

# Plan for Academic Enrichment **Status Report**

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February 2005



Office of the President  
Brown University  
Providence, Rhode Island

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## LETTER FROM THE PRESIDENT



In February 2002, the Corporation approved a set of initiatives designed to address Brown's most pressing needs in the short term. In the almost three years since then, the Office of the President has endeavored to provide the community with periodic, detailed updates on the progress being made in implementing these initiatives across the University.

During that same time period, the Plan for Academic Enrichment was developed through a collaborative process involving representatives from across the Brown community. The plan, which was endorsed by the Corporation in February 2004, continues and expands on the goals of the original initiatives and provides a blueprint for the University's priorities and direction over the next ten to fifteen years.

To reflect the progression from the Initiatives for Academic Enrichment to the broader, more comprehensive Plan for Academic Enrichment, the format of this status report has evolved. The ten strategic objectives itemized in the report now represent the goals of the plan, and the "actions taken" from previous status reports have been reorganized into these new categories. A special section on supporting the plan – distinct from the ten strategic goals – has been incorporated. Finally, we have adopted a new layout to better accommodate the growing volume of information. I hope you find it readable and instructive.

The efforts put forth by countless individuals dedicated to Brown's academic enrichment goals have resulted in significant positive changes that are evident across campus. I am energized by our success and look forward to reporting our continued progress in the years ahead.

RUTH J. SIMMONS



# 1 Enhancing Undergraduate Education

## Expand opportunities for student interaction with faculty

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### ACTION TAKEN

- Developed and introduced a program of 23 freshman seminars in 2002–03 and 52 in 2003–04
- Completed a survey of seminar participants, suggesting very positive outcomes of the program
- Improved the student-to-faculty ratio to 9:1 (as reported to *U.S. News & World Report*) in 2002–03, reduced from 10:1 in 2001–02
- Added approximately 140 courses starting in 2003–04
- Allocated new funding to support student research at Brown
- Created Departmental Undergraduate Groups (DUGs); launched new DUG Web site
- Continued to improve the student-to-faculty ratio in 2004–05
- Expanded offering of freshman seminars to 62 in 2004–05 in 22 different departments
- Provided new funding to support faculty programming in residence halls

### ACTION NEEDED

- Continue assessing effectiveness of freshman seminar program and seek external funding as appropriate
- Begin discussions with departments and College Curriculum Council regarding sophomore and junior seminars

### RESPONSIBLE

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

## Support undergraduate participation in research

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### ACTION TAKEN

- Expanded the Group Research Project, an undergraduate research initiative
- Created faculty workshops to encourage undergraduate research in the humanities and social sciences
- Established data collection procedures to measure expansion of research opportunities

### ACTION NEEDED

- Assess effectiveness of programs and seek ongoing funding as appropriate
- Seek additional funding for Undergraduate Teaching and Research Assistantships (UTRAs)
- Continue effort among dean of the college, dean of the faculty, and department chairs to increase the number of undergraduate students participating in capstone research experiences
- Work with departments, center directors, and the vice president for research to increase opportunities for undergraduates to work on sponsored research projects and in other externally funded areas

### RESPONSIBLE

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

## Improve student advising

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### ACTION TAKEN

- Enhanced undergraduate advising programs, including a new sophomore advising initiative, an expanded advising partnership program, and a redesigned advising Web site
- Introduced a sophomore mid-year orientation
- Launched sophomore Curricular Advising Program (CAP) courses
- Improved sophomore publications and electronic advising bulletin
- Planning underway to increase advisory resources in residence halls and other student spaces

### ACTION NEEDED

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

### RESPONSIBLE

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

## Attract the most highly qualified and diverse students

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### ACTION TAKEN

- Aligned the undergraduate financial aid policies with the academic mission of the University by implementing need-blind admission beginning with the class of '07
- Began early fund-raising efforts, with a \$15 million gift in 2002 from the Starr Foundation to support the need-blind policy
- Provided new funding to the admission office to expand recruitment efforts aimed at economically disadvantaged students
- Allocated an additional \$200,000 in funding for 2004–05 for enhanced and expanded outreach to students from diverse backgrounds
- Received \$100 million donation from Sidney Frank '42 to eliminate the loan burden for Brown's neediest students beginning with the class of 2009

### ACTION NEEDED

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

### RESPONSIBLE

- Dean of the College
- Director of Admission

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## Improve the quality of students' residential and extracurricular experience

### ACTION TAKEN

- Eliminated work requirement for freshmen on financial aid beginning with the class of '06
- Developed assessment measures to gauge impact of eliminating freshman work requirement; data reveal that work patterns of aided and non-aided students in class of '06 were more similar compared to the class of '04

- Expanded residential spaces and furnishings
- Identified social spaces for renovations/improvements
- Planning study underway to enhance the residential experience of students through richer programming, stronger student governance of residence halls, and increased staff support
- Formed working group (Campus Life, CIS, and UCS) to determine whether Brown should offer a legal music and video downloading service to students
- Planning underway to replace the current cable television infrastructure

