



Academic Enrichment Initiatives Status Report

Office of the President
Brown University
Providence, Rhode Island
May 2004

I am pleased to present you with the latest status report on the Academic Enrichment Initiatives. In February 2002 the Corporation approved the initial Academic Enrichment proposals, including the expansion of the faculty and significant enhancements in undergraduate and graduate student financial aid. Since that time, we have used these status reports to provide the University community with regular information about our progress in achieving the goals of academic enrichment.

Two years later, this past February, the Corporation endorsed the long-term Plan for Academic Enrichment, an outgrowth and expansion of the short-term initiatives. The plan outlines broad goals for enriching Brown's academic programs and strengthening its facilities, infrastructure, and co-curricular resources. Future status reports will reflect this evolution and will focus on the goals and priorities laid out in the plan. Progress on the objectives listed below will continue and will be incorporated into these future updates.

During the summer we expect to launch an expanded Web site featuring detailed information about the Plan for Academic Enrichment and highlighting examples of the plan coming to fruition on campus. I encourage you to visit the site and hope you will find it informative and engaging.

In the almost two years since the first version of this status report was disseminated, countless faculty, administrators, and students have committed their energy and creativity to seeing these crucial goals realized. Our success gives me great optimism about the work we have ahead of us as we move forward with the Plan for Academic Enrichment. I hope you are as enthusiastic about Brown's future as I am.

RUTH J. SIMMONS

► Expand and increase support for faculty to improve education for undergraduate and graduate students, to strengthen the faculty and academic programs, and to improve the standing of the University

Text in red denotes new action since October 2003 status report

OPERATING PLAN	ACTION TAKEN	ACTION NEEDED	COORDINATING OFFICER, COMMITTEE, OR DEPARTMENT*
<i>Increase the size of the faculty by 100 full-time positions over 5 – 7 years</i>	<ul style="list-style-type: none"> Identified areas in immediate need of additional faculty Appointed approximately 33 FTE faculty in temporary positions for 2002-2003 Recruited 38 new faculty members in 2002-2003, including 15 for positions created as part of the Academic Enrichment Initiatives Faculty size reached 601 regular members in 2003-2004, its largest ever Received approval from the Corporation for 17 positions in public health over the next 5-7 years Conducted 72 searches in 2003-2004, including 40 for positions created as part of the Academic Enrichment Initiatives Received 21 firm acceptances, nine of which are for AEI or target-of-opportunity positions, with several additional offers pending; all of these represent first- or second-choice candidates from international pools of applicants 	<ul style="list-style-type: none"> Complete 2003-2004 searches Authorize positions and organize searches for 2004-2005 and beyond 	<ul style="list-style-type: none"> Provost Dean of the Faculty Interim Dean of Medicine and Biological Sciences
<i>Strengthen and diversify the faculty through key target-of-opportunity appointments</i>	<ul style="list-style-type: none"> 25 of 100 new positions reserved for target-of-opportunity program President and provost developed the criteria and process for appointments Brenda Allen appointed associate provost and director of institutional diversity to lead a campus diversity office Successfully recruited four target-of-opportunity candidates in 2002-2003; four more accepted in 2003-2004; several additional offers are pending 	<ul style="list-style-type: none"> Further develop prospects for the target-of-opportunity program through the associate provost and director of institutional diversity and the academic departments 	<ul style="list-style-type: none"> President Provost
<i>Establish priorities and develop detailed plans for improved and expanded academic programs</i>	<ul style="list-style-type: none"> Academic Priorities Committee made recommendations for expanding academic programs in March 2003 Inaugurated five multidisciplinary initiatives: the Humanities Center, the Environmental Change Initiative, the Initiative in Spatial Structures in the Social Sciences, the Center for Computational Molecular Biology, and the Center for Genomics and Proteomics Established a new, broad affiliation with the Marine Biological Laboratory at Woods Hole, including graduate programs, research collaborations, and faculty exchanges Searches underway for faculty directors for several initiatives Formed new Committee on Inter-Institutional Collaborations to enhance Brown-RISD relations; began planning potential new Brown-RISD academic programs and research collaborations 	<ul style="list-style-type: none"> Consider further expansion of the faculty (beyond the 100 in the initiatives) Build on multidisciplinary areas of special interest and strength Further planning and implementation for new multidisciplinary initiatives Provost and Academic Priorities Committee will recommend new areas of focus for further expansion of the academic program Continue strengthening existing departments and programs 	<ul style="list-style-type: none"> Provost Academic Priorities Committee
<i>Improve recruitment and retention efforts through a faculty salary initiative that will raise our faculty salaries and benefits to a level commensurate with peer institutions</i>	<ul style="list-style-type: none"> Allocated an additional \$3 million to faculty salaries in 2002-2003 over and above normal increases, with \$3 million more to be allocated over the following two years Outpaced peer institutions in faculty salary increases in 2002-2003 Increased our success in retaining our faculty (retained 11 faculty members and lost only four in 2002-2003) Plan under review for enhanced faculty development program, including more frequent leaves of absence Two new family-friendly policies developed and approved: a semester of teaching relief for care of a new child and an extension of the probationary period before tenure Launched a new Mortgage Assistance Partnership Program Maintained the progress on faculty salaries Continued our success in retaining our faculty when they receive outside offers: lost only 2 out of 18 who received offers from other institutions, with several still pending 	<ul style="list-style-type: none"> Continue improving faculty benefits programs Continue to allocate extra funding for salary pools beyond FY05 in order to make further progress 	<ul style="list-style-type: none"> Provost Dean of the Faculty Interim Dean of Medicine and Biological Sciences
<i>Improve recruitment efforts and research support by providing more generous start-up packages to new faculty</i>	<ul style="list-style-type: none"> Included an additional \$2 million in the 2002-2003 budget Planning continues in the University Resources Committee (URC) to find additional funds for start-up packages Developed more competitive salary and start-up offers Attracted \$750,000 for new faculty ventures Raised a \$1 million fund for humanities support Allocated an additional \$2.46 million for start-up funds as part of the FY05 budget 	<ul style="list-style-type: none"> Allocate funds as new faculty are appointed Identify additional sources of funding Consider significant additions to the budget for improved recruitment efforts and research support for new faculty 	<ul style="list-style-type: none"> Provost Dean of the Faculty Interim Dean of Medicine and Biological Sciences

