

Plan for Academic Enrichment

STATUS REPORT | MAY 2006



Office of the President
Brown University
Providence, Rhode Island

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LETTER FROM THE PRESIDENT



When the previous installment of this status report was released in October 2005, the University was poised to launch the \$1.4 billion Campaign for Academic Enrichment in a gala celebration here on College Hill. Since that time I have traveled with our advancement staff to campaign kickoff events in cities all over the country and have been overwhelmed by the enthusiasm that alumni, parents, and friends have shown for our plans for Brown's future. Our commitment to faculty support and expansion, comprehensive financial aid for students, and broad investments in facilities, programs, and curricular initiatives has clearly resonated with those who hold Brown close to their hearts.

I was pleased to be able to share with our supporters news of the extensive progress we have made achieving the goals enumerated in the Plan for Academic Enrichment, and I am similarly happy to present the Brown community with this detailed update on all that has been accomplished both since the last status report was issued and since the inception of the original Academic Enrichment Initiatives in February 2002.

These many pages, crowded with successes and milestones, as well as the work yet to be completed, reveal the hard work and aspirations of faculty, staff, and students at Brown. I hope you, as I do, find the scope of these accomplishments and goals inspiring and derive renewed energy and enthusiasm from them.

RUTH J. SIMMONS

1 Enhancing Undergraduate Education

Expand opportunities for student interaction with faculty

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
- **Developed a dinner and discussion series with faculty and students in residence halls: Democracy, Disagreement, and Dialogue**
- **Developed visiting scholars program to bring leading scholars and practitioners to campus for discussions with students in the residence halls**

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

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
- **Completed survey of departmental “capstone” experiences, showing 75 % of 2005 graduates had a capstone experience**

- **Undertook comprehensive outreach program to NSF and NIH principal investigators to increase funding of undergraduates on grants**
- **Created undergraduate research page on the research Web site for undergraduates interested in working on faculty research projects**

ACTION NEEDED

- 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
- Continue to 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
- **Repeat “capstone” survey for 2006 graduating class**
- **Discuss “capstone” survey results with College Curriculum Council and departmental chairs**
- **Collect data on undergraduates engaged in sponsored research**

RESPONSIBLE

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

Improve student advising

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

▪ *Text in red denotes new activity since October 2005 status report.*

continued on next page

Attract the most highly qualified and diverse students

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
- 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
- **Provided funding to revamp Office of Admission recruiting materials**
- **Attracted the largest applicant pool in Brown's history (18,313, an increase of more than 8% over 2005)**
- **Admitted the largest number of students of color in history (39% of the admitted class)**
- **Offered more financial aid dollars to admitted class than to any in history (nearly \$21.5 million)**

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

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
- Added undergraduate peer counseling staff in residence halls, increasing coverage for sophomores, juniors, and seniors
- Completed renovations of the Ivy Room and Josiah's
- **Approved plans to improve 50 residential lounges across campus**
- **Planned facility improvements, including new elevator, for Sharpe Refectory in summer 2006**
- **Began planning for renovations to Faunce House to improve student services**
- **Approved new funding to improve club sports programs, student groups, and alcohol-free, late night social events**
- **Developed Alumni Spotlight program to bring notable alumni to campus for significant interaction with students**

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

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 5,737 applications for admission to the Graduate School for 2005–06, an increase of 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 \$18,000 in 2006–07 to be more competitive
- Reorganized the associate deans' positions and responsibilities
- Appointed a new associate dean to coordinate departmental recruitment
- 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
- **For the first time, Brown now guarantees five years of support for students entering doctoral programs on fellowship (2006–07)**
- **Initiated redesign and reorganization of the Graduate School's recruitment-related publications**
- **Established a strategic working group to prepare Brown for the National Research Council's upcoming ranking of graduate programs**

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
- **Establish clearer messages and policies to attract qualified students to both master's and doctoral programs**

RESPONSIBLE

- Dean of the Graduate School
- Provost

Expand the Graduate School's educational opportunities and programs

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
- **Reactivated doctoral programs in German studies and Slavic languages**

