

Plan for Academic Enrichment

STATUS REPORT | MAY 2007



Office of the President
Brown University
Providence, Rhode Island

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LETTER FROM THE PRESIDENT



The Plan for Academic Enrichment reflects the University's commitment to take the steps and devote the resources necessary to fulfill its mission to serve the community, the nation, and the world by educating and preparing students to "discharge the offices of life with usefulness and reputation."

We have made much progress achieving many of the goals originally outlined in the Plan – progress we have captured in these pages. We have also adopted initiatives that are aligned with the Plan's strategic areas of focus to ensure that we continue to enable graduates and faculty of Brown to make an impact on the world.

A focus on internationalization has created new opportunities and demands for higher education. Preparing students to be leaders in the international community requires relevant curricular and research offerings arising from a variety of partnerships and involvements across the globe. Recognizing the need to enhance Brown's international presence, in October 2006 the Corporation endorsed a major initiative to commit additional resources toward this priority. As a first step, we increased financial aid support to selected undergraduate international students – particularly those from less developed countries. A search is currently underway for a vice president for international affairs to lead the overall initiative. We are in the process of developing new international advisory councils. Ron Margolin, vice president for international advancement, is leading this external effort, which includes fundraising from our supporters abroad. In the months to come, we will continue to develop strategies, plans, and priorities as we integrate internationalization into the Plan.

This past academic year has been marked by a number of other milestones. In January, Brown received its second \$100 million gift for the Campaign for Academic Enrichment, an extraordinary donation that will transform what is now known as the Warren Alpert Medical School of Brown

University. This gift from the Warren Alpert Foundation will provide resources for financial aid, faculty, biomedical research, and a new medical education facility – all Academic Enrichment priorities.

For the second year in a row, the Graduate School has received a record number of applications to its programs. Due in large part to a new guarantee of five years of full support for incoming doctoral students, this increase will set new standards for selectivity among Brown's advanced degree programs.

Undergraduate education remains central to our mission as a college within a university. With that in mind, Provost David Kertzer and Dean of the College Katherine Bergeron have convened a task force on undergraduate education that over the coming months will review the undergraduate experience in a number of key areas – including general education, the concentrations, advising, and pedagogy and assessment – to determine appropriate steps that will keep Brown's open curriculum vital and strong as we approach the fortieth anniversary of its inception.

The Steering Committee on Slavery and Justice released its report in October 2006. The Committee's thoughtful report included a number of recommendations. This past February, after several months of campus debate, discussion, and feedback regarding the Committee's findings, the University published its response. The response includes important academic and community initiatives that support specific goals of the Plan, including closer ties to our local community.

As always, I want to convey my appreciation to the Brown students, faculty, staff, alumni, and parents who are making the Plan for Academic Enrichment so successful.

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
- Expanded first-year seminar offerings: 62 courses in 22 different departments in 2004–05; 63 seminars in 2005–06
- Broadened first-year seminars (59 for academic year 2006–07) to 27 different departments
- 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
- Increased the total number of undergraduate courses to 1,722 in 2005–06, a 9% increase since 2001–02
- Continued progress in reducing average class size: percentage of classes with fewer than 20 students continues to increase while the percentage of classes with more than 50 students continues to decrease
- Allocated new funding to support student research at Brown
- Created Departmental Undergraduate Groups (DUGs); launched new DUG Web site
- Provided new funding to support faculty programming in residence halls
- Provided funding for Faculty Fellows to host residential discussions with visiting professors in conjunction with guest lectures in academic classes
- Developed visiting scholars program to bring leading scholars and practitioners to campus for discussions with students in the residence halls
- Maintained the student-to-faculty ratio of 9–1 since 2002–03
- Expanded programming in residence halls and Sarah Doyle Women's Center for faculty-student discussion of current issues and research

ACTION NEEDED

- 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

Develop new strategies for supporting and implementing the Brown curriculum

ACTION TAKEN

- Undertook review of the Office of the Dean of the College by external consultants in fall of 2006 to make recommendations for improvement in organization, programs, and outreach to faculty and students
- Reorganized to create new position of Associate Dean of the College for upper-class studies
- Reorganized to create new position of Associate Dean for Curriculum to work with faculty and oversee all curricular support programs in the Office of the Dean of the College
- Established Task Force on Undergraduate Education to review the College curriculum and make recommendations about ways to improve our total undergraduate program

- Established a committee on science education to make recommendations for changes in science curriculum and opportunities for scientific research
- Formed working group on writing to examine and implement changes to Brown's writing requirement

ACTION NEEDED

- Launch and complete searches for new positions in Office of the Dean of the College
- Receive recommendations from the task force and committees

RESPONSIBLE

- Provost
- Dean of the College

Support undergraduate participation in teaching and 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
- 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
- Completed survey of departmental “capstone” experiences, showing 75% of 2005 graduates had a capstone experience, and repeated survey for class of 2006
- Increased the number of students supported by UTRAs, REUs, Royce, and other grants between 2004 and 2005
- Began dialogue with seniors (class of 2007) about their intellectual engagement in their final year in order to better promote “capstone” projects
- Reorganized to establish new position in Office of the Dean of the College to coordinate undergraduate teaching and research
- Received \$3 million grant from NSF to coordinate faculty and student outreach to K-12 science teachers; this was a joint effort of the Dean of the College, the Vice President for Research, and the departments of physics, geology, and engineering

ACTION NEEDED

- 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

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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
- Offered advising sessions in first-year student residence halls through a collaboration of undergraduate peer academic advisors and residential peer counselors
- **Restructured Orientation Program for fall of 2007 to improve faculty-student advising and provide a more effective introduction to the Brown community**
- **Expanded advising sessions in residence halls to include concentration and internship selection**
- **Launched effort to increase faculty participation in 1st and 2nd year advising program to 30%; began effort with strong support from department chairs**
- **Conducted “best practices” survey on undergraduate advising with sponsorship from Teagle Foundation**

ACTION NEEDED

- **Reorganize advisor assignment process to create continuity between 1st and 2nd year students**
- **Review and implement appropriate “best practice” recommendations from survey results**
- **Evaluate Orientation 2007 in fall to identify further improvements**

