

**Plan for Academic Enrichment
Phase II
February 2008**

SUPPORTING MATERIALS

**Summary of Group Meetings
(By Date)**

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University Resources Committee – 10/30/07

Committee Description - The University Resources Committee is a standing committee of the faculty, chaired by the Provost, and consists of six faculty members, five administrators as ex-officio members, and four students. The administrators include the Provost, Executive Vice President for Planning, Executive Vice President for Finance and Administration, the Dean of the Faculty, and the Dean of Medicine and Biological Sciences. The student members shall include two from The College and one each from the Graduate School and the Medical School. The University Resources Committee is responsible for recommending the annual operating and capital budget to the President. The Committee reviews, analyzes and offers recommendations to the President on all budgetary plans, proposals, and priorities affecting the University; maintains a level of awareness of budgetary matters throughout the University that will encourage the development of informed opinions and the articulation and discussion of issues; and reviews, analyzes, and makes recommendations regarding the allocation of University resources for the coming fiscal year and for the long-range plans developed by the administration.

General Comments:

- Implications of growth must be assessed; need to assess if we have the capacity to continue to grow at the current pace.
- Need a way to grow that assures we do so in a “rational” way; i.e., need to ensure adequate staffing of new facilities (Friedman Study space cited as example).

Individual Comments:

Students:

- Like “cool new things” but there’s deferred maintenance that’s essential.

Faculty:

- Too much attention given through the Plan to hiring faculty who have an impact reputationally rather than on teaching.
- Need to enlarge faculty in ways that affect students.
- Need to adequately support faculty with space, graduate students.

Multidisciplinary Programs:

- Not impacting the teaching and support for undergraduate program.
- Departments lack incentives to support multidisciplinary programs.
- Graduate School-Handling of TAships needs attention.

Internationalization:

- Make sure it builds on what we have, with relevant articulation between “old” and “new.”

University College Relationship:

- Don’t play with it. We have overbuilt MA programs; PhD programs are not fully supported. PhD programs are where reputation lies.
- The main attraction for students is the excitement offered by the curriculum. PAE has not thought of ways to keep it up (i.e. IR, development studies). It is essential that we sustain the things we have and support existing strengths.
- There have been many valuable investments, but they have not “raised all boats.” Goal should be to rebalance the distribution of funds to support areas not prospering.
- Undergrads feel the focus of PAE has been on graduate and medical education. It’s harder to do undergraduate research; there are fewer UTRAs.
- Some basic things have need supported for many years, such as advising and support for multidisciplinary concentrations like International Relations.
- Admissions criteria are changing....bringing in a different group of students.

Graduate School:

- The way it has grown has had side effects. Higher quality, but fewer graduate students for faculty to work with is affecting faculty productivity.

Community Collaboration:

- As an elite, preeminent institution we have a responsibility to reach out more to our own communities. We have made strides, but it is an area where we can do better/more/take the lead.
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Diversity Advisory Board – 11/2/07

Committee Description – The Diversity Advisory Board is a broadly representative, deliberative group that meets to consider matters that concern the campus community, especially with regard to diversity. Its mission concerns the well-being of the community – its capacity for collegiality and the pursuit of the commonwealth, while preserving an excellent education for all students. The goals of the Committee are to work with and advise the Associate Provost and Director of Institutional Diversity and other senior officers as appropriate concerning the promotion of diversity and the development of a welcoming and inclusive campus climate; identify ways to educate the community about diversity and provide guidance for dealing with community issues, and develop an effective means of communication about diversity issues with all segments of the community.

General Discussion:

- PAE focused on recruitment and retention, which was the right emphasis.
- In general, doing pretty well on recruitment and working on retention.
- To advance diversity efforts requires more attention to programming across the university. (Be more deliberate about programming, such as through first year seminar programs, capstone projects.)
- To fully benefit from the investments in diversity will require finding ways to engage all opinions across the University in decision making.