### 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

- Increased base stipends for University fellowships from \$12,800 in 2001-02 to an anticipated \$17,000 in 2005-06 to be more competitive
- 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 graduate 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 discussion of graduate education
- Revised admission procedures to enable departments to compete for the best graduate students
- Planning underway for near-term improvements to graduate student housing
- Received a three-year, \$250,000 grant from the Mellon Foundation for graduate student workshops designed to shorten time to degree
- Established a first-year housing program for graduate students through the Office of Rental Properties in September 2004
- Guaranteed three years of summer funding to all incoming doctoral students in select programs, starting with students admitted for 2005-06
- Received 5,588 applications for admission to the Graduate School for 2004-05, an increase of nearly 45% since 2001; increased selectivity from 27% to 17% in the same period
- Revised the fee structure for graduate students starting in 2005-06, the first such revision in twenty years

### ACTION NEEDED

- Expand the discussion of Brown's role in graduate education
- Continue to seek ways to increase funding for graduate student support
- Explore possibilities for the enhancement and expansion of long-term graduate student housing

### RESPONSIBLE

- Dean of the Graduate School
- Provost

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

### ACTION TAKEN

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

### ACTION NEEDED

- Coordinate additional new graduate programs with the University's academic priorities

### RESPONSIBLE

- Dean of the Graduate School
- Provost

▪ Text in red denotes new activity since May 2004 status report.

## 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 78% of teaching assistants and teaching fellows at Brown are satisfied with their positions and their experience
- Established an exchange program with Wheaton College that gives advanced students new opportunities to teach in a liberal arts setting in collaboration with the Sheridan Center
- **Renewed cooperation between Graduate School and other campus offices that deliver both academic and non-academic student services (Career Development Center, Sheridan Center, Instructional Technology Group, etc.) to expand professional development opportunities for students**
- **Established, in collaboration with the Career Development Center, a new student workshop series on academic and non-academic issues**

### ACTION NEEDED

- Expand the Brown/Wheaton Teaching Laboratory in the Liberal Arts to include additional partnerships with local and regional colleges and find outside funding to support it
- **Coordinate professional development across the University**

### 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, co-located with the Office of the Vice President for Research
- Launched a new Graduate School Web site to improve recruitment and retention and to clarify and streamline Graduate School processes for faculty and current students
- Moved to integrate graduate students and Graduate School alumni more fully into University life through department alumni programming and a proposed Graduate School alumni directory
- Established the Horace Mann Medal for a distinguished alumna or alumnus of the Graduate School
- **Created dialogue between the Student Activities Office and Graduate Student Council to better support graduate student organizations**

### ACTION NEEDED

- Develop new programming, events, and publications for current graduate students and Graduate School alumni

### 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 underway during 2004–05, roughly equally divided between replacement and incremental positions**

#### IMPROVED COMPENSATION AND BENEFITS

- Allocated an additional \$3 million to faculty salaries in 2002–03 over and above normal increases
- Outpaced peer institutions in faculty salary increases in 2002–03
- Developed a plan for 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**
- **Increased our success in retaining faculty when they receive outside offers**

#### 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**

### ACTION NEEDED

- Complete current searches for 2005–06 appointments
- Authorize positions and organize searches for 2006–07 and beyond
- Allocate start-up funds as new faculty are appointed
- Identify additional sources of funding
- Consider additions to the budget for improved recruitment efforts and research support for new faculty
- Continue further improvements in faculty benefits and leave programs

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## FACULTY EXCELLENCE IN TEACHING AND RESEARCH

*continued*

- Allocate additional funding for salary pools beyond FY05 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

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### ACTION TAKEN

- Created vice president for research position and appointed Professor Andy van Dam
- Moved the Office of the Vice President for Research to improved and expanded offices in Horace Mann, co-located with the Graduate School offices
- Finalized and implemented conflict of interest, conflict of commitment, and privacy policies
- Appointed associate vice presidents for research administration and for technology partnerships
- Allocated funds and created a process for making seed funding available to Brown faculty to compete for large-scale, multidisciplinary grants
- Created Brown Technology Partnerships from Brown University Research Foundation to assist faculty in finding opportunities to use commercialization as a means to enhance the impact of their work
- Forged strong relations with key governmental agencies, including the Rhode Island Economic Policy Council and the Rhode Island Economic Development Corporation
- Forged a working relationship with the University of Rhode Island to secure NSF EPSCoR (Experimental Program to Stimulate Competitive Research) status for the State of Rhode Island; an 18-month EPSCoR planning grant was awarded by NSF in February 2004
- Established a Faculty Advisory Board for Research
- Established the Research Compliance Network to implement a coherent approach to compliance across the University's research environment
- Launched outreach programs to educate faculty, students, and staff about rights, responsibilities, and opportunities related to research
- Appointed an assistant vice president for research initiatives
- Drafted a new policy on intellectual property for faculty and Corporation review
- Reached an agreement with the Marine Biological Laboratories (MBL) for Brown Technology Partnerships to manage and market MBL intellectual property
- Began the implementation of COEUS, a grants-management system

### ACTION NEEDED

- Develop a plan for building and sharing technology transfer infrastructure with our seven affiliated hospitals
- Identify opportunities for new research programs across departments and disciplines

