

# Plan for Academic Enrichment

status report | october 2005



Office of the President  
Brown University  
Providence, Rhode Island

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## LETTER FROM THE PRESIDENT



For the past four years, Brown University has been deeply engaged with planning. The Initiatives for Academic Enrichment laid out a short-term plan to address the University's most pressing needs. The Plan for Academic Enrichment sets forth guidelines for Brown's priorities and direction in the next fifteen to twenty years. The Strategic Framework for Physical Planning provides a blueprint for physical growth and the use of campus space in the years ahead. In consultation with students and faculty, administrators and community members, alumni, parents, and friends, Brown has carefully charted a path for the future.

Much has already been accomplished toward the goals laid out in our plans. The faculty has increased in size by more than 50 positions. More financial aid has been extended to an ever-greater number of students. New programs, centers, and affiliations have expanded the scale and scope of a Brown education. Evidence of this progress and more can be found in the pages of this status report.

As pleased as I am with all we have accomplished, I am even more enthusiastic about the achievements that I know lie ahead. This month Brown is launching the Campaign for Academic Enrichment, the largest fund-raising undertaking in Brown's history. The success of the campaign will enable us to set our sights even higher and allow us to turn our ambitious plans into reality with even greater speed. While planning for the future will continue in all corners of the University, I am confident that the coming years will be marked by our carefully wrought plans coming to fruition, to the benefit of all members of our community. I hope you find that prospect as energizing as I do.

*Ruth J. Simmons*



# 1 Enhancing Undergraduate Education

## Expand opportunities for student interaction with faculty

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### action taken

- Developed and introduced a program of 23 first-year seminars in 2002–03 and 52 in 2003–04
- Completed a survey of seminar participants, suggesting very positive outcomes of the program
- Improved the student-to-faculty ratio to 9:1 (as reported to *U.S. News & World Report*) in 2002–03, reduced from 10:1 in 2001–02
- Added approximately 140 courses starting in 2003–04
- Allocated new funding to support student research at Brown
- Created Departmental Undergraduate Groups (DUGs); launched new DUG Web site
- Continued to improve the student-to-faculty ratio in 2004–05
- Provided new funding to support faculty programming in residence halls
- Expanded first-year seminar offerings: 62 courses in 22 different departments in 2004–05; 63 seminars in 2005–06
- Provided funding for Faculty Fellows to host residential discussions with visiting professors in conjunction with guest lectures in academic classes

### action needed

- Continue assessing effectiveness of first-year seminar program and seek external funding as appropriate
- Begin discussions with departments and College Curriculum Council regarding sophomore and junior seminars
- Review the Faculty Fellows program with the aim to expand ongoing involvement of faculty in the undergraduate residential experience

### responsible

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

## Support undergraduate participation in research

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### action taken

- Expanded the Group Research Project, an undergraduate research initiative
- Created faculty workshops to encourage undergraduate research in the humanities and social sciences
- Established data collection procedures to measure expansion of research opportunities
- Developed new publication, *Undergraduate Research at Brown*, to provide better information about research opportunities to all rising sophomores and juniors

### action needed

- Assess effectiveness of programs and seek ongoing funding as appropriate
- Seek additional funding for Undergraduate Teaching and Research Assistantships (UTRAs)
- Continue effort among dean of the College, dean of the faculty, and department chairs to increase the number of undergraduate students participating in capstone research experiences

- Work with departments, center directors, and the vice president for research to increase opportunities for undergraduates to work on sponsored research projects and in other externally funded areas
- Survey departmental “capstone” experiences to begin benchmarking this activity

### responsible

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

## Improve student advising

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### action taken

- Enhanced undergraduate advising programs, including a new sophomore advising initiative, an expanded advising partnership program, and a redesigned advising Web site
- Launched sophomore Curricular Advising Program (CAP) courses
- Improved sophomore publications and electronic advising bulletin
- Planning under way to increase advisory resources in residence halls and other student spaces
- Repeated and expanded sophomore midyear orientation; piloted sophomore advising workshops throughout the year
- Endowed the Fund for Innovation in Advising, created by a major anonymous gift to seed ongoing improvement in advising
- Began vetting of proposal for significant new resources to improve academic advising overall and to build connections between academic and residential advising
- Offered advising sessions in first-year student residence halls through a collaboration of undergraduate peer academic advisors and residential peer counselors

### action needed

- Prepare proposals for undergraduate research and advising initiatives for the campaign

### responsible

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

## Attract the most highly qualified and diverse students

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### action taken

- Aligned the undergraduate financial aid policies with the academic mission of the University by implementing need-blind admission beginning with the class of 2007
- Began early fund-raising efforts, with a \$15 million gift in 2002 from the Starr Foundation to support the need-blind policy
- Provided new funding to the admission office to expand recruitment efforts aimed at economically disadvantaged students
- Allocated an additional \$200,000 in funding for 2004–05 for enhanced and expanded outreach to students from diverse backgrounds
- Received \$100 million donation from Sidney Frank '42 to eliminate the loan burden for Brown's neediest students beginning with the class of 2009

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- Text in red denotes new activity since February 2005 status report.

- Allocated additional funds for FY06 and beyond for aid to transfer and RUE (Resumed Undergraduate Education) students
- Initiated discussions to attract promising students in the sciences through new programs and internships

action needed

- Continue to consider ways to enhance the aid program and improve access for financial aid students to the full range of academic opportunities at Brown, including increased funding for transfer students, RUE students, and international students
- Continue fund-raising
- Assess effectiveness of the aid program and secure permanent funding

responsible

- Dean of the College
- Dean of Admission

Improve the quality of students' residential and extracurricular experience

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action taken

- Eliminated the work requirement for freshmen on financial aid beginning with the class of 2006
- Developed assessment measures to gauge the impact of eliminating the freshman work requirement; data reveal that work patterns of aided and non-aided students in class of 2006 were more similar compared to the class of 2004

- Expanded residential spaces and furnishings
- Identified social spaces for renovations/improvements
- Planning study under way to enhance the residential experience of students through richer programming, stronger student governance of residence halls, and increased staff support
- Formed a working group (Campus Life, CIS, and UCS) to determine whether Brown should offer a legal music- and video-downloading service to students
- Planning under way to replace the current cable television infrastructure
- Signed an agreement with Napster to provide a legal music-sharing service free of charge to students in residence halls
- Implemented a pilot program of IPTV to provide television programming over the Internet to student computers in the residence halls
- ZipCars coming to campus to address student transportation issues
- Continued furniture renewal in undergraduate residence halls
- Added undergraduate peer counseling staff in residence halls, increasing coverage for sophomores, juniors, and seniors
- Completed renovations of the Ivy Room and Josiah's

action needed

- Continue planning for additional housing for undergraduate, graduate, and medical students
- Pilot and evaluate a residential peer board to handle routine residential matters, increasing student leadership and governance in the residential areas

responsible

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

## 2 Excellence in Graduate Education

Attract and support the best graduate students

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action taken

- Allocated an additional \$600,000 in 2002 for summer support for students in the humanities and social sciences
- Allocated \$1.1 million in 2002–03 to support health insurance coverage for all doctoral students; increased funding each subsequent year as necessary to cover increasing costs
- Increased funds to support graduate student travel to conferences and professional development in 2002–03
- Completed an administrative review of Graduate School systems and services
- Increased funding for departmental recruitment
- Celebrated the centennial of the Brown Graduate School in 2003 with lectures and discussion to initiate a national conversation on graduate education
- Revised admission procedures to enable departments to compete for the best graduate students
- Received a three-year, \$250,000 grant from the Mellon Foundation for graduate student workshops designed to shorten time to degree completion

