

# Plan for Academic Enrichment

STATUS REPORT | JULY 2009



Office of the President  
Brown University  
Providence, Rhode Island

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## LETTER FROM THE PRESIDENT



In February of 2008, when Phase II of the Plan for Academic Enrichment was adopted by the Corporation, none of us foresaw that we would be facing an economic crisis of almost unprecedented proportions in just a matter of months. Now, almost a year after that crisis began, we are still experiencing the effects of uncertain financial markets and a world economy that struggles to recover. As a result, many difficult decisions have been required in order to continue to move forward with the Plan for Academic Enrichment even as we respond to these new and extremely challenging financial constraints. I must say, however, that the Plan has been more valuable to us than ever over this last year, in that it has enabled us to remain focused on our highest academic priorities and move forward in ways that continue to strengthen the University. I can assure you that the Plan continues to guide us in making the decisions that are necessary to sustain the momentum of the last several years. While progress may be slowed in some areas as we manage through these difficult times, the current status report demonstrates that we can still make progress towards the overall goals of the Plan, even under these circumstances.

As you will see in the following pages, a number of planning initiatives undertaken over the last two years have helped us assess the effectiveness of various academic programs and then move forward to strengthen them. For example, the Task Force on Undergraduate Education examined the Brown curriculum and undergraduate experience, and provided a wide-ranging set of recommendations to strengthen the College. Similarly, the Working Group on Graduate Education addressed immediate needs and long-range plans for graduate programs at Brown, focusing primarily on the size and scope of the Graduate School and on the role of research in the University. Finally, the University undertook an extensive self-evaluation process associated with our decennial reaccreditation by the New England Association of Schools and Colleges (NEASC). All three of these initiatives informed Phase II priorities of the Plan, and new and existing objectives have been rethought in the context of findings and recommendations from these efforts.

The breadth of activity associated with the Plan for Academic Enrichment over the last seven years has been extensive. Supported by the Boldly Brown Campaign, which reached its goal of \$1.4 billion during this past Commencement/Reunion weekend, the Plan has enabled us to increase the size of the faculty, improve the financial aid provided to our students, expand the number of instructional offerings, improve our infrastructure and physical plant, and make strategic investments in research.

Despite the current economic crisis, PAE II will necessarily require additional targeted investments. We hope to make further academic progress by strengthening our curriculum, supporting academic departments and programs through targeted allocations, expanding international program offerings, and building collaborative relationships within and outside the academy.

I am pleased to present this latest status report on the Plan for Academic Enrichment. None of the progress reflected in this document would be possible without the dedication, intelligence, and hard work of many throughout the Brown community. These efforts make Brown a unique, world-class university.

Sincerely,  
RUTH J. SIMMONS

**MESSAGE FROM THE EXECUTIVE VICE PRESIDENT FOR PLANNING**

Faithful readers of this report will undoubtedly have noticed that it has been more than a year since we issued the last Status Report on the Plan for Academic Enrichment. We assure you that the decision to delay this latest report until now does not reflect any sense on our part that there is less interest in these reports than there has been in the past. Indeed, in this time of constrained resources, the commitment of the entire University community to the Plan is even more important and, therefore, so is the need to demonstrate exactly how we are continuing to make progress to implement the Plan and achieve the very ambitious goals for Brown that are articulated there. Accountability and transparency have been important objectives from the very earliest stages of the PAE, and we know that publishing status reports on a regular basis is an important tool for all of us. At the same time, we are also mindful that producing a report of this kind requires significant resources and, like everything else, those resources are even more precious today than they were a year ago. Trying to balance the commitment to these reports and the standard of accountability they represent with the need to conserve resources, we have elected to make the following changes in schedule and format:

- (1) Going forward, we will publish the report only once a year. The consensus is that mid to late fall is the best time to gather the information and issue the report. That way we can summarize what was in effect for the beginning of the then-current academic year, including work that was done over the summer and including efforts to attract new faculty and students to Brown. Accordingly, we will publish the next report in the fall of 2010. Until this year, we have been on a roughly twice-a-year schedule.
- (2) Starting with this report, we will rely almost exclusively on the Web for circulation of this information. Notification about the availability of a new release of the report will be sent via email to members of the campus community and to all alumni and other friends who are signed up for “Brown Insider” and other Brown-related electronic networks. We will also include the notice in the *BAM* and other printed communications. But we will print a limited number of paper copies and use them only to meet special requests. In the past we printed several thousand copies which were distributed to the entire campus community and an extensive external mailing list.

Another change in this report is the introduction of the new and expanded goals adopted as a result of the review of the Plan conducted during 2007–08. Those new goals were adopted formally by the Corporation in February 2008, along with a strong affirmation of the original goals and a detailed assessment of the successes and shortcomings of the preceding six years of work on the Plan. The results of that review were summarized in a report entitled “Plan for Academic Enrichment: Phase II,” which was published in the spring of 2008 in place of our regular Status Report. Now, in the first Status Report since PAE II was published, we have added a section in the front to reflect the new and expanded goals. Since there is significant overlap between these new goals and the original PAE goals—undergraduate education is very prominent in both, for example—we have had to adjust some of the later sections to reflect this overlap. We have tried, though, to make each section as self-contained as possible, so that readers with a particular interest in a few areas would be able to see everything that was relevant to those areas in one or two places rather than having to search through the whole document. You should let us know if you think we should organize the material differently in the future to make it more useful.

As President Simmons has said, the Plan for Academic Enrichment belongs to all of us who care for and work on behalf of Brown. For members of the community who are not directly involved in the work of the Plan on a daily basis, however, information about what is being done and whether it is having the expected impact is critical if they are to participate in a meaningful and useful way. We hope that this report helps to meet that need for information and, in that way, helps to make the Plan better and more effective. I appreciate the efforts of everyone who works on this report and applaud their efforts in support of the Plan.

Richard. R. Spies

Executive Vice President for Planning and Senior Advisor to the President

# Plan For Academic Enrichment – Phase II Priorities

## Continue to Strengthen Undergraduate Education (Phase II Priority)

Since the inception of the Plan for Academic Enrichment, increasing the level of support for undergraduate education has been an important goal. As a result of that effort, significant progress has been achieved over the last six years that positively affects all aspects of the undergraduate experience.

In the fall of 2008, the Task Force on Undergraduate Education released its final report, providing additional recommendations and proposals for further improving a Brown education. These recommendations have been incorporated into the Phase II priorities outlined below, and exciting progress is already being made.

The net addition of 89 new faculty through the Plan as of fall 2008 has already had a significant impact on the quality of undergraduate education by allowing us to introduce a first-year seminar program, increase the number of courses more generally, and provide more opportunities for student-faculty interaction. Moreover, the increase in the number of faculty, combined with the addition of new academic and department programs, has led to greater student involvement in research.

Channeling PAE resources into financial aid now allows Brown to be “need blind” in its admission decisions, to offer financial assistance to more international students, and to assure all students that they can afford to come to Brown regardless of their family’s financial circumstances. This aid has helped improve both the quality and quantity of the undergraduate applicant pool in recent years and puts Brown in the enviable position of selecting and enrolling an increasingly talented, diverse, and accomplished student body.

The new Phase II objectives below strengthen and expand the goals for undergraduate education established in 2004. These new objectives also provide a level of specificity and relevance based on the extensive review processes undertaken during 2007–08. As the first status report designed to capture activities related to Phase II, all actions are new since our last status report in November 2007.

### Develop a more robust and integrated academic advising program for Brown undergraduates, through all four years and across all disciplines and concentrations

#### ACTION TAKEN

- Reviewed Orientation to identify further improvements to programming, developed plans for new sophomore “re-orientation,” identified improvements for transfer orientation, and added sessions on adapting to college learning
- Received and began to implement recommendations from the Task Force on Undergraduate Education related to advising
- Hired new coordinators of co-curricular advising
- Received recommendations from the Committee on the Residential Experience for changes in residential programming and staffing to enhance advising, co-curricular education, and development of community outside the classroom
- Launched new Faculty Advising Fellows Program, a collaboration between the Dean of the College and Campus Life and Student Services; currently have five Faculty in Residence and ten Faculty Advising Fellows
- Published *Liberal Learning at Brown* to promote a culture of responsible and integrated learning
- Piloted “Excellence at Brown” initiative in August 2008 to offer an early introduction to Brown academics and culture for students from under-resourced high schools
- Strengthened advising and mentoring support for minority and international students through increased dean’s hours, involvement of Faculty Advising Fellows, and better coordination with International Mentor Program
- Conducted external review of Career Development Center to discover areas of potential improvement

- Published new guides for sophomores and transfer students, and offered an enhanced transfer orientation program
- Launched a new program in “Careers for the Common Good”
- Launched “Brown Degree Days” to increase involvement of alumni in career advising process
- Initiated external review of programs for Latino students to learn how we can better support underrepresented populations
- Created new contact system to connect with students before they find themselves in academic difficulty
- Began implementation of an electronic advising portfolio to facilitate communications between students and advisors, to house student work, and to enhance continuity between pre-concentration and concentration advising
- Completed initial design of new online advising portfolio, to be launched with incoming class of 2013

#### ACTION NEEDED

- Implement recommendations from task force about further enhancement of advising programs, including the development of new Web and print materials for all students, improvement of advising for international students, and improved outreach to students in academic difficulty
- Expand career advising at Brown, especially for careers in public service and related fields
- Strengthen the number and effectiveness of student department undergraduate groups (DUGs) by developing Web sites, guidelines, and coordination with concentration advisors
- Increase involvement of alumni in career planning
- Expand training for Meiklejohn Peer Advising Program

#### RESPONSIBLE

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

**CONTINUE TO STRENGTHEN UNDERGRADUATE EDUCATION (PHASE II PRIORITY)***continued***Support the teaching mission of the faculty by providing increased resources for curricular development and collaborative pedagogy, including resources for multidisciplinary concentrations and innovative training in the sciences**

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**ACTION TAKEN**

- Received and began to implement recommendations from the Task Force on Undergraduate Education related to teaching and learning
- Established a series of faculty and student forums to promote campus-wide discussion about the Brown curriculum
- Developed plans for new Science Center at Brown and hired new coordinator
- Developed new seminars for juniors and seniors taught by Cogut Humanities Center visiting faculty, postdoctorates, and fellows
- Expanded First Year Seminar program to 75 seminars in 2008–09, with greater emphasis on seminars devoted to writing; successfully recruited 76 First-Year Seminars for 2009–10
- Conducted external review of writing at Brown
- Began planning and implementing the review of all concentrations to be completed by 2011
- Implemented an orientation program for new faculty in August 2008 focusing on Brown's educational philosophy
- Developed a new statement on writing for all undergraduates
- Successfully piloted a new online course evaluation form in 17 departments
- Encouraged the development of new community-based learning courses through the Swearer Center for Public Service

**ACTION NEEDED**

- Develop new courses that include community service
- Partner with Brown's ADVANCE grant to create new teaching support programs for women faculty in the sciences
- Engage faculty in the question of measuring student learning in all concentrations
- Develop methods to encourage and track senior capstone experiences
- Integrate virtual learning environments and tools that help students and faculty become fluent in utilizing technology, and help students develop lifelong learning skills for finding, critically evaluating, and using information
- Work with Wayland Collegium, Cogut Humanities Center, and Watson Institute to develop new team-teaching initiatives
- Improve effectiveness of undergraduate teaching assistants (IAs) by developing support programs based on "best practices"
- Maintain First-Year Seminar Program at minimum of 75 seminars each year

**RESPONSIBLE**

- Dean of the College
- Dean of the Faculty

**Significantly increase the opportunities for creative, independent, and global learning experiences for students by augmenting undergraduate teaching and research awards (UTRAs) and internships**

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**ACTION TAKEN**

- Increased the number of Undergraduate Teaching and Research Awards (UTRA) by 20 percent. Awarded 14 International UTRAs with help of Office of International Affairs
- Established in 2007 and awarded annually UTRAs to recognize excellence in student research projects that make extensive and creative use of the library's collections
- Developed new collaborative summer course between Brown and the *Ecole Libre de Sciences Politiques* in Paris
- Launched Brown International Scholars Program with Office of International Affairs
- Began discussion of five-year International AB/AM program
- Developed and funded 10 new research fellowships co-mentored by environmental faculty at Brown and conservation practitioners (Brown Environmental Fellows Program)
- Hired new associate dean for research in the College to oversee the UTRA and Mellon-Mays Fellowship programs

**ACTION NEEDED**

- Continue increasing the number of UTRAs granted annually
- Work with Office of International Affairs, Summer and Continuing Studies, and Curricular Resource Center to develop more opportunities for undergraduate internships

**RESPONSIBLE**

- Dean of the College
- Dean of the Faculty

**Significantly increase the opportunities for students to interact with faculty outside the classroom through programs in the residence and dining halls and in other areas of the campus to promote a shared sense of community and to further Brown's educational mission**

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**ACTION TAKEN**

- Received and began to implement recommendations on residential life from the Task Force on Undergraduate Education and the Committee on the Residential Experience
- Launched new Faculty Advising Fellows program to increase involvement of faculty in undergraduate residential experience
- Improved staffing in residence halls with two new professional staff-in-residence positions and increased numbers of peer staff, particularly in sophomore housing
- Implemented programs to increase student-faculty contact through an expanded Faculty Advising Fellows Program
- Completed design phase for new science center

**ACTION NEEDED**

- Evaluate impact of new initiatives in residential programming and staffing, and strengthen as needed
- Set priorities and future planning based on evaluation of first year of expanded Faculty Advising Fellows Program

**RESPONSIBLE**

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

**Improve support for extracurricular and co-curricular programs and activities, and strengthen the connections between those programs and the academic lives of students. Improve facilities and program support for athletics and physical education, student performances, and other student activities to enhance the experience of students involved in those activities and in the greater Brown community**

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**ACTION TAKEN**

- Opened new Student Resources and Services Center in J. Walter Wilson Hall in fall 2008, bringing together many student resource offices in one place
- Initiated the Campus Center Programming Fund to realize some programmatic goals for the Robert Campus Center; piloted First Friday as a monthly series of alcohol-free, student-led social events promoting Faunce House as a center of student life
- Completed temporary swimming pool and opened facility for aquatics program and recreational swimming in January 2008
- Expanded hours in University Health Services
- Made targeted improvements in Pizzitola Memorial Sports Center and Olney-Margolies Athletic Center, including lighting, flooring, bleachers, and equipment
- Made improvements to student practice and performance spaces in T.F. Green Hall, Alumnae Hall, and Salomon Center
- Tested and implemented a “trayless” approach in student dining halls to decrease food waste
- Sponsored a year-long Artist in Residence at Hillel
- Finalized program specifications and schematic design for the Stephen Robert '62 Campus Center in Faunce House; construction began May 2009
- In May 2009, broke ground on Creative Arts Center that will provide academic, administration, and performance space
- Installed filtered water coolers in dining halls to reduce use of bottled water

