



BROWN

Brown University  
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# Academic Enrichment Initiatives Status Report

Office of the President  
Brown University  
Providence, Rhode Island  
October 2003

I am pleased to present the third edition of the Academic Enrichment Initiatives status report. This report was first disseminated in October 2002 and outlines many of the major strategic goals and initiatives that are being developed and implemented as a part of the Academic Enrichment Initiatives. The text in red indicates changes and additions in the months since the last edition was published in February 2003.

In the time since the first phase of the Academic Enrichment Initiatives was approved by the Corporation in February 2002, we have made significant progress in developing a longer-term plan for Brown and in implementing the first parts of that plan. This long-term plan focuses on enriching Brown's academic programs while also establish-

ing priorities in campus life and student support, facilities and infrastructure needs, and financial planning and fund-raising for the coming decade and beyond. Indeed, some of the additions to this status report begin to reflect the broader context of our recent planning.

I hope that you share my excitement about our progress on the Academic Enrichment Initiatives and my appreciation for the amount of work undertaken by the University community to strengthen Brown. I look forward to sharing our long-term plan and our further successes with you in the coming months.

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 February 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"> <li>■ Identified areas in immediate need of additional faculty</li> <li>■ Appointed approximately 33 FTE faculty in temporary positions for 2002-2003</li> <li>■ Recruited 38 new faculty members in 2002-2003, including 15 for positions created as part of the Academic Enrichment Initiatives, with one additional hire pending</li> <li>■ 27 new searches planned for 2003-2004 for new faculty; five searches carried over from 2002-2003; 26 replacement searches planned for 2003-2004; faculty size reached 601 regular members, its largest ever</li> </ul>	<ul style="list-style-type: none"> <li>■ Complete 2003-2004 searches</li> <li>■ Authorize positions and organize searches for 2004-2005 and beyond</li> </ul>	<ul style="list-style-type: none"> <li>■ Provost</li> <li>■ Dean of the Faculty</li> <li>■ Interim Dean of Medicine and Biological Sciences</li> </ul>
<i>Strengthen and diversify the faculty through key target-of-opportunity appointments</i>	<ul style="list-style-type: none"> <li>■ 25 of 100 new positions reserved for target-of-opportunity program</li> <li>■ President and provost developed the criteria and process for appointments</li> <li>■ First two target-of-opportunity appointments accepted, one in progress</li> <li>■ Brenda Allen appointed associate provost and director of institutional diversity to lead a campus diversity office</li> </ul>	<ul style="list-style-type: none"> <li>■ Further develop prospects for the target-of-opportunity program through the associate provost and director of institutional diversity and the academic departments</li> </ul>	<ul style="list-style-type: none"> <li>■ President</li> <li>■ Provost</li> </ul>
<i>Establish priorities and develop detailed plans for improved and expanded academic programs</i>	<ul style="list-style-type: none"> <li>■ Academic Priorities Committee made recommendations for expanding academic programs in March 2003</li> <li>■ Inaugurated five multidisciplinary initiatives: the Humanities Research Center, the Environmental Change Initiative, the Initiative in Spatial Structures in the Social Sciences, the Center for Computational Molecular Biology, and the Center for Genetics and Genomics</li> <li>■ Established a new, broad affiliation with the Marine Biological Laboratory at Woods Hole, including graduate programs, research collaborations, and faculty exchanges</li> <li>■ Announced the establishment of the John Nicholas Brown Center – American Civilization Public Humanities Program</li> <li>■ Searches underway for faculty directors for several initiatives</li> <li>■ Formed new Committee on Inter-Institutional Collaborations to explore Brown-RISD relations</li> </ul>	<ul style="list-style-type: none"> <li>■ Consider further expansion of the faculty (beyond the 100 in the initiatives)</li> <li>■ Build on multidisciplinary areas of special interest and strength</li> <li>■ Further planning and implementation for new multidisciplinary initiatives</li> <li>■ Provost and Academic Priorities Committee will recommend new areas of focus for further expansion of the academic program</li> </ul>	<ul style="list-style-type: none"> <li>■ Provost</li> <li>■ Academic Priorities Committee</li> </ul>
<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"> <li>■ 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</li> <li>■ Outpaced peer institutions in faculty salary increases in 2002-2003</li> <li>■ Increased our success in retaining our faculty (retained 11 faculty members and lost only four in 2002-2003)</li> <li>■ Plan under review for enhanced faculty development program, including more frequent leaves of absence</li> <li>■ 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</li> <li>■ Launched a new Mortgage Assistance Partnership Program</li> </ul>	<ul style="list-style-type: none"> <li>■ Establish a process to allocate merit and equity increases in 2003-2004</li> <li>■ Continue improving faculty benefits programs</li> </ul>	<ul style="list-style-type: none"> <li>■ Provost</li> <li>■ Dean of the Faculty</li> <li>■ Interim Dean of Medicine and Biological Sciences</li> </ul>
<i>Improve recruitment efforts and research support by providing more generous start-up packages to new faculty</i>	<ul style="list-style-type: none"> <li>■ Included an additional \$2 million in the 2002-2003 budget</li> <li>■ Planning continues in the University Resources Committee (URC) to find additional funds for start-up packages</li> <li>■ Developed more competitive salary and start-up offers</li> <li>■ Attracted \$750,000 for new faculty ventures</li> <li>■ Raised a \$1 million fund for humanities support</li> </ul>	<ul style="list-style-type: none"> <li>■ Allocate funds as new faculty are appointed</li> <li>■ Identify additional sources of funding</li> <li>■ Consider significant additions to the budget for improved recruitment efforts and research support for new faculty</li> </ul>	<ul style="list-style-type: none"> <li>■ Provost</li> <li>■ Dean of the Faculty</li> <li>■ Interim Dean of Medicine and Biological Sciences</li> </ul>