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
- **Reevaluate graduate student support mechanisms to respond to student and department needs**
- **Work with departments and programs to establish a strategic and comprehensive plan for managing the creation of new master's and doctoral programs**

RESPONSIBLE

- Dean of the Graduate School
- Provost

Prepare graduate students for careers inside and outside the academy

ACTION TAKEN

- Established the Task Force on Teaching and Doctoral Education; preliminary results of a survey initiated by the task force show that 80% of teaching assistants and teaching fellows at Brown are satisfied with their positions and their experience
- 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
- 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

EXCELLENCE IN GRADUATE EDUCATION

continued

- 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
- Reviewed and renamed partnership between Brown and Wheaton College (now the Brown Wheaton Faculty Fellows Program) that gives advanced graduate students new opportunities for professional development as instructors; changes led to a 100% increase in applications
- Began regular consultations with new vice president for alumni relations to initiate an overall strategy for connecting Graduate School alumni with the University

ACTION NEEDED

- Expand the Brown/Wheaton Teaching Faculty Fellows Program 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
- Examine links between graduate and undergraduate curricula

RESPONSIBLE

- Dean of the Graduate School

Improve the residential and extracurricular experience

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
- Initiated survey of graduate students about their housing needs and preferences
- Raised graduate student activities fee, giving further revenue to the Graduate Student Council

ACTION NEEDED

- Develop new programming, events, and publications for current graduate students and Graduate School alumni
- Identify location and functions for graduate community space, ideally near graduate housing
- Develop more effective orientation, language-training, and acculturation programs for all incoming international graduate students

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
- Undertook more than 70 searches in 2005–06, including searches to fill more than 20 PAE positions; as of April 15, approximately half of these searches have resulted in accepted offers; offers are pending to other candidates, and a number of searches are still in progress
- Initiated process whereby searches to replace retiring faculty may be authorized in advance of actual retirement, in order to avoid gaps in staffing and curriculum
- Continued to identify exceptional scholars who are targets of opportunity for Brown faculty positions

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
- Continued to demonstrate progress in improving faculty salaries: median salaries for 2005–6 increased over 2004–05 across all divisions and ranks

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 2007–08 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; three-year proposal awarded March 17, 2006 with a portion coming to Brown for proteomics and genomics in the marine life sciences

FACULTY EXCELLENCE IN TEACHING AND RESEARCH

continued

- 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 unanimously by the faculty; accepted 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, which will go live in April 2006
- 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
- 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
- **Hosted conference "Rhode Island Showcase: Cutting Edge Medical Technologies, Biotech Research, and Discovery" involving all major research centers in the state**
- **Established ongoing series of workshops to train faculty in the use of "grants.gov," the federal electronic grants submission system**
- **Vice president for research co-chaired the governor's Science and Technology Advisory Council that prepared a set of recommendations for state funding**

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
- **Develop a Responsible Conduct of Research curriculum for faculty, postdocs, and graduate students**

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

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

Leadership in Biology, Medicine, and Public Health

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

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 the program in 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 Y. 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
- **Initiated a scientific strategic plan to be meshed with clinical strategic priorities, thereby generating the dean's strategic plan**

ACTION NEEDED

- Develop a comprehensive plan for investments in teaching and research activities for faculty recruitment that supports academic and clinical priorities, and for consensus on performance standards and assessment of each department
- Raise an endowment to support a dean's discretionary fund
- 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 of Biology and Medicine and its Medical School

ACTION TAKEN

- Developed a major partnership with the 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 a new executive dean for administration
- Completed successfully the first year of the new standard route of admission to the Medical School; 1,615 applicants for 11 matriculants
- Created 40 new positions in the biological sciences and in public health
- Increased the number of Ph.D. students in the Division of Biology and Medicine by 22%
- **Filled 19 new faculty positions in biological sciences and public health as of April 2006**
- **Developed a proposal to expand the medical student body by one-third over three years**
- **Second year of standard route of admission in progress; 2,684 applications for approximately 20 positions**
- **Held four meetings of the Medical School Committee, a new group formed to enhance accountability and oversight**
- **Held the first meeting of the Biology and Medicine Advisory Council, a new committee designed to serve as an intellectual resource to the educational and scientific missions of the division**

