to:
 - Optimize reporting on the performance of the Biology, Public Health and Medical Education programs,
 - Build an incentive-based culture of accountability & responsibility within each divisional program,
 - Provide for efficient resource allocation in support of the missions of all divisional programs,
 - Balance the Division's budget by FY10, and
 - Work towards rendering the University-Divisional financial relationships transparent, incentive-based and subject to periodic adjustment based on activity-based metrics.

- Build a strong financial foundation for the Division by endowing the position of the Dean of Biology and Medicine and the three academic leadership positions in Biology, Public Health and Medical Education.
- 2. Build on the reputation and academic excellence of the Alpert Medical School by constructing a new educational facility, encouraging curricular innovation, increasing enrollment and enhancing financial aid.**

Proposals:

- Develop and finalize the unique mission and vision of the school.
 - Delineate a medical education campus and construct within it a 100,000 square foot medical education facility proximate to the South Providence-based hospitals.
 - Steward the school's reputation for innovation in medical education by continuing to develop a leading curriculum of national renown (e.g., scholarly concentrations).
 - Enhance the financial aid prowess of the school to ensure its ongoing competitiveness in attracting top quality students, in meeting the need-blind imperative and in providing aid to students of exceptional merit. Seek to increase financial aid support from an estimated 25% to 40% of tuition in order to keep pace with Ivy peers.
 - Endow a leading and competitive MD/PhD program to train the next generation of physician-scientists.
 - Encourage growth of the MD/MPH program to develop clinician scientists focused on improving population health.
 - Plan for additional joint degree programs to enrich the palette of educational opportunities available to students.
 - Increase the size of the matriculating class by 30% over 5 years (from nearly 100 to 128 students/year), upon the inauguration of the new medical education facility.
 - Support clinical faculty in recognition of their contribution to the teaching of medical students by committing new resources. Longer term, work towards establishing an academy of dedicated core educators.
 - Promote a level of diversity in the medical student body by aspiring to ensure that $\geq 25\%$ of matriculants are from underrepresented minority groups.
- 3. Build on the reputation and academic excellence of the Program in Biology with a new research facility, the targeted recruitment of new faculty and enhanced support for financial aid.**

Proposals:

- Develop and finalize the unique mission and vision of the Program in Biology.
- Reestablish and grow a Brown-based Howard Hughes Medical Institute (HHMI) program.

- Plan the targeted recruitment of additional (incremental) faculty of exceptional scientific merit into strategically determined areas of excellence.
 - Increase sponsored funding at a rate minimally equivalent to the annual NIH growth rate through organic (i.e. with existing faculty), and acquisitive (strategic faculty recruitment) growth.
 - Enhance fellowship support for graduate students in the Program in Biology with a \$10M endowment.
 - Plan for a $\geq 100,000$ square foot Jewelry District-based research facility in collaboration with Brown's hospital partners.
 - Create a Research Technology Frontiers Fund to support leading edge capital equipment purchases and operating costs for state-of-the-art core facilities that will serve our scientific enterprise and enhance the competitiveness of our faculty with their largely medical school-based peers.
 - Plan for strategic research bridge funding for laboratories negatively impacted by the flat level of NIH funding over the last three years.
4. **Establish a Brown School of Public Health with new faculty recruitments, increased enrollment, enhanced support for financial aid and a strong financial foundation for future growth.**

Proposals:

- Finalize the unique mission and vision of the planned Brown School of Public Health.
- Establish the divisional structure required for the accreditation of the planned Brown School of Public Health.
- 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 research and educational programs.
- Increase sponsored funding at a rate minimally equivalent to the annual NIH growth rate through organic (i.e., with existing faculty) and acquisitive (strategic faculty recruitment) growth.
- Enhance fellowship support for graduate students in the public health sciences with a \$10M endowment.
- Establish the School of Public Health on a sound financial foundation with an initial endowment of \$50M and a plan to reach \$100M over the subsequent ten years. Priorities include naming the school as well as endowing the deanship, departmental chairs and Center Directors.
- Launch additional graduate degree programs to meet market demand.

Original PAE TEXT:

Specific Objectives:

1. Establish more effective means of integrating and coordinating strategic goals in research and education across all components of the Division of Biology and Medicine and the Brown Medical School, including the biological sciences, clinical medicine, and public health.
2. Strengthen the reputation and visibility of the Division and the Brown Medical School at the national level.
3. Continue to evaluate and revise the curriculum of medical education, expand the educational programs of the Medical School.
4. Enhance clinical education and research through greater collaboration with affiliated hospitals, the creation of centers and other programs focused on translational research, and increasing external support for such work.
5. Recognize public health as a special strength of the Brown Medical School and build on that strength by increasing the visibility of the effort, investing additional resources in faculty positions and facilities, and enhancing the educational offerings.
6. Enhance our capabilities in the basic biological sciences by adding faculty, improving and expanding facilities, and supporting both existing and new collaborations between faculty and students in the Division and their colleagues throughout the University and elsewhere.