- Develop a large-scale, multidisciplinary grant-seeking program by supporting proposal writing, creating incentives, and building research productivity
- Develop a strategic plan to strengthen federal funding by identifying appropriate programs in federal agencies that connect with Brown's strengths
- Create an external advisory group for technology transfer and intellectual property issues and for the development of new corporate partnership programs
- Develop a plan to coordinate research initiatives with hospitals
- Develop a plan with Computing and Information Services for supporting departmental research computing needs
- Provide increased network bandwidth where needed in the research environment
- Launch a Web site to feature Brown research
- Develop a comprehensive database of Brown faculty research and research facilities and infrastructure

### RESPONSIBLE

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

## Plan for continuing growth of the faculty

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### ACTION TAKEN

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

### ACTION NEEDED

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

### RESPONSIBLE

- Provost
- Academic Priorities Committee

# 4 Leadership in Biology, Medicine, and Public Health

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

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### **ACTION TAKEN**

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

### **ACTION NEEDED**

- Develop, under the leadership of the new dean, a comprehensive plan for investments in teaching and research activities, for faculty recruitment that supports academic and clinical priorities, and for agreement on performance standards and assessment of each department
- **Work with the department chairs and the heads of the hospitals to implement that comprehensive plan**
- **Raise new endowment to support a dean's discretionary fund**

### **RESPONSIBLE**

- President
- Provost
- Dean of Medicine and Biological Sciences

## **Strengthen the reputation and visibility of the Division and the Medical School**

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### **ACTION TAKEN**

- Developed major partnership with Marine Biological Laboratory at Woods Hole
- **Opened a pilot program for a "standard" route of admission to the Medical School, inviting applications from all qualified graduates of U.S. colleges; the first students admitted in this way will arrive in September 2005**
- **Created 35 new faculty positions in the biological sciences (18) and public health (17) and filled 8 of those positions by September 2004**
- **Created new multidisciplinary centers: Center for Genomics and Proteomics, Center for Computational Molecular Biology, and Environmental Change Initiative**
- **Filled science writer position in News Service to garner national publicity for major grants awarded, discoveries made, and entrepreneurial successes**

### **ACTION NEEDED**

- **Continue recruiting efforts to fill new positions in key areas of the life sciences and public health**
- **Continue to create centers and programs based on areas of strength**

- **Continue to seek new or expanded relationships with external partners in order to enhance our teaching and research capabilities and leverage our resources (e.g., MBL)**
- **Increase the number of master's and Ph.D. students in the Division of Biology and Medicine over the next five years**

### **RESPONSIBLE**

- Dean of Medicine and Biological Sciences

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

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### **ACTION TAKEN**

- **Created recommendations for improving the Medical School curriculum, including improved course content, enhanced clinical experiences, and increased basic science continuity**
- **Restructured the Medical School Curriculum Committee**

### **ACTION NEEDED**

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

### **RESPONSIBLE**

- Dean of Medicine and Biological Sciences

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

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### **ACTION TAKEN**

- **Developed new partnership agreements with the affiliated hospitals based on enhanced collaboration in medical education and research and a more strategic pooling of resources**
- **Received more than \$140 million in external funding for the Division of Biology and the Medical School in FY04, including both the campus departments and the hospitals**
- **Acquired a \$7.2 million grant from the Department of Veterans' Affairs for bio-hybrid limb research**
- **Established the Pathways for Recovery from Combat Center**
- **Named, with Women & Infants Hospital, an NIH Center for Excellence in Women's Health**
- **Elevated emergency medicine to a full department**

### **ACTION NEEDED**

- **Coordinate research and technology-transfer initiatives with hospitals**
- **Foster greater collaboration with our seven affiliated hospitals**

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## LEADERSHIP IN BIOLOGY, MEDICINE, AND PUBLIC HEALTH

*continued*

- Create additional centers and other programs focused on translational research
- Increase external support for this work

### RESPONSIBLE

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

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

### ACTION TAKEN

- Received approval from the Corporation in February 2004 for 17 new tenure-track positions in public health over the next 5–7 years
- Completed a strategic plan for teaching and research in public health and for the requisite space
- Began recruiting 4 new positions in public health in 2004–05
- 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%

### ACTION NEEDED

- Recruit 13 new faculty (in addition to the 4 recruitments underway) over the next five years
- Double the number of students in master's and doctoral programs in public health

- Ensure timely availability of teaching and research space to accommodate rapidly growing public health faculty, staff, and students

### RESPONSIBLE

- Provost
- Dean of Medicine and Biological Sciences

## Enhance capabilities in the basic biological sciences

### ACTION TAKEN

- Began construction of the new Life Sciences Building on campus, which will provide nearly 170,000 square feet of space for research in the biological sciences; expected completion spring 2006
- Recruited 10 new faculty in 2003–04 (8 PAE and 2 replacement)
- Currently recruiting 11 faculty in 2004–05
- Purchased, renovated, and occupied (August 2004) 70 Ship Street to accommodate researchers in molecular and cellular biology, physiology, biotechnology, and immunology – 105,000 square feet of first-class research and teaching space; named Laboratories for Molecular Medicine
- Committed to purchasing major new core equipment facilities (3T fMRI and a mass spectrometer)