Individual Comments:

- We tend to address ADA compliance after the fact, in a minimal way, rather than making it a priority (spirit of the law rather than letter of the law). Need to ensure decision making and planning processes around facilities and infrastructure ensures broad access (ADA, gender neutrality etc.)
- Decision Making: Who is empowered to make decisions? How are the values understood? (This relates to facilities.)
- Need to build into the Plan the importance of communications and process to build community. The community has lots of ideas and needs to understand the mechanisms to give/get feedback in a regular way.
- Faculty growth: increasing the size of the faculty has had an impact on space/time, with more classes being taught into the evening. With continued growth, where/when will teaching take place?
- Issues of class are important to diversity. Increased financial aid brings a more diverse population, which brings issues that we must be prepared to handle.
- Need to embrace diversity and develop coherent programs to create a respectful community.
- Masters Program: Class is an issue. Financial model differs from PhD. Difficult to have a diverse cohort without financial aid.
- In terms of the existing Plan, it is problematic to have “people” lumped in with/as “infrastructure.” (Area X)

- The University needs a program to develop an employment pool that would be diverse, well qualified.
- Need funds to pilot programs to create sufficient pools of students, faculty, and staff.
- Attracting a diverse faculty can be difficult because of spouse issues, need to have a “home” department.
- Once recruited, the University needs to support faculty retention by developing a culture within a department that breaks down biases.

Undergraduate Council of Students – 11/7/07

Council Description - The Undergraduate Council of Students is a representative body of twenty-seven elected members committed to serving Brown's undergraduate community. The UCS's external work is divided between four committees: Academic and Administrative Affairs, Admissions and Student Services, Campus Life, and Student Activities. These committees and their members are supported by, and work with a Communications committee, as well as liaisons to the Corporation and Alumni Affairs. Representatives from all four classes and a diverse area of interests work individually and collectively to propel short and long-term goals. Through frequent correspondence with University decision makers, UCS strives to actively and authentically pursue student interests. This year, more than ever before, UCS aspires to develop and foster collaboration between student organizations in order to effectively communicate, represent, and build from the diversity of interests that shape the University.

(This is a set of individual comments noted during an open meeting. The UCS submitted a separate report.)

Facilities/Space:

- Should have a contingency for unforeseen events like the swim center.
- Plans for Swim Center should include squash courts. If the choice is between residence halls and a full swim center, go with the full swim center now before the opportunity passes.
- Renovate existing dorms before building new dorms.
- Need more study space on campus.
- More wireless (not all floors of Science Library are wireless).
- Need more performance space. Dance studios have limited seating.
- Encourage student spaces to remain open 24/7.
- Need more student event space.
- Consider expanding gender neutral restrooms beyond residence halls.
- **Advising:** Discussion of need for advising, hiring of advising professionals and the potential impact on faculty hiring.

Environment/Green:

- Consider adding to the Table of Needs to support Brown's Green Initiative. Global warming is such a big issue. Brown should be a leader through research, programs, buildings, etc. Should have a renewable resources group in engineering. Faculty should get incentives to create courses in this area.

Undergraduate Experience:

- Focus on growth of the faculty was good, but emphasis on growth of graduate programs has had its implications. Undergrad teaching has suffered due to attention on graduate programs. Are faculty stretched too thin?

- Faculty should be rewarded for teaching.
- There's a lack of support for interdisciplinary concentrations. Consider ways to support through faculty hiring.

Financial Aid:

- Financial aid package for upperclassmen is less than for freshmen. (Move category II item regarding elimination of parental contribution for middle income to category I)
- This is a costly issue. Fundamentally, Brown needs to be a diverse campus, which requires competitive financial aid.

Transparency:

- Need greater involvement and transparency in terms of capital projects decisions/process (UEL issue).

Student Fees:

- Consider establishing an endowment to cover any increase to student activity fee. (Perhaps look at things affecting the fees, such as an increase in media services charges.)