**ACTION NEEDED**

- Complete renovation of Robert Campus Center in Faunce House

**RESPONSIBLE**

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

**Increase the amount of regular rehabilitation and redesign of the residence halls, with the goal of maintaining a consistent cycle of major renewal. Create more and better community spaces within the residence halls for formal and informal academic programs, social gatherings, collaborative study, and recreation; and provide better support for the effective educational use of those spaces**

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**ACTION TAKEN**

- Secured funding in spring 2008 for substantial program of residential renewal over next three summers to include projects in 12 residence halls
- Conducted renewal projects in 10 residence halls in summer 2008 as part of planned ongoing renewal
- Proceeded with renewal projects in two residence halls in summer 2009 as part of planned but downsized ongoing renewal
- Cut \$12M from residential renewal program in February 2009 as part of response to the economic crisis; will not proceed with Miller/Metcalf renovation at this time
- Secured funding to replace furniture in 350 student rooms as part of ongoing furnishings renewal

**ACTION NEEDED**

- Continue to evaluate and set priorities for rehabilitation

**RESPONSIBLE**

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

**Adopt the goal of increasing the percentage of undergraduate students living on campus from roughly 80 percent to 90 percent as soon as financing allows**

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**ACTION TAKEN**

- Completed substantial planning for new residence halls, including programmatic priorities, common space requirements, and living configurations that are appealing to juniors and seniors

**ACTION NEEDED**

- Continue to monitor housing trends among peer institutions and the marketplace to understand successful programming options and innovative approaches to building appropriate types of housing

**RESPONSIBLE**

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

**Improve financial aid packages significantly to reduce the burden on students and their families from loans and other components of the expected student and family contributions. Continue to make improvements as needed to remain competitive with peer institutions and to assure that the best students will be able to attend Brown without regard to their families' economic circumstances**

**ACTION TAKEN**

- Expanded the College's aid programs significantly in 2008, including the reduction or elimination of student loans for the entire aided population and the elimination of parent contributions for most families earning less than \$60,000. These initiatives enabled Brown to offer a record \$18.7 million in University scholarships to students admitted to the class of 2012
- Implemented new aid programs in 2008–09 for both first-year and returning student aid populations. The number of students whose aid packages include a zero annual parent contribution from income rose from 12 percent of the aid population (284 students) to 34 percent of

the aid population (818 students). The number of aid students whose initial financial aid packages include no loans (and whose entire need, therefore, is funded by campus job and grant assistance) rose from 6 percent of the aid population to 61 percent of the aid population

- Increased the average University scholarship award to students with financial need by more than 22 percent – from just under \$24,000 to more than \$29,000
- Augmented the approved 2009–2010 undergraduate financial aid budget by 10.9 percent (\$7.5 million) to better support students and families during the deepening recession

**ACTION NEEDED**

- Monitor effectiveness and competitiveness of recent aid initiatives
- Create additional opportunities to engage families who may qualify for no or little financial assistance at the time of admission, and help them with long-term financial planning for college costs
- Create an online financial aid calculator that will allow families to preview their eligibility for aid at Brown

**RESPONSIBLE**

- Dean of the College

## Ensure Brown is a Truly Global University (Phase II Priority)

The world of higher education is changing rapidly. Across the disciplines, to be at the cutting edge of science and thought requires us to be in dialogue with global peers. The world's professional and intellectual leaders increasingly live in a world without borders, and the competition among elite American universities is increasingly played out on a global stage. To meet these challenges, in February 2008 the Brown Corporation resolved to “ensure that Brown is a truly global university.”

It took a generation for Brown to move from a respected regional college / university to a nationally renowned university. Becoming a leading global university is an equivalent challenge. It will require a new way of thinking across the campus, new reference points, new colleagues, and new ideas. Indeed, becoming a prominent global university will be more than the sum of many small initiatives. Ultimately, Brown's place in the world will rest on the quality and openness of our core strengths: faculty research, teaching, and student education. As a result, becoming a renowned global university is all about back to basics. The Plan for Academic Enrichment lays the foundation for ensuring a world class faculty,

strengthening the undergraduate curriculum, building a stronger graduate school, and improving our core strengths.

We will need to deepen engagement with the world by faculty and students alike. And we will need to focus our energies. In every field today, the leading scholars travel far to work in labs and archives best equipped for their purposes. In this exchange, Brown must continue to be able to put something on the table – programs, faculty, library collections, and departments that rank among the best in the world and that both train promising new scholars and draw the world's leading scholars to College Hill.

As the world of higher education becomes ever more international, it would be a great loss were it also to become more uniform. The strength of America's university system is its diversity – so also for the world. Brown will have a unique role to play. Just as the 1969 curriculum successfully distinguished Brown among its national peer institutions 40 years ago, we must now work to develop our own innovative contribution to global education.

**Make the Brown curriculum a model for global education, expanding the depth and breadth of international experiences for students and bringing more international scholars and programs to Providence**

**ACTION TAKEN**

- Developed and implemented the 2008–09 Brown International Scholars Program to provide opportunities for students to make international studies a central component of their undergraduate education

- Allocated funds to expand and strengthen the number of International UTRAs
- Expanded and strengthened the number of International Swearer Fellowships
- Added 10 new international studies courses for the 2008–09 academic year, using visiting faculty and adjunct faculty at the Watson Institute
- Disbursed grants to faculty under a new initiative to develop new courses or add an international perspective to existing courses
- Developed strategy for a pilot program of international tracks, and launched discussions with several concentrations



- Initiated review of International Relations and Development Studies concentrations within Watson
- Allocated funds for disbursement by the Dean of the College (DOC) for senior capstone fellowships to enable undergraduate research and travel stipends for international conferences
- Launched discussion with a wide range of faculty on internationalization of course offerings, partly through a series of faculty meetings convened by the Sheridan Center
- Convened series of discussions with DOC, Office of International Programs, the Office of Summer and Continuing Studies, the Swearer Center, and students on how to strengthen and expand undergraduates' overseas experiences
- Coordinated discussions on language instruction at Brown in preparation for creation of language study task force
- Held discussion with a range of departments on curriculum gaps that need to be addressed through faculty recruitment
- Acquired extensive database of foreign broadcast and media translations to provide international perspectives on world events
- Launched Graduate International colloquia grants
- Instituted new International Review Group and led the process to coordinate international programs and opportunities for undergraduates, graduate students, and faculty

#### **ACTION NEEDED**

- Conduct the second year of the Brown International Scholars Program
- Continue disbursing grants under the curriculum internationalization program
- Continue discussions with DOC, Office of International Programs (OIP), and undergraduate working group on a pilot program of international tracks within concentrations
- Identify priorities for faculty recruitment in 2009–10 and beyond
- Support work of financial aid office and other relevant units in developing recommendations to support international engagement for students with financial need
- Work with Graduate School, DOC, OIP, and working groups to identify best practices for deepening and expanding language study options at Brown
- Work with DOC, OIP, and Graduate School to increase the number and range of international opportunities available to Brown students
- Continue developing and communicating strategic vision for Brown as a “truly global university”

#### **RESPONSIBLE**

- Dean of the College
- Dean of The Graduate School
- Vice President for International Affairs

### **Encourage and support more advanced research in the sciences, the social sciences, and the arts and humanities that depend on – and contribute to – the international investigation of important questions and problems**

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#### **ACTION TAKEN**

- Developed “open door” policy document on international programs and on facilitating international collaboration
- Implemented ongoing process to support proposals for international collaborations and to address obstacles

- Enhanced international collaborations such as library's capacity to host visiting scholars
- Awarded \$100,000 in seed grants in fall 2008 for faculty undertaking international research and teaching collaborations
- Disbursed grants from fund to provide travel stipends for faculty and graduate students to attend international conferences and present original research
- Disbursed grants under new Graduate Colloquia initiative for graduate students to invite scholars to campus to catalyze discussion on international perspectives
- Assessed resources to identify and develop cross-regional themes for global-based study (e.g., public health, geographic information systems (GIS)/data center, environmental studies, entrepreneurship, slavery and justice, Francophone Caribbean, etc.)
- Disbursed seed grants to faculty of up to \$5,000 per project for new initiatives in international research and teaching collaborations
- Joined with UNESCO, the Library of Congress, and 30 other partner institutions to launch the World Digital Library, a Web site that features unique cultural materials from libraries and archives around the world

#### **ACTION NEEDED**

- Review possible international collaborations and address obstacles as they emerge in advancing an open door policy
- Encourage new initiatives to enhance international collaborations
- Continue to disburse seed grants for international research and teaching collaboration
- Continue to disburse travel stipends for faculty and graduate students to attend international conferences
- Continue to disburse graduate colloquia grants to enable new symposia, workshops, and conferences that bring international perspectives to Brown

#### **RESPONSIBLE**

- Dean of the College
- Dean of the Graduate School
- Vice President for International Affairs
- Vice President for Research

### **Build more significantly on the strengths of existing centers and programs, such as the Watson Institute, and other ongoing initiatives to develop world-class centers devoted to important global issues. Undertake needed structural, curricular, and governance changes to improve these programs**

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#### **ACTION TAKEN**

- Built on discussion of humanities faculty chairs to develop a new “Towards a Global Humanities” initiative in collaboration with the Cogut Center, Pembroke Center, and Africana Studies
- Collaborated with provost and Office of the Vice President for Research in convening a committee for international collaborations in the sciences
- Developed a strategic plan for the Watson Institute to strengthen and improve the institute
- Provided support for the International Writers Program (IWP) and developed a plan for the 2009–2010 funding of IWP
- Collaborated with Cogut, Science and Technology Studies, and Wat-

## ENSURE BROWN IS TRULY A GLOBAL UNIVERSITY (PHASE II PRIORITY)

*continued*

son to plan three parallel speaker series in the humanities, sciences, and social sciences

- Convened task force to explore a summer workshop at Cogut studying international themes in the humanities
- Established a fund to support innovative student initiatives that internationalize institutional culture at Brown.
- Tasked a Research Advisory Board faculty working group to consider issues surrounding research and the internationalization initiative

### ACTION NEEDED

- Continue to support “Towards a Global Humanities” initiative and other Cogut plans for internationalization of humanities
- Work with Science Advisory Committee to develop a strategic plan for supporting international research in the sciences
- Continue seed funding of new collaborations in the humanities, social sciences, and sciences, and facilitate ability of faculty to further international collaborations
- Recommend additional faculty hires to fill gaps in the humanities and social sciences where international emphasis may be needed
- Explore potential collaborations with the Pembroke and Taubman Centers to support and enhance international dimensions

### RESPONSIBLE

- Provost
- Dean of the Faculty
- Vice President for International Affairs
- Vice President for Research

## Support a small number of carefully selected new initiatives in order to carve out a special role for Brown in the ongoing process of teaching and research on global issues

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### ACTION TAKEN

- Consulted across disciplines to identify Brown’s academic strengths and potential and to determine where special initiatives can have the greatest impact
- Launched four pilot summer institutes and laid the groundwork to establish the Brown Advanced Research Initiative
- Convened informal advisory group on Brown’s international outreach and media potential. Identified areas for further planning
- Worked with Africana studies and president’s office to develop plans for year of “Focus on Africa”
- Began planning and consultations with senior global governance scholars about the potential for building a global governance initiative, perhaps within the Watson Institute. Sponsored pilot conference and speakers, hosted visiting faculty, and launched a related summer institute
- Collaborated with faculty committee on global health to explore plans for strengthening Brown’s activities in this field
- Initiated the Open Brown working group to create a Web-based technical and programmatic framework around the delivery of media to a variety of internal and external audiences to enhance the pedagogical, research, and intellectual leadership missions of Brown University

- Established a vision for the delivery of media through Geoffrey Kirkman’s “New Media Initiative”
- Identified steps and resources required to achieve the vision in 11/5/08 report on “Foundational Services for Digital Audio and Video at Brown”
- Established a partnership with Spain’s Institute Empresa, one of Europe’s leading business schools, to further research and teaching opportunities in Brown’s Commerce, Organizations, and Entrepreneurship (COE) program and the Program in Innovation Management and Entrepreneurship (PRIME)
- Hosted the inaugural Brown International Advanced Research Institutes (BIARI), a major new faculty development initiative for promising young scholars from global south and emerging economics

### ACTION NEEDED

- Continue process of identifying key initiatives that can expand Brown’s global reach
- Implement plans for year of “Focus on Africa”
- Continue to play a catalytic role in providing intellectual leadership for flagship programming
- Continue to advance the idea of a global governance initiative at Brown through conferences, speakers, visiting faculty, research initiatives, and course offerings. Launch occasional paper series
- Explore a global governance track within International Relations concentration, along with a global governance/legal studies graduate workshop
- Convene more advisory meetings with senior scholars across the world
- Continue planning for international outreach initiative, placing Brown’s faculty on the global stage, initiating a Brown-branded global conversation about ideas

### RESPONSIBLE

- Provost
- Dean of the Faculty
- Vice President for International Affairs

## Use Brown’s convening power, focused on the rising generation of the world’s leading scholars, writers, scientists, and politicians, to make Brown the place for sustained dialogue among the world’s leading thinkers

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### ACTION TAKEN

- Held four pilot workshops and raised \$500,000 for the Brown Initiative for Advanced Research to convene a rising generation of scholars from the global south and elsewhere for networking and scholarly exchange on different topics and made preparations for the first full session of BIARI in the summer of 2009
- Launched discussions with members of international task force on specific tasks that will need to be addressed by a comprehensive international student and scholar office
- Launched discussion with Office of Summer and Continuing Studies to expand their capacity to support faculty, departments, and programs in exercising Brown’s global convening power
- Sponsored various campus events featuring distinguished Brown and international scholars such as Fernando Henrique Cardoso (former president of Brazil), Lincoln Chafee ’75 (former U.S. Senator R-R.I.), Ricardo Lagos Escobar (former president of Chile), 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), Salman Rushdie (internationally acclaimed author), Ali Allawi (former Iraqi minister), Evo Morales (president of Bolivia)

#### **ACTION NEEDED**

- Create administrative structure to convene workshops of young scholars from developing world and to raise funds
- Create more opportunities for promising young scholars from around the globe to work with Brown faculty, and for Brown faculty to work with a global pool of young academics in their fields through more co-supervisory relationships, reciprocal faculty and student exchange programs, etc.
- Develop proposals for comprehensive international student and scholar office

- Establish protocol procedures for all foreign visitors and campus lectures by distinguished international visitors
- Decide whether to expand convening role of Office of Summer and Continuing Studies
- Continue to ensure that Brown is an open scholarly environment that convenes international conferences and other events
- Establish a global media project to use new technologies that can highlight and strengthen Brown's international footprint

#### **RESPONSIBLE**

- Provost
- Vice President for Public Affairs and University Relations
- Dean of the Faculty
- Vice President for International Affairs

## Enhance Academic Excellence at Brown by Increasing the level and quality of support for key Academic Departments and Programs (Phase II Priority)

To achieve its goals and remain in the ranks of the most outstanding universities, Brown must continue to provide support to promising academic and research programs across the University. Phase II of the Plan seeks to provide resources to enable targeted programs to attract and retain outstanding scholars and further build programs of academic excellence. These scholars will in turn enable Brown to attract the most sought-after undergraduate and graduate students. In order to pursue our academic goals successfully, therefore, it is essential that we continue to have nationally prominent programs of research and graduate education. The reputation of Brown among our peers depends heavily on the strength of our academic departments and programs.

