



BROWN

**Revised Operational Plan for Building
Brown's Excellence**

September 4, 2018

Table of Contents

INTRODUCTION	3
I. Integrative Scholarship	5
CULTIVATING CREATIVE EXPRESSION	5
UNDERSTANDING THE HUMAN BRAIN	9
SUSTAINING LIFE ON EARTH	12
CREATING PEACEFUL, JUST, AND PROSPEROUS SOCIETIES	15
EXPLORING HUMAN EXPERIENCE	20
USING SCIENCE AND TECHNOLOGY TO IMPROVE LIVES	24
ADVANCING COMPUTATIONAL AND DATA SCIENCES	28
DECIPHERING DISEASE	31
IMPROVING POPULATION HEALTH	34
II. Educational Leadership	38
ENHANCING THE UNDERGRADUATE CURRICULUM	38
CATALYZING ENTREPRENEURSHIP AT BROWN	44
SUPPORTING INNOVATIVE GRADUATE EDUCATION	48
III. Academic Excellence	52
UNDERGRADUATE FINANCIAL AID AND THE BROWN ANNUAL FUND	52
DEVELOPING AND SUSTAINING DIVERSITY	55
STRENGTHENING SCHOLARLY AND RESEARCH INFRASTRUCTURE	61
ENHANCING CAMPUS LIFE	65
CONCLUSION	68

INTRODUCTION

In October 2013, *Building on Distinction: A New Plan for Brown* laid out an ambitious vision for the University's future. The plan identifies four major areas of focus:

- Integrative Scholarship to address some of the world's great challenges.
- Educational Leadership to prepare our students to lead in the 21st century through innovations in educational programming, delivery, and experience.
- Academic Excellence to support scholarship, cultivate the diversity required for excellence, enhance students' access to a Brown education, and forge partnerships around the United States and the world.
- Campus Development to provide the infrastructure needed to support world-class education, research, and the community that is so central to Brown's mission and culture.

In 2015, *The Operational Plan for Building Brown's Excellence* translated these inspiring goals into concrete actions designed to enable the University to fulfill its mission and consolidate its role as a leader in higher education and research. The University revisited this plan, conceived as a living document, in summer 2018. This review process coincided with the midpoint of the *BrownTogether* comprehensive fundraising campaign.

This revised *Operational Plan for Building Brown's Excellence* calls for investments that reflect Brown's core values and are centered on people (faculty, students, community) and academic programming (teaching and research). These are complemented by investments in physical resources in specified areas of need or opportunity. Each section of this revised operational plan describes a specific theme or initiative from *Building on Distinction* and follows a standard format: 1) articulating updates since the campaign launch; 2) detailing existing assets that provide the foundation for our efforts in each area; 3) outlining the investments in priority areas that are required to achieve our goals; 4) describing how these investments complement, support, and intersect with assets and priorities elsewhere on campus; and (5) projecting the impact we expect to have as a result of these cumulative investments.

While each section focuses on a particular part of the overall plan, the sections also — separately and together — highlight the unique attributes of Brown's intellectual culture: the deeply interconnected nature of our academic enterprise, manifested in our ability to bring together people, disciplines, and perspectives to create truly exceptional teaching and research programs. Brown's integrative character also means that investments in one area naturally blend into and catalyze developments in other areas. Moreover, support for integrative themes and interdisciplinary centers explicitly and directly strengthens the traditional building blocks of all great universities: academic departments and schools.

Brown is at an important and critical juncture in its long and distinguished history, positioned to contribute locally and globally in increasingly significant ways through distinctive teaching, research, and public engagement. This plan takes advantage of Brown's capacity and culture,

and calls upon our broader community of supporters to help us leverage and build upon our many assets by investing in continued academic leadership and excellence.

I. Integrative Scholarship

CULTIVATING CREATIVE EXPRESSION

UPDATE:

Creative expression is used to explore human values and communicate new ideas, to challenge societies, and to draw disparate groups together. Recognizing creativity and free expression as essential to a civil society and a core element of the Brown experience, the University is making substantial investments in the arts to support learning opportunities for students that will serve them in work and in life post-graduation.