RESPONSIBLE

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

Attract and support 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 College 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 College Admission Office recruiting materials
- Attracted in 2006 the largest applicant pool in Brown's history (18,313, an increase of more than 8% over 2005)
- Offered more financial aid dollars to admitted class (2010) than to any in history (nearly \$21.5 million)
- Enrolled the largest number of students of color in history (33% of the matriculating class of 2010)
- Enrolled an additional 57 Sidney Frank Scholars, bringing the two-year total to 119
- Expanded science recruitment with the creation of a specialized sciences tour
- Doubled the number of low-income students flown to campus as part of “A Day on College Hill”— the College's primary matriculation event
- Received \$26.5-million gift on behalf of the late Eleanor H. Schwartz '29 and Frederic N. Schwartz in support of scholarships for women
- Announced intention to provide increased financial aid for international students, particularly from less-developed countries
- **Established a committee on mentorship to make recommendations for improving outreach and programming to underrepresented students**
- **Received record 19,043 undergraduate applications for the class of 2011 from 50 states and 72 countries**
- **Accepted 13.5% of applicant pool, the lowest admit rate in Brown's history**
- **Admitted the most diverse class ever: 41% are students of color; 53% are women; and there was a 25% increase in admitted students who are the first generation in their families to attend college**
- **Admitted a record number of international applications (232), including record numbers from the People's Republic of China, India, and Africa**
- **Used the increased financial aid allocated by the Corporation in October 2006 to offer more than \$2 million in financial assistance to international applicants, the highest dollar amount in the College's history**
- **Hired external firm to revitalize admission communications strategy and publications**
- **Entered into joint recruitment travel agreements with MIT and Yale to increase our contacts with prospective students nationally and internationally**

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
- Create a new communications plan for prospective students – particularly from low-income areas
- Seek additional endowment and other support for financial aid
- Increase awareness of Brown as a science destination for prospective students

- Develop a more comprehensive strategy to take full advantage of increased funding for international recruiting
- Continue to develop the Talent Quest program, including securing permanent funding
- Complete restructuring of communications strategy and publications by July 1, 2007

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
- Upgraded 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; signed an agreement with Ruckus to provide a legal music-sharing service that is responsive to student needs
- Planning under way to replace the current cable television infrastructure
- 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
- Began planning for renovations to Faunce House to improve student activities space
- 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
- Completed facility improvements, including improved accessibility and new elevator, to Sharpe Refectory in August 2006

- Continued planning for possible new residence halls
- Began planning for the possibility of converting J. Walter Wilson Lab to student services space
- Launched new residential television service over the network, delivering entertainment as well as instructional student productions, selected speakers, and course materials
- Expanded Brown's wireless network to provide complete coverage in 32 of the 48 residence halls, with remaining halls scheduled for fall 2007
- Began architect selection process for renovating J. Walter Wilson Laboratory as a student services building
- Launched planning for transformation of Faunce House into the Stephen Robert '62 Campus Center in honor of the outgoing chancellor
- Developed scope and priorities for substantial residential renewal projects
- Initiated successful pilot of January@Brown program in January 2007; plans for January 2008 are under way
- Launched a Web-based student organization management system to facilitate group participation and provide financial, membership and communication functionality for student leaders
- Funded several key recommendations of the social event policy and procedures review, including professional evening/weekend staffing and permanent funding for alcohol-free, late night events
- Funded initiatives to improve residential experience, including enhanced support for all residential peer counselors and weekend custodial service for residential halls
- Replaced many paper processes in student housing with online systems that students can access anytime, anywhere – including internationally

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
- Advance planning for campus center and proximate facilities – including Faunce House and J. Walter Wilson – to increase access to student services, curricular support, and community space
- Continue planning efforts for a program of renewal in residence halls and possible new housing

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
- Launched a new Graduate School Web site in 2004 to improve recruitment and retention and to clarify and streamline Graduate School processes for faculty and current students
- 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
- 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
- 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
- Guaranteed for the first time five years of support for students entering doctoral programs on fellowship (2006–07)
- Completed redesign and reorganization of the Graduate School's recruitment-related publications
- Established interdepartmental working group with the offices of the Provost, Vice President for Research, Biology and Medicine, Dean of the Faculty, and Public Affairs to prepare for the fall 2006 National Research Council survey and ranking of research and doctoral programs in the U.S.
- Updated and re-launched Web site with clearer distinction between master's and doctoral programs and profiles of current students and their work at Brown
- Received an all-time high of 6,232 applications for admission to the Graduate School for 2006–07, an increase of 48% since 2001; increased selectivity from 27% to 17% in the same period
- **Completed collection and submission of institutional and program-specific data for National Research Council survey of U.S. Research Doctorate Programs**

- **Increased base stipend to \$18,500 for 2007–08**

ACTION NEEDED

- Expand the discussion of Brown's role in graduate education
- Work with individual degree programs and departments to develop more proactive recruitment strategies to identify excellent candidates
- Continue to seek ways to increase funding for graduate student support
- Provide incentives for programs and students to improve completion rates and reduce time-to-degree
- Work with the vice president for research to provide incentives for increasing graduate student support on faculty grants

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, in acting and directing through the Brown/Trinity consortium, and in mathematics with Paris VI University in France
- Established a new professional master's program in innovation management and entrepreneurship engineering (PRIME)
- 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
- Established partnership with NIH to provide additional training for students in the graduate neuroscience program in fall 2005
- Established new research opportunities for graduate students and faculty through a partnership with the Oak Ridge National Laboratory
- **Completed the launch of a system to allow doctoral students to submit and catalog their dissertations electronically in cooperation with the University Library**
- **Began collaboration with the Academic Priorities Committee to review masters' level graduate programs**
- **Established a new working group to review the size and scope of graduate education at Brown and the role of research training and support**
- **Received Corporation approval in February 2007 for new Ph.D. program in Health Services Research**

ACTION NEEDED

- Work with departments, the Graduate Council, and the Dean of the College to develop plans for a graduate curriculum that crosses departmental boundaries and relates to the undergraduate curriculum
- Work with departments and programs to establish a strategic and comprehensive plan for managing the creation of new master's and doctoral programs and a schedule and process for their evaluation