Proposals:

- Strengthen the Dean's position as strategic planner and leader.
- Add faculty positions in key areas of the life sciences and public health.
- Improve and expand space for teaching and research in the biological sciences and public health; develop an appropriate new facility to serve as the home of the Brown Medical School and new space for public health.
- Provide discretionary funds for the Dean to use as seed money for strategic initiatives and to improve the overall level of support for faculty teaching and research.
- Restructure the Medical School Curriculum Committee and move from a discipline-based curriculum to organ-based and function-based offerings.
- Develop and implement arrangements with the affiliated hospitals that strengthen academic programs and encourage greater collaboration and more strategic planning.
- Provide start-up funds and seed money for new faculty.
- Increase the Division's emphasis on biotechnology collaboration and commercialization with the State of Rhode Island and other strategic partners.

V. FOSTERING MULTIDISCIPLINARY INITIATIVES

Specific Objectives:

1. Establish ~~major~~ **selected** new centers or institutes of multidisciplinary teaching and research as **compelling opportunities are identified and as** resources are generated to support those initiatives.
2. Expand and improve existing institutional relationships and develop new partnerships in areas where the research and teaching interests and strengths of those institutions complement our own.
3. ~~Leverage resources by connecting~~ **Foster greater connections between** existing centers and institutes and the work of academic departments and **programs in order to stimulate collaborative research and teaching and leverage institutional investments.**
4. Develop academic support, infrastructure, **and oversight** to serve the needs of multidisciplinary programs and centers, as well as more traditional disciplines.
5. Continue to develop distinctive, nationally recognized multidisciplinary graduate and undergraduate programs.
6. **Establish and support multidisciplinary research and teaching initiatives that raise the University's international profile and expand curricular opportunities in international studies.**
7. **Expand and improve institutional relationships with international partners that will enhance opportunities for Brown faculty and students to pursue research and learning in an international arena.**

Proposals:

- ~~Establish and build support for~~ **Continue to support and regularly review the progress of** multidisciplinary initiatives through the Academic Priorities Committee.
- ~~Develop~~ **Strengthen key strategic partnerships** with RISD, MBL, Trinity, Oak Ridge National Laboratory, Brown's affiliated hospitals, etc.
- **Appoint Vice President for International Affairs** with mandate to review, consider, and recommend international initiatives and partnerships.
- **Develop key strategic partnerships with universities outside the United States.**
- Allocate faculty positions to **international** initiatives and recruit new faculty to help lead them.
- Provide start-up funds, seed money for research, recruiting expenses, etc.
- Provide discretionary funds and support budgets.
- Provide space and other support. (See Strategic **Goal X** and related proposals.)
- **Establish a research and teaching initiative focused on slavery and justice.**
- **Develop metrics for measuring the success and impact of multidisciplinary initiatives so that institutional support is flowing to units that substantially enhance the University's educational offerings and research productivity.**

VI. ENHANCING EXCELLENCE THROUGH DIVERSITY

Specific Objectives:

1. Make diversity integral to the education of undergraduate, graduate, and medical students.
2. Foster greater diversity among students, faculty, and staff.
3. Address issues of diversity within the curriculum and in extracurricular programs.
4. Develop and implement strategies to place diversity at the center of campus life.
5. Provide support for managing diversity among students, faculty, and staff.

The specific objectives outlined in the original plan remain relevant to achieving the goal of enhancing excellence through diversity. The objectives outlined emphasize two important components for fostering institutional diversity, namely the recruitment and retention of diverse faculty, student and staff populations and the need to support opportunities to engage diversity in various learning contexts.

Currently our success is inconsistent across these focus areas. Recruitment of diverse populations is proceeding as well as can be expected given the available pools. Overall our faculty recruitment of women and minorities has been steady. We had a couple of stellar years. We have also experienced a year or two of little relative progress. Scholars of Hispanic and Native American backgrounds have been the hardest to attract. We have also increased our attention on women in the life sciences. Some physical science departments have experienced very good and persistent success. Others need continued focus. Staff and student populations continue to be relatively diverse and we show some renewed effort. We continue to identify areas of the staff where more focused strategic planning is needed.

Students of color at Brown are completing their degrees at a high rate, but some focus on graduation-rate gaps continues to be a priority. Staff retention across groups remains high. A recent review of retention data for the faculty has revealed that faculty of color resign voluntarily at a rate slightly higher than their representation in the population. The Diversity Action Plan presents goals related to this concern.

Engaging diversity is hard to measure, but most in this field believe that this is the next big task for universities. Efforts over the past 40 years have focused on recruitment and retention. Very little attention has been paid to the quality of interactions among diverse groups on campus. Indeed new data seem to suggest that diversity negatively affects attitudes about the “other.” Some of this may be related to the conditions under which diverse groups interact on campuses. We should place this concern among the highest priorities for the coming years.

Proposals:

- Allocate faculty positions to the Target of Opportunity program and recruit outstanding new faculty.

This remains a relevant proposal. The Target of Opportunity Program has provided a much needed avenue for pursuing some of our diversity goals. This is especially evident in the work done to increase the presence of women in the physical sciences. We have also been able to use the program to attract major scholars to campus. These scholars have not only contributed to the increasing racial diversity of the faculty, but also have helped to bring new areas of scholarship to their respective departments. The latter statement is true in the case of most of our targeted hires.

- Establish an Office of Institutional Diversity.