Computing and Information Services, Directors' Meeting – 11/19/07

General Comments:

- The Plan would benefit from a vision statement that describes the university's vision for technology.
- Brown is aspiring to be a global research institution. Technology is essential to facilitate this. Looking for a new breed of technology to help support how we work together. We will need to support collaboration around the globe as well as next door through technology. It would be good to get a sense from faculty of their needs in this area.
- As we move forward it will be important to invest in traditional strengths, and not just what's new. Support what functions well.

Individual Comments:

- The Plan illustrates a lack of understanding of how modern science works. Technology/research today requires the capacity to handle big data sets. Facilities are lacking on campus.
- Brown-a victim of its own success:
 - Now, drowning in data as a result of sophisticated research, but there's a gap in the infrastructure to manage this.
 - Students love the Friedman Study space, but demanding more.
- How much technology do we need? We should view Computer Science as a lab. CS often uses things that the general population wants two years later.
- Faculty needs instructional technology support. As faculty has grown, there's a growing need for support.
- Brown should be the innovator of how to do interesting things with technology: "interesting, intelligent, creative, exploratory and competent use of technology." This can best come from multidisciplinary work across students, staff, etc.
- Brown does not have the technology to enable electronic publishing.
- Brown's engagement with the outside world is more important and complicated than before, thus requiring more with technology.
- Issues:
 - Storage
 - Multimedia
 - Software applications

- Instructional technology
 - Computing needs (large data sets)
 - On faculty side—use of technology to be more successful in seeking external funds.
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Academic Priorities Committee – 11/20/07

Committee Description - The Academic Priorities Committee, chaired by the Provost, is responsible for making recommendations to the President concerning the general direction of academic programs. The committee is composed of six faculty members and six senior academic administrators. The committee makes recommendations on the strategic allocations of academic resources for operational, instructional, and research purposes; reviews all major academic budgetary proposals for submission to the University Resources Committee; reviews proposals to establish and/or renew departments, centers, programs, and institutes; supervises external reviews of and changes in the status of academic units and makes recommendations thereon; receives reports on appointments to named chairs and reviews policies for making such appointments; and reviews proposals for new university-level joint efforts with other institutions and makes recommendations to the President.

General Discussion:

Consolidate the gains made thus far and attend to supporting areas. Need to consider how to support faculty as it expands through technology in classrooms, space, facilities, support staff, graduate student support. (With 100 new faculty, should have 300 new grad students.)

- When hiring, faculty want to know if there will be grad students.
- Maintain modest growth in faculty while balancing growth in other areas.
- Consider bursts of targeted investments in key, strategic areas to achieve goals.

Individual Comments:

- Faculty growth: Continued growth is important, but it is important to cost out all the pieces—grad students, space, etc. and consider it as a package.
- What happens if faculty and grad students grow? Does undergraduate population eventually grow too?
- We made the deliberate decision to grow the faculty to catch up. It's not a surprise that we are feeling the implications of that now (in terms of space, research support, graduate students, etc.)
- We should consider modest growth in the faculty while attending to other things like graduate students, space, etc.
- We should determine the goals we seek to achieve by growing the faculty and identifying if there are other ways to achieve those goals. For example, investing in areas that make the faculty productive (grant support, grad students, post-docs, UTRAs, teaching innovation).
- When hiring faculty, we need to decide how much, how quickly, and where. What are strengths? Where are we lacking in size?
- In terms of ongoing growth, need to build “critical mass” around strengths and ensure that we have the infrastructure to allow growth where strengths are.
- There may have been too much focus on the centers rather than building around people and their strengths, and facilitating spontaneous creativity around the individual.
- In terms of multidisciplinary centers, perhaps we should consider adding only if others are closed.