\*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, including new humanities and social sciences department funding (\$287K), Salomon funding (\$203K), seed funds (\$356K), and equipment cost sharing (\$750K)
- 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 Development Corporation; VP for research elected chair of the governor's new Science and Technology Council and asked to serve on the mayor's Economic Development Council
- Forged a working relationship with the University of Rhode Island to solicit funding from the National Science Foundation

- Develop a plan for building and sharing technology transfer infrastructure with our seven affiliated hospitals
- 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
- Develop programs to educate faculty, students, and staff about rights, responsibilities, and opportunities related to research
- Review, revise, and draft policy in the areas of technology transfer, privacy, other compliance issues, and research reporting
- Create a Faculty Advisory Board for Research
- Create an external advisory group for technology transfer and intellectual property issues and for the development of new corporate partnership programs
- Move the Office of the Vice President for Research to improved and expanded offices in Horace Mann in early December
- Review departmental research computing needs with Computing and Information Services
- Develop a Web site to feature Brown research

- 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
- 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 theatre, speech, and dance through the Brown/Trinity consortium
- Established the Task Force on Teaching and Doctoral Education
- Further increased graduate student stipends to \$14,500
- 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 by \$120,000
- Raised funds to launch a program to shorten student time to degree

- 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
- Move Graduate School to improved and expanded offices in Horace Mann in early December
- Explore the development of professional master's programs in selected areas
- Coordinate new graduate programs with the University's academic priorities

- Provost
- Dean of the Graduate School

*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
- The Medical School began an internal strategic planning effort
- 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 the strategic plan for teaching and research in biology and public health
- In-depth discussions underway for enhanced affiliations with hospitals
- Formed the search committee for the new dean of medicine and biological sciences

- Continue review of the recommendations and implement as appropriate
- Develop a financial plan for Bio-Med and the Medical School
- Coordinate research enterprise with the hospitals

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

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*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; renovation underway with occupancy expected in fall 2004
- 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
- Completed renovation of the Rockefeller Library's Periodicals Reading Room
- 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