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
- 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 in 2006
- Began regular consultations with new vice president for alumni relations to initiate an overall strategy for connecting Graduate School alumni with the University
- Established a new plan to allow programs greater flexibility in making appointments and allocating financial support to better respond to students' individual, intellectual, academic, and professional development needs
- Initiated new process to more closely monitor the annual review and evaluation of doctoral students

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 plan for professional development and continue to coordinate efforts across campus for its delivery

RESPONSIBLE

- Dean of the Graduate School

Improve the residential and extracurricular experience

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

- Moved to integrate graduate students and Graduate School alumni more fully into University life through the establishment of 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; the second, with Religious Studies, was held in 2006
- 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
- Helped initiate survey of graduate students about their housing needs and preferences
- Raised graduate student activities fee, giving further revenue to the Graduate Student Council in 2005
- Created and launched new family leave and child birth accommodation policy for graduate students
- Helped to produce Brown's first-ever Graduate School Alumni Directory in 2006, working with Alumni Relations
- Instituted regular schedule of deans' lunches with first-year graduate students and weekly open office hours with the dean
- Received grant from the Council of Graduate Programs and National Science Foundation to underwrite pilot program on ethics training for graduate students in the physical sciences and engineering (the grant will build on the Academy in Context series, which was established in 2005)
- Launched working group to examine options for graduate and medical student housing
- Instituted regular, once-per-semester open forums with doctoral and master's students to discuss issues of support, community, etc.
- Modified graduate student application and admission process to complete first admission cycle in Banner

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
- Undertook more than 70 searches in 2005–06, including searches to fill more than 20 PAE positions
- 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
- Hired 49 new faculty in academic year 2006–2007, bringing the total number of regular faculty to 658. This represents an increase of 15% since the initiation of the PAE
- Approved more than 50 searches to be undertaken during 2006–2007, contributing to further growth in the faculty
- **Continued success in attracting accomplished individuals in international affairs and fields of study to serve as professors-at-large and similar positions: Fernando Henrique Cardozo (former president of Brazil), Lincoln Chafee '75 (former U.S. Senator R-R.I.), Ricardo Lagos Escobar (former president of Chile; appointment starts 7/07), Carlos Fuentes (scholar in Latin American literature), Shirley Brice Heath (expert in international education and arts), Richard Holbrooke '62 (former U.S. ambassador to the UN)**

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 2005–06 increased over 2004–05 across all divisions and ranks
- Furthered progress in 2006–07 to make faculty salaries competitive. Budgeted gross faculty salaries have risen by more than 50% in five years, reflecting both the hiring of incremental faculty and improvements in the salaries of continuing faculty
- **Developed new proposal for enhancing Brown's sabbatical leave policy for tenured faculty, intended to provide more time for faculty to pursue research and to make Brown more competitive with leading peer institutions**
- **Established travel fund to support dependent care expenses associated with professional travel. Awards of up to \$500 will be made to help defray costs of providing above-the-ordinary care for dependents at home or costs incurred in taking a child (or caregiver) on a professional trip**
- **Modified policy on extensions of the probationary period for primary caregivers to make such extensions automatic for new parents**
- **Worked with other area institutions of higher education to found the New England Higher Education Recruitment Consortium, which assists with job placement for dual-career couples and provides assistance for faculty who are relocating to Providence and New England**

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
- Allocated another incremental \$1 million in start-up funds, bringing the total budget to \$8.2 million (not including Medical School)

ACTION NEEDED

- Authorize positions and organize searches for 2007–08 and beyond
- 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
- Allocate additional funding for salary pools beyond FY07 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

- 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
- 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
- Established a Faculty Research Advisory Board
- 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
- 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
- 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
- Successfully launched Coeus, an automated grants-management system in April 2006
- Appointed full-time proposal coordinator to facilitate multi-investigator initiatives and assist individual faculty with grant submissions

- Launched Rhode Island Business Plan Competition (<http://www.ri-bizplan.com>) with significant prizes for student and entrepreneur tracks. Free workshops held for all participants
- Revised University's research misconduct policy and developed new data retention policy, bringing both into line with federal requirements
- **Augmented support for Center for Computation and Visualization with CIS expertise in networking, specialized software distribution, and other areas**
- **Received continued recognition of Brown faculty (including many PAE hires) from prestigious fellowships, including awards from Guggenheim Foundation, American Council of Learned Societies, National Endowment for the Humanities, Fulbright program, and Radcliffe Institute for Advanced Study, among others**

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
- 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
- **Develop a plan with CIS for supporting departmental research computing needs**

RESPONSIBLE

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

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

4 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 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
- Commissioned an analysis of the entire Brown biomedical enterprise to evaluate the collective scale of University and hospital-based research. This analysis revealed a productive scientific community of 900 peer-reviewed research awards totaling \$194 million from June 2005 to June 2006, illustrating the potential for a deeper relationship with our hospital partners
- Identified the preferred terms for restructuring Brown's hospital relationships by building greater connectivity through research collaboration and physical proximity of facilities
- **Issued Report of the Strategic Planning Group in January 2007 calling for a new medical education facility, new research investments, and a set of administrative reforms**

ACTION NEEDED

- 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
- Engage in formal negotiations with our hospital partners to jointly determine future priorities and restructure financial commitments as appropriate to meet those priorities
- Standardize division-wide reporting to facilitate the most efficient and effective operations. Create multiyear financial plan to support growth scenarios
- **Plan a new medical education facility in the Jewelry District or on the Rhode Island Hospital campus to better serve our medical students' curricular and community needs and to accommodate a growth-oriented Alpert Medical School**
- **Work with faculty and hospital leadership to identify areas of research excellence and the space and other resources required to support these investments**

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 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%
- 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
- Gained full approval for a proposal to expand the medical student body by one-third over three years
- Completed the second year of the new standard route of admission to the Medical School; 2,684 applicants for 33 matriculants
- **Filled 19 new incremental faculty positions in biological sciences and public health as of April 2007**
- **Accepted a transformative \$100-million commitment to the Brown Medical School from the Warren Alpert Foundation; subsequently renamed the Medical School the Warren Alpert Medical School of Brown University**

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
- **Finalize a plan to strategically allocate the Alpert funds in a multiplicative manner, with incremental support from additional fundraising, our hospital partners, and external sponsors**