- Important to take stock of departments. Perhaps add to the Plan the process of quality reviews. “Are we asking enough tough questions in a regular way to be disciplined and get what we want and need to be successful with the Centers?”
 - To make Brown a preeminent research university will require a focus on departments. Need to keep an eye on individuals to strengthen departments.
 - Endowed post-docs would help with research. Princeton, Harvard, etc. have endowed post-docs so they can “skim the best.”
 - To enhance profile as a research institution, we should keep getting the best. We do not have as many eminent people as our peers.
 - We need internationally preeminent individuals (which raises standards).
 - Need to strike a balance of junior and senior faculty.
 - Want young, productive scholars and to provide an environment to support them. Need:
 - Tools
 - Space
 - Support
 - Perhaps in the Plan research should be pulled out as a stand alone Strategic Area of focus. Need faculty, post-docs, grad students, undergrads, etc. (Right now it is not clear where we want to go with research as a priority area.)
 - Internationalization initiative needs to be mentioned in the Plan.
 - Post-docs-APC has not spent a lot of time on this, but should. Perhaps consider special post-docs that focus on teaching to free up faculty.
 - Office of Sponsored Projects needs staff.
 - Funds for department operations have declined (because everything from photocopying to telephones cannot be charged to grants).
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Research Advisory Board – 11/28/07

Board Description: The Research Advisory Board is the faculty advisory committee that counsels the Vice President for Research and his executive staff regarding research policies, procedures, and initiatives. The Research Advisory Board collaborates and works in unison with several University offices and governing bodies in order to enact the best possible research policies and procedures at all levels. The Board's membership represents the wide range of research fields throughout the University and meets once a month during the academic year.

General Comments:

- Research should be more explicit in the PAE. It is barely referenced now, and we need to be “braver” about our aspirations as a research institution.
- To be an internationally preeminent university relies on excellence in research. To achieve this we need more and better tools and infrastructure, and we must pay attention to and expand the graduate school. This is necessary to compete for federal funds.
- There should be an expansion in the UTRA program. The program is incredibly valuable for undergraduates. Undergrads at Brown are part of the research team.
- We need an infrastructure or process to measure the progress of multidisciplinary centers.
- The way that grants are charged to support graduate students is problematic, particularly in bio-med.
- Transportation needs to be viewed as a tool to build community, particularly with expansion in Jewelry District.

Individual Comments/Questions:

- Nervous about the campus growing in the Jewelry District and the impact it may have on multidisciplinary research. Proximity on campus facilitates interaction across disciplines. Concern that people in the Jewelry District may be isolated.
 - More sophisticated instrumentation is needed.
 - Are we getting what we hope for through faculty growth? What are the measures of success? More research? Are we putting out enough patents?
 - Faculty growth should slow to provide resources to strengthen graduate student support.
 - Medical education is getting short-changed. Research has benefited from the PAE, but medical education needs the same emphasis that we place on undergraduate education.
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Medical Faculty Executive Committee 12/10/07

Committee Description - The Medical Faculty Executive Committee (MFEC) serves as a central faculty representative committee for the Brown Medical School faculty in clinical departments. The committee investigates matters that are of particular concern to the Medical Faculty and reports, makes recommendations, and suggests priorities to the Medical Faculty; consults on a regular basis with the Dean of Medicine and Biological Sciences and advises the Dean on matters pertaining to medical school faculty in clinical departments; and reviews Medical Faculty governing structures to ascertain their efficiency and efficacy in carrying out faculty objectives and reports its findings and recommendations to the FEC and the Biomedical Faculty Council.

General Comments:

- Need to address comparability of salaries, benefits, etc. among hospital-based faculty and campus-based faculty.
 - Need to resolve fundamental structural problems with the hospitals. Should we retain the division of biology and medicine or change structure? The medical school is struggling with structural issues.
 - If the goal is achieving a nationally preeminent medical school, there are structural problems. Hard to find the core medical school as it resides within a unit.
 - Simply relocating the medical school near the hospitals is not enough. Need to address governance issues with the hospitals.
 - Parking and transportation may be top issue. It is important for sense of community, and to facilitate things like teaching on campus. Need dedicated parking, improved shuttle system.
 - There is not much in the Plan for the medical faculty.
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Medical School Executive Committee – 12/17/07**General Comments:**

- Model for graduate students in bio-med is flawed. It is costly to take on graduate students. The impact of this is felt in teaching, instructional support, and research support.
- Post-docs can help with this. Post-docs are very important but do not receive attention in the PAE. We should pay post docs more so that we can compete more effectively for them.
- Parking, child care, and infrastructure would help clinical faculty.