*Initiatives listed in this document typically involve scores of departments and individuals, not all of which can be listed here. This column is provided merely to indicate the department or committee with primary coordinating responsibility.

► **Advance Brown's reputation as a leading research university by improving the research infrastructure, increasing support for the Graduate School, strengthening the relationship of the Medical School to the University at large, and expanding the number of areas of research excellence**

Reorganize the oversight of the research enterprise to better promote and support faculty research, identify transferable intellectual property, and identify potential external and internal research collaborations

- Created vice president for research position and appointed Professor Andy van Dam
- Revised conflict of interest policies
- Appointed associate vice presidents for research administration and for technology partnerships
- Drafted guidelines for making seed funding available to Brown faculty to compete for large-scale, multidisciplinary grants
- Disseminated and administered research funds for FY03 and FY04, including new humanities and social sciences department funding, Salomon funding, research seed funds, and equipment cost sharing
- Created Brown Technology Partnerships from Brown University Research Foundation to assist faculty in finding opportunities to use commercialization as a means to enhance the impact of their work
- Forged strong relations with key governmental agencies, including the Rhode Island Economic Policy Council and the Rhode Island Economic Development Corporation; VP for research elected chair of the governor's new Science and Technology Council and asked to serve on the board of directors of the mayor's Providence Economic Development Partners, Inc.
- Forged a working relationship with the University of Rhode Island to solicit funding from the National Science Foundation; in December of 2003, secured an NSF Experimental Program to Stimulate Competitive Research (EPSCoR) Planning Grant and EPSCoR status for the state of Rhode Island
- Established a Faculty Advisory Board for Research
- Moved the Office of the Vice President for Research to improved and expanded offices in Horace Mann, co-located with the Graduate School offices
- Established the Research Compliance Network to implement a coherent approach to compliance across the University's research environment
- Finalized and implemented the University's privacy policy
- Launched outreach programs to educate faculty, students, and staff about rights, responsibilities, and opportunities related to research
- Drafted and reviewed a revised intellectual property policy for consultation

- Develop a plan for building and sharing technology transfer infrastructure with our seven affiliated hospitals and the Marine Biological Laboratories
- Identify opportunities for new research programs across departments and disciplines
- Develop a large-scale, multidisciplinary grant-seeking program by supporting proposal writing, creating incentives, and building research productivity
- Develop a strategic plan for federal funding by agency and by appropriation effort
- Review, revise, and draft policy in the areas of technology transfer, privacy, other compliance issues, and research reporting
- Create an external advisory group for technology transfer and intellectual property issues and for the development of new corporate partnership programs
- Review departmental research computing needs with Computing and Information Services
- Develop a Web site to feature Brown research
- Coordinate research initiatives with hospitals

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

Provide competitive funding and program enhancements to allow Brown to recruit and retain the best graduate students

- Allocated \$1.1 million in 2002-2003 to support health insurance costs for all graduate students; increased funding each subsequent year as necessary to cover increasing costs
- Allocated \$500,000 to increase University fellowships to \$14,000 in 2002-2003
- Allocated an additional \$600,000 in summer 2002 for summer support for students in the humanities and social sciences
- Funding provided to assist with diversity efforts in recruitment
- Increased departmental recruitment funding
- Completed an administrative review of graduate school systems and services
- Revised admission procedures to enable departments to compete for the best graduate students
- Planning underway for near-term improvements to graduate student housing
- Received 6,064 applications for admission to the Graduate School in 2003-2004, an increase of 25% over the previous year and 40% since 2001
- Launched new graduate programs in modern culture and media, in biology through the Marine Biological Laboratory, and in acting and directing through the Brown/Trinity consortium
- Established the Task Force on Teaching and Doctoral Education; preliminary results of a survey initiated by the task force show that 78% of teaching assistants and teaching fellows at Brown are satisfied with their positions and their experience
- Further increased graduate student stipends to \$14,500 for 2003-2004
- Increased summer support for students in the humanities and social sciences for the second year in a row
- Increased funds to support graduate student travel to conferences and professional development to \$120,000
- Increased graduate student stipends to \$16,000 in 2004-2005
- Received a three-year, \$250,000 grant from the Mellon Foundation for graduate workshops designed to shorten time to degree
- Established an exchange program with Wheaton College that gives advanced students new opportunities to teach in a liberal arts setting
- Established professional master's degree programs in public affairs and public policy and a doctoral program in development studies
- Moved the Graduate School's administrative offices to the newly renovated and expanded Horace Mann building, co-located with the Vice President for Research offices
- Launched a new Graduate School Web site to improve recruitment and retention and to clarify and streamline Graduate School processes for faculty and current students
- Created new and more comprehensive matriculation and orientation materials for incoming students
- Moved to integrate graduate students and Graduate School alumni more fully into University life through department alumni programming and a proposed Graduate School Alumni Directory