RESPONSIBLE

- Dean of Medicine and Biological Sciences

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

ACTION TAKEN

- Appointed a new associate dean for medical education
- Restructured the Medical School Curriculum Committee
- Identified additional resources to support student-initiated curricular activities, travel, and research
- Formulated and activated seven curriculum-design working groups to promote the process of comprehensive curriculum redesign
- Implemented the second year of the "doctoring" course: a two-year required course that combines instruction in medical interviewing and physical diagnosis with weekly clinical experience in a community-based physician's office
- Implemented a new integrated pre-clerkship curriculum for the class of 2010
- **Launched a Scholarly Concentrations Program with the Class of 2010: a voluntary program aimed at increasing flexibility and scholarship in the medical curriculum**

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
- Associate Dean for Medical Education

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 and 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 million for the Center for Recovery from Trauma
- Initiated process of streamlined Institutional Review Board review for projects conducted at the affiliated hospitals and at Brown
- Created an online grant search engine of peer-reviewed awards to campus- and hospital-based faculty accessible to the Brown community
- Appointed the senior vice president and chief physicians officer at Lifespan to a joint position of associate dean for strategic and special projects at Brown
- Strategic planning working group for Brown Medical School appointed by the provost in September 2006 to develop strategic priorities and recommend mechanisms for strengthening partnerships with hospitals
- **Appointed Edward Hawrot as interim research dean, effective January 2007**
- **Developed a "request for proposals" to solicit broad-based faculty input on prospective areas of future research investment and collaboration**

ACTION NEEDED

- Recruit a senior associate dean / vice president of research (Lifespan) to build basic life science to clinical research connectivity
- Create campus/hospital integrated research space that will bridge basic research, learning, and clinical translation to further foster collaboration
- Reduce boundaries to collaboration between campus and hospital faculty
- Provide incentives for growth and collaboration
- Generate a supportive infrastructure for enterprise-wide core facilities
- **Identify areas of research excellence with our hospital partners and agree on an academic and financial plan to make them a reality**

RESPONSIBLE

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

Build on the strength of Brown's Program 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 (covers period of 2002-2007)
- 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, establishing a major presence for public health in this building
- Expanded master's degree programs in public health in 2005-06 to 46 students and in 2006-07 to 54 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 in master's degree programs

LEADERSHIP IN BIOLOGY, MEDICINE, AND PUBLIC HEALTH

continued

- Completed recruitment of three new community health faculty as of April 2006
- Acquired and renovated a downtown building to house the programs in public health. Occupancy begins in September 2006
- Completed Phase I renovation of 121 South Main for Program in Public Health and began occupying in fall 2006
- Initiated financial analysis of a possible initiative to separate public health from Division finances and evaluate / forecast operating performance; part of a larger effort to move Public Health to the point where it can be a separately accredited school

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)
- Complete strategic plan for the period 2007–2012

RESPONSIBLE

- Provost
- Dean of Medicine and Biological Sciences
- Associate Dean of Medicine and Public Health

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

- Commissioned external review of undergraduate biology program
- Established Division of Biology and Medicine Office of Graduate and Postdoctoral Studies and position of associate dean to enhance training environment and trainee funding opportunities
- Dedicated on October 6, 2006 the 169,000-square-foot Sidney E. Frank Hall for Life Sciences, which will provide laboratory, office, and conference space for the life sciences and will house 39 faculty members from the departments of Neuroscience and Molecular Biology, Cell Biology, and Biochemistry
- Created specialized brochures, Web site, and recruitment outreach initiatives through Office of Graduate and Postdoctoral Studies
- Established databases for predoctoral and postdoctoral trainees to enhance communications and track training progress and funding
- Established a comprehensive, integrated database to track course budgets, enrollments, and teaching assistants in the basic biological sciences curriculum
- Established centralized professional development programming specifically for graduate and postdoctoral trainees
- Commissioned a task force to evaluate use of teaching assistants and other instructional support by faculty teaching division courses

ACTION NEEDED

- Create a plan for the appropriate utilization of overall division laboratory space and equipment
- Create a comprehensive plan for graduate students as faculty partners in the teaching enterprise
- Establish an integrated financial plan that recognizes the inter-relationships of undergraduate and graduate training and facilitates expansion of graduate student population within the Division of Biology and Medicine
- Initiate process of streamlined Institutional Animal Care and Use Committees (IACUC) review for projects conducted at the affiliated hospitals and at Brown
- Create a plan that provides incentives for interdisciplinary teaching initiatives
- Create a plan to facilitate and provide incentives for multidisciplinary research and training grant applications
- Enhance and augment recruiting materials

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 Initiative (Osvaldo Sala), the Initiative in Spatial Structures in the Social Sciences (S4) (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)
- Inaugurated process through the Academic Priorities Committee (APC) in 2005–06 for regular review of centers and initiatives to ensure progress toward institutional objectives and strategic use of University resources
- APC recommended the creation of a new Center for Environmental Health and Technology in spring 2006 to manage existing externally-funded interdisciplinary research activity and related educational programs and to catalyze further efforts in this area. CEHT proposal is expected to be considered by the faculty in fall 2006
- Received a \$15 million gift from the C.V. Starr Foundation for an endowment to support the Commerce, Organizations, and Entrepreneurship program
- Created the Center for Vision Research under the auspices of the Brain Science Program
- Received APC and faculty approval for proposed Institute for Molecular and Nanoscale Innovation and Center for Nanoscience and Soft Matter; Corporation approval pending
- Proposed William R. Rhodes '57 Center for International Economics approved by faculty; Corporation approval is pending

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 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
- 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 A.B./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
- Established in June 2006 a collaborative research relationship with Oak Ridge National Laboratory focused on materials science
- Secured faculty approval in March 2007 for a joint Brown and RISD faculty proposal for a new A.B./Sc.B./B.F.A program
- Implemented videoconferencing arrangements between Applied Mathematics and Paris VI for graduate seminars
- Introduced wiki tools (Web-based collaboration) to improve effectiveness of teaching, research, and administration
- Launched major initiative in fall 2006 to enhance Brown's presence in international higher education. Initial efforts will include increasing financial aid to undergraduate international students, creating a senior leadership position reporting to the provost, reviewing current curricular offerings, forming advisory councils, and expanding existing programs for faculty and student exchange, international research programs, international internships for students, and other joint international activities