- *Since the launch of the campaign, Brown has established the Brown Arts Initiative and has appointed new leadership to energize and consolidate arts activities across campus. To date, fundraising goals have been met for professors of the practice and assistant professorships, and steady progress is being made in raising funds for the new Performing Arts Center (PAC). To date, we have raised \$91 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: The arts are integral to the academic mission of Brown. Known as the “Creative Ivy,” Brown is recognized for its substantive fusion of arts practice and scholarship and serves as an incubator for both traditional and experimental art and media. Its Open Curriculum fosters curiosity-driven investigation and invites participation from students of all disciplines and skill levels, as well as from faculty and scholars using the arts as a foundation for cross-cultural exploration and an agent of social change.

Brown’s programs are distinguished by a culture of artistic excellence, risk-taking, and invention, evidenced by Brown’s renowned faculty and alumni and the artists who visit and engage the campus community. The University has capitalized on these assets and a long history of advancing the arts by establishing the Brown Arts Initiative (BAI). Formally launched in March 2017, the BAI continues to consolidate and fortify the arts to make Brown the leading university for experimental arts practice and education. The BAI advances a bold vision that unites arts faculty, students, and staff — a vision that embraces the rigor and freedoms that creative practice and study offer, and the transformative, often provocative, cultural conversations that creative excellence engenders. Brown is upholding its established leadership in these areas by further investing, strategically and substantially, in the arts.

PRINCIPAL UNITS: Artistic activity has been central to Brown’s intellectual environment and mission. As discrete fields of study, the arts are traditionally anchored in academic departments that allow students and faculty to develop high levels of disciplinary expertise. At Brown, however, student interest, faculty scholarship, and creative vision make the arts an integral presence throughout the curriculum and across the campus. In short, the arts are fundamental to Brown’s emphasis on creative critical inquiry into the most important questions facing humanity around the world.

Building on Distinction reaffirms our belief that the arts are central to a liberal education, and our goal is for Brown to become the university of choice for faculty and students seeking excellence in scholarship, teaching, production, and performance across the arts. The foundations are strong:

1. Brown Arts Initiative. The Brown Arts Initiative (BAI) builds on more than a decade of work fostered by the Creative Arts Council and represents the full breadth of the performing, literary, media, and visual arts at Brown. The goals of the Brown Arts Initiative are to expand Brown's legacy of enriching tradition by supporting all that is **experimental**, forward-thinking, and cutting-edge in the arts; to facilitate greater opportunity for **collaboration** across arts departments, among artists, with other academic fields, and with external partners locally, nationally, and globally; and to enhance opportunities for **engaged**, activist artists and scholars whose work responds to contemporary issues.
2. Academic Departments. The creative and performing arts at Brown are grounded in six academic departments and two affiliated programs: History of Art and Architecture, Literary Arts, Music, Modern Culture and Media, Theatre Arts and Performance Studies, Visual Arts, David Winton Bell Gallery, and Rites and Reason Theatre. These departments and programs sponsor hundreds of events each year, support student work, and bring outstanding visiting artists to campus. As fully integrated aspects of Brown's overall mission for scholarship and education in the liberal arts, these departments and programs enjoy strong ties to other academic units in the humanities, as well as in the social, physical, and natural sciences.
3. MFA Programs. Brown offers three outstanding graduate programs in advanced arts practice: Literary Arts, Playwriting (soon to expand to include Screenwriting), and Acting and Directing (in partnership with Providence-based Trinity Repertory Company). All three programs are regarded as among the best in their fields and are among the most highly selective programs at Brown. In 2018, the University announced that it would provide scholarship funds to cover the full cost of tuition for returning and future MFA students, enabling Brown to recruit exceptional graduate students in the arts, regardless of financial need.
4. Granoff Center for the Creative Arts. Opened in 2011, the Perry and Marty Granoff Center for the Creative Arts, designed by Diller Scofidio + Renfro, is a state-of-the-art facility for multimedia arts research and experimentation. Its studios and performance spaces have enabled faculty and students to launch new experiments in arts research, teaching, and production across the boundaries of individual disciplines and among artists, scientists, and scholars.
5. Student Co-Curricular Activities and Public Programs. More than 60 percent of Brown undergraduate applicants declare a principal co-curricular interest in the arts. The BAI

and its member units also host a robust season, offering more than 100 annual events celebrating leading contemporary artists and diverse art forms, all designed to enhance the curriculum and student engagement.