- Established a first-year housing program for graduate students through the Office of Rental Properties in September 2004
- Guaranteed three years of summer funding to all incoming doctoral students in select programs, starting with students admitted for 2005–06
- Received 5,588 applications for admission to the Graduate School for 2004–05, an increase of nearly 45% since 2001; increased selectivity from 27% to 17% in the same period
- Revised the fee structure for graduate students starting in 2005–06, the first such revision in 20 years
- Increased base stipends for University fellowships from \$12,800 in 2001–02 to \$17,000 in 2005–06 to be more competitive
- Reorganized the associate deans' positions and responsibilities
- Appointed a new associate dean to coordinate departmental recruitment
- Established a new seminar series, "The Academy in Context," to facilitate a greater sense of community among graduate students and to engage them in a broader discussion of graduate education. The series, which is cosponsored by Campus Life and Student Services and the Graduate Student Council, will focus on ethics in research and scholarship in its inaugural year

- Completed a redesign of print recruitment materials for master's programs in public policy and public affairs; consulted with other programs on various recruitment-related projects

#### action needed

- Expand the discussion of Brown's role in graduate education
- Continue to seek ways to increase funding for graduate student support
- Explore possibilities for the enhancement and expansion of long-term graduate student housing
- Work with individual degree programs and departments to develop more proactive recruitment strategies to identify excellent candidates

#### responsible

- Dean of the Graduate School
- Provost

### Expand the Graduate School's educational opportunities and programs

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#### action taken

- Launched new doctoral programs in modern culture and media, development studies, and electronic music and multimedia
- Established partnerships to create graduate degrees in biology through the Marine Biological Laboratory and in acting and directing through the Brown/Trinity consortium
- Established professional master's degree programs in public affairs, public policy, and urban education policy
- Initiated process to make fifth-year master's degree programs more accessible to Brown undergraduates
- Supported partnership with NIH to offer a graduate program in neurosciences in fall 2005
- Targeted recruitment of Brown undergraduates for fifth-year master's degree programs
- Reactivated doctoral program in German studies

#### action needed

- Coordinate additional new graduate programs with the University's academic priorities
- Work with departments and the Graduate Council to develop plans for a graduate curriculum that crosses departmental boundaries
- Develop a plan for the managed growth of the Graduate School

#### responsible

- Dean of the Graduate School
- Provost

### Prepare graduate students for careers inside and outside the academy

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#### action taken

- 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
- Established an exchange program with Wheaton College that gives advanced students new opportunities to teach in a liberal arts setting in collaboration with the Sheridan Center

- Renewed cooperation between Graduate School and other campus offices that deliver both academic and nonacademic student services (Career Development Center, Sheridan Center, Instructional Technology Group, etc.) to expand professional development opportunities for students
- Established, in collaboration with the Career Development Center, a new student workshop series on academic and nonacademic issues
- Conducted a follow-up survey of teaching assistants and teaching fellows at Brown and found that nearly 80% of graduate students consider teaching to be an important part of their professional development
- Expanded the internal coordination of professional development resources for graduate students to include Summer and Continuing Studies and the Office of the Vice President for Research

#### action needed

- Expand the Brown/Wheaton Teaching Laboratory in the Liberal Arts to include additional partnerships with local and regional colleges and find outside funding to support it
- Develop a coherent plan for professional development and continue to coordinate efforts across campus for its delivery

#### responsible

- Dean of the Graduate School

### Improve the residential and extracurricular experience

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#### action taken

- Created new and more comprehensive matriculation and orientation materials for incoming students
- Moved the Graduate School's administrative offices to the newly renovated, expanded, and centrally located Horace Mann building, colocated with the Office of the Vice President for Research
- 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
- 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
- Established the Horace Mann Medal for a distinguished alumna or alumnus of the Graduate School
- Initiated a new program to offer financial support for program- or department-based academic conferences featuring Brown Graduate School alumni; the first successful conference, with Portuguese and Brazilian Studies, was held in May 2005
- Supported the creation of a mechanism by which the Graduate Student Council will recognize graduate student organizations and the Student Activities Office will provide guidance and assistance
- Developed dinner seminar series for graduate students, "The Academy in Context," to provide opportunities for professional development, cross-disciplinary exchanges, and community building

#### action needed

- Develop new programming, events, and publications for current graduate students and Graduate School alumni
- Develop more effective orientation, language-training, and acculturation programs for all incoming international graduate students through a closer collaboration with the International Teaching

### Assistants Program and the Foreign Student, Faculty, and Staff Services Office

- Identify location and functions for graduate community space, ideally near graduate housing

responsible

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

## 3 Faculty Excellence in Teaching and Research

### Recruit and retain additional faculty for Brown

action taken

#### *Additional Faculty*

- Identified areas in immediate need of additional faculty
- Appointed approximately 33 FTE faculty in temporary positions for 2002–03
- Reviewed overall needs through the Academic Priorities Committee and authorized searches
- Recruited 38 new faculty members for 2003–04, including 15 for positions created as part of the Plan for Academic Enrichment
- Faculty size reached 599 regular members in 2003–04, its largest ever
- Conducted 72 searches in 2003–04, including 40 for positions created as part of the Plan for Academic Enrichment
- Hired 51 new faculty for 2004–05, including 22 for PAE or target-of-opportunity positions; total faculty size reached 628
- Additional 51 searches conducted during 2004–05, roughly equally divided between replacement and incremental positions
- **Recruited 17 of the 40 new Academic Enrichment and Program in Public Health positions approved for the Division of Medicine and Biological Sciences**
- **Hired more than 40 new faculty in 2005–06; half of these were made possible by the PAE**
- **More than 50 searches will be undertaken during the academic year 2005–06**

#### *Improved Compensation and Benefits*

- Allocated an additional \$3 million to faculty salaries in 2002–03 over and above normal increases
- Outpaced peer institutions in faculty salary increases in 2002–03
- Developed a plan for an enhanced faculty development program, including more frequent sabbatic leaves
- Developed and approved two new family-friendly policies: a semester of teaching relief for care of a new child and an extension of the probationary period before tenure
- Launched a new Mortgage Assistance Partnership Program
- Made further progress in faculty salaries in 2003–04 and 2004–05
- **Continued our success in retaining faculty when they receive outside offers**
- **Built on progress in faculty salaries in 2003–04 and 2004–05**

#### *Increased Start-up Funds and Other Support*

- Included an additional \$2 million in the 2002–03 budget for improved start-up packages for new faculty
- Attracted a \$750,000 grant for support of academic innovation
- Raised a \$1 million fund for the support of the Humanities Center
- Allocated an additional \$2.46 million for start-up funds as part of the FY05 budget
- **Allocated \$1 million in incremental start-up funding in the FY06 budget, bringing the total to \$7.2 million (non-Medical School)**
- **Budgeted additional \$1.54 million in FY06 for Medical School start-up funds**

action needed

- Authorize positions and organize searches for 2006–07 and beyond
- Allocate start-up funds as new faculty are appointed
- Identify additional sources of funding
- Consider additions to the budget for improved recruitment efforts and research support for new faculty
- Continue further improvements in faculty benefits and leave programs
- **Complete current searches for 2006–07 appointments**
- **Allocate additional funding for salary pools beyond FY06 in order to make further progress**

responsible

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

### Provide increased support for faculty research activities

action taken

- Created the vice president for research position and appointed Professor Andries van Dam
- Moved the Office of the Vice President for Research to improved and expanded offices in Horace Mann, colocated with the Graduate School offices
- Finalized and implemented conflict of interest, conflict of commitment, and privacy policies
- Appointed associate vice presidents for research administration and technology partnerships
- Allocated funds and created a process for making seed funding available to Brown faculty to compete for large-scale, multidisciplinary grants