The first phases of this proposal have been realized. The Office of Institutional Diversity came online in the summer of 2003. The organizational structure includes an Associate Provost, a Director of EEO/AA and a Director of Disability Services. Several support positions are also associated with the office. At this time, proposals geared towards greater support for the activities associated with the office are needed. This would work best in the form of a general fund to support innovative recruitment activities, training programs and support for disability services. The diversity action plan refers to many innovative ideas such as using our existing post doctoral and visiting professor programs to increase diversity. However these ideas rely on funds from other offices. A general fund in the Office of Institutional Diversity will help to insure that some of these ideas will receive funding.

Most of our peers operate with a substantially larger budget for diversity efforts than Brown. In a few cases all of the diversity goals are funded out of the diversity budgets. Most institutions however operate with a combination of an office budget and partnership with other offices. Currently, most everything done at Brown, with the exception of student programming, requires funding from some other office. The advantage to this approach is that diversity becomes the responsibility of a wider group of people. The disadvantage is that some programs will go unfunded if we cannot persuade someone of the importance. This is even more the case when the Office of Institutional Diversity has nothing to contribute to the pot. Over the past year, the office has had to give up on at least four of what we thought were pretty good initiatives because we could not persuade another office of its relative value. A fund in the Office of Institutional Diversity would allow the director greater ability to at least pilot what is believed to be good ideas. Moreover it would allow for greater cost-sharing, which may also help with signing on partner offices.

- Develop innovative programs to bring diversity into the curriculum and extracurricular programs, such as the Curriculum Transformation Workshops and the Conversation Series recently initiated by the Office of Institutional Diversity.

These ideas remain relevant. Increasing our focus on opportunities to engage diversity should be a top priority. Not enough is being done to reap the full benefits of having a diverse student body. Attention should be focused on creating courses in the form of freshman or sophomore seminars that attract diverse audiences and provide the opportunity to engage multiple perspectives. The recent Ford Proposal (which was not funded) designed to create discourse around religion is a great example of the type of effort needed.

This should be a top priority. Meaningful engagement with diversity, especially in the classroom setting, is the cornerstone of the idea of diversity and academic excellence. There are many models of first-year and second-year seminars that have shown good outcomes at other places. It may also be interesting to link some of these ideas to capstone experiences.

The resource implications will depend on several factors. Primary is whether we would use the idea to implement new courses or revise current offerings. Also important for resource consideration is the amount and type of support we would offer to faculty members who enlist to take on these tasks. The crux of the diversity goal rests upon finding methods for providing meaningful engagement of diversity on learning contexts.

- Develop effective support systems and programs for individuals and groups, such as the Intergroup Dialogue and Conversations About Teaching.

This proposal is encompassed in the proposals above. A revision of this proposal may focus on other needed support systems such as support for more family-friendly programs (e.g., child care, elder care) or support for the newly focused MPC Program which seeks to do more in the residences around diversity.

Our approach to diversity reflects a particular understanding of the field and the issues. We have fashioned an overall strategic plan that builds in the most salient ideas from the literature, tailored to fit the needs of Brown. Tackling the idea of meaningful engagement across diversity should be a top priority and is the next big challenge for institutions. Thinking through this issue raises questions about the relative representation of perspectives in our curriculum, not to mention continued focus on just who makes up our campus population. Financial aid, faculty recruitment, retention concerns and the like do not go away when we place priority on thinking about engagement. Indeed, the importance of these factors for our overall goals should become clearer.

More conversations about better supporting family-friendly policies and disability services are greatly needed. These issues cross many areas of the Plan.

VII. BUILDING A SHARED SENSE OF COMMUNITY

Specific Objectives:

1. Develop, promote, sustain, and continuously improve the shared sense of community which Brown aspires to provide all its members in furtherance of its educational mission, through appropriate programs, staffing, policies, and facilities and a deliberate strategy and clearly defined near and long-term priorities.
2. Develop the appropriate facility or facilities needed at Brown to foster a greater sense of community among students, faculty, and staff and to meet a variety of specific needs for shared space.
3. Reorganize and improve existing community facilities to integrate more effectively the academic and extracurricular/co-curricular lives of students.
4. Improve the quality of students' residential experiences and provide more housing options for undergraduate, graduate, and medical students while also addressing facility needs and priorities in Dining Services, Student Activities (including performance, rehearsal, exhibit and social function space), and Athletics and Physical Education.

Proposals

- Define more clearly our goals, objectives and priorities with regard to building a shared sense of community.

In conjunction with ongoing and planned improvements to facilities and infrastructure, develop a shared vision for community, prioritized objectives, and a strategy for successful implementation. Consider and address challenges and opportunities presented by increasing diversity (on all dimensions) of the Brown community, internationalization of the campus and the external community, emerging and changing uses of technology, and the academic and community environment we aspire for Brown students to live and learn within.

- Develop and implement a plan for a campus center or comparable facility.

In the near-term, plan and develop the Stephen Robert '62 Campus Center in Faunce House and, in conjunction with centralized student services and curricular support offices in J. Walter Wilson, provide significantly improved space, programs, and resources for students in the heart of campus.

- Plan and build a new fitness/wellness center with sufficient capacity for faculty, staff and students to use the facility.

Nelson Fitness Center in process with projected completion in 2010.