Brown has a number of excellent departments that have already been strengthened by the Plan for Academic Enrichment or are com-

ing forward with new proposals for ways that they can be strengthened. Those proposals include requests for additional faculty positions, for more graduate students and / or postdoctoral fellows, and for essential new resources to support faculty and student research (e.g., facilities and equipment, library and technology support, etc.). Many proposals will also include compelling ways to strengthen undergraduate teaching and provide opportunities for undergraduate participation in research efforts, but they start with the excellence of the faculty and the quality of research.

This Phase II priority requires targeted investments in academic departments and programs, the Graduate School, and research initiatives to further enrich the academic excellence of Brown.

### Add resources to academic departments or programs based on their capacity to achieve academic excellence

#### **ACTION TAKEN**

- Completed significant data collection and classification as part of Brown's participation in the National Research Council survey (and eventual ranking) of doctoral programs in the United States
- Expanded data on graduate programs for Working Group on Graduate Education, and made such indicators part of required annual program reviews
- Received in February 2008 the Brown Corporation's endorsement for the concept of expanding the size of the Graduate School in selected areas in order to enhance the excellence of Brown's research programs and academic departments

- Continued systematic review of academic departments, research centers, and institutes designed to provide external expert advice on current strengths, challenges, and opportunities, and to assist in shaping strategic plans to guide faculty hiring, strengthening of undergraduate and graduate curricular programs, and other activities
- Pursued, through Target of Opportunity and other faculty searches, opportunities to recruit leading senior faculty to Brown's best academic departments. A total of 271 faculty have been recruited since fall 2002, including both new positions created under the PAE and replacement for faculty retiring or leaving the University
- Embarked on planning for a major new Mind Brain Behavior facility to house the newly combined departments of Psychology and Cognitive and Linguistic Sciences, and the administrative offices of the Brain Science Institute, following an external review of the Department of Psychology
- Began a new cycle of academic program reviews. By the end of spring term 2009, 13 external reviews were completed and a plan for reviewing all remaining departments, programs, and institutes was approved

**ACTION NEEDED**

- Continue to promote strategic planning by departments and programs, anticipating future faculty needs, responding to important trends within and across disciplines, and providing a framework for continued expansion of the faculty
- Align opportunities for expansion of the Graduate School with areas of excellence in academic departments and programs, particularly those that have seen faculty ranks expanded through the PAE
- Continue to ensure that planning for academic facilities is based on the academic priorities of Phase II
- Expand capacity for postdoctoral support
- Expand training of directors of graduate study

**RESPONSIBLE**

- Provost
- Dean of the College
- Dean of the Graduate School
- Dean of the Faculty
- Vice President for Research

### **Improve the quality and impact of the Ph.D. programs of the Graduate School through targeted investments and carefully focused expansion**

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**ACTION TAKEN**

- Increased base stipends for University fellowships from \$12,800 in 2001–02 to \$19,000 in 2009–10 to be more competitive
- Conducted, through the Working Group for Graduate Education, an exhaustive, data-intensive review and evaluation of each of Brown's 66 advanced-degree programs
- Surveyed each of our 43 doctoral programs to determine the scale and pace of desired growth as part of the Working Group's review
- Launched new four-part training series for directors of graduate study in doctoral programs to assist them with issues around recruiting, advising, and ensuring their students' timely and successful completion
- Developed first phase of a new online system for tracking the academic progress and financial support of all graduate students. Additional phases include fully automating application and student appointment processes
- Assessed English-language competency training needs for incoming students across all programs and coordinated with the International Teaching Assistants program on strategies for improving and expanding their offerings. Additional effort underway to facilitate tracking language competency levels in Banner
- Worked with English for International Teaching Assistants (ITA) program to revise the minimum-score standards for the TOEFL and IELTS to make them more reflective of the standards for our peers
- Instituted GRE minimum-score standards for applicants to doctoral programs
- Revised and will continue to revise and republish online version of Graduate Handbook
- Launched new metrics for annual reviews of graduate programs

**ACTION NEEDED**

- Work to implement the findings of the Working Group on Graduate Education as feasible. **GROWTH:** The Working Group recommends in the strongest terms the need for growth of the Graduate School. **FUNDING:** An increase in summer and conference travel support for students; **EARLY START:** The creation of an Early Start Program for incoming graduate students, especially for international graduate students
- Coordinate initiatives for internationalization to offer feedback and guidance on new agreements that may effect graduate students at Brown and at new partner institutions
- Work with CIS and potential third party vendor(s) to expand the new online system to include full automation of the admission process
- Continue to implement recommendations from Working Group on Graduate Education
- Respond to recommendations from NEASC report

**RESPONSIBLE**

- Provost
- Dean of the Graduate School

### **Identify the most promising areas of research throughout the University and improve our effectiveness in attracting outside support for these areas through targeted investments, greater collaboration, increased seed funding, and better support for faculty seeking external funding**

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**ACTION TAKEN**

- Created a new incentive program for student-won grants
- Instituted a recognition ceremony for students who bring in external money
- Moved several promising interdisciplinary research institutes and centers under the auspices of the Office of the Vice President for Research to focus efforts and support in these key research areas
- Enhanced industry awareness and interactions for Brown research enterprise by supporting on and off-campus site visits with key industry leaders
- Facilitated statewide discussions around Population Health to stimulate a statewide collaborative research project
- Convened several meetings with Brown and RISD senior administration and key faculty related to research to define areas of research collaboration to support ongoing RISD-Brown relationships among faculty and students
- Supported a Brown-RISD engineering and design research event to introduce areas of overlap
- Began development of a strategic plan for research at Brown in the Office of the Vice President for Research. Resulting plan will inform effective use of University resources in support of promising research
- Formed a Research Advisory Board faculty working group to explore opportunities to provide increased support for faculty seeking external funding
- Created new interdisciplinary postdoctoral positions to support emerging collaborations
- Established a partnership with IBM to bring high-performance computing to Brown to enhance statewide research opportunities
- Signed MOU and established a partnership with Draper Labs to jointly pursue research on topics related to energy

**ACTION NEEDED**

- Secure further support for graduate-student and postdoctorate grant-writing
- Build long-term strategic plan for industry ecosystem to support research enterprise and build national/global profile
- Continue dialogues with RISD to define shared research initiatives and support RISD-Brown research collaborations

**RESPONSIBLE**

- Provost
- Vice President for Research
- Dean of the Faculty
- Dean of the Graduate School

### **Provide high levels of support for those multi-disciplinary centers and initiatives that have proven most effective in raising the level of research and strengthening neighboring departments**

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**ACTION TAKEN**

- Received faculty and Corporation approval for transformation of Brain Science Program into the Institute for Brain Science to more clearly convey to external and internal constituencies Brown's broad and ambitious research agenda for the brain sciences
- Received a \$3M endowment grant from the Andrew Mellon Foundation to expand Graduate School enrollment in the humanities and create new curricular programs
- Provided support for large-scale interdisciplinary research grant submissions, such as Clinical and Translational Sciences Award and Math Institute
- Established statewide working groups to steward inter-institutional public-private relationships to support large-scale collaborations and opportunities for federal and private dollars. (URI, MBL, Lifespan, CNE, AICU)

**ACTION NEEDED**

- Continue to monitor through annual reporting process, APC review, and external reviews the effectiveness of centers and institutes in supporting academic excellence, providing new educational opportunities for undergraduate and graduate education, and advancing important research objectives
- Pursue large-scale infrastructure grant opportunities and leverage statewide academic and research partnerships (Cyberinfrastructure, NIH, HEI, etc.)
- Further develop research computation infrastructure (via the Center for Computation and Visualization) to support broader interdisciplinary initiatives such as visualization platforms and collaboration applications
- Continue work with the Creative Arts Center to find areas of exploration between arts and sciences communities
- Strengthen statewide working groups to pursue collaborative research opportunities in conjunction with IBM research and computing resources

**RESPONSIBLE**

- Provost
- Vice President for Research
- Dean of the Faculty



# Plan For Academic Enrichment – Original Goals

## 1 Enhancing Undergraduate Education

Excellence in undergraduate education has been a priority throughout Brown's history. The Plan for Academic Enrichment set specific, ambitious goals for enhancing the undergraduate experience, and much progress has been made as detailed below.

The review of the Plan in 2007–08 resulted in a firm commitment to keep undergraduate education as a central priority of the Plan and

established additional, specific objectives. These new objectives complement the original objectives in most instances, so the vast majority of new actions taken and action needed will be featured in the Phase II section of this report (pages 3–6). However, this section will continue to contain important updated information as appropriate.

### 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; 60 seminars in 2006–07 in 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 percent 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
- Launched new faculty-led seminar program during orientation to jumpstart conversations between first-year students and faculty
- Initiated the Committee on the Residential Experience to conduct review of programs in place for co-curricular education and development of community outside the classroom
- Developed new Faculty Advising Fellows program to expand ongoing involvement of faculty in the undergraduate residential experience
- Expanded the First Year Seminar program to 75 seminars per year, with greater focus on topics in writing, science education, and global awareness
- Increased the number of Undergraduate Teaching and Research Awards (UTRA) by 20 percent. Awarded 14 International UTRAs with help of Office of International Affairs

See Phase II pages 3–6 for other recent actions taken that support this objective

#### ACTION NEEDED

See Phase II pages 3–6 for other actions needed that will support this objective

#### 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
- Launched and completed searches for other new positions in the Office of the Dean of the College: Deputy Dean of the College; Assistant Dean of the College for Diversity; Associate, and Assistant Dean of the College for First-Year and Sophomore Studies
- Received recommendations from Committee on Science Education to improve advising for science concentrators and to increase funding available for undergraduate research
- Issued the final report from the Task Force on Undergraduate Education that helped inform major Phase II objectives related to improvements in the curriculum
- Worked with science faculty, associate provost for space and planning, and the library to develop a new center of science teaching and advising at Brown

See Phase II pages 3–6 for other recent actions taken that support this objective

#### ACTION NEEDED

See Phase II pages 3–6 for other actions needed that will support this objective

## ENHANCING UNDERGRADUATE EDUCATION

continued

## 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 percent 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 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
- Reopened conversation about “capstone” projects with department chairs, spring 07
- Received recommendation from Task Force on Undergraduate Education supporting enhanced research opportunities for undergraduates and requiring concentrations to provide some kind of capstone experiences for all concentrators
- Organized junior class reception to alert rising seniors to opportunities for fellowships, capstone experiences, and post-baccalaureate experiences in graduate and professional schools and business

See Phase II pages 3–6 for most recent actions taken that support this objective

## ACTION NEEDED

See Phase II pages 3–6 for recent plans and proposals

## RESPONSIBLE

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

### 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
  - Improved sophomore publications and electronic advising bulletin
  - 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
  - Conducted “best practices” survey on undergraduate advising with sponsorship from Teagle Foundation
  - Hired Deputy Dean of the College to help coordinate all advising functions in the DOC
  - Reorganized advisor assignment process to create continuity between 1st and 2nd year students
  - Increased number of faculty advisors for the incoming class to a participation level of 30 percent – highest in over 10 years
  - Launched new website for the Office of the Dean of the College to clarify policies and procedures and to make advising resources more readily available to students, faculty, and parents
  - Initiated the Committee on the Residential Experience to conduct review of programs in place for co-curricular education and development of community outside the classroom
  - Reviewed and implemented appropriate best practice recommendations from student survey results
  - Evaluated Orientation to identify further improvements to programming; developed plans for new sophomore “re-orientation,” identified improvements for transfer orientation, and added sessions on adapting to college learning
  - Conducted external review of Career Development Center to discover areas of potential improvement
  - Received and began to implement recommendations from the Task Force on Undergraduate Education about enhancement to advising programs at Brown
  - Received and began to implement recommendations from the Committee on the Residential Experience for changes in residential programming and staffing
  - Developed a program of peer and staff support specifically for students who are first in their family to attend college
- See Phase II pages 3–6 for most recent actions that support this objective

## ACTION NEEDED

See Phase II pages 3–6 for most recent plans and proposals

## 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 percent 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 percent 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 percent of applicant pool, the lowest admit rate in Brown's history
- Admitted the most diverse class ever: 41 percent are students of color; 53 percent are women; and there was a 25 percent 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
- Completed a revision of the College's admission-related publications, redesigned the admission office website, created a multi-media presentation for "Introduction to Brown" events, and doubled the number of joint travel recruitment events with several consortia of peer schools
- Enrolled the most ethnically diverse class in Brown's history – 35 percent of the members of the Class of 2011 are students of color
- Made significant gains in creating a more socioeconomically diverse class – 14 percent of the Class of 2011 are the first members of their families to attend college
- 43 percent of the members of the Class of 2011 are receiving scholarship aid from Brown – the highest percentage on aid of any incoming class in the College's history
- As a result of increased funding for international applicants, the College was able to increase by 50 percent the number of first year international students (Class of 2011) who are receiving financial assistance from Brown
- Nearly 9 percent of the Class of 2011 are international students, including a record number from the People's Republic of China and India
- Enrolled an additional 27 Sidney E. Frank Scholars in the Class of 2011, bringing the three-year total to 143
- Received a record 20,630 applicants for the Class of 2012 from 50 states and 102 foreign countries
- Accepted 13.3 percent of those who applied to the Class of 2012 – the lowest admit rate in the College's history – from 50 states and 68 foreign countries
- Expanded international recruitment, including 80 staff travel days to Africa, Asia, and Central and South America
- Established \$5 million Advancing Africa Scholarship Fund to enhance the ability of students from sub-Saharan African nations to study at Brown and return to their country to help address some of the continent's critical needs in all sectors
- Offered the first "Advancing Africa" scholarships to students from Ghana and Kenya
- Enrolled Class of 2012 comprised of 1,539 students, including students from 49 states and 51 foreign countries
- Evaluated nearly 300 applications for the Brown-RISD Dual Degree program and enrolled 13 students for the inaugural class of that program
- Continued progress in enrolling a diverse undergraduate class: nearly 35 percent of the Class of 2012 are students of color, 15 percent are the first generation in their families to attend college, and the class of 2012 contains the largest cohort of international students in the College's history – nearly 10 percent. The People's Republic of China is the largest source of international students, followed by Canada, Korea, India, and Singapore
- Implemented a revised ADOCH (A Day on College Hill) program limited to students admitted only in the regular action program. The program was attended by nearly 1,500 parents and students
- Continued to expand joint recruitment travel opportunities with Yale, MIT, Cornell, Columbia, University of Chicago, and Rice. Last year's joint recruitment programs attracted nearly 10,000 students and parents
- Produced a suite of new publications modeled on the revised viewbook
- Became a member of the Common Application Consortium, which includes more than 300 colleges and universities and allows students to complete a core application for admission that is accepted by all of those schools
- Implemented new financial aid policies in 2008 that eliminated the need for a parent contribution from income for families making less than \$60,000 annually and eliminating loans in financial aid packages for families with annual incomes less than \$100,000