- Dean of the Graduate School to lead a discussion of a national leadership role for Brown in graduate education
- Explore possibilities for the enhancement and expansion of long-term graduate student housing
- Continue to seek ways to increase funding for graduate student support
- Explore the development of additional professional master's programs in selected areas
- Coordinate additional new graduate programs with the University's academic priorities
- Revise and update fee structure for graduate students
- Expand the Brown/Wheaton Teaching Laboratory in the Liberal Arts to include additional partnerships with local and regional colleges
- Develop new programming, events, and publications for current graduate students and Graduate School alumni

- Provost
- Dean of the Graduate School

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Examine the curricular and financial relationships of Bio-Med and the University at large to ensure the long-term success of biology and the Medical School

- The Board of Fellows commissioned an external review of Bio-Med in preparation for recruiting a new dean
- Review team visited campus, submitted report in January 2003; report distributed and recommendations under review
- Established a task force to review and recommend changes to the current curriculum
- Completed a strategic plan for teaching and research in biology and public health
- In-depth discussions underway for enhanced affiliations with hospitals
- Search underway for the new dean of medicine and biological sciences
- In February 2004, the Corporation approved new directions for the Division of Biology and Medicine
- Received and began implementing recommendations from the task force on the medical curriculum
- Developed financial model for the expansion of the Division of Biology and Medicine, including the Medical School and public health
- Agreement reached in a major expansion of public health programs, including significantly expanding the faculty in this area and bringing these programs together in a new building
- Developed new partnership agreements with the affiliated hospitals based on enhanced collaboration in medical education and research and a more strategic pooling of resources

- Continue review of the recommendations and implement as appropriate
- Appoint a new dean of medicine and biological sciences
- Under the leadership of the new dean, develop a comprehensive plan for investments in teaching and research activities, for faculty recruitment that supports academic and clinical priorities, and for agreement on performance standards and assessment of each department

- Corporation
- President
- Provost
- Interim Dean of Medicine and Biological Sciences
- Executive Vice President for Finance and Administration
- Vice President for Research

Increase support for the University Library and develop a long-term plan for improving acquisitions, digital collections, facilities, and library services

- Added \$1 million to the library's base budget beginning in 2002-2003 to improve acquisitions support
- Purchased building for off-site annex to free on-campus space for new acquisitions; design meetings and renovation underway
- Allocated funding for a technology classroom in the library
- Established new consortial relationships to improve access to collections at other universities
- Allocated funding to improve the libraries' public spaces
- Allocated new funding for the acquisition of an additional 10,000 volumes, 3,500 new serials, and targeted acquisitions in area studies
- Acquired Luna Insight Software to create, manage, and present digital images using the Internet
- Completed cosmetic improvements to the John Hay Library, Orwig Music Library, and the lobbies and selected reading areas of the Rockefeller and Sciences Libraries
- Drafted long-term plan
- Number of current serials in collection grew to over 20,000, moving Brown's ranking in the Association of Research Libraries' "serials held" category from 101 to 86
- Launched the Center for Digital Initiatives to produce digital materials for use in scholarship and teaching; to "digitize" signature collections and promote their use through databases, programs, and applications; and to offer consulting services to library and academic units
- Hosted a Library Visiting Committee of three university librarians from peer institutions who will make recommendations on how the library can most effectively support the Academic Enrichment Initiatives
- Continued to introduce new library technologies, including an audio streaming service, electronic course reserves, real-time "chat" access to the library, and software that allows users to search for information across a number of different databases simultaneously
- Significantly expanded digital resources, including 1,100 new online journals, 240 new medical journals, and an online collection of 100,000 early English books
- Worked with students in freshman seminars to provide opportunities to learn information fluency skills
- Launched the Advisory Council on the Library

- Raise funds to support long-term goals
- Develop a detailed table of library needs with key staff and stakeholders
- Review the recommendations made by the Library Visiting Team and implement the recommendations as appropriate

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

Upgrade the technology infrastructure to better support teaching, learning, and research

- Adopted WebCT, an online course-management system, during summer 2002; used in more than 1,000 courses since the pilot program
- Began offering a "service-on-site" option and established a professionally staffed help desk that responded to 20,000 calls in fall 2003
- Created a team of three full-time professionals to oversee network security
- Put in place a multi-year plan to implement network changes
- Implemented the first phase of campus-wide deployment of Microsoft Exchange for integrated e-mail, calendaring, and collaboration; migrated 67% of students and 34% of faculty and staff from the old e-mail post office
- Revised and expanded plans for administrative systems; introduced a system that enables prospective students to access their admission decisions and financial aid awards via the Web
- Introduced several classroom and Web programs that promote the use of new technology in teaching and learning
- Offered 126 courses to staff through the Computer Education Program
- Wireless network access made available at 10 campus locations; worked with the Undergraduate Council of Students on the placement of future wireless network installations
- Negotiated a University contract with Dell for reduced prices on personal computers; extended these prices to faculty, staff, and students
- Negotiated a license for anti-virus software, available at no cost to students, faculty, and staff for their home and office computers
- Upgraded the network in over 190 buildings and increased the number of active ports from 14,000 to 38,000 since summer 2002
- Implemented a new student information system to integrate the admission, financial aid, records, registration, and student billing systems
- Implemented a new administrative system to meet federal government reporting requirements for international students, faculty, and staff
- Deployed four kiosks on campus to give students, faculty, and visitors access to their e-mail and the Internet
- Held the first Summer Institute for Faculty in summer 2003, a week-long immersive workshop that helps faculty incorporate technology into their teaching
- Piloted a course-preview program to allow selected course information to be easily published on the Web to assist students in selecting their courses
- Implemented "MyConnection" to register and inspect students' residential machines for upgrades and vulnerabilities