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
- **Gain full approval for class size expansion**

RESPONSIBLE

- Dean of Medicine and Biological Sciences

Expand the Medical School's educational programs and revise its curriculum

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 associate dean for 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-based physician's office
- **Developed and initiated a curriculum redesign effort; implementation of the new curriculum for the first year of Medical School is anticipated in the summer of 2006**
- **Identified additional resources to support student-initiated curricular activities, travel, and research**

continued

ACTION NEEDED

- Continue with the process of comprehensive redesign of the medical curriculum
- 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

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
- Divisional faculty (campus and hospital-based) are currently receiving \$176 million in external peer-reviewed support (direct and indirect)
- Acquired a \$7.2 million grant from the Department of Veterans' Affairs for bio-hybrid limb research
- Established the Center for Recovery from Trauma
- Named, with Women & Infants Hospital, a DHHS Center for Excellence in Women's Health
- Elevated emergency medicine to full department status
- Initiated planning within the Alliance for Nanoscale Innovation as part of the effort to establish new research centers focused on translational research
- **Acquired an \$11.5-million grant from the NIH for a Superfund Basic Research Program**
- **Received a federal appropriation of \$1.0 million for the Center for Recovery from Trauma**
- **Initiated process of streamlined Institutional Review Board (IRB) review for projects conducted at the affiliated hospitals and at Brown**

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

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%
- Began searches for six faculty for 2006–07
- Developed detailed space requirements for a new public health building
- Increased external funding for the public health centers
- **Developed detailed plans to move several groups within the public health program to 121 South Main Street; actual moves began this spring and will continue until at least 2008, establishing a major presence for public health in this building**
- **Expanded master's degree programs in public health in 2005–06 to 46 students in the M.P.H. program; the M.S. in biostatistics is accepting students for the next academic year; by 2010, enrollment of 110 is expected for these two master's degree programs**
- **Completed recruitment of three new community health faculty as of April 2006**

ACTION NEEDED

- Continue growth in the master's and doctoral programs in public health
- **Recruit 13 additional tenure/tenure-track faculty (in addition to the four recruitments accomplished)**

RESPONSIBLE

- Provost
- Dean of Medicine and Biological Sciences

Enhance capabilities in the basic biological sciences

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 August 2006
- Recruited 19 additional faculty since 2004
- 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) for Neuroscience research
- **Recruited an associate dean for graduate and postdoctoral studies**
- **Appointed a new chair of the Department of Neuroscience**

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

Establish major new centers or institutes

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
- Created the Brain Science Program, a potential institute, to be led by Professor John Donoghue
- Appointed new faculty in 2004–05 to lead new and developing initiatives including the Environmental Change Institute (Osvaldo Sala), 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

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

- 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
- **Established a joint Brown-RISD committee to develop a proposal for a new B.A./B.F.A. program**
- **Assisted in recruitment of Curt Columbus as artistic director of Trinity Repertory Company and a key leader in Brown-Trinity Consortium**

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

ACTION TAKEN

- Received approval from faculty and Corporation for a new graduate program in urban education policy 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
- **Provided multiyear funding for, and appointed Professor Philip Gould as director of, the American Seminar, which will sponsor an ongoing visiting lecture series and seminars for faculty and students from the John Nicholas Brown Center, English, history, American civilization, and other departments and programs**

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

ACTION TAKEN

- Made significant progress in providing academic support and infrastructure across the University

continued on next page

FOSTERING MULTIDISCIPLINARY INITIATIVES

continued

- 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

ACTION TAKEN

- Established professional master's degree programs in public affairs, public policy, and urban education policy
- Continued planning efforts to develop new programs with the Division of Engineering and the Watson Institute
- 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, focused on ethics in research and scholarship in its inaugural year

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

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 (www.brown.edu/Administration/diversity)
- **Prepared and adopted a Diversity Action Plan for the University**