**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
- Seek additional endowment and other support for financial aid
- 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
- Continue to increase the number of international students in the College and the number on financial aid
- Improve Brown's financial aid awards to ensure competitiveness with peer institutions
- Continue to create relationships with targeted schools / nations / regions abroad
- Restructure the Talent Quest Program for low income students to broaden outreach to students, parents, and counselors
- Develop comprehensive strategies for recruiting and enrolling top high school science students
- Continue joint recruitment efforts with peer schools, especially those targeting low income and first generation college populations
- Continue outreach to targeted nations and regions – Asia, Africa, South/Central America, and Eastern Europe
- Continue to improve outreach efforts to top science students across the nation and the world
- Improve communications vehicles and messages to ensure prospective students and families are getting the most helpful and effective information about Brown
- Expand recruitment opportunities with peer schools, including additional summer travel to reach underserved populations of students and parents
- Monitor the very volatile financial aid environment to ensure Brown's aid packages are competitive and effective
- Develop electronic outreach to schools, students, parents, and alumni, including expanded use of video conferencing, more interactive Web sites, and social networking sites
- Evaluate the effectiveness of Brown's inclusion in the Common Application Consortium, particularly its influence on our ability to attract low-income and first-generation college applicants
- Review the effectiveness of efforts to recruit and matriculate students of color, particularly African American students

**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
- Conducted planning study to enhance the residential experience of students through richer programming, stronger student governance of residence halls, and increased staff support

- 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
  - 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
  - Launched new residential television service (IPTV) 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 all residence halls
  - 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
  - Implemented accessibility improvements in residence hall common areas, entrances and adjoining sidewalks
  - Established entertainment DVD lending library for students at Friedman Study Center
  - Opened new Student Resources and Services Center in J. Walter Wilson Hall in fall 2008, bringing together many student resource offices in one place
  - Secured funding in spring 2008 for substantial program of residential renewal over next three summers to include projects in 12 residence halls
  - Conducted renewal projects in 10 residence halls in summer 2008 as part of planned ongoing renewal
  - Began construction of the Stephen Robert '62 Campus Center in Faunce House in May of 2009
  - Proceeded with renewal projects in two residence halls despite having to cut \$12M from residential renewal program in response to the economic crisis
  - Secured funding to replace furniture in 350 student rooms
  - Established metrics to monitor campus life and experience of students; issued first *Strategic Indicators and Measurements in Campus Life* report in September 2008
- See Phase II 3–6 for most recent actions that support this objective

**ACTION NEEDED**

- Establish additional metrics specifically to monitor campus life of graduate students
- See Phase II pages 3–6 for most recent plans and proposals

**RESPONSIBLE**

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

## 2 Excellence in Graduate Education

Graduate education at Brown has a long and distinguished history dating back to 1850. Today's graduate students take courses, create knowledge, support faculty research, and contribute to the teaching and mentoring of our undergraduates. Directing PAE resources to support the Graduate School has yielded significant results, as evidenced by the record numbers of top-quality applicants and our growing competitiveness with the very best of our peers.

The Graduate School has benefited from the addition of new faculty members, which has enabled the creation of new master's and doctoral programs and strong partnerships with other institutions and research organizations.

The Graduate School has developed a strategic plan, building upon the progress made through the PAE and reflecting the findings of the Working Group on Graduate Education. Drawing on the latter, the Graduate School developed a set of metrics to assess the quality of graduate programs, including admission selectivity, external funding, curricular design, diversity, completion and attrition data, and information on placement. These data continue to be produced annually, discussed at fall meetings between programs and the Graduate School deans, and displayed on the Graduate School Web site.

Goals, objectives, and actions related to the Graduate School have been integrated into the Phase II priorities at the beginning of this document. However, many important activities will continue to be updated in this section.

### 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
- 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
- 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
- Launched the Working Group on Graduate Education, chaired by the dean of the Graduate School and composed of faculty and students, to review and make recommendations about future directions for the Graduate School, including the optimal size of different programs and future levels of support. Continue to implement the recommendations of the Working Group
- Revised fee policies to facilitate the formal submission of dissertations by advanced students
- Received more than 7,000 applications for admission to the Graduate School for 2009–10, which is a near doubling compared with the 2001 total of 3,811. Improved selectivity, accepting 18 percent compared with 27 percent, and increased yield to 42 percent from 41 percent
- Revised and updated the Graduate School Handbook, a compendium of the Graduate School's policies and procedures; the new handbook is now deliberately written for an audience of students, faculty, and staff
- Adapted the online application to more adequately reflect the needs of master's applicants, in coordination with the Office of Financial Aid. See Phase II pages 9–10 for most recent actions that support this objective

#### ACTION NEEDED

- Expand the culture of research and excellence 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

**EXCELLENCE IN GRADUATE EDUCATION***continued*

- Work with the vice president for research to provide incentives for increasing graduate student support on faculty grants
- Review and evaluate our various master's programs, including funding levels for students in those programs, and make changes as appropriate
- Review the funding pattern for doctoral students in the context of the five-year commitment of support, and make changes as appropriate
- **Continue recruiting efforts to attract a diverse student body**

**RESPONSIBLE**

- Dean of the Graduate School
- Provost

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

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**ACTION TAKEN**

- Launched new doctoral programs in modern culture and media, development studies, and electronic music and multimedia
- Established partnerships to create graduate degrees in biology through the Marine Biological Laboratory, 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 the Working Group on Graduate Education 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
- Won a grant for \$571,000 from the Andrew Mellon Foundation to support dissertation writing workshops for students in the humanities and social sciences
- Revised course approval process of the Graduate Council and College Curriculum Council to more carefully manage the academic connections between the College and Graduate School
- **Won a \$3 million endowment from the Andrew W. Mellon Foundation to increase graduate education in humanities and to create new interdisciplinary seminars**

- Launched a pilot writing project with the Writing Center that provides graduate students with coaching services and seminars on making the transition from conducting research to communicating findings
  - Launched three new doctoral degrees in computational biology, coordinated with programs with degrees or tracks in this area on admission, support, and tracking
  - Attracted grant of \$1.2 million from the Andrew W. Mellon Foundation to support postdoctoral fellowships in the humanities and humanistic social sciences
  - Awarded nearly \$400,000 by the National Science Foundation to further develop ethics training for graduate students
  - Reinstated Graduate Council reviews of all graduate programs in concert with external review process
  - Performed an organizational review of communications position and functions and instituted a new pilot for shared positions with OVPR
- See Phase II – pages 9–10 for most actions that support this objective

**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
- **Work with other offices to increase the involvement of graduate alumni**
- **Expand training capacity of Graduate School and OVPR in grant-writing for graduate students and postdocs**
- **Engage faculty and graduate programs in designing curriculum that includes summer as an explicit part of the training period for doctoral students**

See Phase II – pages 9–10 for most recent plans and proposals

**RESPONSIBLE**

- Dean of the Graduate School
- Provost

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

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**ACTION TAKEN**

- Established the Task Force on Teaching and Doctoral Education; preliminary results of a survey initiated by the task force show that 80 percent 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 percent 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 percent 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
- Established pilot program for faculty fellows at Tougaloo College
- Conducted, as part of the Ph.D. Completion Project, an online survey of all current doctoral students regarding their academic and non-academic experiences at Brown
- Conducted online survey of all current graduate students to determine their language training needs
- **Conducted academic and social climate survey of all current graduate 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
- Develop a summer-matriculation program to assist new students, both international and domestic, with language and skills training to ease the transition to graduate study
- **Create consistent, predictable opportunities for graduate students and others to receive training in a variety of languages in a range of formats**

#### **RESPONSIBLE**

- Dean of the Graduate School

## **Improve the residential and extracurricular experience**

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#### **ACTION TAKEN**

- Created new and more comprehensive matriculation and orientation materials for incoming students
- Moved the Graduate School's administrative offices to the newly renovated, expanded, and centrally located Horace Mann building, collocated 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
- Expanded new student orientation
- **Held open meetings for faculty and graduate students on the Working Group's review and evaluation process to collect additional feedback and input**
- Sponsored and assisted with the launch of "The Legacy of Scholarship and Community," a new conference organized by the Samuel M. Nabrit Black Graduate Student Association to highlight the scholarship of graduate students of color across disciplines
- Worked with the dean of student life to revise and refine the role of graduate student community directors to maximize their role as academic and personal advisors for students
- Expanded Health Services' appointment schedule to include early evening and weekend hours to improve access, particularly for graduate and medical students
- Reorganized and refined Commencement exercises and related communications to improve the experiences of graduate degree recipients in coordination with University Events, the Office of the Registrar, and academic departments
- Increased the prominence of the Horace Mann Medal by bestowing the award at Commencement
- Surveyed all first-year students about their experiences with and impressions of Orientation
- Reviewed Orientation programming for all incoming first-years in masters, and doctoral programs, as well as all postdocs and international graduate students. Consulted new Orientation surveys of all first-years and postdocs for suggestions. Identified improvements and streamlined schedule for Graduate Orientation, international Orientation, and the Orientation for postdocs
- Formed a new Dean's Advisory Group on Graduate Student Life. Worked with Campus Life to coordinate services and programming

## FACULTY EXCELLENCE IN TEACHING AND RESEARCH

*continued*

- Began work with Corporation Committee on Campus Life to develop Strategic Indicators on graduate student life
- Began work with graduate programs to respond to Graduate Student Survey on Academic and Social Climate at Brown
- Established metrics to monitor campus life and experience of students; issued first *Strategic Indicators and Measurements in Campus Life* report in September 2009

### ACTION NEEDED

- 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

- Work with other offices to create new, dedicated campus spaces where graduate students can interact with each other, their students, and faculty
- Complete the process of establishing versions of the Academic Code and Rules of Non-Academic Conduct for graduate students, continuing to coordinate with the dean of the College and the dean of the School of Medicine
- Improve exit survey to provide fuller completion data, and work with Alumni Relations, the Career Development Center, and others to survey again five years after completion; institute a master's exit survey
- Develop Early Start program for graduate students, especially international graduate students
- Establish additional metrics specifically to monitor campus life of graduate students

### RESPONSIBLE

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

## 3 Faculty Excellence in Teaching and Research

Expanding Brown's faculty, providing additional resources in support of their teaching and research, and enhancing faculty excellence are at the heart of the Plan for Academic Enrichment. Brown's success in this essential area affects virtually all other strategic initiatives. The tangible, positive effects of increasing the size of the faculty – currently the largest it has ever been – are visible in all aspects of academic life. For example, the student faculty ratio has been reduced to 9:1, which has permitted us to introduce a first-year seminar program and many other small classes for undergraduates; the target-of-opportunity program has allowed Brown to attract a diverse group of outstanding teachers and scholars from around the world; and the larger faculty provides more flexibility for supporting research initiatives and an improved sabbatical program.

The Plan has also placed a priority on improving faculty compensation to enable Brown to be more competitive with peer institutions when we seek to recruit and to retain the very best faculty. Start-up funds are at an all-time high, and there has been substantial improvement in our support for faculty and student research through outside funding, improved facilities, and new partnerships.

Looking ahead, we will concentrate on continued faculty growth and providing support and funds to promote excellence in teaching and research. Adding faculty to support the internationalization effort will be a priority, as will increasing the number of faculty in some of our strongest departments.

### Recruit and retain additional faculty

#### 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 percent 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 Cardoso (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)

- Continued to make progress in expanding faculty ranks: total regular faculty in 2007–08 number 679. This includes 41 new hires for 2007–08, of which 11 are a result of PAE. As of October 2007, we have hired a total of 79 new faculty members as a result of the Plan for Academic Enrichment
- Increased numbers of faculty winning prestigious national grants and fellowships, including ACLS, Guggenheim, NEH, etc.
- Authorized over 60 searches to be undertaken during 2007–08
- Appointed more than 40 new faculty for 2008–09, bringing total faculty count to 689. This represents an increase of more than 17 percent over six years
- Continued to diversify faculty ranks: of faculty hired since 2003, 36 percent are women and 24 percent are minority group members. Of current faculty, 33 percent are women and 18 percent are minorities. Both figures represent significant increases since 2001
- Conducted more than 40 searches for appointments to begin in academic year 2009–2010, including eight new PAE positions

#### IMPROVED COMPENSATION AND BENEFITS

- Allocated an additional \$3 million to faculty salaries in 2002–03 over and above normal increases
- Outpaced peer institutions in faculty salary increases in 2002–03
- Developed a plan for an enhanced faculty development program, including more frequent sabbatic leaves
- Developed and approved two new family-friendly policies: a semester of teaching relief for care of a new child and an extension of the probationary period before tenure
- Launched a new Mortgage Assistance Partnership Program
- Continued our success in retaining faculty when they receive outside offers
- Furthered progress in 2006–07 to make faculty salaries competitive. Budgeted gross faculty salaries have risen by more than 50 percent in five years, reflecting both the hiring of incremental faculty and improvements in the salaries of continuing faculty; gains have been across all divisions and ranks
- Established travel fund to support dependent care expenses associated with professional travel. Awards of up to \$750 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
- Enhanced Brown's sabbatical leave policy for tenured faculty in order to provide more time for faculty to pursue research and to make Brown more competitive with leading peer institutions
- Developed plan for phasing in new sabbatical program in order to balance more research time with curricular commitments

- Implemented new sabbatical leave policy for tenured faculty in order to provide more time for faculty to pursue research and to make Brown more competitive with leading peer institutions
- Provided increased funding to address teaching needs caused by higher number of sabbaticals
- Worked with Faculty Executive Committee to develop policy for enhancing promotion prospects of associate professors
- Conducted study of child care needs of faculty, and considered enhancements to existing programs and facilities. Arranged collaborative relationship with a local child care provider to expand availability of infant care
- Worked with Human Resources to establish low-cost back-up care for occasions when there is a temporary breakdown in arrangements for child care or care for dependent adults. Contracted with outside firm that will find and schedule licensed, qualified care any time the usual provider cannot be there
- Undertook salary study to examine equity in compensation across departments, divisions, and by gender and ethnicity, the results of which will be summarized and disseminated
- Began comprehensive review of Brown's early retirement program for faculty, to determine efficacy and assess best use of resources
- Renewed membership in the Collaborative on Academic Careers in Higher Education, a national program to assess institutional policies and to gauge junior faculty job satisfaction. It provides strategies for enhancing support for faculty, and for recruiting and retaining the best scholars and teachers