6. Partnerships. The span of Brown's activities in the arts has been significantly enlarged through collaborations with myriad external organizations. Brown has strengthened its connection to Providence organizations, such as the internationally acclaimed Rhode Island School of Design (RISD) and Trinity Rep, a nationally renowned repertory theater with which (as noted above) Brown offers what has become one of the top MFA programs in acting and directing. In 2018, the BAI also formalized an institutional partnership with Performa, the leading organization for the study and presentation of 20th- and 21st-century visual art performance, providing opportunities for artistic and scholarly exchange and learning experiences for students.

INVESTMENTS: Brown has developed ambitious goals to further elevate the arts and firmly establish the University as a national leader in the creation of art and the education of artists and art scholars, critics, and entrepreneurs. These goals build on the successful record of fundraising for the arts that we have achieved to date.

Major goals include:

1. Performing Arts Center. The construction of an innovative new hub for music, dance, theater, and multimedia arts, to be located in the heart of campus, will highlight the centrality of the arts at Brown. Following several years of intensive and highly participatory academic planning, the center will be organized around a dedicated space for performance suitable for the many medium-to-large ensembles that exist at Brown. This 96,500-square-foot building will contain the range of spaces necessary to ensure that the building is active day and night all week. With a design concept that will make it unique in American higher education, the center's spaces will be acoustically appropriate, flexible, and usable for multiple purposes at the highest levels of quality, and will accommodate music, dance, theater, and multimedia. Beyond academic need and high student interest, such a space holds appeal for its community-building power, both within the campus and across the Brown and Providence communities.
2. Professorships. Brown is committed to creative and critical inquiry and becoming the university for the top students and faculty interested in the arts. We have been very successful in raising funds to support visiting artists and professors of practice and expect to build on this momentum to raise endowment to recruit full-time faculty and appoint faculty fellows, visiting artists, and distinguished artists, curators, and other arts professionals for short-term, flexible appointments.
3. New and Enhanced Programming. Growing Brown's capacities as the university of choice for the arts will involve new programming, including a significant expansion of institutional partnership activities and endowment for the directorship. These funds will

support:

- a. Endowed Directorship. The endowed directorship will enable the director to seed new creative opportunities that advance the work of the BAI.
 - b. Curricular Offerings. We have designed new opportunities in the classroom to catalyze community around the arts while making effective use of scholarly and other resources at Brown. These curricular innovations include arts seminars, interdisciplinary courses (e.g., arts and engineering, arts and philosophy, arts and economics), Wintersession and travel courses, summer programs, engaged scholarship courses in partnership with the Howard R. Swearer Center, internships, half-credit art lecture and curatorial courses, and summer courses.
 - c. Co-Curricular Activities. An important set of goals for the arts is to enhance the ways that Brown is able to support co-curricular programming. These include on-campus opportunities like concerts, performances, lecture series, symposia, exhibitions, and arts festivals; external partnerships with local, national, and international organizations; and expanded resources for undergraduate and graduate projects.
4. Related Investments. In support of its overall mission to develop experimental and engaged work, the Brown Arts Initiative builds on its professional relationships and investing in partnerships as a way of broadening its scope. Designed to foster collaboration across campus, the BAI will amplify current interdepartmental efforts and expand its reach to involve the Cogut Institute for the Humanities, the Center for the Study of Slavery and Justice, the Institute at Brown for the Environment and Society, the John Nicholas Brown Center for Public Humanities and Cultural Heritage, the Haffenreffer Museum of Anthropology, and the Swearer Center.

IMPACT: These investments will make Brown a national and international leader in the arts: a university that gives students outstanding creative opportunities to develop and expand their talents at the highest level, fully integrated with a world-class liberal arts education. Students will have performance spaces worthy of their abilities. In addition to nurturing future creative leaders, the BAI will enable the core arts departments to attract high-profile innovators to the faculty and as visiting artists. By fostering strong connections between the arts and other fields, Brown will be attractive to inventive scholars across the academic landscape who are eager to participate in Brown's distinctive approach to the arts. With Providence continuing to emerge as the "creative capital," the scaling up of Brown's ambitions in the arts, including greater collaboration with RISD and other local partners, will further enrich the area's cultural life and economic health while also cementing stronger bonds with the local community.