- Continue to develop and implement University-wide standards for security, hardware, software, service, and support
- Develop a program of cycle maintenance and improvements to hardware and networks
- Continue the roll-out of improved e-mail and personal calendaring services across campus
- Complete the investment in the network upgrade in spring/summer 2004 in the final 17 buildings; total investment of \$10 million since FY02
- Implement COEUS, an administrative package that will support sponsored research reporting and administration activities

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

► **Build on Brown's strength in undergraduate education by increasing opportunities for undergraduate research, improving access to small classes, and fostering substantive collaborations between students and faculty**

Reduce student-to-faculty ratio through expansion of faculty

- Faculty expansion underway
- Added approximately 140 courses for 2003-2004
- Improved the student-to-faculty ratio to 9:1 (as reported to *U.S. News and World Report*) in 2002-2003, reduced from 10:1 reported in 2001-2002
- Continued to improve the student-to-faculty ratio in 2003-2004

- Continue faculty expansion

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

Develop and introduce a program of freshman seminars

- Added 23 freshman seminars for 2002-2003
- Analyzed the initial results of a survey of seminar participants, suggesting very positive outcomes of the program
- Further expanded the seminar program to 52 freshman seminars in 21 different departments in 2003-2004
- A total of 60-65 seminars planned for 2004-05

- Continue assessing effectiveness of program and seek external funding as appropriate
- Begin discussions with departments and CCC regarding sophomore and junior seminars

- Dean of the College

Encourage undergraduate research activities and faculty and student small-group interactions

- Dean of the College allocated new funding in 2001-2002 to support Research at Brown and Departmental Undergraduate Groups (DUGs)
- Funding reallocated in 2002-2003 and 2003-2004
- Dean of the College working with UCS to encourage the creation of DUGs; launched new DUG Web site
- Expanded the Group Research Project, an undergraduate research initiative
- Enhanced undergraduate advising programs, including a new sophomore advising initiative, an expanded advising partnership program, and a redesigned advising Web site

- Assess effectiveness of programs and seek ongoing funding as appropriate
- Draft proposals for undergraduate research and advising initiatives for the campaign

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

Invest in selected improvements in student life facilities and support

- Identified areas of immediate and long-term need for housing, dining, fitness, social, and community spaces
- Implemented some short-term solutions, such as a new fitness facility in the Bear's Lair and a new graduate student lounge
- Expanded and improved space for medical students in the Bio-Med building
- Two task forces established to develop recommendations on how to expand and improve graduate, medical, and undergraduate residences, as well as fitness, recreation, dining, and community spaces on campus
- Hired architecture and planning firm Venturi, Scott Brown and Associates (VSBA) to facilitate the campus life planning effort leading to February 2004 recommendations
- Exploring further near-term improvements to student life, including extended hours for community and study spaces and improvements to lounges and public spaces
- Provided additional resources to the Office of Student Activities to better support student groups and to develop new leadership programs for students
- Enhanced campus safety through the implementation of changes based on the recommendations of the Bratton Report
- Launched new campus shuttle service, safeRIDE for Brown + RISD, in collaboration with RISD and the hospitals, connecting Brown, RISD, the hospitals, and downtown facilities
- The student life task force worked with VSBA to assess campus needs and develop recommendations regarding community and social spaces, fitness facilities, and dining facilities
- In February 2004, the Corporation endorsed initial planning for a campus center, fitness center, and the renovation of the Sharpe Refectory
- Began the design of two satellite fitness centers in student residences, with construction scheduled to be completed in summer 2004
- Created a 24-hour study space in New Pembroke with another planned for Faunce House
- Initiated a program of renovation of lounges and community spaces
- Allocated new funding to replace student room furniture on an ongoing basis
- Allocated new funding to improve the student dining program
- Provided additional resources to renovate residence halls in summer 2004

- Seek funding as appropriate
- Raise funds to construct and/or renovate the new facilities recommended through the campus life planning process
- Complete the analysis of possible locations for these facilities and begin the programming and design process

- Interim Vice President for Campus Life and Student Services

Provide first-year students with increased opportunities to explore academic interests and participate in a broad array of educational, leadership, and co-curricular programs

- Eliminated work requirement for freshmen on financial aid beginning with the class of '06
- Office of Institutional Research developed assessment measures to gauge the impact of the policy
- Measures reveal that the work pattern of aided students is more similar to that of non-aided students for the class of '06 as compared to the class of '04

- Seek ongoing scholarship funding

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

Assist the admission office in supporting recruitment efforts for economically disadvantaged students