- Plan and build a new swim center for intercollegiate swimming, diving and water polo, recreation and fitness.
- Renovate Sharpe Refectory to meet modern needs and standards for undergraduate dining, building on the lighting, accessibility and fire and life safety improvements completed in the summer of 2006.

In particular develop plans and objectives for opening the central core of the Main Dining Room, decentralizing and modernizing the delivery of food to stations as can be found in the Verney-Woolley dining facility, and consider opportunities to take fuller advantages of the private dining rooms alongside the MDR.

- Improve facilities within the Rockefeller and Science Libraries to meet more effectively the needs of students for group study space and information access.

Along the lines of the Friedman Study Center which opened in the Sciences Library in January 2007.

- Increase the number and range of housing options available for undergraduate, graduate, and medical students.

In particular, develop and implement plans for the construction of new undergraduate housing on College Hill with the goal of, over time, housing 90% of undergraduates on-campus [see Undergraduate Residence Halls Proposal – New and Renewal (May 23, 2007) for further detail and proposals.] New undergraduate housing should enhance community building and the educational benefits of residential community by creating innovative links between residential and educational lives of our students and be attractive to juniors and seniors (e.g., apartments and suites with single bedrooms and opportunities for independent living and community through appropriate and adequate common space).

- Institute a program of regular rehabilitation of residence halls based on a 30-35 year cycle.

In particular, develop and implement a strategy for residence hall renewal [see Undergraduate Residence Halls Proposal – New and Renewal (May 23, 2007) for further detail and proposals].

- Develop and implement plans for improving, expanding and renewing facilities for intercollegiate athletics, fitness and recreation in accordance with the priorities established by the Athletics & Physical Education master planning process.
- Develop and implement plans for achieving the operating resources necessary to sustain the vision for Athletics and Physical Education and achieve our

objectives for athletics (intercollegiate, club and intramural, fitness, and recreation) at the level of safety, quality and competitiveness appropriate for the University.

- Develop and implement plans for either the renewal of the existing facility or relocation to a more appropriate facility for Health Services (see Strategic Area of Focus X).
- Develop and implement plans for expansion and improvement (including improved utilization of existing spaces) of space available for student performance and social functions (e.g., T.F. Green renovation, Grant Recital Hall, film and screening facilities, performance space suitable for multiple uses including dance and theater with an orchestra pit, etc.).
- Develop and implement recommendations and plans for program, staffing and resources (including new and reallocations of existing resources) to support and take full advantage of the facilities and other infrastructure which enable and promote a shared sense of community at Brown, including the Robert Campus Center, Nelson Fitness Center, residence halls program and staffing, dining services and other facilities and programs engaged in building and sustaining a shared sense of community. In particular regard to residence halls program and staffing, develop and implement recommendations which will emerge from the Committee on the Residential Experience over the 2007-2008 academic year.
- Renovate the Brown Bookstore to meet the needs of students, faculty, staff, visitors and alumni as well as the local community.

Rationale for Suggested Amendments:

In general, the specific objectives and proposals in this Strategic Area of Focus remain as fully relevant today as in February 2004. Actions taken since that date have naturally amended the proposals slightly and reordered priorities. For example, the approval and ongoing planning of the Nelson Fitness Center has elevated that proposal to implementation, and the resulting improvement to the sense of community on our campus that will result from this new 65,000 square foot facility will be significant, substantial and long-lasting. Another example of reordered priorities comes as a result of the demise of the Smith Swim Center, which has necessitated the design and construction of a new swim center to meet the University's intercollegiate, fitness and recreational aquatic needs (along with the construction of a temporary training facility to sustain our four intercollegiate aquatic programs during the period of years it takes to construct the new swim center).

Initial planning for a campus center of the type and size contemplated in the February 2004 plan slowed in the wake of the fitness center and other competing priorities. While still fully relevant and valuable to maintain in the Plan, the current renovation of Faunce House into the Stephen Robert '62 Campus Center and the associated renovation of J. Walter Wilson as a centralized location for student services and curricular support resources will serve the needs of the community in this regard for many years to come.

Other areas of priority and need given less focus and attention in the February 2004 Plan have emerged. These include residence halls for undergraduates – both the quantity (not enough) and the quality (uneven and in many locations in need of significant renewal). A detailed and comprehensive planning process has resulted in the May 2007 “Undergraduate Residence Halls Proposal – New and Renewal,” which provides analysis, assessment, proposed goals and objectives, and a strategy for implementation with regard to both new undergraduate housing and strategic renewal of existing residence halls.

Athletics and physical education facilities, which were largely unmentioned in the February 2004 plan beyond the fitness and wellness center, are significantly undersized and inconsistent in quality for a campus like Brown. A master planning process was undertaken at the recommendation of the President and under the auspices of the Athletics Advisory Council and resulted in a detailed and prioritized list of needs for both new and renewed facilities. The construction of two new turf fields and the addition of the intercollegiate strength and conditioning facility to the Nelson Fitness Center are two early initiatives to emerge from this process. There are many additional needs affecting student safety, welfare, recruitment and retention and competitiveness which will need to be addressed over time and in priority order.