### ACTION NEEDED

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

### RESPONSIBLE

- Provost
- Dean of Medicine and Biological Sciences

# 5 Fostering Multidisciplinary Initiatives

## 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
- Appointed new faculty in 2004–05 to lead new and developing initiatives including: the Environmental Change Institute (Osvaldo Salva), the Initiative in Spatial Structures in the Social Sciences (John Logan), the Center for Computational Molecular Biology (Charles Lawrence), and the John Nicholas Brown Center for the Study of American Civilization (Steven Lubar)
- Searches underway for faculty directors and faculty for other initiatives
- Received Corporation approval for 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

### ACTION NEEDED

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

### RESPONSIBLE

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

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

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### ACTION TAKEN

- Established a new, broad affiliation with the Marine Biological Laboratory at Woods Hole, including graduate programs, research collaborations, and faculty exchanges
- Formed new Committee on Inter-Institutional Collaborations to enhance Brown-RISD relations; began planning potential new Brown-RISD academic programs and research collaborations
- Launched new graduate programs in acting and directing through the Brown/Trinity Repertory Company consortium
- Began discussions about potential collaborations with Oak Ridge National Laboratory
- Developed partnership with NIH to offer 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 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 partnership with Providence VA Medical Center and MIT to conduct research on restoring arm and leg function to amputees

### ACTION NEEDED

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

### RESPONSIBLE

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

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

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### ACTION TAKEN

- Received approval from APC and faculty for a new graduate program in urban education leadership connecting the Annenberg Institute for School Reform and Campus Compact to the Education Department. Search for a director is ongoing
- Authorized joint faculty appointments with the Watson Institute and appropriate academic departments. Two such appointments have been made

### ACTION NEEDED

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

### RESPONSIBLE

- Provost
- Dean of Faculty

## Develop academic support and infrastructure for programs and centers

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### ACTION TAKEN

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

### ACTION NEEDED

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

### RESPONSIBLE

- Provost
- Senior Vice President for University Advancement

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

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### ACTION TAKEN

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

### ACTION NEEDED

- Continue to develop new programs

### RESPONSIBLE

- Provost
- Dean of the Graduate School
- Academic Priorities Committee

# 6 Enhancing Excellence through Diversity

## Make diversity integral to a Brown education

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### ACTION TAKEN

- Completed the search for a diversity officer to lead a campus diversity office with the appointment in June 2003 of Brenda Allen as associate provost and director of institutional diversity

### ACTION NEEDED

- *Develop overarching University policy on diversity*
- *Establish vehicles for communicating diversity policy and goals*

### RESPONSIBLE

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

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

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### ACTION TAKEN

- Created Talent Quest, a multifaceted program to assist students from economically disadvantaged backgrounds in the college application process
- Reserved 25 of 100 new faculty positions for target-of-opportunity program; president and provost developed the criteria and process for appointments
- *Successfully recruited four target-of-opportunity candidates in 2002–03; four more accepted in 2003–04*
- *Of the new faculty hired into incremental positions made possible by the PAE, including targets, 34% are female and 27% are minorities*
- *Made further improvements in both undergraduate and graduate student financial aid, making a Brown education more accessible to low and middle-income students*
- *Revised the faculty and staff hiring processes to ensure greater efforts to attract diverse applicant pools*
- *Expanded diversity recruitment efforts in the Graduate School, including a target-of-opportunity support program*

### ACTION NEEDED

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

### RESPONSIBLE

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

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

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### ACTION TAKEN

- Allocated funding to develop a pilot project in this area
- Completed a year-long Curriculum Transformation Workshop, in which social science and humanities faculty were encouraged to rethink and redesign introductory courses in light of diversity issues
- Planned the second Curriculum Transformation Workshop, which will focus on pedagogical issues and diversity of learning styles, especially in the sciences
- *Created a proposal for a lecture series focused on creating conversation about diverse ideas (Conversation Series)*
- *Completed a review of Third World Transition Program*

### ACTION NEEDED

- Assess effectiveness of programs and seek ongoing funding as appropriate
- *Launch the Science Diversity Workshop, a year-long Transformation Workshop for faculty in the sciences*
- *Launch Conversation Series*
- *Continue to implement recommendations for improving the Diversity Perspective course designation*

### RESPONSIBLE

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

## Provide support for managing diversity on campus

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### ACTION TAKEN

- Created a diversity office to coordinate and lead Brown's diversity efforts
- Reviewed and strengthened diversity training programs
- Created a committee to address campus climate issues

### ACTION NEEDED

- Review and enhance resources for conflict resolution
- Propose 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*
- *Complete the process of establishing policies and procedures for responding to allegations of discrimination and harassment*

### RESPONSIBLE

- Human Resources
- Associate Provost and Director of Institutional Diversity

- *Text in red denotes new activity since May 2004 status report.*

# 7 Building a Shared Sense of Community

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

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### ACTION TAKEN

- Provided additional resources to the Office of Student Activities to better support student groups and to develop new leadership programs for students
- Hired architecture and planning firm Venturi, Scott Brown and Associates (VSBA) to facilitate the campus life planning effort leading to February 2004 recommendations
- Assessed and developed recommendations regarding community and social spaces, fitness facilities, and dining facilities
- Received endorsement in February 2004 from the Corporation for initial planning for a campus center, fitness center, and the renovation of the Sharpe Refectory
- Conducted a study with VSBA to identify potential sites for a campus center; presented results to the Corporation in May 2004
- Received leadership gifts for a new fitness center, including a \$10 million commitment from trustee Jonathan Nelson '77, \$5 million from trustee emeritus Fredric Garonzik '64, and \$5 million from an anonymous trustee and alumnus; these gifts and others will create the Nelson Fitness Center
- Site chosen for the Nelson Fitness Center in the Erickson Athletic Complex