- Raise funds to support long-term goals
- Develop a detailed table of library needs with key staff and stakeholders

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

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

- Made significant investments in network and classroom technology upgrades during summer 2002
- Adopted WebCT, an on-line course-management system, during summer 2002; rolled out system in spring 2003; used in 175 courses
- Began offering a "service-on-site" option and established a professionally staffed help desk that responded to 13,300 calls in fall 2002
- Began the process of selecting an administrative "enterprise" system that will provide better access to and management of University data
- Created a team of three full-time professionals to oversee network security
- Continued to upgrade and extend the University's network and put in place a multi-year plan to implement network changes
- Implemented the first phase of campus-wide deployment of Microsoft Exchange for integrated email, calendaring, and collaboration
- 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 132 courses to staff through the Computer Education Program
- Wireless network access made available at selected library and other campus locations
- Negotiated a contract with Dell to offer students, faculty, and staff personal computers at greatly reduced prices
- Negotiated a license for anti-virus software, available at no cost to students, faculty, and staff for their home and office computers

- Continue to develop and implement University-wide standards for security, hardware, software, service, and support
- Continue network upgrades
- Develop program of cycle maintenance and improvements to hardware and networks
- Continue the roll-out of improved e-mail and personal calendaring services across campus

- 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 (see previous page)
- 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

- 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 48 freshman seminars in 21 different departments in 2003-2004

- Continue assessing effectiveness of program and seek external funding as appropriate
- Continue expanding program, with a goal of 60 seminars as early as 2004-2005

- 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
- 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

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

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*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 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

- Seek funding as appropriate
- Develop recommendations for long-term enhancement and expansion of programs by February 2004

- 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 developing 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 with the class of '04

- Seek ongoing scholarship funding

- Dean of the College
- Interim 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

- Assess effectiveness of program and secure permanent funding as appropriate

- Interim Vice President for Campus Life and Student Services
- Director of Admission

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

- Need-blind admission approved beginning with 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 class of '07 under the new need-blind policy

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

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

*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

- Assess effectiveness of program and seek ongoing funding as appropriate

- 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

*Undertake review of Corporation governance to enhance communication and ensure effective engagement of members in decision making*

- 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
- Established a system of advisory councils and visiting committees to involve a wider circle of leadership in the University's affairs
- 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

- Corporation
- President
- Vice President and Secretary of the University

*Undertake review of faculty governance to ensure effective engagement of faculty in decision making*

- Formed Faculty Governance Task Force, organized by FEC, in spring 2002
- Task Force proposed sweeping changes that would streamline committees and revise the charge and composition of priority- and budget-setting committees
- Faculty discussed proposed changes at faculty meetings during 2002-2003
- Faculty approved new committee structure, including new priorities committees and a revised tenure and promotion committee, between November 2002 and May 2003
- Implemented an extensive revision of faculty governance structure
- Composition and charges of the Medical Faculty Executive Committee and the Committee on Medical Faculty Appointments under review