Another newer priority suggested here (and in Section X) is the facility housing University Health Services. The current facility – Andrews House, a 1901 former Governor’s Mansion – has been identified by external consultants and the JCAHO as inadequate and ineffective for modern medical practice: “There are serious problems with Andrews House as a medical practice facility. Aside from the obvious accessibility challenges and lack of a patient elevator, the building has heat/cooling/air circulation, maintenance, patient safety, patient confidentiality, and staff productivity issues.”

Finally, the February 2004 plan is not as detailed as it perhaps could be with regard to defining a shared sense of community. The plan focuses largely on facilities and infrastructure which, while extremely important, are primarily vessels for promoting and building community. Realizing our aspirations in this area requires a shared vision, goals and priorities as well as program, staffing, and other resources (including time) to enable students, faculty and staff to realize a shared sense of community in the facilities the University provides and maintains. Accordingly, suggested additional proposals address defining more clearly and deliberately what we mean by a shared sense of community, including with regard to diversity and internationalization, and developing strategies and plans for achieving our objectives. One important opportunity to do so is the Committee on the Residential Experience which, over the next academic year, will examine and clarify our aims for learning through our residential education, campus programming, and non-academic centers that support activity outside the classroom.

VIII. DIVERSIFYING AND EXPANDING THE UNIVERSITY'S SOURCES OF REVENUE

Specific Objectives:

1. Double the level of giving to the Brown Annual Fund and significantly increase current use giving for financial aid, athletics, and other priorities of the Academic Enrichment Initiatives, all as part of a comprehensive campaign.
2. Raise more than \$750 million in capital gifts and pledges in the campaign, including at least \$200 million for capital construction projects and the remainder for new endowment.
3. Significantly increase the level of external support for sponsored research.

The Role of External Support for Sponsored Research – In the last five years (2002-2006) Brown has increased its external support for sponsored research from \$115.3M to \$128.7M. Although that increase is substantial, Brown still falls below some of its peers, even those of comparable size, in the amount of sponsored research funding that it receives. In this time of reduced federal funding, it is important to develop multi-stream funding approaches that include not only federal funds but also corporate and foundation funding. Our goal is to develop a large-scale multidisciplinary strategic program that will grow the sponsored research funding by 5% per year over the next five years. This growth will not only enhance the intellectual excitement at Brown that comes from working in a major research university, but it will also increase the indirect costs received by the University both in its E&G budget and in the budget of the Division of Biology and Medicine.

There are many steps we need to take to achieve this growth. Certainly some increase in sponsored research will occur as a result of the growth of the faculty. The addition of 100 new faculty through the Plan for Academic Enrichment will bring new professors to Brown who are fully invested in a strong research career, and especially those hired in the social, physical, and biological sciences – fields that traditionally have their research sponsored through external funding - will increase the funding base. However, it is also clear that other universities have taken a much more aggressive approach to enhancing their sponsored research through investment in many parts of their infrastructure, and it is important that Brown do the same. We list now some of the critical areas in which Brown must invest in order to have the growth we desire. See External Research Funding proposals below.

4. Establish new professional graduate programs and other revenue-generating continuing education programs.

New Specific Objectives (FY 2008-FY 2014)

5. Exceed the \$1.4 billion goal of Boldly Brown: The Campaign for Academic Enrichment, as well as any increased goal, by December 31, 2010 and thereby raise a total of at least \$800 million in endowment, \$250 million for new facilities, and over \$230 million in unrestricted current-use gifts (Brown Annual Fund, Brown University Sports Foundation, financial aid).
6. Increase annual cash gift receipts to \$200 million by FY 2014, with at least \$70 million designated for endowment, \$25 million for capital projects, and \$50 million for unrestricted current-use purposes.
7. Increase expected return from endowment and working capital.
8. Keep tuition room and board rates well within market.
9. Establish new user fees where appropriate.
10. Optimize use of debt.

Proposals:

Advancement/Development

- Undertake a major comprehensive campaign over the next 6-8 years, with a goal significantly above \$1 billion. Refocus and increase staff and other resources in order to engage, cultivate, and solicit alumni, parents, and other friends of the University more effectively.
- Reexamine and expand the leadership giving model, the reunion class campaigns model, and the annual challenges strategy for the Brown Annual Fund.
- Continue the unprecedented pace and success of the Campaign by pursuing the new integrated regional giving strategy, a renewed focus on New York, the aggressive solicitation of gifts above \$5 million, and an intensive effort in international fundraising.
- Pursue aggressive annual goal-setting following the Campaign and plan for a new comprehensive campaign at some point in the not-so-distant future.
- Increase Advancement staffing to ensure capacity exists to meet campaign goals. (Revise as necessary and include estimated budget number.)

Asset Management

- Revise asset allocation to optimize the risks and rewards of the endowment management.
- Invest working capital to achieve optimal returns in light of cash flow needs.
- Creative deployment of real assets - lease or sell non strategic properties, license spectrum, etc.
- Ensure that unexpended gift and endowment balances are put to use.

External Research Funding

- Expand and enhance research facilities, augment support for research administration, target start-up and seed funding to promising research faculty.
- Maximize indirect cost recovery from research grants.
- Increase seed funding.