- Created Brown Technology Partnerships from Brown University Research Foundation to assist faculty in finding opportunities to use commercialization as a means to enhance the impact of their work
- Forged strong relations with key governmental agencies, including the Rhode Island Economic Policy Council and the Rhode Island Economic Development Corporation
- Forged a working relationship with the University of Rhode Island to secure NSF EPSCoR (Experimental Program to Stimulate Competitive Research) status for the state of Rhode Island; an 18-month EPSCoR planning grant was awarded by NSF in February 2004
- Established a Faculty Advisory Board for Research
- Established the Research Compliance Network to implement a coherent approach to compliance across the University's research environment
- Launched outreach programs to educate faculty, students, and staff about rights, responsibilities, and opportunities related to research
- Appointed an assistant vice president for research initiatives
- Finalized and implemented a new policy for intellectual property, patents, and copyrights; approved by the Corporation in May 2005
- Reached an agreement with the Marine Biological Laboratories (MBL) for Brown Technology Partnerships to manage and market MBL intellectual property
- Began the implementation of Coeus, an automated grants-management system
- Reached an agreement with Women & Infants Hospital for Brown Technology Partnerships to manage and market its intellectual property
- Installed a new in-house data-management system for patent and license tracking
- Developed Business Plan Competition for Rhode Island and New England to be launched September 2005
- Launched new research Web site and implemented a database of Brown faculty and their research
- Initiated the planning of the Alliance for Nanoscale Innovation as part of the effort to establish new research programs across departments
- Reorganized the research administration infrastructure
- Refocused and re-energized the Brown Venture Forum, now called the Brown Forum for Enterprise

#### action needed

- Identify further opportunities for new research programs across departments and disciplines

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

#### responsible

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

### Plan for continuing growth of the faculty

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#### action taken

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

#### action needed

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

#### responsible

- Provost
- Academic Priorities Committee

## 4 Leadership in Biology, Medicine, and Public Health

### Integrate and coordinate strategic planning across the Division of Biology and Medicine and Brown Medical School

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#### action taken

- Commissioned through the Board of Fellows an external review of BioMed in preparation for recruiting a new dean; received report in January 2003
- Developed a financial model for the expansion of the Division of Biology and Medicine, including the Medical School and public health
- Received Corporation approval in February 2004 for new directions for the Division of Biology and Medicine as part of the overall Plan for Academic Enrichment

- Appointed Eli Adashi dean of medicine and biological sciences in December 2004
- Established a partnership between the dean of medicine and biological sciences, the leadership of affiliated hospitals, and the department chairs to support and coordinate academic activities

#### action needed

- 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
- Raise an endowment to support a dean's discretionary fund

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- Continue to work with the department chairs and the heads of the hospitals to implement a comprehensive plan

responsible

- President
- Provost
- Dean of Medicine and Biological Sciences

### Strengthen the reputation and visibility of the division and the Medical School

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action taken

- Developed a major partnership with Marine Biological Laboratory at Woods Hole
- Opened a pilot program for a “standard” route of admission to the Medical School, inviting applications from all qualified graduates of U.S. colleges; the first students admitted in this way arrived in September 2005
- Created new multidisciplinary centers: Center for Genomics and Proteomics, Center for Computational Molecular Biology, and the Environmental Change Initiative
- Filled the science writer position in the News Service to garner national publicity for major grants awarded, discoveries made, and entrepreneurial successes
- Appointed new executive dean of administration
- Completed successfully the first year of new standard route of admission to the Medical School; 1,615 applicants for 11 matriculants
- Created 40 new positions in biological sciences and public health; filled 17 as of August 2005
- Increased the number of Ph.D. students in the Division of Biology and Medicine by 19%
- Held first two meetings of the Medical School Committee, a new committee reporting to the Corporation formed to enhance accountability and oversight

action needed

- Continue recruiting efforts to fill new positions in key areas of the life sciences and public health
- Continue to create centers and programs based on areas of strength
- Continue to seek new or expanded relationships with external partners in order to enhance our teaching and research capabilities and leverage our resources (e.g., MBL)
- Increase the number of master’s and Ph.D. students in the Division of Biology and Medicine over the next five years

responsible

- Dean of Medicine and Biological Sciences

### Expand the Medical School’s educational programs and revise its curriculum

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action taken

- Created recommendations for improving the Medical School curriculum, including improved course content, enhanced clinical experiences, and increased basic science continuity
- Restructured the Medical School Curriculum Committee
- Appointed a new senior associate dean of medical education
- Implemented a new “doctoring” course: a two-year required course that combines instruction in medical interviewing and physical diagnosis coupled with weekly clinical experience in a community physician’s office

action needed

- Continue to implement the Medical School Curriculum Committee recommendations
- Identify funds for full implementation of curriculum integration and enhancement

responsible

- Dean of Medicine and Biological Sciences

### Enhance clinical education and research through new centers, greater collaboration with affiliated hospitals, and increased external support

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action taken

- Developed new partnership agreements with the affiliated hospitals based on enhanced collaboration in medical education and research and a more strategic pooling of resources
- Received more than \$150 million in external funding for the Division of Biology and the Medical School in FY04, including both the campus departments and the hospitals
- Acquired a \$7.2 million grant from the Department of Veterans’ Affairs for bio-hybrid limb research
- Established the Pathways for Recovery from Combat Center
- Named, with Women & Infants Hospital, as an NIH Center for Excellence in Women’s Health
- Elevated emergency medicine to a full department
- Initiated planning within the Alliance for Nanoscale Innovation as part of the effort to establish new research centers focused on translational research

action needed

- Coordinate research and technology-transfer initiatives with hospitals
- Foster greater collaboration with our seven affiliated hospitals
- Create additional centers and other programs focused on translational research
- Increase external support for this work

responsible

- Provost
- Dean of Medicine and Biological Sciences
- Vice President for Research

## Build on the strength of Brown's programs in public health

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### action taken

- Received approval from the Corporation in February 2004 for 17 new tenure-track positions in public health over the next five to seven years
- Completed a strategic plan for teaching and research in public health and for the requisite space
- Reached an agreement for a major expansion of public health programs, including significantly expanding the faculty in this area and bringing these programs together in a new building
- Increased number of master's degree students by 20%
- Completed recruitments of two new community health faculty
- Began recruitment of six faculty for 2006–07
- Developed detailed space requirements for a new public health building
- Increased external funding for the public health centers

### action needed

- Recruit ten new faculty (in addition to the six recruitments underway)
- Continue growth in the master's and doctoral programs in public health

### responsible

- Provost
- Dean of Medicine and Biological Sciences

## Enhance capabilities in the basic biological sciences

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### action taken

- Began construction of the new Life Sciences Building on campus, which will provide nearly 170,000 square feet of space for research in the biological sciences; expected completion spring 2006
- Recruited ten new faculty in 2003–04 (eight PAE and two replacement); recruited 11 faculty in 2004–05
- Purchased, renovated, and occupied (August 2004) 70 Ship Street to accommodate researchers in molecular and cellular biology, physiology, biotechnology, and immunology – 105,000 square feet of first-class research and teaching space; named Laboratories for Molecular Medicine
- Committed to purchasing major new core equipment facilities (3T fMRI and a mass spectrometer)

### action needed

- Create a plan for the appropriate utilization of overall division laboratory space and equipment

### responsible

- Provost
- Dean of Medicine and Biological Sciences

# 5 Fostering Multidisciplinary Initiatives

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## Establish major new centers or institutes