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

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
- 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
- Implemented targeted program for women in physical sciences
- Extended the Talent Quest program
- **Created a plan, with funding from the president, for increasing diversity of coaches and other staff in athletics**
- **Continued to recruit faculty under the general Plan for Academic Enrichment target-of-opportunity 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

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
- Funded and filled the first Muslim chaplain position
- Improved diversity staffing and programming in residence halls
- Hosted inaugural Sports in Society colloquium: "Changing the Landscape of Women's Athletics"

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

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
- Sponsored faculty workshop on balancing work and family
- Launched search for faculty ombudsperson
- Expanded the duties of the director of Disability Support Services to encompass students, faculty, and staff; created new position to assist the director

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

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
- 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
- Began planning for Faunce House renovations
- Completed major review of social events policies
- Initiated study to improve athletic and recreation facilities beyond fitness center
- Evaluating fitness center program to ensure the project will meet the future needs of the University

ACTION NEEDED

- Complete Faunce House renovation plans as an interim means of implementing some of the ideals and functions of a campus center
- Develop new social space for large student events

RESPONSIBLE

- Vice President for Campus Life and Student Services

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

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
- Completed design for Friedman Study Center; construction to begin in summer 2006

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

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

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
- Planned improvements to community spaces in residence halls for summer 2006

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

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
- 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
- **Appointed Todd Andrews '83 vice president for alumni relations in November 2005**
- **Established regional campaign offices in New York and San Francisco in November 2005**
- **Established faculty committee for the campaign**

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
- **Recruited 72 regional vice chairs and 92 regional committee members in 24 committees across the country**

CAMPAIGN PROGRESS

- 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,

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DIVERSIFYING AND EXPANDING THE UNIVERSITY'S SOURCES OF REVENUE

continued

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
- Launched “Boldly Brown: Campaign for Academic Enrichment” with a goal of \$1.4 billion on October 22, 2005, with a gala celebration attended by more than 2,200 alumni, students, parents, and friends
- Raised over \$575 million by the public launch of the campaign – \$41 million more than was raised in the entire Campaign for the Rising Generation (1991–1996)
- Launched successful regional kickoffs in Los Angeles on November 7, 2005; San Francisco on November 9, 2005; Naples, Florida on January 11, 2006; Palm Beach, Florida on January 13, 2006; Boston on March 2, 2006; New York on March 9, 2006; Chicago on April 5, 2006; and Washington, D.C. on April 24, 2006; more than 3,000 collectively attended these events
- Total gifts to the campaign exceed \$640 million by April 1, 2006
- Thirty-six endowed chairs have been given or established since July 1, 2003

ACTION NEEDED

ORGANIZATION

- 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)
- Focus volunteers and staff on securing gifts for key campaign priorities during the first two public years of the campaign (FY06 and FY07)

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 Brown Annual Fund: \$27 million from more than 32,000 donors

CAMPAIGN PROGRESS

- Continue to solicit leadership gifts for the nucleus fund
- Launch regional kickoffs in London (September 25–26) and in other major U.S. and international cities
- Push campaign gift total to over \$700 million by December 31, 2006
- Grow campaign gifts for endowment and facilities to 60% and 50% of goal, respectively

RESPONSIBLE

- Senior Vice President for University Advancement
- Vice President for Development and Campaign Director
- 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 NIRT) grant as a result of research seed fund investments
- Appointed an assistant vice president for research initiatives
- Secured \$9.4 million NSF renewal grant to support the Materials Research Science and Engineering Center

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
- 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 new master's programs in public policy, public humanities, and urban education policy

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
- Implemented a series of meetings to discuss the University's Master Plan and to hear concerns, support, and objections to the plan
- Conducted meetings with the College Hill Neighborhood Association, Community Working Group, Moses Brown School, Wheeler School, PAUR, and Facilities Management to better manage communications efforts for capital projects that affect the community such as utilities in the public way
- **Held open public meetings in December 2005 and March 2006 on the draft Institutional Master Plan to further solicit neighborhood feedback**