UNDERSTANDING THE HUMAN BRAIN

UPDATE:

A number of significant updates since the campaign launch are advancing our efforts to establish Brown as a world leader in brain science:

- *Since the campaign launch, Brown has received a transformational \$100 million gift to establish the Robert J. and Nancy D. Carney Institute for Brain Science. With this gift, the Carney Institute is positioned to be at the forefront of the drive for new knowledge and therapies. The gift will allow the Carney Institute to accelerate hiring of leading faculty and postdoctoral scholars in fields related to brain science, supply seed funding for high-impact research, and also fund essential new equipment and infrastructure in technology-intensive areas of exploration. To date, we have raised \$157 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: The study of the brain and its relationship to cognition, emotions, decision-making, behavior, and disease is often described as the “last frontier” in biomedical science. This theme will support Brown scholars in their efforts to understand functions of the brain that distinguish us as humans, to discover treatments for disorders that diminish our capacities, and to create technologies to improve lives.

PRINCIPAL UNITS: Anchored primarily by the Carney Institute for Brain Science, Brown seeks to lead in innovation and discovery in brain science in a collaborative environment where theorists, experimentatlists, engineers and clinicians advance knowledge and improve lives through collaboration.

1. The Robert J. and Nancy D. Carney Institute for Brain Science. The Carney Institute has a distinctive identity among brain science centers based on its multidisciplinary core of 45 faculty in neuroscience; neuroengineering; computation; cognitive, linguistic and psychological sciences; and clinical neuroscience who work on research problems that range from genes and cells to neuronal networks to behavior. Founded in 1999 as the Brain Science Program, roughly 130 faculty from 19 departments now have some affiliation with Carney, and the future of brain science will include even broader engagement with the humanities and social sciences. Institute core faculty and partners across the campus conduct research at the forefront of the field: developing novel methods to map networks of neurons that underlie specific behaviors, discovering new approaches to understanding how complex brain functions mature during development, innovating non-invasive techniques to dampen down extreme neuronal activity such as occurs during seizures, and inventing devices that turn thoughts into signals that can control prosthetics. The Carney Institute has already achieved national and international recognition, and Brown’s brain science researchers and clinicians are making discoveries that relate to autism, amyotrophic lateral sclerosis (ALS), epilepsy, neurodegeneration, addiction, depression, and schizophrenia. At the same time, the institute has been at the forefront of the development and application of devices to assist

people with paralysis, Parkinson’s disease, chronic pain, and obsessive compulsive disorder. Carney promotes interdisciplinary research, postdoctoral training and graduate education that transcends departmentally focused programs. At the undergraduate level, Brown students are integral partners in the world-class science that happens in the Carney Institute’s laboratories. One in four Brown undergraduates takes “Introduction to Neuroscience,” and many of these students stay in brain science.

2. Academic and Clinical Partners. The Carney Institute benefits from and helps strengthen a number of other campus units, including the Division of Biology and Medicine and its Brown Institute for Translational Science (BITS), the School of Engineering, the School of Public Health, and our hospital partners, including Lifespan, Care New England, and the Veterans Administration.

INVESTMENTS: Over the next decade, Brown has an opportunity to make the Carney Institute a top-10 research program in multidisciplinary brain science. Capitalizing upon its accomplishments to date, the institute will sharpen its focus on two defining research themes, around which there are already strong research teams:

- Understanding how the brain and nervous system produce complex behaviors that make us human, such as learning, memory, creativity, decision-making, and emotion;
- Improving the human condition by restoring and rehabilitating injured brains and by understanding and treating disease.

We have already met our goal for the Director’s Innovation Fund, and our fundraising efforts going forward will focus on two priority categories: professorships and a new brain science building.

1. Professorships. Establishing Brown as a world leader in brain science requires a significant investment in new faculty. Three new faculty positions will complete the first phase of Carney’s growth plan and stabilize Brown’s current leadership in fundamental neuroscience and neuroengineering, while also helping to establish Brown as a leader in computational and translational neuroscience. In order to build and sustain Brown’s position as a top-tier center of brain science research over the long term, a second phase of growth would add another seven faculty in molecular neuroscience, neural systems, computational neuroscience, and neuroengineering. Some of this growth will overlap with growth plans in other parts of the campus.