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### action taken

- Inaugurated five multidisciplinary initiatives: the Humanities Center, the Environmental Change Initiative, the Initiative in Spatial Structures in the Social Sciences, the Center for Computational Molecular Biology, and the Center for Genomics and Proteomics
- Appointed new faculty in 2004–05 to lead new and developing initiatives including the Environmental Change Institute (Osvaldo Salva), the Initiative in Spatial Structures in the Social Sciences (John Logan), the Center for Computational Molecular Biology (Charles Lawrence), and the John Nicholas Brown Center for the Study of American Civilization (Steven Lubar)
- Received Corporation approval for the new Institute for Archaeology and the Ancient World
- Approved an initiative in Commerce, Organization, and Entrepreneurship involving the departments of Sociology and Economics and the Division of Engineering
- Appointed new faculty in 2005–06 to lead new and developing initiatives including the Cogut Center for the Humanities (Michael Steinberg) and the Institute for Archaeology and the Ancient World (Susan Alcock)

### action needed

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

### responsible

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

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

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### action taken

- Established a new, broad affiliation with the Marine Biological Laboratory at Woods Hole, including graduate programs, research collaborations, and faculty exchanges
- Formed the new Committee on Inter-Institutional Collaborations to enhance Brown-RISD relations; began planning potential new Brown-RISD academic programs and research collaborations
- Launched new graduate programs in acting and directing through the Brown/Trinity Repertory Company consortium
- Began discussions about potential collaborations with Oak Ridge National Laboratory
- Developed a partnership with NIH to offer a new graduate program in neuroscience starting in fall 2005
- Launched new Brown/RISD Web site (<http://risd.brown.edu/>) in December 2004 to explore, promote, and develop collaborations among Brown and RISD faculty, students, and staff

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- Hosted a summit of leaders from industrial laboratories, academia, and government in May 2004 to address the future of corporate research and the role of universities
- Formed a partnership with Providence VA Medical Center and MIT to conduct research on restoring arm and leg function to amputees

**action needed**

- Explore the use of collaboration technologies to enable faculty and researchers to work together remotely

**responsible**

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

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

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**action taken**

- Received approval from faculty and Corporation for a new graduate program in urban education leadership connecting the Annenberg Institute for School Reform and the Education Alliance
- Authorized joint faculty appointments with the Watson Institute and appropriate academic departments; two such appointments have been made
- **Appointed Kenneth Wong as director of the urban education policy program**

**action needed**

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

**responsible**

- Provost
- Dean of Faculty

**Develop academic support and infrastructure for programs and centers**

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**action taken**

- Made significant progress in providing academic support and infrastructure across the University
- Allocated space for various new programs including Environmental Change (MacMillan Hall), completed renovations to support the master's program in public policy (Taubman Center), and increased space for computer science in the CIT
- Received Corporation approval for a \$10 million renovation to Pembroke Hall, which will house the new Humanities Center; the new center will provide space and resources to allow intellectual exchange and public engagements
- Received leadership gifts from Artemis and Martha Joukowsky to endow the new Institute for Archaeology and the Ancient World and to renovate Rhode Island Hall as the permanent home for the institute

**action needed**

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

**responsible**

- Provost
- Senior Vice President for University Advancement

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

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**action taken**

- Created new graduate programs in urban education leadership and public humanities
- Continued planning efforts to develop new programs with the Division of Engineering and the Watson Institute

**action needed**

- Continue to develop new programs

**responsible**

- Provost
- Dean of the Graduate School
- Graduate Council

# 6 Enhancing Excellence through Diversity

## Make diversity integral to a Brown education

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### action taken

- Completed the search for a diversity officer to lead a campus diversity office with the appointment in June 2003 of Brenda Allen as associate provost and director of institutional diversity
- Created Web site and updated the Diversity 2000 report

### action needed

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

### responsible

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

## Foster greater diversity among students, faculty, and staff

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### action taken

- Created Talent Quest, a multifaceted program to assist students from economically disadvantaged backgrounds in the college application process
- Reserved 25 of 100 new faculty positions for target-of-opportunity (TOO) program; president and provost developed the criteria and process for appointments
- Made further improvements in both undergraduate and graduate student financial aid, making a Brown education more accessible to low- and middle-income students
- Revised the faculty and staff hiring processes to ensure greater efforts to attract diverse applicant pools
- Expanded diversity recruitment efforts in the Graduate School, including target-of-opportunity allocations
- Of the new faculty hired into incremental positions made possible by the PAE, including targets, 29% are female and 30% are minorities
- Recruited a total of 15 new faculty under the target-of-opportunity program; of the 15, eight are minorities and seven are women
- Proposed target-of-opportunity positions for women in physical sciences
- Extended the Talent Quest program

### action needed

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

### responsible

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

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

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### action taken

- Allocated funding to develop a pilot project in this area
- Completed a year-long Curriculum Transformation Workshop in which social science and humanities faculty were encouraged to rethink and redesign introductory courses in light of diversity issues
- Completed the second Curriculum Transformation Workshop, which focused on pedagogical issues and diversity of learning styles, especially in the sciences
- Completed a review of Third World Transition Program
- Planned the Conversation Series lectures, which focus on creating conversation about diverse ideas
- Submitted a proposal to fund a new course on difficult dialogues
- Identified funding for the continuation of the Building Understanding Across Differences (BUAD) program that began in 2001 with funding from the William and Flora Hewlett Foundation

### action needed

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

### responsible

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

## Provide support for managing diversity on campus

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### action taken

- Created a diversity office to coordinate and lead Brown's diversity efforts
- Reviewed and strengthened diversity training programs
- Created a committee to address campus climate issues
- Appointed a Diversity Advisory Board
- Completed a discrimination and harassment policy
- Piloted a diversity development plan with Department of Public Safety
- Submitted a proposal to fund a recruitment and retention program for women in science

### action needed

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

### responsible

- Human Resources
- Associate Provost and Director of Institutional Diversity

# 7 Building a Shared Sense of Community

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

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### action taken

- Provided additional resources to the Office of Student Activities to better support student groups and to develop new leadership programs for students
- Hired architecture and planning firm Venturi, Scott Brown, and Associates (VSBA) to facilitate the campus life planning effort leading to February 2004 recommendations
- Assessed and developed recommendations regarding community and social spaces, fitness facilities, and dining facilities
- Received endorsement in February 2004 from the Corporation for initial planning for a campus center, fitness center, and the renovation of the Sharpe Refectory
- Conducted a study with VSBA to identify potential sites for a campus center; presented results to the Corporation in May 2004
- Received leadership gifts for a new fitness center, including a \$10 million commitment from trustee Jonathan Nelson '77, \$5 million from trustee Fredric Garonzik '64, and \$5 million from an anonymous trustee and alumnus; these gifts and others will create the Nelson Fitness Center
- Chose site for the Nelson Fitness Center in the Erickson Athletic Complex
- Selected Sharples, Holden, and Pasquarelli / SHoP as architects for the Nelson Fitness Center, the program and design detail for which is under discussion
- Launched service to allow advertising of campus events through the campus cable network; event promotion slides appear on campus cable TV and on large viewing screens installed in two campus dining locations

### action needed

- Develop a proposal for a modest renovation of Faunce House as an interim means of implementing some of the ideals and functions of a campus center

### responsible

- Vice President for Campus Life and Student Services

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

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### action taken

- Established two task forces to develop recommendations on how to expand and improve graduate, medical, and undergraduate residences, as well as fitness, recreation, dining, and community spaces on campus
- Implemented some short-term solutions, including a new fitness facility in the Bear's Lair in 2002–03
- Created 24-hour study and lounge spaces in Keeney Quad, New Pembroke, Barbour Hall, Andrews Hall, and Faunce House
- Initiated renovation of lounges and community spaces
- Allocated new funding to improve the student dining program