### ACTION NEEDED

- Select architect and conduct detailed programming for the Nelson Fitness Center
- Finalize campus center cost and site analysis

### RESPONSIBLE

- Vice President for Campus Life and Student Services

## Improve existing facilities to enhance the connections between students' academic and co-curricular experiences

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### ACTION TAKEN

- Established two task forces to develop recommendations on how to expand and improve graduate, medical, and undergraduate residences, as well as fitness, recreation, dining, and community spaces on campus
- Implemented some short-term solutions, including a new fitness facility in the Bear's Lair in 2002-03
- Created 24-hour study and lounge spaces in Keeney Quad, New Pembroke, Barbour Hall, Andrews Hall and Faunce House
- Initiated renovation of lounges and community spaces
- Allocated new funding to improve the student dining program
- Opened two satellite fitness centers in Keeney Quad and Emery Hall in fall 2004

### 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

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### ACTION TAKEN

- Provided additional resources to renovate residence halls in summer 2004 and future summers
- Identified areas of immediate and long-term need for housing, dining, fitness, social, and community spaces
- Allocated new funding to replace student room furniture on an ongoing basis
- Began a housing program for first-year graduate students; study ongoing to identify possible additions to the housing stock

### ACTION NEEDED

- Complete housing planning study

### RESPONSIBLE

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

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

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

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### ACTION TAKEN

#### ORGANIZATION

- Completed an external review of the University's development and advancement areas, resulting in a recommendation to join development and alumni relations under the oversight of a senior vice president for advancement; Ron Vanden Dorpel 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 vice president for development and campaign director

#### 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
- Increased giving to the Annual Fund from non-alumni parents to over \$3.3 million in FY03 and FY04, a national record
- Provided 30% more faculty for alumni club programming through the new "Meeting of the Minds: Brown Faculty and Alumni" program
- Celebrated in FY04 the most successful year in Brown University Sports Foundation's history: \$5.05 million in total gifts from 4,675 donors, \$2.55 million of which provided funding for more than a quarter of the Department's operating budget
- Received \$96.3 million in total cash gift receipts in FY04, the second-highest amount in Brown's history and a 14.5% increase over FY03
- Recorded in FY04 \$199.9 million in new gifts and pledges, an all-time record, and a 260% increase over new gifts and pledges during FY03
- 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.

#### CAMPAIGN PLANNING & LAUNCH

- Developed a campaign budget, timetable, and working goal
- Compiled a draft table of needs, a list of naming opportunities, and gift policies
- Expanded greatly the pool of major gifts prospects

- Recruited a campaign executive committee composed of alumni and other friends who are actively engaged in campaign nucleus fund solicitations
- Began the quiet phase of a comprehensive campaign on July 1, 2003
- Commenced the solicitation of leadership gifts from the Brown Corporation and selected others for the campaign nucleus fund
- Completed the campaign communications strategy and plan
- Raised gift commitments of over \$456 million for the nucleus fund to date
- Solicited and received a \$100 million gift from Sidney E. Frank '42 for scholarship endowment, the largest gift in Brown's history

### ACTION NEEDED

#### ORGANIZATION

- Recruit additional staff and have all incremental positions filled by early 2005
- Train and integrate new staff and campaign volunteers
- Reconfigure existing space to accommodate new staff

#### ALUMNI ENGAGEMENT

- Provide more staffing and 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 over the next two years
- Meet the FY05 goals for the Brown Annual Fund: \$25 million from over 28,000 donors

#### CAMPAIGN PLANNING AND LAUNCH

- Continue to solicit leadership gifts for the nucleus fund
- Recruit additional executive committee vice chairs and committee chairs for the campaign's volunteer structure
- Draft the campaign case statement
- Plan public launch of the campaign

### RESPONSIBLE

- Senior Vice President for University Advancement
- President
- Campaign Chairs
- Alumni Volunteers

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

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### ACTION TAKEN

- Increased sponsored research projects by \$9.8 million in FY04, from \$109.9 million to \$119.7 million
- Secured federal funding for large-scale multidisciplinary research projects such as the new Center for Post Traumatic Stress Disorders and planning grant for Nano-Medicine Center

### ACTION NEEDED

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

Text in red denotes new activity since May 2004 status report.