#### 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

- 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 FY08 in order to make further progress
- Identify areas in which additional faculty growth and support can make the biggest difference
- Continue external reviews of academic departments, to be conducted by distinguished scholars from other institutions and intended to provide advice about how best to strengthen Brown's academic programs in those areas

#### RESPONSIBLE

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

## FACULTY EXCELLENCE IN TEACHING AND RESEARCH

*continued*

### 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, collocated 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 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
- 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
- Revised University's research misconduct policy and developed new data retention policy, bringing both into line with federal requirements

- 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
- Founded the Institute for Molecular and Nanoscale Innovation (IMNI)
- Created Web site database to facilitate faculty applications for funding opportunities with restricted submission policies
- Published inaugural report from the Office of the Vice President for Research
- Hired a director of finance and administration in the Office of the Vice President of Research
- **Developed competitive guidelines and policies for the awarding of Seed and Salomon funds**
- **Developed and piloted a certificate program in research administration and compliance for department administrators to enhance support for administrative aspects of sponsored research and faculty adherence to federal and University policies**
- **Hosted forum for faculty and staff on how current export control regulations may affect international research and international collaborations**
- **Completed extension of core network capability to irogb to facilitate research data access**
- **Completed Reports of the Research Advisory Board Strategic Plan – Information Technology Support, Infrastructure Working Group, and Research Storage Working Group**
- **Developed a proprietary Web site and database to track funding opportunities and keep faculty informed about the American Recovery and Reinvestment Act (ARRA) stimulus package**
- **Hired a director of research initiatives to support interdisciplinary, inter-institutional, and industry interactions leading to collaboration-innovation opportunities for increased funding and improved research profile**
- **Implemented a working group to create a strong platform for data exchange between campus and clinical researchers**
- **Developed training program in research administration and compliance to enhance departmental administrator support for research faculty**
- **Revised the Conflict of Interest Policy for Officers of Instruction and Research according to federal policy and national practices**
- **Created the "Sponsored Projects Pocket Compliance Guide for Principal Investigators" in support of faculty conducting sponsored research**
- **Began deployment of a second phase of Coeus, which will allow faculty members streamlined access to electronic submission of grant and contract proposals**
- **Signed memorandum of understanding with Draper Laboratory in Cambridge, Massachusetts, to build research in energy**
- **Established a formal partnership with IBM in May 2009 to significantly improve Brown's high-performance computing capacity and work collaboratively with IBM and other institutions on critical research opportunities**

#### 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
- 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
- **Design and implement a data exchange platform for clinical translation sciences**
- **Develop strategy to secure relationships with national venture capital community**

**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  
*See Phase II pages 9–11 for recent actions that support this objective*

**ACTION NEEDED**

- Consider further expansion of the faculty (beyond the 100 new positions)
- Continue to identify and recruit target-of-opportunity appointments  
*See Phase II pages 9–11 for other actions needed that will support this objective*

**RESPONSIBLE**

- Provost
- Academic Priorities Committee

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

When adopted in February 2004, the Plan for Academic Enrichment called for a high standard of leadership for Brown's programs in the life and health sciences. Over the past several years, the Division of Biology and Medicine has made significant progress toward meeting this standard. The Medical School's reputation has improved to the point where it now ranks 34th among all U.S. medical schools. Additionally, the Program in Biology has been strengthened with 18 new incremental faculty joining the Division's biology departments. Furthermore, the Program in Public Health has recruited 14 new incremental faculty, building its capabilities in teaching and research while

expanding the enrollment in its master's programs. Underpinning all of this growth are continuing efforts to deepen Brown's relationships with its hospital partners to create an integrated academic medical center for Rhode Island.

*Led by Dean Edward J. Wing, the Division is now focused on strengthening Brown's capabilities in the life and health sciences through focused investments in new faculty, facilities, and research initiatives. Most notably, planning has begun for the renovation of the Brown-owned facility at 222 Richmond Street to create a new home for the medical school in the heart of the Jewelry District.*

### Enhance the academic excellence and reputation of the Division and its hospital partners through joint investments and improved integration and alignment of strategic interests

**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
- Established the Office of Graduate and Postdoctoral Studies and the position of associate dean to enhance the training environment and trainee funding opportunities
- 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

- Issued *Report of the Strategic Planning Group* (January 2007) calling for a new medical education facility, new research investments, and a set of administrative reforms to guide the development of new Brown-hospital relationships
- Published new mission and vision statements in 2007 for the Division, complete with strategic objectives and a "table of needs" to make priorities transparent, guide decision-making and focus fundraising efforts
- **Appointed Edward J. Wing as dean, effective July 1, 2008**
- **Updated an analysis of the entire Brown biomedical enterprise to evaluate the collective scale of University and hospital-based research, revealing a productive scientific community with \$158 million in peer-reviewed funding (FY07 data) and a near-even contribution to the shared research enterprise between Brown and its primary hospital affiliate**
- **Increased campus-based sponsored funding in FY08 by 2.1 percent, three times faster than the corresponding increase in the NIH budget; now approaching \$70M in expenditures**
- **Experienced a sharp increase in campus-based award funding from external sponsors: in FY08, biomed faculty garnered \$12M in new federally-funded awards, a 20 percent increase from the prior year and a strong indicator for future growth**

## LEADERSHIP IN BIOLOGY, MEDICINE, AND PUBLIC HEALTH

*continued*

- Secured a planning grant for a Clinical and Translational Sciences Award from the NIH to help focus enterprise-wide research on discoveries that improve human health
- Launched formal partnership negotiations in the fall of 2008 with Lifespan, our primary clinical affiliate; made significant progress to strengthen the alliance via the alignment of financial incentives
- Hosted the 2009 “Frontiers of Healthcare” conference at Brown, with a focus on federal efforts to reform the healthcare industry
- Appointed Michele Cyr (academic affairs) Glenn Tung (clinical affairs), and Lindsay Graham (administration) to key Biomed leadership roles, completing a year-long restructuring of the Dean’s Office

### ACTION NEEDED

- Continue planning with Brown’s hospital partners to create an integrated academic medical center for Rhode Island.
- Identify priority areas for new research investments to be financed by the Warren Alpert Foundation gift, hospital funds, and new fundraising
- Finalize new partnership agreement with Lifespan
- Submit completed CTSA proposal to the NIH by the targeted deadline of October 2009

### RESPONSIBLE

- President
- Provost
- Dean of Medicine and Biological Sciences

## Build on the reputation and academic excellence of the Warren Alpert Medical School of Brown University by constructing a new medical education facility, encouraging curricular innovation, increasing enrollment, and enhancing financial aid

### ACTION TAKEN

- Appointed Philip Gruppuso as the new associate dean for medical education (2005)
- 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
- Elevated emergency medicine to full department status
- Launched a Scholarly Concentrations Program with the Class of 2010: a voluntary program aimed at increasing flexibility and scholarship in the medical curriculum

- Gained full LCME approval for a proposal to expand the medical student body by one-third over three years (2005); this enrollment expansion is now nearly complete
- Opened a pilot program in 2005 for a “standard” route of admission to the Medical School, inviting applications from all qualified graduates of U.S. colleges 2005; this route was made permanent in 2007 after the successful two-year pilot. As a result, the medical school now enrolls 96 new students per year, and students from the PLME and the standard route account for a near equal proportion of the class
- Accepted a transformative \$100-million commitment to the Brown Medical School from the Warren Alpert Foundation and renamed the Brown Medical School as the Warren Alpert Medical School of Brown University
- Established the Diversity Scholars Program, which aims to recruit well-qualified students who demonstrate substantial promise as future leaders and change agents in medicine and who share a commitment to service and to excellence in patient care and scientific inquiry
- Implemented a proactive program to assist all students in maximizing their performance on the Step 1 U.S. medical licensing examination, resulting in substantial improvement in performance, raising aggregate performance among Alpert Medical School students to a level well above national norms
- Initiated plans to expand medical school enrollment from 96 to 120 students per year by the year 2015
- Created a proposal to establish a system of “academies” within the medical school to better deliver student advising and career counseling services. This model, which has been successful at other U.S. medical schools, provides more personalized service and develops a culture of support and teamwork
- Increased financial aid budget by \$200K in FY10 to respond to market conditions and maintain competitiveness for top students
- Completed comprehensive financial plan and set a new \$20M fundraising target for the 222 Richmond Street renovation project, which will provide a new home for the medical education program and enable Biomed to responsibly assume the capital and long-term operating costs
- Secured Corporation approval for the building project in May 2009; hired architect to produce detailed plans for the design

### ACTION NEEDED

- Further enhance the financial aid resources of the school to ensure its ongoing competitiveness
- Complete searches for new chairs in clinical departments to attract candidates of the highest academic merit
- Begin construction at 222 Richmond and occupy the completed facility by the targeted completion in 2011
- Plan for the implementation of the student-centered “academy model” concurrent with new facility occupancy

### RESPONSIBLE

- Associate Dean for Medical Education
- Dean of Medicine and Biological Sciences

## **Build on the reputation and academic excellence of the Program in Biology with a new Brown-hospital research facility, the targeted recruitment of new faculty, and enhanced support for graduate studies**

### **ACTION TAKEN**

- Created new multidisciplinary centers and programs involving faculty in the biology departments: Center for Genomics and Proteomics, Center for Computational Molecular Biology, the Brain Science Program, and the Environmental Change Initiative
- Authorized up to 21 new faculty lines; recruited 18 incremental faculty since inception of Plan for Academic Enrichment
- Dedicated, in October 2006, the 169,000-square-foot Sidney E. Frank Hall for Life Sciences, providing laboratory, office, and conference space for the life sciences and housing 39 faculty members from the departments of Neuroscience and Molecular Biology, Cell Biology, and Biochemistry
- Purchased, renovated, and occupied 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
- Acquired major new core equipment facilities (3T MRI and a mass spectrometer) for neuroscience research
- Commissioned external review of undergraduate biology program
- Acquired an \$11.5 million grant from the NIH for a Superfund Basic Research Program
- Received a federal appropriation of \$1M 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 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
- Appointed Edward Hawrot as associate dean for the program in biology, effective July 2007
- Issued a request for proposals to solicit broad-based faculty input on prospective areas of future research investment and collaboration
- **Recruited director for new genetic bio-repository, a core facility to support faculty research**
- **Increased research funding in FY08 to \$32M, an increase of 5.3 percent, significantly faster than the NIH budget**
- **Implemented a new “Incentivization Initiative” to reward faculty productivity and reinvest in biological research**
- **Submitted over \$30M in new proposals for research support, instrumentation, and facility renovations authorized in the \$10 billion federal stimulus bill for the NIH**
- **Focused 2008–09 faculty recruitments on funded investigators (including several junior faculty) with a focus on translational science in areas including genetics and biomedical engineering**

- **Generated over \$30M in sponsored support for FY09. This amounted to a small decrease (5 percent) from FY08, but we expect the combination of new faculty recruitments, federal stimulus funds, and the incentivization initiative to reverse this trend going forward**

### **ACTION NEEDED**

- Plan the targeted recruitment of new faculty of exceptional scientific merit into priority “Center of Excellence” research initiatives targeting cancer, biomedical engineering, cardiovascular science, personalized medicine/genomics, and a planned CTSA grant
- Plan for a significant new Jewelry District-based research facility in collaboration with Brown’s hospital partners
- Increase sponsored funding at a rate exceeding the annual NIH appropriation growth rate through organic (i.e. with existing faculty) and acquisitive (strategic faculty recruitment) growth

### **RESPONSIBLE**

- Associate Dean for the Program in Biology
- Dean of Medicine and Biological Sciences
- Provost

## **Establish a Brown School of Public Health with new faculty recruitments, increased student enrollment, enhanced support for financial aid and a strong financial foundation for future growth**

### **ACTION TAKEN**

- Received approval from the Corporation in February 2004 for up to 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 from less than 30 to nearly 80 in 2009–10 academic year
- Relocated most of the Program into the newly-acquired 121 South Main Street, establishing a major presence for public health in this building
- Increased external funding (\$28.6M in FY08) for the public health centers
- Completed comprehensive financial analysis of the Public Health Program and the impact of the faculty and student expansion on extant and future financial performance
- Secured a \$15M award as part of the National Children’s Study and a \$10M program project award to study nursing care
- Built consensus for the unique mission and vision of the proposed Brown School of Public Health; completed the strategic plan for the period from 2008–13
- Submitted a comprehensive report on the path to school status to the provost (September 2007)
- **Increased sponsored funding in the public health research centers by nearly 5 percent to \$29.7M**
- **Expanded Brown’s participation in the NIH-funded National Children’s Study to not only include 1,000 families in Providence County, R.I., but an equivalent number from Bristol County, Mass. Total funding for the two sites now amounts to \$26M over the course of the first contract period**

## FOSTERING MULTIDISCIPLINARY INITIATIVES

continued

**ACTION NEEDED**

- Establish the structure required for the accreditation of the proposed Brown School of Public Health; secure Corporation approval and advance towards Council on Public Health accreditation
- Increase enrollment in the masters programs to a minimum of 110 highly qualified students by the 2012–13 academic year
- **Plan for additional incremental faculty positions required to meet accreditation requirements and to achieve critical mass for competitive research and educational programs**

- **Increase sponsored funding for public health research at a rate exceeding the annual NIH appropriation growth rate through organic (i.e., with existing faculty) and via acquisitive (strategic faculty recruitment) growth**
- **Address the structural, financial, and reputational challenges that are central to a transition to school status**

**RESPONSIBLE**

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

## 5 Fostering Multidisciplinary Initiatives

Among the things that set Brown apart are its open curriculum, which encourages students to take risks and cross disciplinary boundaries, and its emphasis on creating and fostering interdisciplinary courses and research opportunities. The Plan for Academic Enrichment has furthered this tradition of multidisciplinary collaboration, learning, and knowledge by supporting the establishment of new programs and centers in the humanities, life sciences, physical sciences, and social sciences.

Looking forward, Brown will both support and evaluate multidisciplinary experiments. The continuing challenge will be to focus on programs where the University has areas of strength and to incorporate into the curriculum, student body, and faculty more international perspectives and experiences.