- Opened two satellite fitness centers in Keeney Quad and Emery Hall in fall 2004
- Received a \$5 million gift from Susan P. Friedman '77 and Richard A. Friedman '79 to renovate approximately 14,000 square feet on three levels of the Sciences Library, responding to one of the University's highest priorities for a centrally located study and gathering space
- Selected Architectural Resource Office (ARO) as architects for the Friedman Study Center in the Sciences Library, the program and design detail for which is under discussion
- Established a student governance/advisory council for Student Activities Office

### action needed

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

### responsible

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

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

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### action taken

- Provided additional resources to renovate residence halls in summer 2004 and future summers
- Identified areas of immediate and long-term need for housing, dining, fitness, social, and community spaces
- Allocated new funding to replace student room furniture on an ongoing basis
- Began a housing program for first-year graduate students; study ongoing to identify possible additions to the housing stock
- Expanded housing program for first-year graduate students with one additional building of apartments
- Replaced all 168 washers and dryers in student residence halls with front-load, water-efficient washing machines and front-load dryers

### action needed

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

### responsible

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

# 8 Diversifying and Expanding the University's Sources of Revenue

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

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action taken

## *Organization*

- Completed an external review of the University's development and advancement areas, resulting in a recommendation to join development and alumni relations under the oversight of a senior vice president for University advancement; Ron Vanden Dorpel '71 A.M. appointed to this position in August 2002
- Reorganized the advancement division to improve development performance and alumni relations effectiveness
- Undertook an exhaustive assessment of advancement information systems for major reorganization
- Implemented the campaign budget and staffing plan by recruiting 25 additional development and alumni relations staff
- Appointed Neil Steinberg '75 vice president for development and campaign director
- Formed 24 regional campaign committees to date in the United States and abroad and recruited 66 campaign vice chairs
- Secured donated campaign offices in New York and San Francisco for the duration of the campaign
- Reorganized and augmented the University's major gifts staff under Ron Dalgliesh '91 as associate vice president for development
- Established unique professional development and in-service training curriculum to orient staff to a comprehensive campaign
- Hired a director for alumni clubs, a new position wholly devoted to supporting and strengthening regional alumni clubs and their activities

## *Alumni Engagement*

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

- Exceeded \$260.5 million, a 27% increase over FY04's record \$199.9 million in new gifts and pledges
- Raised the alumni donor participation rate to 41.5% for FY05
- Launched completely redesigned alumni Web site featuring the Brown Alumni Association's (BAA) new visual identity and strategic messaging
- Implemented a new Web-based alumni dues and events system, substantially assisting all alumni clubs
- Achieved record alumni attendance at Homecoming 2004, Alumni Leadership Weekend, the Alumni Career Forum (a record 24 panels), and Reunion 2005
- Assisted more than 960 alumni families through the Alumni College Advising Program

## *Campaign Planning and Launch*

- Developed a campaign budget, timetable, and working goal
- Compiled a draft table of needs, a list of naming opportunities, and gift policies
- Expanded greatly the pool of major gifts prospects
- Recruited a campaign executive committee composed of alumni and other friends who are actively engaged in campaign nucleus fund solicitations
- Began the quiet phase of a comprehensive campaign on July 1, 2003
- Commenced the solicitation of leadership gifts from the Brown Corporation and select others for the campaign nucleus fund
- Completed the campaign communications strategy and plan
- Solicited and received a \$100 million gift from Sidney E. Frank '42 for scholarship endowment, the largest gift in Brown's history
- Raised over \$540 million for the campaign's nucleus fund to date (as of September 2, 2005)
- Began the design and production of key campaign communications, including a timeline and graphic identity, the campaign case statement, a campaign video, an interactive campaign Web site, a campaign reporter within the *Brown Alumni Magazine*, and collateral print materials
- Completed planning for the public kickoff of "Boldly Brown: Campaign for Academic Enrichment" on October 22, 2005

action needed

## *Organization*

- Continue to train and integrate new staff
- Continue to recruit and train campaign volunteers and prepare for regional kickoffs
- Focus on securing gifts for key campaign priorities during the first two public years of the campaign (FY06 and FY07)
- Appoint a new vice president for alumni relations by October 2005

## *Alumni Engagement*

- Provide more resources to assist in alumni club growth and development
- Continue to improve alumni relations programming in an effort to double the number of alumni who are meaningfully engaged with Brown
- Meet the FY06 goals for the Brown Annual Fund: \$27 million from more than 32,000 donors

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### *Campaign Planning and Launch*

- Continue to solicit leadership gifts for the nucleus fund
- **Launch the campaign on October 22, 2005, with a gala campus celebration**
- **Launch regional kickoffs in Los Angeles (11/05), San Francisco (11/05), Naples (1/06), Palm Beach (1/06), Boston (3/06), New York (3/06), Chicago (4/06), and Washington, D.C. (4/06)**

#### responsible

- Senior Vice President for University Advancement
- President
- Campaign Co-Chairs
- Alumni Volunteers
- Advancement Division Staff

### Significantly increase the level of external support for sponsored research

#### action taken

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

#### action needed

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

#### responsible

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

### Establish new revenue-generating programs

#### action taken

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

#### action needed

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

#### responsible

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

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

### Develop closer and more collaborative ties with neighbors and neighboring institutions

#### action taken

- Created the Community Working Group, involving leaders of various neighborhood groups, to provide the executive vice president for planning and the vice president for public affairs and University relations with a forum to discuss University plans and address neighborhood issues
- Established the Civic Leadership Council to bring prominent community members together with the University's senior administrators on a regular basis for advice and feedback
- Developed and instituted a transportation plan in collaboration with RISD for a shuttle program that serves both campuses and is available to students, faculty, and staff of both institutions
- Ongoing communications and facilitation of events with government officials and key constituencies to promote and advance education and other issues of interest at Brown

- Created the Off-Campus Committee to bring neighbors, city government officials, and Brown representatives together to discuss issues related to students living off campus
- **Continued to meet regularly with Community Working Group to strengthen the University's ties to the local neighbors and hear their concerns about the University's plans for expansion, parking, and other issues of interest to the community**
- **Developed and implemented a community relations strategy for presenting the University's Master Plan and to hear concerns, support, and objections to the plan; held meetings with the College Hill Neighborhood Association, Community Working Group, and officials from Moses Brown School and the Wheeler School**
- **PAUR and Facilities Management worked together to manage communications efforts for capital projects that affect the community**

#### action needed

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

- Work with the University's new director of strategic growth to communicate with the local community and city and state leaders about Brown's plans for growth off College Hill

responsible

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

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

action taken

- Undertook an economic impact study to highlight Brown's economic contributions to the city and state
- Received a federal grant to open the first Area Health Education Center, which will give the state's neediest residents more and better medical care
- Continued active involvement by senior administration in various community organizations including the Providence Foundation, Providence Plan, RI Public Expenditure Council (RIPEC), RI Economic Policy Council, Providence Chamber of Commerce, and RI Economic Development Corporation
- Entered into an agreement with the city for voluntary payments in lieu of taxes
- Began a weekly farmer's market on the Brown campus to allow local farmers to offer produce to the Brown community
- Donated 30 new desktop computers to establish a computer lab at Hope High School
- Donated a "classroom-on-a-cart" to the Davey Lopes Center, a Providence recreation center, including eight notebook computers and related support
- Coordinated enhanced participation in community service programs such as Rebuilding Providence, Books are Wings, and the Rhode Island Food Bank, led by the Staff Advisory Committee
- Participated in the search to find a new Superintendent of Schools for the city of Providence. President Simmons served as the chair of the search committee. The committee presented the school board and the mayor of Providence with several outstanding candidates, one of whom was appointed in August
- Established a working group of state and city leaders to discuss economic development opportunities associated with the University's plans for growth off College Hill
- Contracted with Appleseed to begin data collection for a new report on the University's economic, social, and cultural impact on Providence and the state