ACTION NEEDED

- Continue efforts to communicate with neighbors and incorporate their input into University decision making
- **Partner with neighbors and other institutions to address important College Hill neighborhood issues, such as parking**

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 assess 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 with President Simmons serving as the chair of the search committee
- 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
- **Provided support to create the education partnership coordinator role in the Providence superintendent's office and Brown's Department of Education to connect University expertise and resources with the district and school needs**

ACTION NEEDED

- **Monitor the relationship between Brown and Providence public schools, make valuable connections, and communicate more effectively with the wider community concerning Brown's involvement with Providence public schools**

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
- Worked with Brown's Department of Public Safety, the Providence Police Department, and other University offices to develop plans for

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

continued

improving safety in the local community, especially on Thayer Street

- Established a Thayer Street District Management Authority that will enable the city of Providence to collect assessments to pay for and maintain capital improvements to Thayer Street
- Launched a new program to sell underutilized residential properties to faculty and staff

ACTION NEEDED

- Continue to work with members of the community toward a strategic solution for the University's long-term parking and transportation needs
- Help organize the board of directors of the District Management Authority for Thayer Street to begin a decision-making process for implementing and maintaining the capital improvements

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

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
 - Margaret Klawunn, associate vice president and dean for student life
 - Michael Goldberger, director of athletics
 - James Miller, dean of admission
 - Rebecca Barnes, director of strategic growth
 - Vincent Tompkins, deputy provost
 - Mark Porter, director of public safety
 - Todd Andrews, VP for Alumni Relations
 - Stephen Maiorisi, vice president for facilities management
- 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

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
- **Implemented a training, mentoring, and professional development program for academic department managers and their staff**
- **Implemented a new performance development plan for employee evaluations**

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
- Consolidated responsibility for all Web-based communications under Public Affairs and University Relations and added staff to support this effort
- 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 in 2005 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 237th 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
- Began planning for installation of 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?"; 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
- **Developed comprehensive communications strategy for Public Affairs and University Relations to ensure that Brown will be recognized nationally and internationally for the excellence of its faculty's teaching and research accomplishments, the high caliber of its students, and the rigor, distinction, and effectiveness of its open curriculum**
- Continued success in getting Brown-related stories covered in high profile media outlets such as: *Science*, *Nature*, *Journal of the American Medical Association*, *Proceedings of the National Academy of Science*, *New York Times*, *Washington Post*, *Boston Globe*, *Wall Street Journal*, and network and cable television stations
- **Completed construction and installation of the University's first remotely operated television studio to create more interview opportunities for faculty and students**
- **Designed and applied new Web templates to more than 30 academic and administrative department Web sites**
- **Produced a new economic impact report in November 2005 about Brown's contributions to Rhode Island, which was released in conjunction with the president's address to the Chamber of Commerce**
- **Continued Brown's commitment to hosting campus events featuring recognized leaders: David Brooks, *NY Times* reporter; Jack Reed, U.S. senator; Hilary Clinton, U.S. senator; Marian Wright Edelman, award-winning author and child advocate**

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

continued

- Launched *Brown Insider*, formerly B2B, a monthly e-mail from Alumni Relations to Brown alumni providing information on University accomplishments and important alumni news

PUBLICIZING ACADEMIC ENRICHMENT

- Developed an outline of a strategic message for the University, based largely on goals and priorities of the Plan for Academic Enrichment, and presented it to the Corporation and senior administration
- 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
- Created a regularly updated Web site with information on the plan (www.brown.edu/pae)
- Collaborated 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
- 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*
- Provided graphic design, press, and event support for the successful launch of "Boldly Brown: Campaign for Academic Enrichment"
- Communicated Brown's Plan for Academic Enrichment and plans for strategic growth at the November 2005 Greater Providence Chamber of Commerce dinner; President Simmons addressed nearly 1,000 community and business leaders

ACTION NEEDED

OVERALL UNIVERSITY COMMUNICATIONS STRATEGY

- Coordinate, implement, and support activities related to external funding of initiatives
- Continue to improve the visibility of research and scholarship on the Brown Web site