For the last four years the Office of the Vice President for Research at Brown has overseen the distribution of \$400K per year in seed funding. These funds are designed to help faculty initiate new research programs which in turn can lead to research sponsored by external agencies. To date, these funds have yielded over \$20M in sponsored funding. Clearly, there is a high return on these funds. Based on the number of high quality proposals for these funds that we are unable to support each year, this amount should be doubled. This doubling will also allow us to target certain key research areas where we need to increase the research activity at Brown and where there are growing amounts of external dollars available.

- Establish a research equipment/infrastructure fund.

Research in the physical and biological sciences requires equipment and the funds available from external sources are very limited. The presence of state-of-the-art facilities at Brown will help us greatly in recruitment of top rank faculty. We need a regular fund of \$1.5M per year to grow the equipment infrastructure to support research. Key initial investments would increase equipment for medical imaging, which would be used by both the campus and hospital faculty; improvements in the nanofabrication facility, which is used by physics and engineering; and purchase of a new magnetic resonance spectrometer for structural biology.

- Increase staffing in OVPR to increase proposal production.

A key element in obtaining external funds is to prepare high quality proposals. While the faculty will always be the source of the ideas behind winning proposals, the actual preparation of these documents can require extraordinary amounts of time. At present the Office of the Vice President for Research has only one person to help in proposal preparation. Based on the work-load of that individual, we would request that we be able to hire two additional staff members for this purpose.

- Develop an incubator.

Many faculty today want to see their work translated into commercially viable enterprises, either through licensing of technology or through start-ups. This type of activity is to be encouraged because it is the way in which research has its direct benefit to society and also because it can lead to economic development of a region. To date, Brown has not had a space in which this translation could take place. We should develop an incubator space that is fully staffed for our

faculty and others in the community to use. A financial plan and space is currently being developed through a separate committee.

- Increase funding for research in the humanities and social sciences.

Research in the humanities and social sciences is vitally important for the research environment at Brown. While these fields do not require the equipment and space that is needed for research in the physical and biological sciences, nevertheless this research does require funding to support travel, publishing, computing, and access to data bases among other needs. In the past we have been able to award each of the departments in these fields \$1000 per faculty member per year to support research. With the growth of these departments through the Plan for Academic Enrichment, we can no longer make awards at this level. We should thus increase the funds available in these fields to not only restore the funding to this original level but to double it in the future. This doubling would require an increase from the current level of funding at \$270K to approximately \$600K per year.

- Establish a research bridge fund.

With the decrease in federal funding available to faculty, many outstanding researchers in the academic community have found their funding sources reduced or even eliminated, despite the excellent research they have performed through the years. While it is hoped that federal funding will be restored in the coming years, it still appears that for the foreseeable future, there will not be sufficient funds to maintain the research activity of past years. To help well established faculty members maintain their research activities, it is important that Brown be able to provide bridge funding. This problem is particularly acute in the area of biomedical research because of the flat funding to NIH. While flat funding might not appear to be so significant, the fact is that it follows on a period in which the NIH budget was doubled and the number of individuals trained to do research in this area grew significantly. These new scientists are just beginning to compete for funds and thus the number of qualified applicants has increased significantly. Since some preference is being given to the young scientists, many existing grants have been cut or eliminated. Other universities have set up types of bridge funding programs, although many were handled through departmental funds rather than at the university level. While these vary greatly in detail, there is a general concern being raised about continuing to support productive faculty during a period when fund raising is difficult. A key element in these programs is to make certain that graduate students are supported. We should allocate \$500K per year for this purpose.

Student Enrollment and Fees

- Develop new professional masters programs in areas of demonstrated need and capacity and explore new opportunities for continuing and executive education.
- Determine appropriate user fees for Fitness Center, new Swim Center and Parking, and other facilities and services, as practical and appropriate.

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

Specific Objectives:

1. Develop closer and more collaborative ties with neighbors and neighboring institutions.
2. Contribute to the educational, cultural, and economic life of the City of Providence and the State of Rhode Island more effectively and with greater impact.
3. Work with the local community to develop more effective and collaborative approaches to quality of life issues such as safety, parking and transportation, and **greenhouse gas emissions**.
4. Form a closer partnership with the City, State, and other institutions and organizations to ensure that Brown's growth and success help facilitate the growth and success of the larger community, especially in the areas of public education, economic growth, and the development of the Jewelry District.

This is really an expanded and more specific version of the original objective #2.

5. Enhance Brown's leadership in government relations and community affairs at the local, state, and federal levels, as well internationally and in the higher education community.
6. Provide a variety of opportunities for the Brown community (students, faculty, staff, alumni, and donors), as well as the local community in Rhode Island, to participate in the intellectual life of the University through conferences, lectures, and other public events.

Proposals:

- Collaborate with the City and area colleges on the implementation of an equitable and sustainable PILOT program.

The basic agreement was reached and the MOU signed in June 2003. The challenge now is to be enough of a catalyst for economic growth that the City will not be tempted, under this administration or in the future, to terminate the agreement and seek to implement more aggressive actions to tax the non-profit entities in the City.

- Work with neighboring institutions and with the City and State on identifying ways to enhance educational, cultural, and economic opportunities for both the institutions and the broader community.

See comment in the objectives section above and the new proposals below.

- Work with neighboring institutions and with the City and State to improve safety and security in this area.

This is an ongoing challenge, but considerable progress has been made in recent years.

- In collaboration with the City and State, develop improved parking and transportation facilities and systems.