action needed

- Continue to be responsive to and supportive of the Providence community and local organizations in appropriate ways

responsible

- Vice President for Public Affairs and University Relations

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

action taken

- Launched the Thayer Street Improvement District (TSID) with local property owners to address security, traffic safety, and beautification of this commercial district
- Provided University space for Providence Police substation on Brook Street
- Coordinated with the Providence Police Department to enhance police patrols in the campus area and Thayer Street
- Working closely with the Office of Real Estate and local property owners, made significant progress toward the establishment of a District Management Authority that will enable the city of Providence to collect assessments to pay for and maintain capital improvements to Thayer Street
- Worked with Brown's Department of Public Safety, the Providence Police Department, and other University offices to develop plans for improving safety in the local community, especially on Thayer Street

action needed

- Work with TSID to begin implementation of a capital improvement plan for Thayer Street
- Continue to meet with members of the community about the University's Master Plan before its submission to the city in the fall of 2005
- Distribute the forthcoming Appleseed economic impact report (fall of 2005) among political, business, and union leaders, as well as an array of other constituencies in Rhode Island, New England, and academia
- Continue to work with members of the community toward a strategic solution for the University's long-term parking and transportation needs
- Ensure that the petition for a District Management Authority for Thayer Street is formally filed with the City Council, and then work toward its enactment

responsible

- Vice President for Public Affairs and University Relations

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

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

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action taken

## *Organization and Staffing*

- Appointments to date include:
  - 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
  - Andries van Dam, VP for research
  - Brenda Allen, associate provost and director of institutional diversity
  - Russell Carey, VP and secretary of the University
  - Marisa Quinn, assistant to the president
  - David Greene, VP for campus life and student services
  - Michael Chapman, VP for public affairs and University relations
  - Rajiv Vohra, dean of the faculty
  - Neil Steinberg, VP for development
  - Eli Adashi, dean of medical and biological sciences
  - Harriette Hemmasi, University librarian
  - Sheila Bonde, dean of the Graduate School
  - Michael Goldberger, director of athletics
  - James Miller, dean of admission
  - Rebecca Barnes, director of strategic growth
  - Vincent Tompkins, deputy provost
- Completed a broad organizational review of the effectiveness of nonacademic organizations; realized savings of \$7.5 million per year
- Undertook a review of support within academic departments, including adequacy of staffing and other resources, information support, training, and organizational structure
- Created a risk-management network and a crisis-management plan
- Launched a new employment Web site, careers.brown.edu, which allows candidates to search job postings and apply online
- Hired new director of public safety

## *Governance*

- Reduced the number of standing faculty committees from 21 to 11
- Restructured Corporation committees and reorganized agendas to allow more time to focus on strategic discussions rather than operational details
- Created a President's Leadership Council of alumni, parents, and friends of the University to advise on issues facing the University; council had two meetings in 2003–04 and one in fall 2004
- Established eight new advisory councils and visiting committees with more than 200 members to involve a wider circle of leadership in the University's affairs; held first meetings in February 2004
- Established the Advisory Council on Media Relations
- Established the Brown University Community Council, a representative forum composed of faculty, senior administrative officers, staff,

alumni, and undergraduate, graduate, and medical students, to discuss, debate, and give advice on questions of University policy, governance, and the overall welfare of the University community

## *Compensation and Benefits*

- Increased total staff compensation pool and raised minimum salaries to \$10 per hour in 2002–03
- Introduced an enhanced dental insurance option
- Expanded staff tuition assistance program to provide \$10,000 per child in college
- Launched a new Mortgage Assistance Partnership Program
- Initiated the Human Resources Advisory Board, composed of staff, faculty, and students, to provide advice and feedback on human resources policies and procedures
- Launched new partnership programs for staff and faculty, including enhanced long-term care insurance, discounted automobile and homeowners insurance, and a comprehensive health promotion program
- Closed the University for the week between Christmas and New Year's Day to provide additional time off for staff
- Implemented a bonus program for staff and distributed \$1.25 million in bonuses over the period FY03–FY05
- Launched a new Web-based service for the annual benefits open enrollment period
- Improved reward and recognition programs and introduced Brown Employees Are Recognized (BEAR) Day, a new event recognizing employee excellence
- Expanded access to group health plans for retirees

## *Academic Enrichment Support*

- Completed an organizational review, led by the executive vice president for finance and administration
- Implemented a series of organizational changes to focus personnel on academic enrichment priorities
- Increased opportunities for staff to participate on University committees and advisory boards in collaboration with the Staff Advisory Committee (SAC)
- Increased staffing support in advancement, research administration, and environmental health and safety
- Increased staffing support for multidisciplinary initiatives

action needed

- Continue to improve communication, coordination, responsiveness, and support provided by the administration to academic programs
- Continue to evaluate where new staff will be required to support academic initiatives
- Continue reviewing salary and benefits programs
- Improve training programs for employees

responsible

- Executive Vice President for Finance and Administration
- Human Resources

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

### action taken

#### *Overall University Communications Strategy*

- Initiated a communications audit of the entire University (Web and print items) to determine how various departments communicate with their constituents
- Rolled out Brown's new official logo and graphic identity standards in September 2003
- Conducted interim redesign of Web site in spring 2004; assisted many departments with Web site updates
- Launched Morning Mail to consolidate and widely disseminate University news and events customized by constituency
- Developed and implemented a communications plan for internal and external constituents regarding construction of the Life Sciences Building
- Delegated responsibility for all Web-based communications to Public Affairs and University Relations and added staff to support this effort
- Developed an outline of a strategic message for the University, based largely on the goals and priorities of the Plan for Academic Enrichment, and presented it to the Corporation and senior administration
- Contracted with vice president for public affairs at Washington University in St. Louis to conduct an assessment of PAUR's organizational structure, how it uses its resources, how it relates to the entire University, and how the office might be restructured to enhance its effectiveness; began implementation of some recommendations
- Distributed more than 90 press releases about the University, faculty research, grants, events, and other priorities. Press releases covered faculty research that appeared in prestigious peer-reviewed publications such as *Science*, *Nature*, *Proceedings of the National Academy of Sciences*, and *Journal of the American Medical Association*
- Proactively developed news stories about the University that were covered by publications such as the *New York Times*, *Boston Globe*, national and cable TV networks, and Internet-based media
- Distributed seven opinion pieces by faculty that were published in the *Boston Globe*, the *Providence Journal*, and several other national newspapers
- Contracted with Pentagram, a major international design firm, to redesign the Brown Web site to make it a more effective communications tool for the University
- Broadcast the University's Commencement on the Brown Web site for the first time. It was viewed by more than 3,000 people in 50 states and 37 countries during the first month after Commencement
- Implemented the first "podcasting" of the 2005 Convocation keynote address
- Established relationship with a video service firm to begin the process of installing a new TV interview studio on the University's campus to expand the University's presence on national television
- Cosponsored with the *Providence Journal* the annual public affairs conference; topic was "Democracy in the Middle East: Is it Possible?" The keynote speaker, who delivered an Ogden Lecture, is a major democracy and human rights leader from Egypt. Developed and distributed the conference's transcript to policy makers, academics, and think tanks

- Published a major profile of President Simmons in the *Providence Journal*, May 2005
- Profiled President Simmons and the University's Steering Committee on Slavery and Justice in the August 2005 issue of the *New Yorker* magazine
- Continued to make improvements to *Inside Brown* as the University's principal internal communications publication; expanded its distribution to members of the state's General Assembly to enhance their awareness of what is happening at Brown
- Held first meeting of the newly established Media Relations Council