### 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 a program in Commerce, Organizations, 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
- Established William R. Rhodes '57 Center for International Economics
- Appointed a faculty committee to consider the establishment of a scholarly and teaching initiative on slavery and justice
- **Founded Institute for Molecular and Nanoscale Innovation (IMNI) to support multidisciplinary collaborative research teams in targeted areas of the molecular and nanosciences**
- **Increased funding for multidisciplinary Environmental Change Initiative under new director, National Academy of Sciences fellow Professor Johanna Schmitt**
- **Received report from Slavery and Justice initiative committee in spring 2008 recommending a possible new multidisciplinary initiative**
- **Approved the creation of a Center for Clinical and Translational Sciences to foster new collaborative, interdisciplinary research programs across Brown and its affiliated hospitals and institutions**

**ACTION NEEDED**

- Continue to build on multidisciplinary areas of special interest and strength
- Continue to 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
- Vice President for Research

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

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**ACTION TAKEN**

- Established a new 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
- 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 included increasing financial aid to undergraduate international students, appointing David Kennedy as Brown's first vice president for international affairs, 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
- Secured Corporation approval in May 2007 for a joint Brown-RISD A.B./Sc.B./B.F.A program
- Established new relationship with Zhejiang University in October 2007
- Admitted first cohort of Brown-RISD dual degree students from a pool of more than 300 applicants
- Expanded applicant pool of Brown-RISD dual degree students, and admitted second cohort
- Established Adobe Connect Pilot to explore the use of technology to enable faculty, students, and staff to work together remotely
- Became new home for Museum Loan Network, an innovative program

- that provides access to objects of cultural heritage, strengthens museum networks, and supports education across many disciplines
- Established a new Brown/RISD collaboration, named CHiL for College Hill Libraries
- Mounted a major exhibit and Web site featuring the library's McLellan Lincoln Collection that commemorated the bicentennial birth year (2009) of Abraham Lincoln; established a relationship between the library and Hildene, the Vermont summer estate of Robert Todd Lincoln, to undertake joint efforts that highlight the McLellan Collection's major academic and research capabilities
- Established new relationship with Chinese University of Hong Kong
- Established a partnership with Spain's Institute Empresa, one of Europe's leading business schools, to further research and teaching opportunities in Brown's Commerce, Organizations, and Entrepreneurship (COE) program and the Program in Innovation Management and Entrepreneurship (PRIME)
- Established new relationship with Zhejiang University involving exchange of medical students and faculty
- Established new relationship with Nanjing University involving faculty research collaboration

**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

**RESPONSIBLE**

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

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

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**ACTION TAKEN**

- Received approval from faculty and Corporation for a new graduate program in urban education policy connecting Department of Education, 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 Professor 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

**ENHANCING EXCELLENCE THROUGH DIVERSITY***continued***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, Organizations, 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 Africana Studies
- Raised \$5 million from an anonymous donor to support theater arts at Brown and the Brown-Trinity Consortium

**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, urban education policy, and public humanities
- 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

Brown has long been seen as a place where students, faculty, staff, and others of diverse backgrounds can interact effectively in an environment of mutual respect. Since the inception of the Plan for Academic Enrichment, Brown has worked to create new opportunities and support existing efforts to make diversity integral to life at the University. Critical organizational changes have been made to lead Brown's initiatives, resources have been added to attract faculty and students, a

Diversity Action Plan has been implemented, and a variety of curricular and extracurricular programs have been launched.

With the goal of positioning Brown as a national leader in integrating diversity into the core activities of the institution, recruitment and retention of students, faculty, and staff that reflect the broadest range of opinions, perspectives, and styles will continue to be Brown's focus. Enhancements to the curriculum also will be a priority.

**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](http://www.brown.edu/Administration/diversity))
- Prepared and adopted a Diversity Action Plan for the University
- Issued first *Status Report on the Diversity Action Plan* in September 2007
- Appointed Diversity Cabinet

- *Drafted metrics to monitor diversity programs*
- *Appointed new director Valerie Wilson*
- *Issued first newsletter*

**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 percent are female and 30 percent 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 percent to 12 percent 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 percent to 18 percent and women from 29 percent to 32 percent
- 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
- Continued to diversify faculty ranks: of faculty hired since 2003, 36 percent are women and 24 percent are minorities. Both figures represent significant increases since PAE
- Employed alumni to enhance recruitment of African American students
- Revamped Third World Welcome program
- Developed a diversity plan for Brown's Facilities Management, including modified hiring strategies and partnering with a local agency to staff construction projects with a diverse workforce
- Conducted diversity advisory board lecture for deans in the College and Student Life on engaging across diverse groups

### 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 Campus 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
- Appointed dean for diversity programs in Dean of College Office
- Received the Judge George Alexander Teitz Award from the Touro Synagogue Foundation for Brown's Interfaith House in recognition of its commitment to the ideals of religious and ethnic tolerance and freedom
- Hosted medical conference entitled *The Color of Medicine: Eliminating Health Disparities through Education, Prevention, and Advocacy*
- Awarded funds to four students in the Medical School through the Diversity Scholars Program
- Established Early Start Program for incoming graduate students enabling a summer laboratory rotation and other skill training
- Hosted a library career day for Providence high school students to orient them to how technology influences library services and introduce them to the range of professional opportunities a research library has to offer
- Continued the support of Sports and Society colloquia, including Race and Sport in America and The Role of the Media in the Public Perception of Sport

### ACTION NEEDED

- Assess effectiveness of programs and seek ongoing funding as appropriate
- Continue to implement recommendations for improving the Diversity Perspectives course designation
- Establish additional metrics specifically to monitor campus life of graduate students

### RESPONSIBLE

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

**BUILDING A SHARED SENSE OF COMMUNITY***continued***Provide support for managing diversity on campus**

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**ACTION TAKEN**

- Created a diversity office to coordinate and lead Brown's diversity efforts
- Reviewed and strengthened diversity training programs
- Created a committee to address campus climate issues
- Appointed a Diversity Advisory Board
- Completed a discrimination and harassment policy
- Piloted a diversity development plan with Department of Public Safety
- 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
- Created LGBTQ Resource Center in 2004
- Designated some residence hall bathrooms as gender neutral
- Established LGBTQ subcommittee of Diversity Advisory Board
- Appointed Dean for Orientation and Diversity Initiatives in Office of Campus Life and Student Services
- Increased number of minority peer counselors in residence halls
- Increased funding for programming Third World Center, Sarah Doyle Center, LGBTQ Resource Center
- Revamped Diversity Training Program for student leaders
- Launched faculty development program
- Surveyed department chairs about faculty development needs

- Expanded Third World Center Leadership Development Program
- Created position of Coordinator of Disability Support Services
- Established ombudsperson position as permanent
- Surveyed student communities to identify areas of need for diversity support and programming
- Established sexual assault advisory board for review of policy, services, and new initiatives
- Launched 24-hour sexual assault response phone line
- Secured funding for new position of Sexual Assault Response and Prevention Coordinator
- Established emergency child-care program for faculty and staff
- Expanded sexual harassment training for administrative staff
- Developed a program of peer and staff support specifically for students who are first in their family to attend college
- Expanded diversity training for staff through monthly discussions with student panels and invited speaker events focused on aspects of the student experience
- Created Family Friendly Policies Web site
- Conducted accessible parking study
- Created new Facilities Management advancement opportunities, including Trades Summer Program
- Celebrated fifth year of LGBTQ Resource Center with programming involving students, faculty, staff, and alumni

**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

**RESPONSIBLE**

- Human Resources
- Associate Provost and Director of Institutional Diversity



# 7 Building a Shared Sense of Community

Education at Brown is not limited to the classroom or laboratory. As a residential university, Brown strives to capitalize on learning experiences that extend throughout the day and into all settings. The Plan for Academic Enrichment has placed a premium on creating an environment wherein Brown students, faculty, staff, and others feel part of a community and can take advantage of the many learning opportunities that exist outside the classroom. To that end, significant progress has been made in launching and planning new student life projects: the Friedman Study Center, satellite fitness centers, study and lounge areas in residence halls, improved residence hall infrastructure,

Nelson Fitness Center, Stephen Robert Campus Center, and J.W. Wilson student resource center.

In the coming months and years, in addition to completing the long list of capital projects designed to support campus life, fine-tuning the program elements of the new community spaces will take place to ensure Brown students have functional space and opportunities to interact with each other. These program elements recognize the need to plan for adequate staffing, policies, and strategies to ensure that community spaces (new and existing) achieve stated goals.

## 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
- 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 gift and began program planning for renovations to create the Stephen Robert '62 Campus Center in Faunce House
- Undertook renovation of J. Walter Wilson Laboratory into offices and meeting spaces to bring together a variety of student resources in one place; building includes eleven new seminar rooms for classes and for student group use after hours

- Launched "Today at Brown," an online daily newspaper to better communicate to staff, students, faculty, donors, and the general public about key messages and progress at Brown
- Undertook a review of the nonacademic Code of Student Conduct

### 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

## DIVERSIFYING AND EXPANDING THE UNIVERSITY'S SOURCES OF REVENUE

*continued*

- 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
  - Installed two additional turf fields for varsity, club sport, and intramural use; resurfaced varsity outdoor tennis courts
  - Replaced lighting in Meehan arena for vast improvement in on-ice lighting and significant energy savings
  - Began construction of temporary pool for aquatics program and recreational swimming while new swim center is designed
  - Received consultant report on facility and program needs for University Health Services
  - Completed temporary pool and opened facility for aquatics program and recreational swimming in January 2008
  - Secured funding for expanded hours in University Health Services
  - Made upgrades in Pizzitola Memorial Sports Center and OMAC for improved lighting, flooring, bleachers, and equipment
  - Made improvements to student practice and performance spaces in T.F. Green Hall, Alumnae Hall, and Salomon Center
- See Phase II pages 4–5 for most recent actions that support this objective

### **ACTION NEEDED**

See Phase II pages 4–5 for most recent plans and proposals

### **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
  - Opened new graduate student housing at 71-73 Charlesfield Street; 20 units available in August 2007
  - Secured funding in spring 2008 for substantial program of residential renewal over next three summers to include projects in 12 residence halls
  - Conducted renewal projects in 10 residence halls in summer 2008 as part of planned ongoing renewal
  - Completed substantial planning for new residence halls, including programmatic priorities, common space requirements, and living configurations that are appealing to juniors and seniors
  - Proceeded with renewal projects in two residence halls in summer 2009 as part of planned and downsized ongoing renewal despite having to cut \$12M from residential renewal program in February 2009 as part of response to the economic crisis; will not be proceeding with Miller/Metcalf renovation at this time
  - Secured funding to replace furniture in 350 student rooms as part of ongoing furnishings renewal
- See Phase II pages 4–5 for most recent actions that support this objective

### **ACTION NEEDED**

See Phase II pages 4–5 for most recent plans and proposals

### **RESPONSIBLE**

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

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

The ambitious goals of the Plan for Academic Enrichment require unprecedented financial support from alumni, government funding sources, corporations, foundations, parents, and friends to increase revenue. Boldly Brown: The Campaign for Academic Enrichment is a comprehensive fundraising drive to support the University's strategic objectives. By all measures, the Campaign has been an impressive success and has fueled many of the critical, early objectives of the Plan. We have already exceeded \$1.4 billion goal 18 months ahead of the Campaign's end date on December 31, 2010.

The Campaign has also successfully increased gifts and grants from all of Brown's constituencies. The total number of gifts to Brown during the Campaign has exceeded 99,000, a 67 percent increase over the number of gifts received in the four years prior to the Campaign. New gifts and pledges to the University during the Campaign to date, which is considered the most accurate measure of any university's fundraising progress, have increased almost three times over the four-year period prior to the Campaign. Brown is now averaging more than \$227 million a year in new gifts and pledges, and \$158 million a year in

cash receipts. The Brown Annual Fund, a critical funding mechanism for the PAE, reached almost \$35 million in fiscal year 2009 despite the severe economic conditions.

But this is not just about fund-raising. Based on the hard work of the Corporation Committee on Investments and a talented investment office staff, we have experienced considerable success in the management of the endowment, even after factoring in the collapse of the financial markets in the fall of 2008 and the broader economic crisis that is still going on. Moreover, sponsored research funding has grown despite ever-increasing competition. Further, we have also done the hard work of cutting back in some areas of the University in order to redirect resources to the highest priorities of the Plan.

As PAE goals extend beyond the Campaign, Brown will continue to seek ways to fund its ambitious plans. Securing gifts to launch specific capital projects, as well as endowment for professorships and scholarships, remains a priority, but the comprehensiveness of the Plan requires a comprehensive approach to attract support from a variety of new sources.

## 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 Dalglish '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
- Successfully integrated the principal gifts function into the regional development staff, resulting in two record years for individual gifts and pledges above \$5 million

#### 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 percent over FY01 and a 16.5 percent increase in donors; in FY03 the BAF attained a 15 percent increase in gift dollars to \$19.7 million and a 12 percent increase in donors over FY02; grew BAF in FY04 to \$22.9 million, a 16 percent increase, and to 27,278 donors, both all-time records
- Provided 30 percent 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 percent increase in life income gifts between FY02 and FY04 and a 500 percent increase in documented bequest intentions
- Grew the Brown Annual Fund in FY05 to \$25.1 million, a 9.6 percent increase, and to 30,230 donors, a 10.8 percent 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 percent) over FY04
- Exceeded \$260.5 million, a 27 percent increase over FY04's record \$199.9 million in new gifts and pledges

## DIVERSIFYING AND EXPANDING THE UNIVERSITY'S SOURCES OF REVENUE

*continued*

- Raised the alumni donor participation rate to 41.5 percent 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 percent 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 percent increase over FY05
- Set a new BAF record of 32,295 donors, a 7 percent increase over last year
- Set a record for the number of donors to the Senior Class Gift – 65 percent (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
- Set historical record for the 2007 Reunions "Back-to-Campus Plan"; total attendance of 4,700 and 15,000 attended the Campus Dance
- Achieved an overall satisfaction rating of 93 percent for Reunion Weekend 2007
- Refocused Brown Alumni Schools Committee (BASC) to make interviews more useful to the Admission Office; Dean of Admission Jim Miller '73 provides regional training for BASC
- Created Alumni Fall Weekend to meld Homecoming, Alumni Leadership Weekend, and the Alumni Recognition Awards
- Formed a new committee structure in BAA to focus on five areas: funding; marketing and communications; strategy; campus-based programs; and external programs
- Set a new BAF record in 2006–07 of \$34.6 million from 34,316 donors
- Ranked seventh in the country in *U.S. News and World Report* survey of alumni donor participation; up from tenth last year
- Expanded substantially the support for Alumni of Color (AOC) groups and events, culminating in a highly successful AOC campaign event in New York in April 2008
- Improved alumni communications beyond BAM with the online Brown Insider and the launching of social networking pages in Brown Alumni Facebook, MySpace, and LinkedIn in February 2008
- Initiated, along with the BAA Board of Governors, a peer comparison

project to answer two key questions: How do Brown's alumni programs compare to those at peer institutions and what outstanding programs at peers could we benefit from emulating?