A major effort has been underway this last year by a community task force involving all the major institutional, business, and neighborhood stakeholders to develop recommendations for changes in parking policies and procedures that could lead to significant improvement in the parking and transportation situation on College Hill. This follows significant investments by Brown in expanded and improved shuttle systems, more support for public transportation, and better allocations of University parking space.

- Work with other educational institutions to make better use of our collective resources through consortia or other collaborative arrangements.

This is still work in progress

- Develop processes and communications channels to keep neighbors and neighboring institutions informed about and involved in ongoing planning efforts.

The development and use of the Civic Leadership Council, the Community Working Group, and many informal methods of communicating with neighbors have greatly improved communications with most neighbors and neighborhood associations. Community involvement in the development of the Strategic Framework (the Frances Halsband master planning work), the Institutional Master Plan, and individual capital projects has been extensive. Similar efforts are underway now for the Jewelry District and related areas.

- Work closely with the Providence Public School Department and others to leverage Brown's existing and expected contributions of time and money to effect real improvement in the City's schools.

Contributions include fund-raising for a new "Endowment for the Education of the Children of Providence;" creation of the Urban Education Fellows program that will provide free tuition for up to two individuals who earn a Master's in Urban Education Policy and eight individuals who earn a Master's of Arts in Teaching and serve the Providence Public schools for three years; support for coordinating efforts both at Brown and at the School Department; and ongoing contributions by faculty,

staff and students through the Swearer Center, the Education Department, and others.

- Focus planning and other resources on finding ways to use Brown's expansion to support and facilitate economic development and success in the City and State.

Decisions about where and how to expand University facilities and programs in the Jewelry District and the lands freed up by the relocation of I-195 represent one significant set of opportunities. Other possibilities include the construction of a new home for medical education in the vicinity of the Rhode Island Hospital campus, the likely development of a Brown-sponsored incubator for start-up commercial ventures (probably in the Jewelry District), and the development of a community memorial to acknowledge the role of slavery in our collective history that was recommended by the Slavery and Justice Committee.

- 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.
- 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.
- Consider forming partnerships with other colleges, universities, and non-profit institutions to develop a modern conference center that would be used by all of the institutions.
- Fund a summer work program for Hope High students.
- Establish Urban Fellows Program.
- Expand current opportunities for staff to participate as a group in community service.
- Explore ways to encourage faculty, staff, and students to rely on public transportation and University shuttles rather than private automobiles.

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

Specific Objectives:

1. Attract, retain, **motivate**, and develop the best possible staff.
2. **Ensure that the University is appropriately yet efficiently staffed.**
3. **Provide sufficient operating resources to support PAE-related expansion.**
4. Ensure robust internal and external communications to advance the University's position locally, nationally, and internationally.
5. Provide appropriate library support for faculty and students in all fields of study, with particular focus on ensuring resources for new fields of study. Make libraries more accessible and more responsive to students' needs for varying types of space for study and collaborative work.
6. Expand support for the use of technology in the academic and administrative work of the University. ~~Provide classrooms, labs, and computer clusters in which digital and multimedia applications can be developed and used easily and effectively.~~
7. Invest in the physical infrastructure of the campus, including new and renewed academic, administrative, and campus life buildings, utilities systems, technology infrastructure, parking and transportation facilities and systems, *security systems*, and campus landscaping.
8. *Enhance campus security staffing and infrastructure (e.g., staffing, physical security, alarm and monitoring systems, CCTV) on College Hill and in the Jewelry District.*
9. *Identify, assess, reduce, monitor, control and report on key business risks that might impair the achievement of Brown's goals and objectives.*
10. *Reduce greenhouse gas emissions.*
11. *Ensure adequate investment in renewal.*
12. *Ensure proper integration of staff not located on College Hill in the fabric of the University.*

Proposals:

Improve Staff Recruitment & Retention

- Ensure competitive staff salaries and benefits.

Provide competitive benefits including affordable, high quality health insurance.

- Review programs designed to promote proper work-life balance (dependent care, flexible schedules, telecommuting).
- Provide more health and wellness opportunities for staff.
- Enhance staff hiring.

Enhance Organizational Effectiveness and Staff Training and Development

- Ensure appropriate level of staff support in academic and administrative departments.

Increase overall staffing by approximately 25 in E&G.

- Professional Development – Establish mentor program, staff ambassador program and increase EEP. Define career paths, promote succession planning, provide opportunities for distance learning and CPE classes to maintain professional certification and licenses.
- Engage in formal and ongoing assessment procedures that measure service outcomes as well as effectiveness of service.
- Initiate certification programs for appropriate positions at Brown.
- Review policies, procedures and benefits to ensure proper new employee selective training, succession planning, mentoring, employee education and career progression.
- Increase staff and support in selected administrative areas to provide appropriate support and assistance to departments, faculty and students.
- Identify and eliminate redundancies in service coverage and other support functions.
- Increase level of library staffing skills to meet increased sophistication of user service needs and advances in technology.
- Expand total staff support of classrooms to facilitate new technologically-based services (e.g., course videotapings, video conferencing, online streaming, production of digital course materials, etc.).