ACTION NEEDED

- Explore the expansion of Brown's existing programs for faculty and student exchange, international research programs, international internships, and other joint international activities
- Explore the use of collaboration technologies to enable faculty and students to work together remotely

continued on next page

FOSTERING MULTIDISCIPLINARY INITIATIVES

continued

RESPONSIBLE

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

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
- Allocated space for various new programs including Environmental Change (MacMillan Hall) and S4, 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 Cogut 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
- **Raised \$15 million from the Starr Foundation to endow and name the C.V. Starr Program in Commerce, Organization, and Entrepreneurship**
- **Raised \$10 million from William R. Rhodes '57 to create and endow the William R. Rhodes '57 Center for International Economics**
- **Used the lead gift of James A. Harmon '57 to establish the Harmon Family Chair, and designated the use of that chair for African Studies**

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, 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
- Review the University's curricular offerings in international studies to identify promising new opportunities

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 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 the diversity of coaches and other staff in athletics
- Continued to recruit faculty under the general Plan for Academic Enrichment target-of-opportunity program
- Increased women faculty in physical sciences from 9% to 12% since academic year 2001–02; eight of the 19 2006–07 new hires in physical sciences are women
- Improved composition of faculty since 2001–02 of minorities from 15% to 18% and women from 29% to 32%
- **Allocated funding to increase aid for undergraduate international students beginning with the Class of 2011**
- **Achieved broader diversity among coaches and other staff in athletics by following the plan created by the athletic director and funded by the president**

- **Initiated planning for a Brown/Tougaloo Early Identification Program for Master of Public Health students**

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 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”
- Introduced new diversity training: “Valuing Differences”
- **Improved sexual harassment awareness and prevention training**
- **Created and filled new position of assistant director of Third World Center**

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

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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
- Expanded the duties of the director of Disability Support Services to encompass students, faculty, and staff; created new position to assist the director

- Created and filled new position of faculty ombudsperson
- Rolled out training on new discrimination and harassment policy
- Competed for and won a \$3 million NSF grant to support women faculty in the sciences
- Established the Campus Access Advisory subcommittee of the Diversity Advisory Board
- Increased number of programs on diversity in residence halls

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
- Revised fitness center program to ensure the project will meet the future needs of the University
- Received \$15 million in gift funding for renovations to create the Stephen Robert '62 Campus Center in Faunce House

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
- Established a student governance/advisory council for Student Activities Office
- Completed Friedman Study Center in January 2007
- Added meal plan options to respond to students' extended daily schedules and draw more students into campus dining facilities
- Completed major review of alcohol policies
- Approved budget and planning for conversion of J. Walter Wilson Lab to a centralized student services and curricular support center
- Received consultant report on athletic and recreational facility needs as part of athletic master planning; began work on priorities with Athletics Advisory Council and senior administration
- Approved plans for additional turf field and lighting to improve availability of field space for intercollegiate, club, and intramural sports, affecting thousands of students
- Revised Nelson Fitness Center program to ensure the project will meet the future needs of the University; new program includes additional space for community interaction and for recreational sports. An additional gift of \$5 million from Jonathan Nelson '77 will help support the expanded program
- Initiated Campus Conversation Series: colloquia for all members of the Brown community to hear about and discuss research and work at Brown
- Installed assistive technologies in Friedman Study Center to better serve students with disabilities. Available 24 hours a day, these technologies include reading tools, voice activation, screen enlargement, and voice-to-text tools

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

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
- Began planning for possible new residence halls
- Completed improvements to community spaces in residence halls
- Identified and prioritized options for substantial renewal of existing residence halls
- Held open house for new graduate student housing at 71-73 Charlesfield Street; 20 units will be available in August 2007

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
- Reorganized Alumni Relations to focus on three strategic imperatives: focus on execution, focus on the "customer," and focus on the campaign
- Reorganized development communications and stewardship to expand and enhance relationships with donors at all levels

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
- Achieved all-time attendance record for reunions in May 2006 with more than 4,000 alumni returning to campus
- Raised in 2005-06 over \$30.7 million through the Brown Annual Fund, a 23% increase over the previous year
- Achieved a new record of reunion alumni contributions to the Brown Annual Fund: over \$9.3 million; six classes had record-setting fund-raising totals
- Secured Brown's position as the top Ivy League parents' annual fund by receiving more than \$4.2 million from non-alumni parents, a 25% increase over FY05
- Set a new BAF record of 32,295 donors, a 7% increase over last year
- Set a record for the number of donors to the Senior Class Gift – 65% (965 members) of the class of 2006 donated
- **Established nine new regional alumni clubs, including those in San Diego, Las Vegas, Nebraska, and Berlin, Germany; eight other clubs were revitalized**

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 as of September 2, 2005

- Began the design and production of key campaign communications, including a timeline and graphic identity, the campaign case statement, a campaign video, an interactive campaign Web site, a campaign reporter within the *Brown Alumni Magazine*, and collateral print materials
- 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; Washington, D.C., on April 24, 2006; London on September 25, 2006
- Held additional regional kickoffs in: Seattle on January 12, 2007; Dallas on January 17, 2007; Phoenix on February 8, 2007; Atlanta on March 1, 2007; and Cleveland on March 8, 2007. More than 4,000 collectively attended kickoff events since the Campaign launch in October 2005
- Exceeded total gifts to the campaign of \$950 million on March 1, 2007. This amounts to 68% of the \$1.4 billion goal achieved within 53% of the campaign timeline
- Raised in excess of \$466 million in gifts to endowment, over 70% of the campaign’s \$660 million goal for endowment; gifts for new facilities exceed \$143 million, 72% of our \$200 million goal
- Raised gifts for undergraduate financial aid endowment of \$208.6 million, 69% of the campaign’s \$300 million goal for endowed scholarships
- Created 47 endowed chairs (given or established) since July 1, 2003, as part of the campaign
- Raised the second \$100 million gift to the campaign in January 2007; this gift from the Warren Alpert Foundation endows and names the Warren Alpert Medical School of Brown University

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)
- Implement a new and improved online alumni career networking tool called BruNet to replace the ACCess system