**RESPONSIBLE**

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

**Establish new revenue-generating programs****ACTION TAKEN**

- Enhanced continuing education and summer studies programs
- Expanded the master's program in computer science
- Introduced a new master's program in public policy
- Consolidated management of continuing education and executive education programs
- Increased income from working capital through improved asset allocation

**ACTION NEEDED**

- Continue to explore potential for increasing athletics revenue
- Investigate master's programs in engineering and public humanities, among others
- Continue to evaluate the management of working capital

**RESPONSIBLE**

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

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

**Develop closer and more collaborative ties with neighbors and neighboring institutions****ACTION TAKEN**

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

**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**

- Undertook an economic impact study to highlight Brown's economic contributions to the city and state
- Received a federal grant to open the first Area Health Education Center, which will give the state's neediest residents more and better medical care
- Continued active involvement by senior administration in various community organizations including Providence Foundation, Providence Plan, RI Public Expenditure Council (RIPEC), RI Economic Policy Council, Providence Chamber of Commerce, RI Economic Development Corporation
- Entered into an agreement with the city for voluntary payments in lieu of taxes
- Began a weekly farmer's market on the Brown campus to allow local farmers to offer produce to the Brown community
- Donated 30 new desktop computers to establish a computer lab at Hope High School
- Donated a "classroom on a cart" to the Davey Lopes Center, a Providence recreation center, including eight notebook computers and related support
- Coordinated enhanced participation in community service programs such as Rebuilding Providence, Books are Wings, and the Rhode Island Food Bank, led by the Staff Advisory Committee

**ACTION NEEDED**

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

**RESPONSIBLE**

- Vice President for Public Affairs and University Relations

*continued on next page*

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

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### ACTION TAKEN

- Launched the Thayer Street Improvement District (TSID) with local property owners to address security, traffic safety, and beautification of this commercial district

- Coordinated with the Providence Police Department to enhance police patrols in the campus area and Thayer Street

### ACTION NEEDED

- Work with TSID to begin implementation of a capital improvement plan for Thayer Street

### RESPONSIBLE

- Vice President for Public Affairs and University Relations

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

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

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### ACTION TAKEN

#### ORGANIZATION & STAFFING

- Appointments to date include:
  - Robert Zimmer, provost
  - Richard Spies, executive VP for planning
  - Elizabeth Huidekoper, executive VP for finance and administration
  - Ronald Vanden Dorpel, senior VP for University advancement
  - Ellen Waite-Franzen, VP for computing information services
  - Andy van Dam, VP for research
  - Karen Newman, dean of the Graduate School
  - Brenda Allen, associate provost and director of institutional diversity
  - Russell Carey, VP and secretary of the University
  - Marisa Quinn, assistant to the president
  - Thomas Dean, deputy provost
  - David Greene, VP for campus life and student services
  - Florence Doksansky, interim University librarian
  - Michael Chapman, VP public affairs and University relations
  - Rajiv Vohra, dean of the faculty
  - Neil Steinberg, VP for development
  - Eli Adashi, dean of medical and biological sciences
- Completed a broad organizational review of the effectiveness of nonacademic organizations; realized savings of \$7.5M 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](http://careers.brown.edu), which allows candidates to search job postings and apply online

#### GOVERNANCE

- Reduced the number of standing faculty committees from 21 to 11
- Restructured Corporation committees and reorganized agendas to allow more time to focus on strategic discussions rather than operational details

- Created a President's Leadership Council of alumni, parents, and friends of the University to advise on issues facing the University; council had two meetings in 2003–04 and another in fall 2004
- Established eight new advisory councils and visiting committees with over 200 members to involve a wider circle of leadership in the University's affairs; held first meetings in February 2004
- Established the Advisory Council on Media Relations
- Established the Brown University Community Council, a representative forum comprised 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: raised minimum salaries to \$10 per hour in 2002–03
- Introduced enhanced dental insurance option
- Expanded staff tuition assistance program to provide \$10,000 per child in college
- Launched a new Mortgage Assistance Partnership Program
- Initiated the Human Resources Advisory Board, composed of staff, faculty, and students, to provide advice and feedback on human resources policies and procedures
- Launched new partnership programs for staff and faculty, including enhanced long-term care insurance, discounted automobile and homeowners insurance, and a comprehensive health promotion program
- Closed the University for the week between Christmas and New Year's Day to provide additional time off for staff
- Implemented a bonus program for staff and distributed \$1.25 million in bonuses over the period FY03–FY05
- Introduced an enhanced dental insurance option
- Launched a new Web-based service for 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

- *Text in red denotes new activity since May 2004 status report.*

#### ACADEMIC ENRICHMENT SUPPORT

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

#### ACTION NEEDED

- Continue to improve communication, coordination, responsiveness, and support provided by the administration to academic programs
- Continue to evaluate where new staff will be required to support academic initiatives
- Continue reviewing salary and benefits programs
- Complete searches for a University librarian, director of public safety, and an athletic director
- Improve training programs for employees
- Begin planning for the replacement of the human resources information system

#### RESPONSIBLE

- Executive Vice President for Finance and Administration
- Human Resources

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

#### ACTION TAKEN

##### OVERALL UNIVERSITY COMMUNICATIONS STRATEGY

- Initiated a communications audit of the entire University (Web and print items) to determine how various departments communicate with their constituents
- Produced a comprehensive strategic communications blueprint
- Rolled out Brown's new official logo and graphic identity standards in September 2003
- Redesigned the Brown Web site; assisted many departments with Web site updates
- Launched Morning Mail to consolidate and widely disseminate University news and events customized by constituency
- Developed and implemented a communications plan for internal and external constituents regarding construction of the Life Sciences Building
- Assumed responsibility for all Web-based communications and added staff to support this effort
- Developed an outline of a strategic message for the University, based largely on the goals and priorities of the Plan for Academic Enrichment, and presented it to the Corporation and senior administration