- Provided new funding to the admission office to develop a pilot project in this area
- Secured funding and launched the pilot program
- Allocated additional funding for FY05

- Assess effectiveness of the program and secure permanent funding as appropriate

- Provost
- Dean of the College
- Director of Admission

Ensure that undergraduate financial aid policies are aligned with the academic mission of the University

- Need-blind admission implemented beginning with the class of '07
- Began early fund-raising efforts, with a \$15 million gift from the Starr Foundation secured to support the need-blind policy
- Sustained commitment to go forward with need-blind policies despite the challenging economic climate
- Admitted the classes of '07 and '08 under the new need-blind policy

- Continue to consider ways to enhance the aid program and improve access for financial aid students to the full range of academic opportunities at Brown
- Continue fund-raising

- Dean of the College
- Senior Vice President for University Advancement

Encourage curriculum development in the area of multicultural studies

- Dean of the College allocated funding to develop a pilot project in this area
- Launched Curriculum Transformation Workshop in spring semester to encourage the rethinking of introductory courses in light of diversity issues
- Completed the year-long Curriculum Transformation Workshop, in which social science and humanities faculty redesigned introductory courses in light of diversity issues
- Began planning for the second Curriculum Transformation Workshop, which will focus on pedagogical issues and diversity of learning styles, especially in the sciences

- Assess effectiveness of program and seek ongoing funding as appropriate
- Launch second Curriculum Transformation Workshop in FY05

- Dean of the College
- Associate Provost and Director of Institutional Diversity

► Reconfigure Corporation, senior administration, and faculty governance to improve decision making and better serve the academic mission

<i>Undertake review of Corporation governance to enhance communication and ensure effective engagement of members in decision making</i>	<ul style="list-style-type: none"> ■ Reduced the number of standing committees from 21 to 11 ■ Restructured committee meetings to allow more time to focus on strategic discussions rather than operational details ■ Created a President's Leadership Council of alumni, parents, and friends of the University that meets annually on campus to advise on issues facing the University ■ Established eight new advisory councils and visiting committees with over 200 members to involve a wider circle of leadership in the University's affairs; held first meetings in February 2004 		<ul style="list-style-type: none"> ■ Corporation ■ President ■ Vice President and Secretary of the University
<i>Undertake review of faculty governance to ensure effective engagement of faculty in decision making</i>	<ul style="list-style-type: none"> ■ Formed Faculty Governance Task Force, organized by Faculty Executive Committee, in spring 2002 ■ Task Force proposed sweeping changes designed to streamline committees and revise the charge and composition of priority- and budget-setting committees ■ Faculty approved new committee structure, including new priorities committees and a revised tenure and promotion committee, between November 2002 and May 2003 ■ Faculty approved the revised composition and charges of the Medical Faculty Executive Committee and the Committee on Medical Faculty Appointments ■ Established Administrative Advisory Boards in the following areas: college, campus life, library, computing, campus planning, research, faculty development, and human resources 	<ul style="list-style-type: none"> ■ Monitor effectiveness of new structure and make adjustments as needed 	<ul style="list-style-type: none"> ■ FEC ■ President ■ Provost
<i>Build an outstanding senior administrative group and restructure administrative offices to facilitate effective near- and long-term planning and to support the academic mission</i>	<ul style="list-style-type: none"> ■ Appointments to date include: <ul style="list-style-type: none"> ■ Robert Zimmer, provost ■ Richard Spies, executive VP for planning ■ Elizabeth Huidekoper, executive VP for finance and administration ■ Ronald Vanden Dorpel, senior VP for University advancement ■ Ellen Waite-Franzen, VP for computing information services ■ Andy van Dam, VP for research ■ Karen Newman, dean of the Graduate School ■ Richard Besdine, interim dean of medicine and biological sciences ■ Brenda Allen, associate provost and director of institutional diversity ■ Russell Carey, VP and secretary of the University ■ Melanie Coon, interim VP for public affairs and University relations ■ Marisa Quinn, assistant to the president ■ Thomas Dean, deputy provost ■ David Greene, VP for campus life and student services ■ Conducted a comprehensive review of the organization of the Office of Campus Life ■ Completed a broader organizational review of the effectiveness of non-academic organization ■ Created a risk-management network and a crisis-management plan ■ Search for the vice president for public affairs and University relations nearing completion ■ Searches underway for the dean of the faculty, the dean of medicine and biological sciences, and the vice president for development 	<ul style="list-style-type: none"> ■ Continue to improve communication, coordination, responsiveness, and support provided by the administration to academic programs ■ Complete searches for a dean of medicine and biological sciences, dean of the faculty, vice president for development, and vice president for public affairs and University relations 	<ul style="list-style-type: none"> ■ President

► Improve Brown as a workplace and acknowledge the extraordinary efforts of staff