Ensure the University's national and international standing through strong communication and collaboration

- Implement a proactive, multi-media (e.g., print, television, radio, and Internet) media strategy to expand the public's awareness of Brown's research achievements, its excellence in teaching, accomplishments by faculty, students, and alumni, and the University's efforts to broaden its international education activities.
- Make greater use of the Brown website to engage prospective students, faculty, staff, and donors, as well as expand its role as a critical communications tool.
- Through the Brown Alumni Magazine, communicate with Brown alumni on a regular basis about alumni accomplishments, progress with the Plan for Academic Enrichment, and other important news and information about events and issues on the campus.
- Invest in new technology to ensure Brown is highlighted in a wide range of media and target national and international audiences.
- Target decision makers in the media and develop relationships to promote awareness of Brown.
- Develop opportunities for the President to engage with national and international members of the media, as well as leaders in government, higher education, and other fields.
- Provide Brown faculty and senior staff with media training.

- Collaborate with colleagues in Advancement, Computing and Information Services, and the Library to provide new and interactive content for the University's diverse audiences.
- 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.
- Increase opportunities for writers and editors from the Brown Alumni Monthly to travel domestically and internationally to report directly on alumni accomplishments.

Increase support for library acquisitions, operations, and facilities.

- Implement campus-level digital repository services (including strategies for format migration and digital preservation) for library, teaching, and research materials (e.g., data sets; learning objects; digital texts, images, video, sound; electronic dissertations).
- Institute campus-wide records management program (print and electronic records).
- Develop copyright and intellectual property rights expertise/guidance (in cooperation with VP for Research and University Counsel).
- Expand cooperative information technology services across the campus (with CIS, LRC, Sheridan Center, Library, other).
- Support technology training and incorporation of technology into teaching, learning, and research.
- Create Center for Digital Scholarship (use and re-use of print and online resources, development of multimedia projects/scholarship, and new knowledge).
- Add new collections (regardless of physical format) to support existing and emerging areas of scholarly and pedagogical emphasis, especially growth of graduate studies and internationalism (new money beyond inflation for collections).
- Continue migration from print to electronic and multimedia resources for current materials and accelerate acquisition of electronic backfiles of journals and other collections (e-books, videos, sound, etc.).
- Increase focus on special, unique collections (such as Pingree collection) and making those collections available online.
- Process un-cataloged foreign language collections (Pingree collection, and other existing Arabic and Chinese collections).
- Develop a comprehensive print conservation/ preservation program.
- Purchase and/or develop automation products that increase self-sufficiency (e.g., self-checkout, use of RFID tags for circulating collections).
- Transform library catalog to provide speed and flexibility of popular online search engines.
- Provide single unified solution for discovery and delivery of local and remote information resources.
- Renovate and repurpose library space to house existing and new initiatives that support study, research, and teaching.
- Add new module to Library Annex (critical to re-use of library space).
- Increase digitization and desk-top delivery of Annex materials.

Increase Support for Technology

- Increase support for technology, with the goal of providing ongoing funding for the regular replacement and upgrade of desktop hardware and software and planned funding for major system and network upgrades.
- Increase the number of digital classrooms and provide ongoing funding for the renewal of existing digital classrooms.
- In coordination with campus partners, develop and maintain a plan for providing adequate technology in classrooms and provide training and support for the use of classroom technology.
- Develop research technology support and better data storage and retrieval systems.

Building Renewal & Infrastructure

- Develop systematic programs of facilities and infrastructure renewal and rehabilitation for buildings, utilities, and other infrastructure.
 - Renew and repurpose JWW as student service center.
 - Renew Faunce as part of Robert Campus Center.
 - Renovate health services.
 - Renovate academic spaces for existing and new faculty.
 - Renovate the Rock and the Sciences Library.
 - Develop a plan for increasing support for renewal.
 - Plan for athletic facilities renewal.
 - Renew Data Center.
 - Renovate undergraduate residence halls and provide some graduate and visiting scholar housing.
 - Renovate Bookstore.
 - Implement COEUS II to support sponsored research management and reporting.
 - Replace HR systems.
 - Identify and implement new instructional technologies.
 - Plan for replacement of Financial Systems.
 - Expand Wireless to entire campus.
 - Provide environmental improvements to classrooms.
 - Renovate facilities for increased energy efficiency.

New Facilities, Utilities and Infrastructure

- Invest in new facilities: academic, campus life and infrastructure.
 - *Build Creative Arts Center.*
 - *Build Mind/Brain/Behavior Building.*
 - *Build Fitness Center.*

- *Establish new swim center.*
- *Plan for new research facility.*
- *Plan for additional housing.*
- *Improve parking/landscaping/walkways/etc.*

Long-term Expansion and Asset Efficiency

- Invest in positioning Brown for long-term expansion.
- Optimize the use of Brown's recent acquisitions to ensure capacity for long-term expansion off College Hill. Develop specific short and long term plans for maximizing Jewelry District properties (buildings and parking lots/garage).

Enhance Risk Management

- Develop systematic and comprehensive approach to managing risks in the area of financial operations, regulatory compliance, research administration, human resources, athletics, health and safety, medical education and research, and information technology.
- Ensure proper preparation and testing of emergency action, continuity of operation, business resumption and disaster contingency plans. Ensure employees are properly educated regarding such plans and their responsibilities.
- Provide appropriate levels of insurance.