#### *Publicizing Academic Enrichment*

- Highlighted the progress of the Plan for Academic Enrichment and the Strategic Framework for Physical Planning through regular features in the *George Street Journal* and the *Brown Alumni Magazine*, along with the annual report and special editions of the *George Street Journal* provided to alumni and the community
- Developed status reports for regular release to the campus community
- Created a regularly updated Web site with information on the plan ([www.brown.edu/pae](http://www.brown.edu/pae))
- 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
- Distributed copies of the full Plan for Academic Enrichment to approximately 2,000 key constituents
- Produced a publication for external audiences illustrating progress on the Plan for Academic Enrichment
- Expanded efforts to communicate about the PAE through stories in the media, presidential letters, and other direct communication
- Used special 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
- Proactively pitched stories about the PAE to regional and national media
- Overhauled the *George Street Journal*, including changing the name to *Inside Brown*, printing on better paper, and introducing new graphics and four-color photography; the new newsletter provides a stronger forum for updating the Brown community on the Plan for Academic Enrichment
- Produced 7,500 booklets of the PAE for external distribution to key stakeholders, donors, and prospects, outlining and illustrating the goals of the plan
- Profiled 46 new faculty members in the September 2004 *George Street Journal*

### action needed

#### *Overall University Communications Strategy*

- Determine additional ways in which Brown's overall communications can be unified and the extent to which they should be standardized
- Continue to assist in the creation of Web sites for individual departments and programs that exemplify the Plan for Academic Enrichment
- Coordinate, implement, and support activities related to external funding of initiatives
- Support advancement in preparing for the campaign
- Further develop the strategic message outline by adding content that will be collected and developed into a small booklet for members of

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

*continued*

the Brown community to use when communicating about Brown

- Continue to improve the visibility of research and scholarship on the Brown Web site
- Develop and implement a more comprehensive strategic media relations plan
- **Launch new Web site in November 2005**
- **Open TV interview studio in fall of 2005**
- **Fill key staff vacancies in PAUR to develop and implement a strategic media relations plan**

*Publicizing Academic Enrichment*

- Share widely the results of assessment measures that demonstrate the progress 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 PAE through an aggressive media relations campaign and through internal and external communications
- **Improve PAE Web site and increase amount and timeliness of content**

responsible

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

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

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action taken

*Improving Collections and Information Resources*

- Added \$1 million to the library's base budget to improve acquisitions support
- Allocated new funding for the acquisition of an additional 10,000 volumes and 3,500 new serials (bringing Brown's serials collection to 20,000), and targeted acquisitions in area studies
- Expanded Brown's digital resources in FY04, including 1,100 new online journals, 240 new medical journals, and an online collection of 100,000 early English books (EEBO)
- Established new consortial relationships with other Ivies and with New England and Rhode Island academic libraries to improve access to collections at other universities; obtained more than 31,000 books needed by Brown faculty and students (equivalent to \$1 million in acquisitions)
- Improved the timeliness of getting new books to the shelf and available for Brown users by implementing "shelf-ready" processing
- Stabilized base budget funding for the collections by indexing to higher inflation rates in academic publishing and increased overall serials holdings to 29,300

- Improved collections in targeted areas (humanities, anthropology, public health) to align with the PAE
- **Continued to expand Brown's digital resources in FY05 by adding 2,200 electronic journals, more than 35,000 electronic books, 20 new e-resource databases, and links to more than 50,000 electronic titles of federal government documents**

*Updating Library Facilities*

- Completed cosmetic improvements to the John Hay Library, Orwig Music Library, and the lobbies and selected reading areas of the Rockefeller and Sciences libraries
- **Opened new Library Collections Annex (10 Park Lane, off-site storage facility) on April 1, 2005, to accommodate the transfer of 1.7 million volumes; currently 25,000 volumes per month being processed and transferred**
- **Received \$5 million donation from Susan P. Friedman '77 and Richard A. Friedman '79; \$4 million of the gift will allow the University to create a 24-hour student study center using the first three levels of the Sciences Library**
- **Completed replacement of the Rockefeller Library roof and initiated lighting upgrades throughout the building**
- **Began planning for a reorganization of the space and services within the Rockefeller Library to meet the contemporary needs of students and faculty, including an information commons on the first floor that integrates technology and library services in a comfortable and collaborative learning environment**

*Applying Information Technologies*

- Introduced new library technologies, including an audio streaming service, electronic course reserves, real-time "chat" access to the library, software (Metalib) that allows users to search for information across a number of different databases simultaneously, and software (LUNA) to create, manage, and present digital images across campus using the Internet
- Improved the Web service capabilities of Josiah, the library's online catalog, and inventory of 3 million library holdings
- Launched the Center for Digital Initiatives in FY04 to publish in digital formats, increase access to Brown's special collections for use in scholarship and teaching, and offer consulting service to library and academic units
- Outfitted or upgraded 150 technology-equipped classrooms on campus to enable faculty to utilize multimedia effectively in teaching; 85% of faculty use technology in their classrooms (\$550,000 spent FY03–FY05)
- **Developed and launched a new Web tool (BAMCO: Brown Archival and Manuscript Collections Online) to provide access to finding aids and digital facsimiles of primary source material held by the library**
- **Allocated funds for new AV equipment and software / hardware upgrades to support the use of technology in classrooms (Metcalf, MacMillan, Smith-Buonnono, and Foxboro Auditorium)**
- **Purchased and installed a real-time video capture system (VBrick) to broadcast academic speakers and events across the network**

*Collaborating in Teaching and Research*

- Provided instruction in more than half of the first-year seminars to enable students to develop information fluency skills
- Hosted over 400 class sessions or academic presentations, increasing the awareness of more than 2,700 Brown faculty and students (147% increase over the previous year) about information resources that support their academic fields of study

- Established procedures with the Graduate School to allow for the submission of electronic and multimedia theses and to ensure their long-term preservation and access

#### Planning

- Developed and revised long-range and annual library planning to align with the Plan for Academic Enrichment
- Developed assessment measures and indicators in order to track progress toward achieving academic enrichment goals
- Launched the Advisory Council on the Library to involve distinguished Brown alumni in library assessment and planning
- Hosted a Library Visiting Committee of three university librarians from peer institutions and began to implement their recommendations on how the library can most effectively support the Plan for Academic Enrichment
- Realigned the work duties of nearly half of the library staff in order to better support the PAE and maximize new library technologies
- Hosted four advisory council meetings to study collections, facilities/space, technology, and digital initiatives; submitted reports to President Simmons
- Appointed Harriette Hemmasi the new Joukowsky Family University Librarian, effective September 1, 2005
- Surveyed faculty and students for feedback on library service quality; results will be used in continuous service improvements

#### action needed

- Develop a detailed table of library needs with key staff and stakeholders
- Continue to review the recommendations made by the Library Visiting Committee and implement the recommendations as appropriate and feasible
- Complete renovation of Sciences Library
- Develop plans that reflect the re-envisioned space and services of the Rockefeller Library; raise funds for renovations
- Meet campaign targets for increased support of collections, technology, and facilities
- Continue to assess the changing needs of faculty and students and be responsive in aligning the library's resources and services to support the PAE

#### responsible

- Provost
- University Librarian

### Expand the use of technology in academic and administrative work

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#### action taken

- Finished the two-year network upgrade in more than 190 buildings, increasing the number of active ports from 14,000 to 38,000 since summer 2002; the network is now redundant with multiple layers of security protection
- Installed wireless network with Web access in 27 buildings, and four e-mail kiosks
- Introduced several classroom and Web programs that promote the use of new technology in teaching and learning, including WebCT, an online course-management system
- Finished the upgrade of the e-mail service to Microsoft Exchange; migrated 11,000 mailboxes