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 FY 2007 goals for BAF: \$31.5 million from 33,500 donors
- Continue to improve alumni communications (Brown Insider [electronic newsletter to more than 40,000 alumni], BAA branding, etc.) and faculty programs for alumni

CAMPAIGN PROGRESS

- Push campaign gift total over \$1 billion by June 30, 2007
- Complete fundraising for key facilities such as the Nelson Fitness Center and the Creative Arts Building by December 31, 2007
- Launch remaining regional kickoffs in United States and abroad

RESPONSIBLE

- Senior Vice President for University Advancement
- Vice President for Development and Campaign Director
- Vice President for Alumni Relations
- 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
- Secured \$9.4 million NSF renewal grant to support the Materials Research Science and Engineering Center
- Raised more than \$15 million in research grant funds that can be connected to OVPR Seed Fund investments
- Secured \$1.8 million W.M. Keck Foundation grant for Ecology and Evolutionary Biology
- Conducted day-long workshop with two senior program officers from National Institutes of Health to assist faculty in becoming more competitive in their applications for federal research grants. More than 100 faculty and post-docs participated in the workshop
- Expanded media coverage of faculty research accomplishments by securing stories in numerous national and international media outlets. In addition, PAUR regularly promotes faculty research on the homepage of the University’s Web site

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

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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

- 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
- 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
- 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
- Held open public meetings in December 2005 and March 2006 on the draft Institutional Master Plan to further solicit feedback
- Partnered with neighbors and other institutions to address important College Hill neighborhood issues, such as parking
- Received approval from the City Plan Commission for Brown's 5-year Institutional Master Plan
- Created a College Hill parking task force to address issues of traffic, safety, congestion, and parking shortages
- Established a Swearer Center Community Fellows program to recognize the leadership and expertise of community leaders and support their work with Brown faculty and students
- Organized, through the Swearer Center, Annenberg Institute, and Providence Plan, a summer seminar series for city and community leaders to discuss key Providence issues with Brown staff and students

ACTION NEEDED

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

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

- Published and distributed an economic impact study to document Brown's economic contributions to the city and state economies
- Received a federal grant to open the first Area Health Education Center to 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
- 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 for a new Providence superintendent of schools, with President Simmons chairing the search committee
- 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
- *Hired new director of federal relations and community affairs to enhance Brown's profile in Washington and among higher education advocacy organizations, and to ensure strategic coordination in the University's interactions with federal, state, and local officials, and the surrounding community*
- *Established the Federal Regulations Advisory Committee, designed to*

coordinate the University's efforts in dealings with the federal government, keep administrators informed, raise and discuss strategic issues, and make informed decisions regarding Brown's federal priorities

- Developed Community Harvest program in Brown Dining to advance socially and environmentally sustainable purchasing practices, support local food producers, and involve students in weekly harvest. Became a founding partner in Farm Fresh Rhode Island
- Announced major initiatives resulting from the Slavery and Justice Report to support public education in the city and state: Brown will help raise and manage a \$10-million endowment to benefit the Providence public schools; Brown tuition remission will be awarded to up to 10 Urban Education Fellows who commit to working in Providence area schools for three years
- Reaffirmed Brown's commitment to support Providence public schools through existing programs (see Slavery and Justice Report Response, Appendix D), which include: administrative funding for the superintendent's office, a dedicated Brown staff member to coordinate Providence school programs, CHOICES for the 21st Century, math/science programs, mentoring and tutoring programs, equipment funds, professional development for teachers, and diversity training
- Received \$1 million Jack Kent Cooke Foundation grant to establish the College Advising Corps, a partnership among Brown and R.I. public schools and community organizations to increase college enrollment and graduation among low-income high school and community college students
- Strengthened Brown's commitment to support of the Providence Public School Department and Hope High School in particular through efforts to increase graduate student teaching in the schools, college counseling support, access to Brown facilities, donation of office and classroom supplies, collaboration on seeking grants, and research expertise
- Appointed Richard Spies, executive vice president for planning, to lead and coordinate Brown's economic development efforts and partnerships with the local community, city, and state

ACTION NEEDED

- Continue to work on the relationship between Brown and Providence public schools, make valuable connections, and communicate effectively with the wider community concerning Brown's involvement
- Form a state and local advisory committee to assist with coordination of the University's state and local activities and commitments
- Create an economic development working group to assess what role Brown might play in economic development in the city and state
- Support implementation of a plan to implement the University's response to the Slavery and Justice Report, which includes community activities such as developing a fund for the public schools and a memorial to recognize the history of slavery in Rhode Island
- Develop goals and a strategic plan to strengthen Brown's role in local and state economic development

RESPONSIBLE

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

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

ACTION TAKEN

- 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 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
- Began planning and implementation of streetscape improvements on College Hill
- Hosted large cultural events which were open to all community members, such as the internationally renowned West-Eastern Divan Orchestra concert, which filled the VMA Arts and Cultural Center in December 2006
- Developed a relationship with the Mount Hope Neighborhood Association to offer University support to the neighborhood
- Improved the University's relationship with the College Hill Neighborhood Association to address and improve various quality of life issues affecting the East Side community.

ACTION NEEDED

- Continue to work with the board of directors of the District Management Authority for Thayer Street toward a strategic solution for the University's long-term parking and transportation needs
- Help organize the board to begin a decision-making process for implementing and maintaining capital improvements
- Include Thayer Street Business community as a member of the new Bookstore Advisory Committee
- Continue to work with community leaders to ensure high quality of life in surrounding neighborhoods, especially solutions to traffic and parking problems, while accommodating needed growth and upgrades of Brown facilities

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:
 - Richard Spies, executive VP for planning
 - Elizabeth Huidekoper, executive VP for finance and administration
 - Ronald Vanden Dorpel, senior VP for University advancement
 - Brenda Allen, associate provost and director of institutional diversity
 - Marisa Quinn, assistant to the president
 - 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
 - David Kertzer, provost
 - Katherine Bergeron, dean of the College
 - Russell Carey, interim VP of campus life and student services
 - Clyde Briant, VP for research
 - Edward Widmer, director and librarian of the John Carter Brown Library
 - **Michael Pickett, vice president for computing and information services / CIO**
- 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
- Announced a plan to create and recruit for a senior level position to lead the initiative to enhance Brown's role in international higher education
- **Launched search for a new vice president for international affairs to provide leadership for the University's expanding effort in the international arena**