- Launch new home page and directory pages of Brown Web site
- Promote new television interview facility among faculty and television producers

PUBLICIZING ACADEMIC ENRICHMENT

- Continue to share widely the results of assessment measures that demonstrate the progress of the initiatives
- Continue to highlight progress on the PAE through an aggressive media relations campaign and through internal and external communications
- Send annual letter from president to parents and alumni that provides an overview of faculty and student accomplishments

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

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
- Increased overall serials holdings to 32,210 in FY06, and continued to build the library's collection of digital resources

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; 440,000 volumes at the annex in February 2006

- 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 to open in January 2007
- Completed replacement of the Rockefeller Library roof
- 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
- Completed the renovation of the Rockefeller Level A reading room, lobby area, and individual study rooms
- Completed the design phase for the Friedman Study Center; planned and began moving collections in the Sciences Library to create new spaces for students on the lower levels
- Began planning for a renovation of the John Hay Library reading room to recapture the grand space of the original design

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
- 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
- Enhanced Josiah options to enable users to electronically request items from the annex, storage, or the library stacks; also initiated digital delivery of journal articles from the annex
- Designed and launched a new Web tool (InfoGate) to provide a comprehensive portal to the library’s digital resources
- Worked collaboratively to improve access to unique collections, including digitizing images from A.S.K. Brown military collection, cataloging and digitizing material related to Great Kanto Earthquake, and implementing metadata schemes for Modern Journalist Project Web site

COLLABORATING IN TEACHING AND RESEARCH

- Provided instruction in more than half of the first-year seminars to enable students to develop information fluency skills
- 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

- Created and filled a new librarian position to support the numeric and spatial data needs of faculty and students in the social sciences, including the new Environmental Change Initiative and the Initiative in Spatial Structures in the Social Sciences (S4)

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 five 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
- Began recruitment for a position to lead the library’s work in expanding and cultivating external relationships, stewardship, and grant writing

ACTION NEEDED

- Continue to review the recommendations made by the Library Visiting Committee and implement the recommendations as appropriate and feasible
- 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
- Complete the installation of the Friedman Study Center in the Sciences Library (to open in January 2007)
- Work with the Office of Sponsored Projects and CIS to create a digital archive of the University’s scholarly output

RESPONSIBLE

- Provost
- University Librarian

Expand the use of technology in academic and administrative work

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

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

continued

- 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 storage 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
- **Conducted the first IT risk assessment within the University**

- **Completed the first phase of the Coeus project in April 2006; a system for the Office of Sponsored Projects to manage and track information on grant proposals and awards**
- **Conducted the second annual IT survey of incoming students and seniors; the results of the survey are used to modify existing services, improve communication to students about IT services, and provide guidance on new services**
- **Participated in the pilot of iTunes U, which allows students to download course information to their iPods**
- **Put technology into the hands of students through formatted flash drives for first-year students that contained information on using technology at Brown, the extension of the Multimedia Across Campus pilot program into a standard service, and a new file storage service, “MyStuff,” where students can both store files and share them**
- **Continued Brown’s leading role in a statewide wireless (Wi-MAX) pilot with the Business Innovation Factory of the Rhode Island Economic Development Authority; Brown is providing the spectrum and rooftop locations for the service**
- **Planned with the Office of Residential Life for the replacement of the current residential cable television service with television programs delivered over the network, IPTV**

ACTION NEEDED

- Continue the implementation of Banner
- Begin the process of reviewing options for the human resources information system
- Work with the vice president for research and the University librarian to assess the research computing and information 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)
- 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
- Submitted Brown's Institutional Master Plan to the city of Providence in March 2006

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
- Successfully completed the arming implementation plan for campus police officers

ACTION NEEDED

STRATEGIC FRAMEWORK FOR PHYSICAL PLANNING

- Follow up on master plan recommendations concerning spaces on and near the campus that can accommodate expansion
- Complete materials-handling plan
- Get city approval for Institutional Master 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

ACTION NEEDED

- 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