Individual Comments:

Internationalization Initiative:

- As the student population grows internationally, it will be essential for Brown to address the advising and support system to support this group.

Public Health:

- Organizational structure and reporting lines need to be resolved to achieve a school of public health. Every new recruit requires finding space. Space is flexible based on productivity. There is no wet bench space left.
 - Public health has a business plan and needs to be held to it. The same should be true for the multidisciplinary centers established through the PAE.
 - As we expand in the Jewelry District, consider housing. “Keep it lively.”
 - Need to have a balance between undergraduate and graduate programs. Researchers will be asked (by the Academic Priorities Committee) “how many undergraduates are you teaching?” If the goal is to develop as a research university, then the metrics by which outcomes are measured should be balanced. Undergraduate education is important, but cannot be “the first and only.”
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Campus Life Advisory Board – 12/20/07

Board Description – The Campus Life Advisory Board advises the Vice President for Campus Life & Student Services, and other senior officers as appropriate, on resources, planning and priorities with regard to campus life and student services. In particular, the work of this group focuses on the offerings and operational units of the University within Campus Life (i.e., Dining Services, Athletics and Physical Education, the Office of the Chaplains & Religious Life, the Office of Residential Life, the Office of Student Life, Psychological Services, the Sarah Doyle Women’s Center, the Student Activities Office, the Third World Center, and University Health Services) and related areas. On certain issues, the Campus Life Advisory Board coordinates its work with the College Advisory Board and relevant boards or committees.

Individual Comments by Area**Summer Studies:**

- Need to support summer studies more during prime periods in summer.

Graduate Students:

- Need to provide graduate student housing. Graduate students are pushed away from campus to find affordable housing.
- Need to expand SafeRide to include the train station, Kennedy plaza, etc.
- Graduate students are here 12 months per year. Need to address this with campus facilities (i.e., satellite fitness centers close).
- Need to increase the size of the graduate school to keep up with faculty growth.
- If we expand the graduate school, we need to consider graduate student life.

Medical Students:

- There is no space in bio-med to gather.
- With new routes of admission, need to be more thoughtful and deliberate in ensuring students are part of the broader community.

Internationalization:

- Need a program that, upon arrival, helps students acclimate to campus.
- Need to think about the IT piece in supporting how we communicate internationally in “real time.”

Housing/Space:

- Housing is the biggest gap in “The Brown Experience.” Issues include:

- Lack of community within housing
- Inferior quality (especially freshman year)
- Loss of lounge space
- Lack of suites
- Need more housing to have more students on campus (especially juniors).
- Need to rehabilitate the old in addition to adding new, and pay attention to making the buildings more equitable in quality.
- Community spaces are essential in dorms to build community.
- Would be great to have a computer center and study space in the dorms.
- Consider Brown to Brown houses for student space.
- Consider using outer rooms in Ratty for study space.

Dining:

- Add stool/counter area to Ratty to accommodate students eating alone.
- Need better lunch options (non-cafeteria lunch options.)
- Students would like more interaction with faculty, staff in dining areas, like Blue Room.

Safety:

- Expand SafeRide On Call.
- Consider locker system in libraries so students don't have to walk with laptops.
- Need to use residential hall staff to improve safety
- Consider "Universal Access" cards (so students don't prop doors open in residence halls).

Health Service:

- Facility is inadequate and should be centrally located.

Libraries:

- Friedman Study Center is great—use as a model for study centers on campus.
- Add wireless to upper floors in the Rock.
- Need areas for quiet study in the Rock.
- Closing facilities over the break doesn't recognize graduate student needs.

Teaching:

- Varying levels of teaching quality. Need teaching development for newer teachers.
- Need incentives for good teaching.