- Grew the number of active Brown Clubs working to keep alumni connected to Brown from 43 clubs in 2004 to 91 active Brown Clubs around the globe in 2009
- Increased dramatically the interaction between Brown faculty and Brown alumni. There were nine faculty speaking/educational programs in front of alumni audiences in 2004; the number of these faculty programs has increased to 71 in 2009
- In late 2007, introduced BRUNet, a brand new online networking tool that helps Brown alumni and students make career connections with one another. There are now 4,000 alumni volunteers registered on BRUNet with more being added every day

### 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 percent of the \$1.4 billion goal achieved within 53 percent of the campaign timeline
- Raised in excess of \$466 million in gifts to endowment, over 70 percent of the campaign's \$660 million goal for endowment; gifts for new facilities exceed \$143 million, 72 percent of our \$200 million goal

- Raised gifts for undergraduate financial aid endowment of \$208.6 million, 69 percent 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
- Exceeded the Campaign mark of \$1.1 billion in October 2007, 79 percent of the \$1.4 billion goal
- Giving to the Campaign by current and emeriti members of the Brown Corporation exceeded \$350 million
- Set new all-time records for cash received in fiscal year 2007: \$182 million; and for new gifts and pledges: \$292 million
- Exceeded \$1.24 billion on June 30, 2008, 89 percent of the \$1.4 billion goal with 2.5 years remaining in the Campaign
- **Raised over \$643 million for endowment, 97 percent of goal; over \$248 million for facilities, 124 percent of goal; and over \$248 million in unrestricted current-use gifts, 110 percent of goal**
- **Reached campaign goal of \$1.4 billion in May 2009**
- **Set a new all-time record for cash received in FY09 with \$193 million**

#### ACTION NEEDED

##### ORGANIZATION

- Continue to recruit and retain the best available advancement staff
- Develop international staffing model that supports new international fundraising objectives and international advisory councils
- Continue to support and implement our Campaign strategy for greater New York
- Implement new volunteer structure for the Parent's Fund with parental co-chairs for each undergraduate class

##### ALUMNI ENGAGEMENT

- Continue to improve alumni relations programming in an effort to double the number of alumni who are meaningfully engaged with Brown
- Continue to improve alumni communications (*Brown Insider* [electronic newsletter to more than 40,000 alumni], BAA branding, etc.) and faculty programs for alumni
- Continue staffing support for regional faculty programs, the Alumni College Advising Program, and improved online communication, e.g. the *Brown Insider*
- **Continue to meet goals for BAF in the face of a severe economic recession**
- **Extend student email addresses after graduation in the alumni.brown.edu domain**
- **Extend access to campus electronic resources to include alumni**

##### CAMPAIGN PROGRESS

- Complete fundraising for key facilities projects such as the Mind-Brain-Behavior Building, the Nelson Fitness Center, the Stephen Robert Campus Center, Rhode Island Hall, and the aquatics center by June 30, 2009
- Initiate special financial aid initiative within the campaign in order to increase goal for endowed scholarships from \$300 million to \$400 million

#### RESPONSIBLE

- Senior Vice President for University Advancement and Campaign Director
- Vice President for Development
- 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 percent 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 \$51 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
- Hired Director of Research Initiatives
- Conducted a day long workshop with two program officers from NSF to assist faculty in becoming more competitive in their applications for federal grants
- Secured \$14M contract from NIH as part of the National Children's Study. Research will be jointly performed by Brown and Women and Infants Hospital
- Released "A Broken Pipeline?", a nationally distributed, collaborative report highlighting the dire implications for Americans' health and promising research should flat funding from NIH continue
- Received \$790,000 in funding from new sources including the Burroughs Wellcome Fund, the Pew Scholars Program in Biomedical Science, and the Dreyfus New Faculty award
- Created an administrative industry activities committee to communicate industry activities across campus to leverage larger opportunities
- Hired the Washington, D.C.-based consulting firm Lewis-Burke Associates to advise the University in the process of applying for federal funding and guide faculty in developing contacts with federal funding agencies

- Secured \$950,500 from the U.S. Department of Energy for the Brown Energy Research Initiative
- Developed statewide working groups to leverage opportunities for the broader research enterprise, and secured research infrastructure and resources to support research collaborations
- Enhanced functionality of Database of Research and Researchers at Brown

**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
- Further improve functionality of Database of Research and Researchers at Brown by connecting to other systems and departments within the University

**RESPONSIBLE**

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

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

- Enhanced continuing education and summer studies programs
- Expanded the master's program in computer science
- Consolidated the management of continuing education and executive education programs
- Increased income from working capital through improved asset allocation
- Received approval for and implemented more proactive plan for investing working capital
- Introduced new master's programs in public policy, public humanities, and urban education policy
- Established agreement with Nelligan Sports Marketing to expand athletic sponsorship revenue

**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

The Plan for Academic Enrichment clearly extends beyond the Brown campus and requires mutually supportive relationships with neighbors, neighboring institutions, and the local, state, and federal governments. Brown strives to work with the local community, adopting as a strategic goal to collaborate and foster stronger community relations and to ensure that there are open avenues for communication and ample opportunities to provide input and support.

Brown's many volunteer opportunities continue to have a beneficial impact for both Brown and the local community. For example, in response to the report from the University Steering Committee on Slavery and Justice, Brown further demonstrated its commitment

to support public education through the effort to establish a \$10 million endowment to benefit Providence Schools and an Urban Education Fellows Program. In addition, Brown has taken steps to support the College Advising Corps.

As a major employer in Providence and a catalyst for job growth, Brown is working to strengthen its leadership role and ties with other leaders from nonprofit organizations, government, and business to further economic development in Providence and Rhode Island. This will be a coordinated effort, consistent with Brown's academic and research mission and with the local community's goals of improving quality of life; creating stable, high paying jobs; and attracting new businesses.

### 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
- 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
- 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**

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#### **ACTION TAKEN**

- 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 Government Relations Working Group, chaired by the provost, 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. Created director of education outreach position within Department of Education to coordinate Brown's involvement in the schools and to serve as a point of contact and resource to the schools. Created web site listing Brown's involvement with the school  
[http://www.brown.edu/Departments/Education\\_Outreach/](http://www.brown.edu/Departments/Education_Outreach/)
- 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 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
- Announced that Warren Simmons, director of the Annenberg Institute for School Reform at Brown, will chair a new governor's task force to design a successful urban school system
- Supported important mission-oriented organization events that benefit the city and state, including those sponsored by Chamber of Commerce, Providence Historical Society, Providence Preservation Society, Urban League, Pell Awards, Family Services
- Provided support and representation in the Jewelry District's development planning efforts
- Received a grant of \$228,000 from NEH to create a statewide database, entitled the Rhode Island Archival and Manuscript Collections Online (RIAMCO), that will assist researchers in locating materials about the history of Rhode Island
- Received a national leadership planning grant from the Institute of Museum and Library Services to develop, in collaboration with the RISD Library and the RISD Museum, a new database architecture to explore the design process used by the Gorham Manufacturing Company of Rhode Island to create its hand-crafted silver products
- Hosted September 2008 celebration of 40th anniversary of Fogarty International Center (NIH), one of the world's leading agencies in support of the global health community
- Joined with Greater RI Chamber of Commerce, Association of Independent Colleges and Universities in RI, Providence Foundation, the City of Providence, State of RI, and others to develop and launch the Providence-RI Knowledge Economy Initiative – a regional effort to unleash and sustain economic development in the region, boosting productivity, creating wealth, and mitigating government revenue shortfalls
- Celebrated Darwin's bicentennial (spring 2009) by displaying a major exhibition of works from the Lownes Collection of Significant Books in the History of Science
- Welcomed groups of Providence eighth-graders for a second year in a row for "A Day at College." More than 150 students toured campus with their teachers and Brown students, visited the Athletic Center, the John Hay library, admissions, and a science lab

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

*continued*

- Announced initial grants from the Fund for the Education of the Children of Providence: A grant of \$118,000 to provide graphing calculators to students in sixth- through 12th-grade classrooms in the 2009–10 academic year; and three \$10,000 grants to Vartan Gregorian Elementary School, Roger Williams Middle School, and Hope High School to support innovative curricular projects at the classroom level
- Released report from Commission to Commemorate the History of Slavery in Rhode Island established by Brown University in cooperation with the City of Providence and State of Rhode Island recommending how the history of slavery and the trans-Atlantic slave trade in Rhode Island should be commemorated in Rhode Island, Providence, and on College Hill
- Opened the R.I. Center for Innovation and Entrepreneurship at Brown University, a statewide collaborative initiative to enhance the commercialization of research and to support entrepreneurship and innovation in Rhode Island
- Hosted an outreach booth at Greater Providence Chamber of Commerce Business Expo

### 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
- Create an economic development working group in which Brown plays a more proactive role in economic development in the city and state
- 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
- Form a Community Partnerships Working Group to help coordinate the University's local activities and commitments

### 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.
- Provided full university support for RIPTA's UPASS program enabling all faculty, students and staff to use public transit for free at anytime and to any place served by RIPTA
- Adopted a switch to cleaner and less carbon-intensive fossil fuels during October, November, April, and May, resulting in a 30 percent reduction of greenhouse gas emissions from the central heating plant by June 2008
- Committed to developing a variety of environmental initiatives to benefit both Brown and the local community. Examples might include: distribute fluorescent lamps (CFLs) to the local community; create education initiatives and curricula throughout the community (K–12) to educate students about climate change, its impact and possible solutions; collaborate with Rhode Island public or nonprofit entities to design a program to increase the energy efficiency of low-income housing; develop a project through Brown's Center for Environmental Studies to increase the number of trees along Rhode Island's roadways; support UTRAs (Undergraduate Teaching and Research Awards) or UTRA-like projects that would encourage students or groups of students to work with faculty to conduct research pertaining to environmental issues, develop community projects aimed at reducing energy consumption, and encourage awareness and sustainability
- Worked with the city and the community to implement the Brown Emergency Siren Warning System (ESWS) to help protect students, faculty, staff, visitors, and the College Hill community in the event of an emergency
- Developed implementation plan for the new College Hill Parking Task Force report and recommendations
- Collaborated with the City of Providence to participate in the Urban Construction Initiative, a partnership with BuildRI, the Providence Plan, and YouthBuild, to create a neighborhood pipeline in which minority residents will gain access to apprenticeship training and employment in the construction industry
- Continued active involvement with community organizations and the business community to discuss and address development and activity on Thayer Street
- Launched CCURB (Community Carbon Use Reduction at Brown) program to reduce greenhouse gas emissions on campus and in the greater Providence area. Off-campus projects will involve collaborations of community and civic groups with Brown students, faculty, and staff on a diversity of activities
- Worked with Thayer Street District Management Authority to hire consultant to manage improvement efforts
- Established the *Brown in the Community* e-newsletter for improved communication with the neighbors



**ACTION NEEDED**

- Help Thayer Street District Management Authority board develop and implement a decision-making process for maintaining capital improvements
- 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
- Develop a new Brown in the Community newsletter for local organizations, elected officials, and other interested parties to communicate the many activities Brown conducts in the community
- Invest in Brown's effort to increase its visibility and influence on public policy matters related to higher education at the federal, state, and local levels

- Assist with the University's effort to grow off College Hill and, where appropriate, foster economic growth in the city and state in ways that are consistent with the University's agenda and mission
- Increase opportunities for the Brown community and residents of Rhode Island to interact with local, national, and international leaders through conferences, major events, and lectures
- Expand current opportunities for staff to participate as a group in community service
- **Update data and report Brown University's economic and cultural impact**

**RESPONSIBLE**

- Vice President for Public Affairs and University Relations  
To ensure that Brown can achieve its other strategic goals, the Plan for

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

Academic Enrichment anticipated the need to enhance resources for facilities, infrastructure, and administrative support. Significant progress has been made in organization, governance, compensation, professional development, training, and human resources programs, all of which help make Brown a more effective organization.

As essential foundations for education and scholarship, the libraries and information technology at Brown have received augmented resources to advance capabilities to serve students and faculty and to keep pace with an ever-changing world. Brown facilities and infrastructure have also received much needed PAE support for new build-

ings, renovation of existing buildings, and investments in core campus utilities and infrastructure.

Like the comprehensiveness of the PAE, Brown's attention to and investment in a wide range of administrative systems, facilities, utilities, energy efficiency, and technologies will pay dividends for the future and ensure that Brown is well-positioned to achieve its mission in the decades to come. Brown will continue to focus on stewardship of current assets and look to secure opportunities for improvement and growth.

### 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 vice president for planning
  - Elizabeth Huidekoper, executive vice president for finance and administration
  - Ronald Vanden Dorpel, senior vice president for University advancement
  - Brenda Allen, associate provost and director of institutional diversity
  - Rajiv Vohra, dean of the faculty
  - Harriette Hemmasi, University librarian
  - Sheila Bonde, dean of the Graduate School
  - Michael Goldberger, director of athletics
  - James Miller, dean of admission
  - Rebecca Barnes, director of strategic growth
  - Vincent Tompkins, deputy provost
  - Mark Porter, director of public safety
  - Todd Andrews, vice president for Alumni Relations

- Stephen Maiorisi, vice president for facilities management
- David Kertzer, provost
- Katherine Bergeron, dean of the College
- Clyde Briant, vice president for research
- Edward Widmer, director and librarian of the John Carter Brown Library
- Michael Pickett, vice president for computing and information services / CIO
- David Kennedy, vice president for international affairs
- **Russell Carey, vice president for corporation affairs and governance**
- **Karen Davis, vice president for human resources**
- **Margaret Klawunn, vice president for campus life and student services**
- **Marisa Quinn, vice president for public affairs and University relations**
- **Edward Wing, dean of medicine and biological sciences**
- **James Tilton, director of financial aid**
- 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

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

*continued*

- Created a senior level position to lead the initiative to enhance Brown's role in international higher education
- Reorganized CIS groups to enhance user support and project management functions
- Hired new director of real estate responsible for optimizing the management of Brown's commercial properties and the benefits of gifts of real estate

### 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
- Created the IT Project Review Committee to review and prioritize technology projects on the campus

### 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 Program
- Initiated the Human Resources Advisory Board, composed of faculty and staff, to provide advice and feedback on human resources policies and procedures
- Launched new voluntary benefit programs for staff and faculty, including enhanced long-term care insurance, discounted automobile, pet, and homeowner's insurance. Expanded the University's award-winning wellness programs and adopted an engaging approach for employee benefit events
- Closed the University annually 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
- Launched BEAR Bargains website to provide staff with participating discount provider information

- Introduced an enhanced Faculty / Staff Assistance Program
- Implemented a 457(b) deferred compensation plan
- Added a back-up child care and elder care benefit for all employees as of 9/1/08
- Enhanced the TIAA-CREF retirement investment options to include life cycle funds and five mutual funds effective 1/1/08
- Enhanced the dental plans to include a maximum carry-over provision and evidence-based dentistry provisions
- Entered into an agreement with a local day care facility to provide access to infant care for Brown employees
- Significantly reduced employee contribution to health insurance coverage