<i>Implement special increases in staff salaries and improve benefits for staff and faculty</i>	<ul style="list-style-type: none"> ■ Increased staff salary pool for FY03 ■ Raised minimum salaries to \$10 per hour ■ Expanded staff tuition assistance program ■ Implemented a \$250,000 bonus program for staff in FY03 ■ Provided raises to the majority of the staff for FY04 ■ Launched a new Mortgage Assistance Partnership Program ■ Initiated the Human Resources Administrative Advisory Board, composed of faculty, students, and staff, to provide advice and feedback on human resources policies and procedures ■ Distributed \$500,000 in staff bonuses in FY04 ■ Launched new partnership programs for staff and faculty, including enhanced long-term care insurance, discounted automobile and homeowners insurance, and a comprehensive health promotion program ■ Closed the University for the week between Christmas and New Year's Day to provide additional time off for staff 	<ul style="list-style-type: none"> ■ Continue reviewing salary and benefits programs ■ Develop effective and meaningful methods of rewards and recognition 	<ul style="list-style-type: none"> ■ Executive Vice President for Finance and Administration ■ Human Resources
<i>Identify areas requiring additional staff or other operating support as a result of the Academic Enrichment Initiatives</i>	<ul style="list-style-type: none"> ■ Completed an organizational review, led by the executive vice president for finance and administration ■ Implemented a series of organizational changes to focus personnel on academic enrichment priorities ■ Implemented numerous opportunities for staff to participate on search committees and on University committees and advisory boards in collaboration with the Staff Advisory Committee (SAC) ■ Increased support for and staffing in advancement, research administration, and environmental health and safety ■ Increased support for multidisciplinary initiatives ■ Provided increased resources for departmental equipment 	<ul style="list-style-type: none"> ■ Continue to evaluate where new staff will be required to support academic initiatives 	<ul style="list-style-type: none"> ■ Executive Vice President for Finance and Administration
<i>Improve resources for diversity training and conflict resolution</i>	<ul style="list-style-type: none"> ■ Created a diversity office to coordinate and lead Brown's diversity efforts ■ Completed the search for a diversity officer in June 2003 with the appointment of Brenda Allen as associate provost and director of institutional diversity ■ Reviewed and strengthened diversity training programs 	<ul style="list-style-type: none"> ■ Review and enhance resources for conflict resolution ■ Propose a model for a staff diversity development program ■ Create a committee to address campus climate issues 	<ul style="list-style-type: none"> ■ President ■ Provost ■ Human Resources ■ Office of Institutional Diversity

► Align financial planning and human resources with academic priorities and make more strategic use of the University's resources

<i>Integrate the work of key priorities and resources committees</i>	<ul style="list-style-type: none"> ■ Held regular meetings with the Corporation Committees on Budget and Finance, Academic Affairs, and Facilities and Design ■ Faculty approved several recommendations of the Task Force on Faculty Governance, including the establishment of the Academic Priorities Committee and the University Resources Committee, which are chaired by the provost and replace Academic Council and ACUP, respectively ■ Worked with the Academic Priorities Committee, the University Resources Committee, and appropriate Corporation committees to develop more detailed financial plans for the implementation of the Academic Enrichment Initiatives 	<ul style="list-style-type: none"> ■ Continue to monitor and revise financial plans based on long-term goals and short-term needs and opportunities 	<ul style="list-style-type: none"> ■ FEC ■ Provost ■ Executive Vice President for Finance and Administration
<i>Integrate the budgets for these initiatives into the University's overall budget planning process</i>	<ul style="list-style-type: none"> ■ Developed and implemented a new system for cash management ■ Developed a series of five-year financial projections incorporating academic, physical, and fund-raising goals 		<ul style="list-style-type: none"> ■ Provost ■ Executive VP for Planning ■ Executive Vice President for Finance and Administration
<i>Establish mechanisms to track and report all revenues and expenses included in the Academic Enrichment Initiatives</i>	<ul style="list-style-type: none"> ■ Developed tracking mechanisms in summer 2002 ■ Developed a series of management reports for senior officers ■ Worked closely with the Medical School on financial projections ■ Developed a series of internal human resources and financial management reports 		<ul style="list-style-type: none"> ■ Executive Vice President for Finance and Administration
<i>Implement a "Brown First" program to capture revenue streams from auxiliary operations</i>	<ul style="list-style-type: none"> ■ Program implemented for 2002-2003 that includes catering and graphic services; continuing in 2003-2004 ■ Brown First contributed \$1.5 million to the Academic Enrichment Initiatives in FY03, \$1.8M in FY04, and an expected \$2.1M in FY05 		<ul style="list-style-type: none"> ■ Executive Vice President for Finance and Administration
<i>Implement appropriate processes to capture all vacancy savings and plan additional steps necessary to achieve overall FY04 and FY05 savings targets</i>	<ul style="list-style-type: none"> ■ Implemented vacancy savings program ■ Introduced hiring freeze in December 2002 ■ Saved \$4.7 million through vacancy savings and hiring freeze in FY03 ■ Achieved administrative cost savings by reducing administrative budgets for FY04 and future years 	<ul style="list-style-type: none"> ■ Communicate new policies clearly to the campus 	<ul style="list-style-type: none"> ■ Executive Vice President for Finance and Administration
<i>Explore new methods of achieving administrative savings and enhancing revenue</i>	<ul style="list-style-type: none"> ■ Completed an organizational review to ensure the most efficient and effective administrative organization ■ Developed and began work on a list of high priority projects designed to improve administrative processes ■ Cut 23 staff positions to eliminate redundancy and increase efficiency ■ Consolidated Summer Studies and Continuing Education ■ Developed new master's degree programs and expanded summer programs that will contribute to net income 	<ul style="list-style-type: none"> ■ Consider alternative revenue streams 	<ul style="list-style-type: none"> ■ Provost ■ Executive Vice President for Finance and Administration