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 in 2003 a President's Leadership Council of alumni, parents, and friends of the University to advise on issues facing the University
- 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
- 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
- Launched new centralized Web site for staff training programs
- **Continued a bonus program for staff and distributed \$1.95 million in bonuses over the period FY03–FY06**

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
- Implemented new orientation program for staff in finance and business operations
- Created new *Employee Responsibilities and Rights Handbook*
- Implemented improved background checking procedures
- Revamped Management Training Program for new managers
- Introduced new customer service communications training

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
- Develop advisory councils of parents, alumni, and friends to help guide and support Brown's presence in international higher education

RESPONSIBLE

- Executive Vice President for Finance and Administration
- Human Resources
- Provost

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

ACTION TAKEN

OVERALL UNIVERSITY COMMUNICATIONS STRATEGY

- Consolidated responsibility for all Web-based communications under Public Affairs and University Relations
- 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
- Developed comprehensive communications strategy for Public Affairs and University Relations to ensure that Brown's excellence will be recognized nationally and internationally
- 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
- Launched *Brown Insider*, a monthly e-mail from Alumni Relations to Brown alumni providing information on University accomplishments and important alumni news
- Completed installation of the University's first remotely operated television studio and began facilitating interviews for faculty on national television news programs
- Launched a newly designed Brown home page and directory page to better communicate the stories of Brown to potential students, faculty, donors, and other external audiences; home page will be updated regularly
- *Brown Alumni Magazine* continues to publish the Campaign Reporter, which outlines the progress of the Campaign for Academic Enrichment

- *BAM* published features and news items about scholarship and teaching made possible by the plan
- Produced new identity programs for print and Web, as well as informational brochures, posters, and annual reports, for plan-sponsored multidisciplinary initiatives

PUBLICIZING ACADEMIC ENRICHMENT

- 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
- Provided graphic design, press, and event support for the successful launch of "Boldly Brown: Campaign for Academic Enrichment"
- Hired an additional media relations specialist to promote information about the physical sciences
- Expanded Brown's national media presence on network and cable television station through use of new TV studio on campus and worked with Brown faculty members to provide expert commentary on a variety of issues, such as scientific developments and the fall federal, state, and local elections
- Supported the president's international initiative by proactively reaching out to overseas media outlets, including the *China Daily*, *Korean Times*, *Financial Times*, *Irish Times*, *BBC*, *International Herald Tribune*
- Created an interactive international media directory to facilitate contacts with reporters from foreign media outlets
- Installed ISDN line to PAUR's broadcast studio to make it possible for Brown faculty to respond to interviews on national and international radio stations
- Continued successful promotion of PAE goals in the media, such as placement of stories about the Warren Alpert gift in the *Wall Street Journal*; faculty research and awards in the *New York Times*, *International Herald Tribune*, *Boston Globe*, *AP*, *Washington Post*, and many other media outlets
- Generated extensive international and national media coverage of the report by the University Steering Committee on Slavery and Justice, as well as the University's response to the report
- Continued improvements to the *Brown Alumni Magazine* to include reporting on progress on the Plan for Academic Enrichment and continuing to expand coverage of faculty research and student achievements
- Introduced standardized, accessible templates, based on the *Brown.edu* design, to improve both academic and administrative Web sites. More than 110 departments and centers now use those templates
- Helped introduce the campus-wide Web content-editing system, enabling departments to maintain their own sites
- Launched new Web site on Brown's internationalization efforts to communicate to the Brown community and solicit feedback and suggestions

ACTION NEEDED

- 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
- Promote new television interview facility among faculty and television producers

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

continued

- Develop a strategy for Community and Government Relations that will enable Brown to be part of the national debate on issues related to higher education and federal research. This will enable the University to be more competitive as it pursues peer-reviewed federal funding for research and other government support
- **Develop a media training program for senior administrators and faculty to improve their abilities to respond most effectively during news interviews**
- **Continue promotion of Brown's TV studio with network and cable television stations and programs**
- **Launch Web-based version of *Inside Brown* as a daily updated tool for internal communication**
- **Invest in redesign of Office of Media Relations' Web page to accommodate podcasting and live streaming video of events on campus**

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 in FY 03 to the library's base budget to improve acquisitions support, and stabilized collections funding by indexing to academic publishing inflation rates
- Established new consortial relationships with other Ivies and with New England and Rhode Island academic libraries to improve access to collections at other universities
- Improved collections in targeted areas (humanities, anthropology, public health) to align with the PAE
- Increased overall serials holdings from 32,210 in FY06 to 40,020 in FY 07
- Continued to expand Brown's digital resources, providing access to 322 databases, approximately 35,000 full-text electronic journals, and more than 740,000 e-books
- **Began delivery of library books to campus-based faculty**
- **Strengthened collection in support of the Center for Latin American Studies to position Brown as a leader in the field of Caribbean and Brazilian studies**
- **Began participation in Portico, a service that provides a permanent archive of electronic scholarly journals**

UPDATING LIBRARY FACILITIES

- Completed cosmetic improvements to the John Hay Library, Orwig Music Library, and Rockefeller library
- Opened new Library Collections Annex (10 Park Lane, off-site storage facility) on April 1, 2005, to accommodate the transfer of volumes and

enable the library to repurpose on-campus space for user needs; approximately 600,000 volumes at the Annex as of March 2007

- Received \$4 million donation from Susan P. Friedman '77 and Richard A. Friedman '79 to create a 24-hour student study center in the Sciences Library
- 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
- Began planning for a renovation of the John Hay Library reading room to recapture the grand space of the original design
- **Opened Susan P. and Richard A. Friedman Study Center in January 2007**
- **Received Walter S. Bopp '73 and Peter D. Bopp '78 donation to create the Walter L. S. Bopp Seminar Room in the John Hay Library**
- **Received grant from the Joseph Drown Foundation to create additional study space on Level A of the Rockefeller Library**
- **Created an East Asian reference area on the third floor of Rockefeller Library where faculty and students can easily use Chinese, Japanese, and Korean materials**