- Created a team of three full-time professionals to oversee network security and worked throughout the University to develop and revise IT and security policies
- Implemented "MyConnection" to register and inspect students' residential machines for upgrades and vulnerabilities
- Revised and expanded plans for a diverse array of administrative systems
- Began the multiyear implementation of Banner, a new student information system that integrates the admission, financial aid, records, registration, and student billing systems
- Began offering a "service-on-site" option and established a professionally staffed help desk that responded to 20,000 calls in fall 2003 and 20% more calls in 2004
- Offered a wide range of courses to staff and students through the Computer Education Program
- Continued the first Summer Institute for Faculty in summer 2003, a week-long immersive workshop that helps faculty incorporate technology into their teaching
- Completed an inventory and review of the current technology infrastructure that supports the University's business and academic applications and systems, and developed a plan for life-cycle replacement
- Prepared detailed Computing and Information Services response to the Plan for Academic Enrichment, assessing IT needs related to each PAE goal
- Codeveloped the Online Course Reserve Access (OCRA) with the library
- Created a team with the library called Supporting Technology in the Classroom that inventoried the equipment in the classrooms and improved documentation
- Launched a pilot, Multimedia Across Campus (MAC), that extends access to multimedia computers and equipment to more students
- Revamped system architecture to provide more space and to facilitate collaboration
- Launched a pilot program of offering cable TV channels over the network
- Selected a firm, Contribute, to help manage Web content and to improve Web management productivity
- Began an initiative aimed at preparing graduate students to teach, focusing on teaching practices, using instructional technologies, and selecting appropriate information sources
- Implemented Banner Admissions for the Medical School to improve the information environment and replace aging systems
- Launched a Voice over IP (VoIP) trial to gauge the system's stability and viability for new buildings on campus and for a longer-term roll-out on campus
- Offered new services for faculty and students aimed at personal publishing on the Web and collaborative publishing using wikis and blogs

#### action needed

- Continue to develop and implement University-wide standards for security, hardware, software, service, and support
- Develop a program of life-cycle maintenance and improvements to hardware and networks
- Continue the implementation of Banner and Coeus, an administrative package that will support sponsored-research reporting and administration activities
- Begin the process of selecting a human resources information system

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

*continued*

- Work with other administrators in the University to develop further plans for technology initiatives as they relate to the PAE
- Assess the research computing needs on campus and develop a plan to address those needs

responsible

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

## Ensure the utility and safety of the physical campus

action taken

### *Strategic Framework for Physical Planning*

- Commissioned New York architect and planner Frances Halsband in June 2002 to lead a master planning process involving staff, students, faculty, and neighbors to identify new directions for campus growth
- Approval by the Corporation of Halsband's Strategic Framework for Physical Planning in October 2003; launched a Web site containing the plan in its entirety ([www.brown.edu/webmaster/strategic\\_framework](http://www.brown.edu/webmaster/strategic_framework))
- Developed real estate acquisitions and divestment guidelines
- Established an internal committee chaired by the provost to monitor space needs and develop plans for meeting those needs
- Developed a near-term transportation management plan for implementation in FY04 and FY05
- Developed a master plan for the proposed "walk" between Lincoln Field and the Pembroke campus
- Completed studies of possible fitness center sites
- **Hired a designer to develop lighting guidelines**
- **Explored possibilities for off-campus expansion through the Ad Hoc Committee for Strategic Growth**
- **Created full-time position and hired Rebecca Barnes '71 as first director of strategic growth**
- **Established an ongoing oversight body for strategic growth, a sub-committee of the Corporation Committee on Facilities and Design, chaired by trustee emeritus Ben Lambert '60**
- **Drafted the Institutional Master Plan, a five-year plan required by the city, and began internal and external discussions**
- **Began planning to increase parking capacity**

### *New or Renovated Facilities*

- Identified options for enhancing research space capacity in the near term
- Most projects designed to renovate and adapt vacant space to accommodate new faculty are under way
- Construction of Life Sciences Building (LSB) is under way
- Bought 70 Ship Street and completed renovations for new laboratory space
- Renovated Horace Mann, T.F. Green Hall, 135 Thayer Street, the Cabinet Building, labs in the Metcalf Chemistry Building, Barus and Holley, Prince Engineering, library storage in 10 Park Lane, office space in Alumnae Hall, Churchill House, and several other buildings
- Installed fourth high voltage electrical feeder to increase overall capacity of the campus

- Installed a new artificial grass turf field for intramural use
- Began planning and design for major renovations: Grant Recital Hall, Pembroke Hall, Sciences Library, faculty office and teaching space in MacMillan Hall, and several other buildings
- **Moved Computing and Information Services to Davol Square and completed renovations of the CIT to provide additional space for the Department of Computer Science**
- **Selected architects and began planning for new buildings and renovation: Sidney Frank Hall, Nelson Fitness Center, and Pembroke Hall**
- **Approved the acquisition of 121 South Main Street building (160,000 square feet) for the expansion and consolidation of academic and administrative space**
- **Began the planning and implementation of campus utility infrastructure renewal and expansion to support the new buildings and renovations and to improve system reliability**

*Safety*

- Enhanced campus safety through the implementation of the recommendations of the Bratton Report
- Provided space for a Providence Police substation near campus and implemented enhanced coordination with PPD for improved neighborhood policing
- Launched a new campus shuttle service, safeRIDE for Brown and RISD, in collaboration with RISD and the hospitals, connecting Brown, RISD, the hospitals, and downtown facilities
- Improved lighting in critical areas
- **Completed the installation of sprinkler and fire alarm upgrades in residence halls**
- **Implemented community policing**

action needed

### *Strategic Framework for Physical Planning*

- 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 over time
- Complete master plan, review with stakeholders, and get city approval
- **Complete materials-handling plan**

### *New or Renovated Facilities*

- Look broadly at the use of space on campus to determine guidelines and priorities for the use of space
- Develop a regular program of maintenance and upgrade for facilities and technologies
- Determine fair and effective methods for dealing with space needs and requests
- Plan for new space for public health as approved by the Corporation

*Safety*

- **Implement arming of campus police officers**

responsible

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

# Supporting the Plan for Academic Enrichment

## Integrate work on key priorities with faculty governance and planning committees

### action taken

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

### action needed

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

### responsible

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

## Improve budgeting, tracking, and reporting of PAE activities

### action taken

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

### action needed

- Continue to review and monitor regular reports and tracking mechanisms

### responsible

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

## Improve financial management to reduce expenses and capture revenue streams

### action taken

- Implemented "Brown First," a program that increases the use of Brown catering and graphic services, which contributed \$1.5 million to the Academic Enrichment Initiatives in FY03, \$1.8 million in FY04
- Saved \$4.7 million through a vacancy savings program and a hiring freeze in FY03
- Reallocated funds for our highest academic enrichment priorities by reducing administrative budgets by approximately \$7.5 million for FY04 and future years
- Completed an organizational review to ensure the most efficient and effective administrative organization
- Continued work on a list of high-priority projects designed to improve administrative processes
- Consolidated Summer Studies and Continuing Education
- Contributed \$2.1 million to Academic Enrichment in FY05 through "Brown First" program

### action needed

- Communicate new policies clearly to the campus
- Consider alternative revenue streams
- Continue to monitor and revise financial plans based on long-term goals and short-term needs and opportunities

### responsible

- Executive Vice President for Finance and Administration

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

### action taken

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

### action needed

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

### responsible

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