► Ensure the long-term success of Brown's academic mission by raising the underlying capital necessary to support ambitious goals for research and educational programs

<i>Restructure advancement functions to better coordinate efforts</i>	<ul style="list-style-type: none"> ■ Completed an external review of development and advancement areas, resulting in a recommendation to join development and alumni relations under the oversight of a senior vice president for advancement ■ Ron Vanden Dorpel hired as senior vice president for University advancement in August 2002 with oversight of all advancement functions ■ Reorganized the Advancement Division to improve development performance and alumni relations effectiveness ■ Undertook an exhaustive assessment of advancement information systems for major reorganization ■ Began implementation of campaign budget and staffing plan by recruiting additional development and alumni relations staff ■ Revitalized and restructured the Office of Planned Giving and research and stewardship functions 	<ul style="list-style-type: none"> ■ Recruit additional staff and have all incremental positions filled by early 2005 ■ Train and integrate new staff and campaign volunteers ■ Reconfigure existing space to accommodate new staff ■ Appoint a vice president for development 	<ul style="list-style-type: none"> ■ Senior Vice President for University Advancement
<i>Increase alumni giving and engagement</i>	<ul style="list-style-type: none"> ■ Increased alumni awareness of and engagement with Brown by recruiting 90 new class leaders, creating or strengthening four distinct affinity groups to increase diversity, and restructuring the alumni website ■ In FY02 new strategies to build the Brown Annual Fund resulted in a record of over \$17.1 million raised, an increase of 14.4% over FY01 and a 16.5% increase in donors; in FY03 the BAF attained a 15% increase in gift dollars to \$19.7 million and a 12% increase in donors over FY02 ■ Increased giving to the Annual Fund from non-alumni parents to over \$3.3 million in FY03, a new national record ■ Revamped and improved online, interactive reunions registration ■ Enhanced the Alumni College Advising Program and the Brown Alumni Schools Committee ■ Provided more faculty for alumni club programming through the new "Meeting of the Minds: Brown Faculty and Alumni" program 	<ul style="list-style-type: none"> ■ Provide more staffing and resources to assist in alumni club growth and development ■ Meet the FY04 goals for the Brown Annual Fund of \$21.8 million and over 26,350 donors ■ Continue to improve alumni relations programming in an effort to double the number of alumni who are meaningfully engaged with Brown over the next two years 	<ul style="list-style-type: none"> ■ Corporation ■ President ■ Senior Vice President for University Advancement ■ Alumni Volunteers
<i>Prepare for a major fund-raising effort</i>	<ul style="list-style-type: none"> ■ Planning for a comprehensive campaign underway ■ Developed a campaign budget and implemented a complete review of existing advancement budgets ■ Plotted a detailed campaign timetable, drafted a table of needs, and proposed a working goal for use in the feasibility study ■ Compiled a new and comprehensive list of campaign naming opportunities, gift levels, and policies ■ Developed a significant pool of major gifts prospects through intensive prospect rating, screening, and research, approximately one-third larger than the existing pool ■ Recruited a Campaign Executive Committee comprised of alumni who are actively engaged in campaign nucleus fund solicitations ■ Began the quiet phase of a comprehensive campaign on July 1, 2003 ■ Commenced the solicitation of leadership gifts from the Brown Corporation and selected others for the campaign nucleus fund, with a target of over \$400 million ■ Raised gift commitments of over \$200 million for the nucleus fund to date ■ Completed campaign communications strategy and plan 	<ul style="list-style-type: none"> ■ Initiate campaign ■ Continue to solicit leadership gifts for the nucleus fund ■ Recruit additional vice-chairs and committee chairs for the campaign's volunteer structure ■ Draft the campaign case statement 	<ul style="list-style-type: none"> ■ Corporation ■ President ■ Campaign Chairs ■ Senior Vice President for University Advancement ■ Alumni Volunteer Leaders

► Undertake a program of capital improvements that align facilities planning with academic needs

Undertake a comprehensive and inclusive master planning process

- New York architect and planner Frances Halsband hired to lead master planning process in June 2002
- Initiated planning process in summer 2002 with a review of planning materials and meetings with administrative staff
- Frances Halsband met with faculty and numerous campus and neighborhood/city groups in fall 2002 to identify new directions for campus growth
- Presented initial findings of master planning process in spring 2003
- Developed real estate acquisitions and divestment guidelines
- Provost chairing an internal Space Committee to monitor space needs and develop plans for meeting those needs
- Corporation officially adopted the Strategic Framework for Physical Planning in October 2003
- Developed a near-term transportation management plan for implementation in FY04 and FY05
- Developed signage to highlight renovation and new construction associated with the Academic Enrichment Initiatives
- Launched an interactive Web site containing the plan in its entirety: www.brown.edu/webmaster/strategic_framework

- Articulate design and planning principles and standards to guide long-term development of the campus
- Develop a regular program of maintenance and upgrade for our facilities and technologies
- Follow up on master plan recommendations concerning spaces on and near the campus that can accommodate expansion
- Develop a plan for ensuring that critical facilities renewal and code compliance needs are addressed
- Begin the development of a five-year plan as required by the city

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

Renovate and reconfigure buildings recently acquired or recently vacated for new faculty and develop plans for meeting other near-term space issues