- Monitor effectiveness of new structure and make adjustments as needed

- FEC
- President
- Provost

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OPERATING PLAN	ACTION TAKEN	ACTION NEEDED	COORDINATING OFFICER, COMMITTEE, OR DEPARTMENT*
<i>continued from previous page</i>			
<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"> <li>■ Appointments to date include:               <ul style="list-style-type: none"> <li>■ Robert Zimmer, provost</li> <li>■ Richard Spies, executive VP for planning</li> <li>■ Elizabeth Huidekoper, executive VP for finance and administration</li> <li>■ Ronald Vanden Dorpel, senior VP for University advancement</li> <li>■ Ellen Waite-Franzen, VP for computing information services</li> <li>■ Andy van Dam, VP for research</li> <li>■ Karen Newman, dean of the Graduate School</li> <li>■ Richard Besdine, interim dean of medicine and biological sciences</li> <li>■ Brenda Allen, associate provost and director of institutional diversity</li> <li>■ Russell Carey, VP and secretary of the University</li> <li>■ David Greene, interim VP for campus life and student services</li> <li>■ Melanie Coon, interim VP for public affairs and University relations</li> <li>■ Marisa Quinn, assistant to the president</li> </ul> </li> <li>■ Conducted a comprehensive review of the organization of the Office of Campus Life</li> <li>■ Completed a broader organizational review of the effectiveness of non-academic organization</li> <li>■ Created a risk-management network and a crisis-management plan</li> </ul>	<ul style="list-style-type: none"> <li>■ Continue to improve communication, coordination, responsiveness, and support provided by the administration to academic programs</li> <li>■ Conduct searches for a vice president for campus life and student services, dean of medicine and biological sciences, dean of the faculty, and vice president for public affairs and University relations</li> </ul>	<ul style="list-style-type: none"> <li>■ President</li> </ul>
<b>► Improve Brown as a workplace and acknowledge the extraordinary efforts of staff</b>			
<i>Implement special increases in staff salaries and improve benefits for staff and faculty</i>	<ul style="list-style-type: none"> <li>■ Increased staff salary pool for FY03</li> <li>■ Raised minimum salaries to \$10 per hour</li> <li>■ Expanded staff tuition assistance program</li> <li>■ Implemented a \$250,000 bonus program for staff in fall 2002</li> <li>■ Provided raises to the majority of the staff for FY04</li> <li>■ Launched a new Mortgage Assistance Partnership Program</li> <li>■ Initiated the Human Resources Administrative Advisory Board, composed of faculty, students, and staff, to provide advice and feedback on human resources policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>■ Continue reviewing salary and benefits programs</li> <li>■ Develop effective and meaningful methods of rewards and recognition</li> </ul>	<ul style="list-style-type: none"> <li>■ Executive Vice President for Finance and Administration</li> <li>■ Human Resources</li> </ul>
<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"> <li>■ Completed organizational review, led by the executive vice president for finance and administration</li> <li>■ Implemented a series of organizational changes to focus personnel on academic enrichment priorities</li> </ul>	<ul style="list-style-type: none"> <li>■ Determine where new staff will be required to support new faculty</li> <li>■ Consider additional staffing needs in "Brown First" departments</li> </ul>	<ul style="list-style-type: none"> <li>■ Executive Vice President for Finance and Administration</li> </ul>
<i>Improve resources for diversity training and conflict resolution</i>	<ul style="list-style-type: none"> <li>■ Created a diversity office to coordinate and lead Brown's diversity efforts</li> <li>■ Completed the search for a diversity officer in June 2003 with the appointment of Brenda Allen as associate provost and director of institutional diversity</li> </ul>	<ul style="list-style-type: none"> <li>■ Review and enhance resources for conflict resolution and diversity training</li> </ul>	<ul style="list-style-type: none"> <li>■ President</li> <li>■ Provost</li> <li>■ Human Resources</li> <li>■ Office of Institutional Diversity</li> </ul>
<b>► Align financial planning and human resources with academic priorities and make more strategic use of the University's resources</b>			
<i>Integrate the work of key priorities and resources committees</i>	<ul style="list-style-type: none"> <li>■ Held regular meetings with the Corporation Committees on Budget and Finance, Academic Affairs, and Facilities and Design</li> <li>■ 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</li> </ul>	<ul style="list-style-type: none"> <li>■ Work 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</li> </ul>	<ul style="list-style-type: none"> <li>■ FEC</li> <li>■ Provost</li> <li>■ Executive Vice President for Finance and Administration</li> </ul>
<i>Integrate the budgets for these initiatives into the University's overall budget planning process</i>	<ul style="list-style-type: none"> <li>■ Developed and implemented a new system for cash management</li> <li>■ Developed a series of five-year financial projections incorporating academic, physical, and fund-raising goals</li> </ul>		<ul style="list-style-type: none"> <li>■ Provost</li> <li>■ Executive VP for Planning</li> <li>■ Executive Vice President for Finance and Administration</li> </ul>
<i>Establish mechanisms to track and report all revenues and expenses included in the Academic Enrichment Initiatives</i>	<ul style="list-style-type: none"> <li>■ Developed tracking mechanisms in summer 2002</li> <li>■ Developed a series of management reports for senior officers</li> <li>■ Working closely with Medical School on financial projections</li> <li>■ Developed a series of internal human resources and financial management reports</li> </ul>		<ul style="list-style-type: none"> <li>■ Executive Vice President for Planning</li> <li>■ Executive Vice President for Finance and Administration</li> </ul>
<i>Implement a "Brown First" program to capture revenue streams from auxiliary operations</i>	<ul style="list-style-type: none"> <li>■ Program implemented for 2002-2003 that includes catering and graphic services; continuing in 2003-2004</li> <li>■ Brown First contributed \$1.5 million to the Academic Enrichment Initiatives in FY03</li> </ul>	<ul style="list-style-type: none"> <li>■ Continue to assess and refine program and expand as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>■ Executive Vice President for Finance and Administration</li> </ul>