### 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 and developed a resource web site
- 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 to ensure highest quality staff hires
- Revamped Management Training Program for new managers
- Introduced new customer service, coaching, interviewing, teambuilding, project management, communications and change management learning opportunities for managers and staff
- Introduced a Leadership Training Program
- Launched the HR Partner's Program to better train and support staff outside of central HR
- Enhanced Employee Education Program to include one distance learning course per semester as part of a degree program
- Launched the Ambassador Program to better involve and connect staff to the University, recognize performance, and promote employee retention
- Established an information technology hiring review policy to improve internal partnerships and consistency in recruitment, hiring, and compensation of University IT professionals
- Formed a Training@Brown group and launched a listserv to share ideas, leverage resources, develop consistent practices, and improve training
- Developed additional learning delivery methods: book clubs, blogs, listservs, and professional development library
- Developed and distributed divisional metrics

**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
- Develop advisory councils of parents, alumni, and friends to help guide and support Brown's presence in international higher education
- Continue to develop methods to recognize and reward staff accomplishments and excellence
- Continue to develop, evaluate, and tailor training programs for managers, leaders, and general staff

**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

- 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
- Published in *Brown Alumni Magazine (BAM)* the Campaign Reporter, which outlines the progress of the Campaign for Academic Enrichment
- Produced new identity programs for print and Web, as well as informational brochures, posters, and annual reports, for plan-sponsored multidisciplinary initiatives
- Began development of searchable, Web-based faculty expert list for media
- Organized panel talks at the American Association for the Advancement of Science (AAAS) annual meeting in Boston on Feb. 14-18, 2008. A record seven Brown faculty presented at the meeting – the largest general science meeting in the world – and their work was highlighted in international media outlets that included BBC television, Reuters, and more
- Completed a first-ever strategic communications plan for the Division of Biology and Medicine through a committee composed of staff from PAUR, the Division, and Biomed Advancement
- Organized meetings with local reporters and editors with Clyde Briant, vice president for research, to develop relationships and promote research at Brown

- Launched an online communications vehicle, *Today at Brown*, to provide valuable information about the breadth and depth of University news and activities to the Brown community
- Launched series of editorial board meetings with key administrators to convey progress made on Plan for Academic Enrichment and broader community implications

## PUBLICIZING ACADEMIC ENRICHMENT

- Created a regularly updated Web site with information on the plan ([www.brown.edu/pae](http://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"
- 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
- Launched new Web site on Brown's internationalization efforts to communicate to the Brown community and solicit feedback and suggestions
- Organized press conferences with leadership from the campus, state, and community to promote high visibility of major institutional news including publicity of multi-million dollar grants from the National Institutes of Health and the National Center for Research Resources
- Developed a strategy for Community and Government Relations to enable Brown to better participate in the national debate on issues related to higher education and federal research and to be more competitive as Brown pursues peer-reviewed federal funding for research and other government support
- Convened meeting of president's Civic Leadership Council to provide update and seek advice on various aspects of the Plan
- Mailed copies of *Brown Alumni Magazine* to all international alumni
- Utilized the *Brown Alumni Magazine* to communicate PAE news about the Campaign for Academic Enrichment, cutting-edge research, gains in financial aid, and other relevant PAE activities

**ACTION NEEDED**

- Continue to promote the University, faculty research and teaching, student accomplishments, and other progress on Plan for Academic Enrichment
- **Identify opportunities to use multimedia to communicate with and engage the public in Brown's academic enrichment progress**

**RESPONSIBLE**

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

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

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**ACTION TAKEN****IMPROVING COLLECTIONS AND INFORMATION RESOURCES**

- Added \$1 million 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 54,000 in FY07 to over 60,400 in FY08
- Continued to expand Brown's digital resources, providing access to more than 320 databases, approximately 45,000 full-text electronic journals, and more than 285,000 e-books
- Acquired and cataloged the David E. Pingree collection, a unique resource of 25,000 volumes on the study of mathematics in the ancient world (especially India)
- Acquired several major financial data sets to support teaching in economics, finance, and entrepreneurship
- Developed an online system to simplify searching and borrowing books owned by other libraries
- **Completed a systematic review of the serials collection and identified opportunities for enhancing support in targeted subject areas**
- **Added \$200,000 in FY09 to the library's base budget to expand critical collections in high-priority areas of study**
- **Extended the open hours for the John Hay Library and the Friedman Study Center**
- **Offered borrowing privileges free of charge to Brown alumni**
- **Received a gift of 130 first editions and rare books from Dan Siegel '57. These materials represent some of the most important titles ever printed in their respective subjects, including works by Euclid, Copernicus, Descartes, Newton, Pushkin, and Thomas Wolfe**

**UPDATING LIBRARY FACILITIES**

- Completed targeted cosmetic improvements to the 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 750,000 volumes at the Annex as of September 2008

- Opened Susan P. and Richard A. Friedman Study Center in the Sciences Library in January 2007, funded by a \$4-million donation from Susan P. Friedman '77 and Richard A. Friedman '79
- 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
- Created a comfortable reading area for the East Asian Collection on the third floor of Rockefeller Library where faculty and students can easily use Chinese, Japanese, and Korean materials
- Created additional study space on Level A of the Rockefeller Library, funded by a grant from the Joseph Drown Foundation
- Began planning for a renovation of the John Hay Library reading room to recapture the grand space of the original design
- **Opened the Walter L.S. Bopp '35 Seminar Room in the John Hay Library, funded by a donation from Walter S. Bopp '73 and Peter D. Bopp '78**
- **Completed renovation and opened new reading room on the first floor of the Rockefeller Library, funded by a donation from Laura and David Finn P'70, P'76, P'77**
- **Completed renovation of the undergraduate and graduate computer clusters and study spaces on the second floor of the Rockefeller Library**
- **Equipped all 14 floors of the Sciences Library with wireless Internet access**
- **Completed design on Science Resource Center in the Sciences Library and began construction**
- **Consolidated and relocated microform collections to a renovated space on Level B of the Rockefeller Library, and installed new readers/printers and scanners to improve access**
- **Installed new state-of-the-art exhibit cases in the John Hay Library, funded by a \$200,000 grant from the Champlin Foundation**

**APPLYING INFORMATION TECHNOLOGIES**

- Introduced new library technologies, including an audio streaming service, electronic course reserves, real-time "chat" and text-messaging services, 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 78,000 new digital objects created as of June 2008
- 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; (\$1.3 million spent FY03–FY075)
- 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 (e.g., online options to enable users to renew books, request items, and initiate digital delivery of journal articles from the Annex) as well as links to full-text from Google Books when available
- Developed customized Web-based course pages for 270 courses directing students to resources most relevant for their classes

- Began implementation of a five-year plan to upgrade classroom technology supported by annual funding established by the provost
- Partnered with the Open Content Alliance to begin building a freely accessible library of digital materials
- Received \$194,000 Mellon Foundation grant, together with the Society of Architectural Historians, MIT, University of Virginia, and the Colonial Williamsburg Foundation, to create a digital library of still and dynamic images for research and teaching in the field of architectural history and its related disciplines, and enable researchers to contribute and catalog their images to this digital collection through a Web interface
- Awarded Mellon Foundation grant to develop a Web-based citation parsing service to improve access to campus scholarship by enhancing the functionality of the Directory of Research and Researchers; the open source service is available at <http://freecite.library.brown.edu/>

#### 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 12 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 and campaign brochure to reflect the library's most critical needs for the campaign
- Collaborated with the Office of Institutional Diversity and EEO/AA Office to develop a diversity action plan for the library; held diversity workshops for staff
- Appointed records management steering committee to provide University-wide guidance on the efficient and systematic creation, receipt, maintenance, accessibility, use, and disposition of academic, business, and administrative records

#### ACTION NEEDED

- Meet campaign targets for increased support of collections, technology, and emerging needs
- 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
- Implement campus-level digital repository services for library, teaching, and research materials
- Work with Vice President for Research and University Counsel to develop copyright and intellectual property rights expertise on campus and provide guidance to faculty and students
- Engage in campus-wide planning to identify ways to effectively support areas of distinction, including multidisciplinary initiatives

#### 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
- Completed expansion of wireless network to all residence halls
- Completed extension of network capability to rogb to facilitate research data access
- Expanded wireless network to classrooms and the Sciences Library
- Completed phase 1 of the Voice Over IP (VOIP) technology project

##### 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
- Launched video-on-demand-service to deliver instructional materials to student computers wherever they may be on campus
- Completed the report and recommendations from the Research Storage Working Group
- Completed a report and recommendations from the New Media Working Group on Foundational Services for Digital Audio and Video at Brown

- Designed and implemented a suite of instructional technology solutions to enhance and enable the integrated curriculum of the Warren Alpert Medical School (CIS/Medical School collaboration)
- Upgraded technology tools in support of teaching and learning, including upgrade of course management system and replacement of personal response system with iClicker solution
- Offered new options to improve classroom engagement and collaboration, including the introduction of smart board technology and pilot of Adobe Connect Web collaboration software
- Began improvement of access to teaching with technology tools by implementing a Web-based unified services gateway
- Increased visibility of the value of technology for teaching and learning by introducing Faculty Roundtable seminar series – as a venue for faculty to model effective use of technology – and incorporating Teaching with Technology Award with campus-wide award ceremony
- Increased support of faculty teaching with technology by expanding summer institute, increasing workshop offerings, adding open labs, and implementing a tech cub program which partners technology-skilled undergraduate students with faculty
- Expanded iTunes U at Brown to include a public content component, providing greater access to University content
- Increased digital humanities activities on campus by supporting an increase in faculty projects and helping faculty secure funding for digital projects
- Increased Brown's international visibility as a key player in digital humanities by, among other things, participating in Project Bamboo, a program to enhance arts and humanities research through shared technology services

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
- Began preliminary planning for a new data center to support growth, business continuity, and research computing objectives
- Completed Banner Student Information System Phase I and initiated Phase II to implement additional functionality and improvements in core business areas
- Began implementation of an electronic advising portfolio to facilitate communications between students and advisors, to house student work, and to enhance continuity between pre-concentration and concentration advising
- Developed a five-year strategic plan for IT at Brown that included the assessment of, among other things, teaching and learning, research, and information needs on campus
- Centralized Web architecture and services for the Brown community and identified opportunities to use the Internet in more creative ways. The team launched a pilot iTunes presence to convey the depth

- and breadth of Brown in audio and video; launched a social-networking Twitter feed currently followed by more than 1,300 Web users; and plans to introduce a modern campus calendar for the 2009–10 school year.
- Completed analysis and recommendations for the replacement of the HR/payroll system
- Updated secure identity management infrastructure with Internet 2 open source implementations of Shibboleth for federated identity-based authentication and authorization and Grouper for enterprise-delegated groups management
- Completed second phase of Coeus project in support of sponsored research providing for electronic submission and routing of grant proposals directly to federal granting agencies
- Completed the third phase of the Coeus project that implemented the Institutional Review Board (IRB) component to enable improved oversight of the University's human subjects research protections program

**ACTION NEEDED**

- Invest in technology to achieve our academic goals
- Ensure our ability to prevent disaster in information systems or carry on in the face of disaster
- Develop, sustain, and periodically replace our core services
- Create a site that will deliver information about Brown to Web-enabled mobile devices

**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](http://www.brown.edu/webmaster/strategic_framework))
- Developed real estate acquisitions and divestment guidelines
- Established an internal committee chaired by the provost to monitor space needs and develop plans for meeting those needs
- Developed a near-term transportation management plan for implementation in FY04 and FY05
- Developed a master plan for the proposed "walk" between Lincoln Field and the Pembroke campus
- Completed studies of possible fitness center sites
- Hired a designer to develop lighting guidelines
- Explored possibilities for off-campus expansion through the Ad Hoc Committee for Strategic Growth
- Created full-time position and hired Rebecca Barnes '71 as first director of strategic growth
- Established an ongoing oversight body for strategic growth, a sub-committee of the Corporation Committee on Facilities and Design, chaired by trustee emeritus Ben Lambert '60
- Drafted the Institutional Master Plan, a five-year plan required by the city, and began internal and external discussions

- Received approval for Brown's 5-year Institutional Master Plan from the city of Providence
- Increased Brown's parking capacity through acquisitions and leases in the Jewelry District
- Continued to play an active role in the long-term vision planning for Providence's Jewelry District, future home of more Brown administrative and academic functions

#### 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
- Moved Computing and Information Services to Davol Square and completed renovations of the CIT to provide additional space for the Department of Computer Science
- Acquired 121 South Main Street (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
- Completed relocation of Peter Green House to the corner of Angell and Brown Streets; completed major interior and exterior renovation
- Built and opened temporary pool for aquatics program
- Continued work on walks and landscaping of Walk Project between Waterman and Angell Streets
- Finished major interior and exterior renovation of 125–127 Waterman Street, which provides 27 new units for visiting scholar housing
- Started various projects associated with energy conservation initiative
- Began extensive renovation and renewal work resulting from the classroom task force and resident hall renewal initiatives
- Completed schematic design phases of Creative Arts Center; construction commenced in summer 2009
- Selected designer, Schwartz/Silver Architects, for the Stephen Robert '62 Campus Center in Faunce House; construction began in May 2009
- Completed major renovations of Pembroke Hall for the Cogut Center for the Humanities and the Pembroke Center for Teaching and Research on Women, and conversion of J.W. Wilson to a student services center

- Began major renovations of Rhode Island Hall for the Joukowsky Institute for Archaeology and the Ancient World
- Completed renovations and physical and operational improvements of the Brown Bookstore

#### ACTION NEEDED

- Complete planning for the renovation of Metcalf for the Mind Brain Behavior Program and 222 Richmond Street for the Medical Education Center

#### 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
- Implemented new Emergency Notification System
- Improved safety and emergency preparedness training for students, faculty, and staff
- Implemented comprehensive personal safety and property protection awareness program
- Expanded and improved joint training between DPS and Providence Police
- Introduced technological enhancements to DPS, including police cruiser laptop computers, CCTV enhancements, and new radios
- Increased the number of police and security officers regularly assigned to patrol

#### ACTION NEEDED

##### STRATEGIC FRAMEWORK FOR PHYSICAL PLANNING

- Follow up on master plan recommendations concerning spaces on and near the campus that can accommodate expansion
- Implement 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

#### 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
- Conducted comprehensive review of Brown's financial plans in response to the deepening recession. Made significant reductions in staffing and spending in order to maintain PAE priorities and developed structure and process to identify and implement further reductions

### ACTION NEEDED

- 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, 2006, 2007, and 2008

### 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





Office of the President  
Brown University  
Providence, Rhode Island