APPLYING INFORMATION TECHNOLOGIES

- Introduced new library technologies, including an audio streaming service, electronic course reserves, real-time "chat", software that allows users to search for information across a number of different databases simultaneously, and software 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; more than 50,000 new digital objects created as of March 2007
- 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
- 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)
- Allocated funds for new AV equipment and software/hardware upgrades to support the use of technology in classrooms (Metcalf, MacMillan, Smith-Buonanno, and Foxboro Auditorium)
- Purchased and installed a real-time video capture system to broadcast academic speakers and events across the network
- Enhanced Josiah by adding more self-service features, including online options to enable users to renew books, request items, and initiate digital delivery of journal articles from the Annex
- Collaborated with CIS and others to plan implementation of upgrades to classroom technology supported by annual funding established by the provost
- **Developed Web-based course pages for 200 courses**

PLANNING

- Developed assessment measures and indicators in order to track progress toward achieving academic enrichment goals
- Launched the Library Advisory Council to involve distinguished Brown alumni in library assessment and planning, and hosted seven advisory council meetings to study collections facilities/space, technology, and digital initiatives; submitted reports to President Simmons

- Realigned the work duties of nearly half of the library staff in order to better support the PAE and maximize new library technologies
- Appointed Harriette Hemmasi the new Joukowsky Family University Librarian, effective September 1, 2005
- Surveyed faculty and students for feedback on library service quality; results used in continuous service improvements
- Created and filled a position to lead the library's work in expanding and cultivating external relationships, stewardship, and grant writing
- Collaborated with Advancement to develop a case statement to reflect the library's most critical needs for the campaign

ACTION NEEDED

- 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
- 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

THE NETWORK

- Upgraded the campus network 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
- Began in 2003 to build the wireless network through a pilot project, and in 2006 began the full roll-out of campus-wide wireless service
- Added a team of three full-time professionals to oversee network security and policy
- Began in 2005 to use the network to deliver both instructional video and TV channels
- Played a leading role in a statewide wireless (Wi-MAX) pilot with the Business Innovation Factory of the Rhode Island Economic Development Corporation

TECHNOLOGY IN TEACHING, LEARNING, AND RESEARCH

- Introduced several classroom and Web programs that promote the use of new technology in teaching and learning, including WebCT, an online course-management system, and personal response systems
- Offered a wide range of technology courses to staff and students through the Computer Education Program
- Offered Summer Institutes for Faculty, a week-long immersive workshop that helps faculty incorporate technology into their teaching
- Co-developed the Online Course Reserve Access (OCRA) with the library
- Offered new services for faculty and students aimed at personal publishing on the Web and collaborative publishing using wikis and blogs
- Conducted annual surveys of incoming students, seniors, and faculty on their use of technology in teaching and research, with the goal of improving services

- 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; introduction of iTab, a joint project with Apple Computer to utilize iPods and iTunes in courses; and a new file storage service, "MyStuff," where students can both store files and share them

MAJOR SYSTEMS AND OTHER SERVICES

- Began the multiyear implementation of Banner, a new student information system that integrates the admission, financial aid, records, registration, and student billing systems.
- 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
- Performed a campus-wide risk assessment to identify and address areas of serious risk and inform ongoing security programs and educational efforts
- **Went live with admission and financial aid modules of Banner in fall 2006, with records and registration in process during spring 2007**
- **Completed an external evaluation of our Human Resources Information System**

ACTION NEEDED

- Continue the implementation of Banner
- 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
- **Evaluate options and create a planning process for an improved human resources/payroll system**

RESPONSIBLE

- Provost
- Vice President for Computing and Information Services/CIO
- 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

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

continued

- Established an ongoing oversight body for strategic growth, a subcommittee 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
- Received approval for Brown's 5-year Institutional Master Plan from the city of Providence

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
- 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: 154 Angell Street, 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 implementation of campus utility infrastructure renewal and expansion to support the new buildings and renovations and to improve system reliability
- Dedicated the new 169,000-square-foot Sidney E. Frank Hall for Life Sciences on October 6, 2006. The \$95 million building is the largest construction project in University history and contains 62 offices, 30 laboratories, 10 conference rooms, and a 98-seat seminar room
- Completed renovations to Grant Fulton Recital Hall to function as performance venue and lecture hall
- Purchased a portfolio of seven buildings (232,000 rsf and 400 parking spaces) in the Jewelry District to provide future capacity for Brown's academic and administrative needs. As a major thrust of Brown's strategic growth initiative, this purchase allows the properties to remain as viable commercial leases until such time as the University needs space for academic and other institutional purposes

ACTION NEEDED

- Plan and complete physical and operational improvements to the Brown Bookstore

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 to improve functionality and aesthetics of providing services (deliveries, recycling, trash) to buildings and campus

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

RESPONSIBLE

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

Supporting the Plan for Academic Enrichment

Integrate work on key priorities with faculty governance and planning committees

ACTION TAKEN

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

ACTION NEEDED

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

RESPONSIBLE

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

Improve budgeting, tracking, and reporting of PAE activities

ACTION TAKEN

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

ACTION NEEDED

- Continue to review and monitor regular reports and tracking mechanisms

RESPONSIBLE

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

Improve financial management to reduce expenses and capture revenue streams

ACTION TAKEN

- Implemented “Brown First,” a program that increases the use of Brown catering and graphic services, which contributed \$1.5 million

to the Academic Enrichment Initiatives in FY03, \$1.8 million in FY04

- Saved \$4.7 million through a vacancy savings program and a hiring freeze in FY03
- Reallocated funds for our highest academic enrichment priorities by reducing administrative budgets by approximately \$7.5 million for FY04 and future years
- Completed an organizational review to ensure the most efficient and effective administrative organization
- Continued work on a list of high-priority projects designed to improve administrative processes
- Consolidated Summer Studies and Continuing Education
- Contributed \$2.7 million to Academic Enrichment in FY06 through “Brown First” program
- Authorized the establishment of a \$50 million tax-exempt commercial paper program to refinance existing taxable debt and to provide greater flexibility in our debt financing program
- Discussed revised capital and financial plans with Corporation in February 2007. Plans focus more on physical plant renewal and enhancement
- Borrowed additional funds to finance the acquisition of Jewelry District properties

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, 2005, and fall 2006

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