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<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"> <li>■ Implemented vacancy savings program</li> <li>■ Introduced hiring freeze in December 2002</li> <li>■ Saved \$4.7 million through vacancy savings and hiring freeze in FY03</li> <li>■ Achieved administrative cost savings by reducing administrative budgets for FY04</li> </ul>	<ul style="list-style-type: none"> <li>■ Communicate new policies clearly to the campus</li> </ul>	<ul style="list-style-type: none"> <li>■ Executive Vice President for Finance and Administration</li> </ul>
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<i>Explore new methods of achieving administrative savings</i>	<ul style="list-style-type: none"> <li>■ Completed an organizational review to ensure the most efficient and effective administrative organization</li> <li>■ Developed and began work on a list of high priority projects designed to improve administrative processes</li> <li>■ Cut 23 staff positions to eliminate redundancy and increase efficiency</li> </ul>	<ul style="list-style-type: none"> <li>■ Consider alternative revenue streams</li> </ul>	<ul style="list-style-type: none"> <li>■ Provost</li> <li>■ Executive Vice President for Finance and Administration</li> </ul>
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► **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"> <li>■ 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</li> <li>■ Ron Vanden Dorpel hired as senior vice president for University advancement with oversight of all advancement functions</li> <li>■ Reorganized the Advancement Division to improve development performance and alumni relations effectiveness</li> <li>■ Undertook an exhaustive assessment of advancement information systems for major reorganization</li> </ul>		<ul style="list-style-type: none"> <li>■ Senior Vice President for University Advancement</li> </ul>
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<i>Increase alumni giving and engagement</i>	<ul style="list-style-type: none"> <li>■ In FY02 new efforts to build the Brown Annual Fund resulted in a record total of over \$17 million raised (an increase of 14.4% over the previous year) and a 16.5% increase in the number of donors</li> <li>■ Once again the Brown Annual Fund grew to unprecedented levels in FY03: a 15% increase in gift dollars – from \$17.1 million in FY02 to \$19.7 million in FY03 – and a 12% increase in donors to over 25,300</li> <li>■ Increased alumni awareness of and engagement with Brown by recruiting 90 new class leaders; creating or strengthening four distinct affinity groups to help achieve and sustain diversity; and developing a model for campaign volunteer organization</li> </ul>	<ul style="list-style-type: none"> <li>■ Continue efforts to engage greater numbers of alumni with the University</li> <li>■ Continue to increase alumni giving participation by approximately \$2 million per year over the next seven fiscal years</li> </ul>	<ul style="list-style-type: none"> <li>■ Corporation</li> <li>■ President</li> <li>■ Senior Vice President for University Advancement</li> <li>■ Alumni Volunteers</li> </ul>
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<i>Prepare for a major fund-raising effort</i>	<ul style="list-style-type: none"> <li>■ Planning for a comprehensive campaign underway</li> <li>■ Developed a campaign budget and implemented a complete review of existing advancement budgets</li> <li>■ Plotted a detailed campaign timetable, drafted a table of needs, and proposed a working goal for use in the feasibility study</li> <li>■ Compiled a new and comprehensive list of campaign naming opportunities, gift levels, and policies</li> </ul>	<ul style="list-style-type: none"> <li>■ Develop a significant base of major-gifts prospects</li> <li>■ Recruit and train campaign volunteer leadership</li> <li>■ Begin the quiet phase of a comprehensive campaign in FY04</li> <li>■ Solicit gifts for the nucleus fund of the campaign, with a target of generating one-third of the gifts required to attain the campaign's ultimate goal</li> <li>■ Initiate campaign</li> </ul>	<ul style="list-style-type: none"> <li>■ Corporation</li> <li>■ President</li> <li>■ Campaign Chairs</li> <li>■ Senior Vice President for University Advancement</li> <li>■ Alumni Volunteer Leaders</li> </ul>
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► **Undertake a program of capital improvements that align facilities planning with academic needs**