##### PUBLICIZING ACADEMIC ENRICHMENT

- Highlighted the progress of the Plan for Academic Enrichment and the Strategic Framework for Physical Planning through regular features in the *George Street Journal* and the *Brown Alumni Magazine*, along with the annual report and special editions of the *George Street Journal* provided to alumni and the community

- Developed status reports for regular release to the campus community
- Created a regularly updated Web site with information on the plan: [www.brown.edu/pae](http://www.brown.edu/pae)
- Began collaborating with the Office of the Provost on a communications strategy for new multidisciplinary initiatives to elevate visibility of emerging areas of academic excellence
- Collaborated on a new Web site and marketing materials for the Brown/MBL partnership
- Distributed copies of the full Plan for Academic Enrichment to approximately 2,000 key constituents
- Produced a publication for external audiences illustrating progress on the Plan for Academic Enrichment
- Expanded efforts to communicate about the PAE through stories in the media, presidential letters, and other direct communication
- Used special events to highlight Brown's progress and investments, such as the ribbon-cutting ceremony at 70 Ship Street and the president's "State of the University" address
- Proactively pitched stories about the PAE to regional and national media
- Overhauled *George Street Journal*, including changing the name to *Inside Brown*, printing on better paper, and introducing new graphics and four-color photography; the new newsletter will provide a stronger forum for updating the Brown community on the Plan for Academic Enrichment
- Produced 7,500 booklets of the PAE for external distribution to key stakeholders, donors, and prospects, outlining and illustrating the goals of the Plan
- Profiled 46 new faculty members in the September 2004 *George Street Journal*

#### ACTION NEEDED

##### OVERALL UNIVERSITY COMMUNICATIONS STRATEGY

- Determine additional ways in which Brown's overall communications can be unified and the extent to which they should be standardized
- Continue to assist in the creation of Web sites for individual departments and programs that exemplify the Plan for Academic Enrichment
- Coordinate, implement, and support activities related to external funding of initiatives
- Support Advancement in preparing for the campaign
- Initiate a major redesign of Brown Web sites, coordinated by PAUR
- Further develop strategic message outline by adding content that will be collected and developed into a small booklet for faculty, staff, alumni, Corporation members, and students to use when communicating about Brown
- Continue to improve the visibility of research and scholarship on the Brown Web site
- Develop and implement a more comprehensive strategic media relations plan

##### PUBLICIZING ACADEMIC ENRICHMENT

- Share widely the results of assessment measures that demonstrate the progress of the initiatives
- Develop a regular internal e-newsletter that can be customized by audience as well as a more comprehensive e-news update that will focus on progress toward broad University goals and initiatives
- Publish and distribute a report for external audiences in support of Advancement's efforts to engage the University's supporters

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

*continued*

- Continue to highlight progress on the PAE through an aggressive media relations campaign and through internal and external communications

### RESPONSIBLE

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

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

### ACTION TAKEN

#### IMPROVING COLLECTIONS AND INFORMATION RESOURCES:

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

#### UPDATING LIBRARY FACILITIES:

- Purchased the building at 10 Park Lane for off-site collections storage in order to free on-campus space for new acquisitions, new student space, and new programmatic initiatives
- Completed targeted cosmetic improvements to the John Hay Library, Orwig Music Library, and the lobbies and selected reading areas of the Rockefeller and Sciences Libraries
- **Made final preparations to open the Library Collections Annex (off-site storage facility) on March 1, 2005; the facility is projected to accommodate the transfer of 1.7 million volumes over 10 years**

#### APPLYING INFORMATION TECHNOLOGIES:

- Introduced new library technologies, including an audio streaming service, electronic course reserves, real-time "chat" access to the library, software (Metalib) that allows users to search for information across a number of different databases simultaneously, and software

(LUNA) to create, manage, and present digital images across campus using the Internet

- Improved Web service capabilities of Josiah, the library's online catalog and inventory of 3 million library holdings
- Launched the Center for Digital Initiatives in FY04 to publish in digital formats and increase access to Brown's unique, signature special collections for use in scholarship and teaching, and to offer consulting service to library and academic units
- **Established a working group to plan, develop, and implement a digital repository service to enable Brown to manage digital assets**
- **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)**

#### COLLABORATING IN TEACHING AND RESEARCH:

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

#### PLANNING:

- Developed and revised long-range and annual library planning to align with the Plan for Academic Enrichment
- Developed assessment measures and indicators in order to track progress toward achieving goals of academic enrichment goals
- Launched the Advisory Council on the Library to involve distinguished Brown alumni in library assessment and planning
- Hosted a Library Visiting Committee of three university librarians from peer institutions and began to implement their recommendations on how the library can most effectively support the Plan for Academic Enrichment
- **Realigned the work duties of nearly half of the library staff in order to better support the PAE and maximize new library technologies**
- **Hosted three advisory council meetings to study collections, facilities/space, and technology; submitted report to President Simmons**
- **Initiated national search for a new Joukowsky Family University Librarian**