- Most projects designed to renovate and adapt vacant space to accommodate new faculty are underway
- Identified options for enhancing research space capacity in the near term
- Life Sciences Building (LSB) construction underway
- Developed and implemented a communications plan for internal and external constituents regarding LSB construction
- Bought 70 Ship Street and began renovations for new laboratory space; scheduled for occupancy in August 2004
- Renovated Horace Mann, T.F. Green Hall, 135 Thayer Street, the Cabinet Building, labs in the Metcalf Chemistry Building, and Barus and Holley
- Moved Computing and Information Services to Davol Square and began renovations of the CIT for expanded space for the Department of Computer Science

- Look broadly at the use of space on campus to determine guidelines and priorities for the use of space
- Determine fair and effective methods for dealing with space needs and requests
- Plan for new space for public health as recently approved by the Corporation

- Provost
- Executive Vice President for Planning
- Executive Vice President for Finance and Administration
- Interim Dean of Medicine and Biological Sciences

► Assess the University's progress in achieving the goals articulated in the Academic Enrichment Initiatives

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

- The Office of Institutional Research identified many regular sources of information already available for this purpose (e.g., student exit surveys)
- Provost and deans identified an initial set of assessment measures
- Completed the first annual report on the assessment measures for the Academic Enrichment Initiatives
- Continued to collect and analyze data in preparation for the second annual report in fall 2004

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

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

► Develop a plan for communicating to internal and external communities about the Academic Enrichment Initiatives and other changes at the University

Develop a format and schedule for reporting on the Academic Enrichment Initiatives to the campus community and others

- Regular features in the *George Street Journal* highlight the progress of the initiatives
- A substantial feature on the initiatives appeared in the May/June 2002 *Brown Alumni Magazine*
- Developed status reports for regular release to campus community
- Produced special editions of the *GSJ* for the announcement of the initiatives and to provide updates to alumni and the community
- Created a regularly updated Web site with information on the initiatives: www.brown.edu/aei
- Widely disseminated an outline of a long-term plan for Brown that builds on the Academic Enrichment Initiatives
- Began collaborating with the Office of the Provost on a communications strategy for new multidisciplinary initiatives to elevate visibility of emerging areas of academic excellence
- Collaborated on a new Web site and marketing materials for the Brown/MBL partnership
- Featured progress on the Initiatives as the main story of the 2002-03 annual report
- Highlighted progress of the Initiatives through special issues of the *GSJ* circulated to 92,000 members of the Brown community in October 2003 and in February 2004
- Continued coverage in the *BAM*, including a May-June 2004 cover story on the Strategic Framework for Physical Planning
- Distributed copies of the full Plan for Academic Enrichment to approximately 2,000 key constituents
- Expanded media relations efforts to communicate stories related to the Initiatives
- Drafted a publication for external audiences illustrating progress on the Plan for Academic Enrichment
- Developed events to highlight Brown's progress and investments, such as the ribbon-cutting ceremony at 70 Ship Street and the president's "State of the University" address

- Share widely the results of assessment measures that demonstrate the success of the initiatives
- Develop a regular internal e-newsletter that can be customized by audience as well as a more comprehensive e-news update that will focus on progress toward broad University goals and initiatives
- Publish and distribute a report for external audiences in support of Advancement's efforts to engage the University's supporters
- Continue to highlight progress on the Initiatives through an aggressive media relations campaign and through internal and external communications
- Continue to improve research and scholarship visibility on the Brown Web site

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

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Develop an overall University communications strategy to serve planning, advancement, and public relations needs

<ul style="list-style-type: none"> ■ Initiated a communications audit of the entire University (Web and print items) to determine how various departments communicate with their constituents ■ Produced a comprehensive strategic communications blueprint ■ Rolled out Brown's new official logo and graphic identity standards in September 2003 ■ Began coordinating with Advancement to maximize the impact of University communications ■ Undertook an economic impact study to highlight Brown's economic contributions to the city and state ■ Entered into an agreement with the city for voluntary payments in lieu of taxes ■ Launched the Thayer Street Improvement District with local merchants to address security, traffic safety, and beautification of this commercial district ■ Redesigned the Brown Web site to be launched in the summer of 2004; assisted many departments with Web site updates ■ Continued to convene a team of University communicators from Public Affairs, Alumni Relations, Advancement, the Medical School, and the Graduate School to coordinate and strengthen message development and delivery ■ Developed and launched an online event calendar and Morning Mail to consolidate and widely disseminate University news and events customized by constituency ■ Ongoing communications and facilitation of events with government officials and key constituencies to promote and advance education and other issues of interest at Brown ■ Established the Civic Leadership Council to bring prominent community members together with the University's senior administrators on a regular basis ■ Worked with the Office of Admission to redesign their Web site, emphasizing key messages about research and teaching ■ Created a Web site highlighting new construction and facilities ■ Began developing Web sites for the Plan for Academic Enrichment and the Strategic Framework with University Hall 	<ul style="list-style-type: none"> ■ Develop a communications strategy to enhance corporate relations ■ Determine additional ways in which Brown's overall communications can be unified and the extent to which they should be standardized ■ Launch new Brown Web site ■ Continue to assist in the creation of Web sites for individual departments and programs that exemplify the academic initiatives ■ Coordinate, implement, and support activities related to government funding of initiatives ■ Support Advancement in preparing for the campaign 	<ul style="list-style-type: none"> ■ Provost ■ Interim Vice President for Public Affairs and University Relations ■ Senior Vice President for University Advancement ■ Vice President for Research
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