<i>Undertake a comprehensive and inclusive master planning process</i>	<ul style="list-style-type: none"> <li>■ New York architect and planner Frances Halsband hired to lead master planning process in June 2002</li> <li>■ Initiated planning process in summer 2002 with a review of planning materials and meetings with administrative staff</li> <li>■ Frances Halsband met with faculty and numerous campus and neighborhood/city groups in fall 2002 to identify new directions for campus growth</li> <li>■ Presented initial findings of master planning process in spring 2003</li> <li>■ Draft of the master plan in final stages</li> <li>■ Developed real estate acquisitions and divestment guidelines</li> <li>■ Provost chairing an internal Space Committee to monitor space needs and develop plans for meeting those needs</li> </ul>	<ul style="list-style-type: none"> <li>■ Articulate design and planning principles and standards to guide long-term development of the campus</li> <li>■ Develop a regular program of maintenance and upgrade for our facilities and technologies</li> <li>■ Follow up on master plan recommendations concerning spaces on and near the campus that can accommodate expansion</li> <li>■ Develop a long-term transportation management plan</li> <li>■ Develop signage to highlight renovation and new construction associated with the Academic Enrichment Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>■ President</li> <li>■ Provost</li> <li>■ Executive Vice President for Planning</li> <li>■ Facilities Management</li> <li>■ Executive Vice President for Finance and Administration</li> </ul>
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<i>Renovate and reconfigure buildings recently acquired or recently vacated for new faculty and develop plans for meeting other near-term space issues</i>	<ul style="list-style-type: none"> <li>■ Most projects designed to renovate and adapt vacant space to accommodate new faculty are underway</li> <li>■ Identified options for enhancing research space capacity in the near term</li> <li>■ Space in the Jewelry District identified and under negotiation for new laboratory space</li> <li>■ Life Sciences Building (LSB) construction underway</li> <li>■ Developed and implemented a communications plan for internal and external constituents regarding LSB construction</li> </ul>	<ul style="list-style-type: none"> <li>■ Look broadly at the use of space on campus to determine guidelines and priorities for the use of space</li> <li>■ Determine fair and effective methods for dealing with space needs and requests</li> </ul>	<ul style="list-style-type: none"> <li>■ Provost</li> <li>■ Executive Vice President for Planning</li> <li>■ Executive Vice President for Finance and Administration</li> <li>■ Interim Dean of Medicine and Biological Sciences</li> </ul>
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► 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 this information already available (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

- 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 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](http://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

- 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
- Continue to highlight progress of the Academic Enrichment Initiatives through additional special issues of the *GSJ* and further coverage in the *BAM*

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

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

- 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

- Develop a communications strategy to enhance corporate relations and to increase federal funding for research
- Determine additional ways in which Brown's overall communications can be unified and the extent to which they should be standardized
- Redesign portal and architecture of Brown Web site

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