#### ACTION NEEDED

- Raise funds to support long-term goals
- Develop a detailed table of library needs with key staff and stakeholders
- Review the recommendations made by the Library Visiting Committee and continue to implement the recommendations as appropriate
- **Complete the search for a new University Librarian**
- **Plan and undertake the renovation of the Sciences Library**
- **Plan and raise money for similar renovations in the Rockefeller Library**

#### RESPONSIBLE

- Provost
- University Librarian

▪ *Text in red denotes new activity since May 2004 status report.*

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

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### ACTION TAKEN

- Finished the two-year network upgrade in over 190 buildings, increasing the number of active ports from 14,000 to 38,000 since summer 2002; the network is now redundant with multiple layers of security protection
- Installed wireless network with Web access in 27 buildings and four e-mail kiosks
- Introduced several classroom and Web programs that promote the use of new technology in teaching and learning, including WebCT, an online course-management system
- Finished the upgrade of the e-mail service to Microsoft Exchange; migrated 11,000 mailboxes
- Created a team of three full-time professionals to oversee network security and worked throughout the University to develop and revise IT and security policies
- Implemented “MyConnection” to register and inspect students’ residential machines for upgrades and vulnerabilities
- Revised and expanded plans for a diverse array of administrative systems
- Began the multiyear implementation of Banner, a new student information system that integrates the admission, financial aid, records, registration, and student billing systems
- Began offering a “service-on-site” option and established a professionally staffed help desk that responded to 20,000 calls in fall 2003 and 20% more calls in 2004
- Offered a wide range of courses to staff and students through the Computer Education Program
- Held the first Summer Institute for Faculty in summer 2003, a week-long immersive workshop that helps faculty incorporate technology into their teaching
- Completed an inventory and review of the current technology infrastructure that supports the University’s business and academic applications and systems and developed a plan for life-cycle replacement
- Prepared detailed Computing and Information Services response to the Plan for Academic Enrichment assessing IT needs related to each PAE goal
- Codeveloped the Online Course Reserve Access (OCRA) with the library
- Created a team with the library called Supporting Technology in the Classroom, which inventoried the equipment in the classrooms and improved documentation
- Launched a pilot, Multimedia Across Campus (MAC), which extends access to multimedia computers and equipment to more students
- Initiated a pilot of using blogs in instruction and courses

### ACTION NEEDED

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

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

### RESPONSIBLE

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

## Ensure the utility and safety of the physical campus

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### 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
- Corporation officially accepted Halsband’s Strategic Framework for Physical Planning in October 2003; launched a Web site containing the plan in its entirety: [www.brown.edu/webmaster/strategic\\_framework](http://www.brown.edu/webmaster/strategic_framework)
- Developed real estate acquisitions and divestment guidelines
- Established an internal committee chaired by the provost to monitor space needs and develop plans for meeting those needs
- Developed a near-term transportation management plan for implementation in FY04 and FY05
- Developed a master plan for the proposed “Walk” between Lincoln Field and the Pembroke campus
- Completed studies of possible fitness center sites; a study of possible campus center sites is nearing completion
- Exploring possibilities for off-campus expansion
- Identified areas for enhanced lighting
- Began the development of the Institutional Master Plan, a five-year plan required by the city

#### 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 underway
- Construction of Life Sciences Building (LSB) is underway
- 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
- Moved Computing and Information Services to Davol Square and began renovations of the CIT to provide additional space for the Department of Computer Science
- Installed 4th high voltage electrical feeder to increase overall capacity of the campus
- Installed a new grass turf field for athletic use
- Began planning for new buildings: Sidney Frank Hall and Nelson Fitness Center

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

*continued*

- Began planning and design for major renovations: Grant Recital Hall, Pembroke Hall, Science Library, faculty office and teaching space in MacMillan Hall, and several other buildings

**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
- Undertook major fire safety improvements in residence halls and developed plans for completing that work in summer 2005
- Improved lighting in critical areas

**ACTION NEEDED**

**STRATEGIC FRAMEWORK FOR PHYSICAL PLANNING**

- Follow up on master plan recommendations concerning spaces on and near the campus that can accommodate expansion
- Develop a plan for ensuring that critical facilities renewal and code compliance needs are addressed over time
- Complete Master Plan, review with stakeholders, and get city approval

**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 our facilities and technologies
- Determine fair and effective methods for dealing with space needs and requests
- Plan for new space for public health as approved by the Corporation
- Plan for campus utility infrastructure renewal and expansion to support the new buildings and renovations and to improve system reliability

**SAFETY**

- Implement community policing
- Implement arming of campus police officers
- Establish appropriate review boards to monitor officer conduct and suggest improvements in policies and procedures
- Complete the search for a new director of public safety
- Continue fire safety work in residence halls

**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 faculty recommendations of the Task Force on Faculty Governance, including the establishment of the Academic Priorities Committee and the University Resources Committee, which are chaired by the provost and replace Academic Council and ACUP respectively
- 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 Academic Enrichment 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, and an expected \$2.1 million in FY05
- 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

### **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 the second annual report in fall 2004**

### **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