The Carney Institute has developed a highly successful model of recruiting scientists who build broad collaborative networks across Brown. In this way, faculty growth in the institute is leveraged through sustained and closer partnerships between the brain science core and the School of Engineering, the Warren Alpert Medical School, the School of Public Health, and computational science departments. Moreover, there is great potential at Brown to explore novel ways to integrate brain science with the

humanities and social sciences, including visual arts, philosophy, economics, and sociology.

2. Director's Innovation Fund. Enhancing discretionary resources (endowed and current use) for the Carney Institute's director will permit strategic investments in early-stage, innovative research; shared research infrastructure and technical staff to support leading-edge research; programmatic initiatives; instrumentation upgrades; and new faculty startup costs.
3. Space. A new building would enable Carney's goals and ambitions and accommodate needed growth in faculty researchers and their associated postdoctoral fellows and graduate students. This state-of-the art facility would serve as a centralized space for research, collaborative learning, and vibrant programming.
4. Related Investments. The success of the Carney Institute is tightly connected to the success of the School of Engineering and the Division of Biology and Medicine. Engineering priorities include faculty hires and research support in biomedical engineering. The Division of Biology and Medicine's strategic plan calls for recruiting physician-scientists to Brown with links to particular focus areas relevant for brain science. Carney can also leverage the emerging Data Science Initiative to play a leading national role in establishing uniform, guiding principles to open brain science data for mining and sharing.

IMPACT: The successful implementation of this plan would cement Brown's place among the world's leading centers for brain research and care. The work of the Carney Institute's researchers will advance new understandings of human brain functions while also developing solutions to brain health problems and tackling major societal challenges. Through its postdocs, graduate students, and undergraduates, Carney will be a major contributor to developing the next generations of exceptional brain researchers who will carry this work forward, along with the cross-disciplinary approach that is Brown's hallmark. Innovative research and education supported through Carney will lead to new ventures for translating technological and clinical discoveries into broadly available treatments and applications. Bringing the institute to the next level will be reflected in, and fueled by, the recruitment of outstanding new faculty, whose work will contribute significantly to enhancing Brown's standing as a world-class research university.

SUSTAINING LIFE ON EARTH

UPDATE:

This theme, anchored primarily by the Institute at Brown for Environment and Society, leverages interdisciplinary expertise at the University to advance knowledge about environmental change and its consequences in order to train future leaders and provide support for people and societies most vulnerable to climate change.

- *Since the launch of the BrownTogether campaign, we have met our fundraising goal to support postdoctoral fellows and have made progress in raising funds to sustain faculty growth and advance the research and teaching goals of the institute. To date, we have raised \$24 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: One of the 21st century's greatest challenges is how to achieve a world that is both prosperous and sustainable. The 20th century saw the emergence of human beings as a dominant agent of change in the Earth system. Our advances brought food, water, medicine, and improved living standards to billions of people. But the means to this end — fossil fuels, synthetic fertilizers and pesticides, irrigation and land clearing, urbanization and industrialization — have become a threat to our continued well-being.

The Institute at Brown for Environment and Society (IBES), established in 2013 by bringing together the Climate Change Initiative and the Center for Environmental Studies, provides the scholarly foundations to support both societal prosperity and human and ecological sustainability. IBES research is characterized by deeply rigorous empirical methodology and interdisciplinarity. IBES exposes students to the complexity of human-environment interactions to prepare them to solve complex problems in any domain throughout their future careers.

Environmental change can threaten global supplies of food and water, harm human health, and undermine the stability of societies around the world. The academic program of IBES focuses on the evolving partnership between the environment and human societies, combining the efforts of physical, life, and social scientists, together with humanists, artists, and practitioners. Research and education on this theme will complement ongoing efforts to improve sustainability on campus.

PRINCIPAL UNITS: The approach of the Institute at Brown for Environment and Society (IBES) differs from that of environment centers at other universities by convening disciplinary experts to address complex interdisciplinary problems at the nexus of societies and the environment that sustains them. In particular, IBES offers a model for successful academic partnership between natural and social scientists.

The work of IBES is directed toward three key goals:

1. Insights. IBES is committed to developing insights in human-environment interactions.
2. Engaged Education. IBES aims to create the next generation of environmental leaders through disciplinary-grounded engaged education. IBES' education programs seek to prepare students to make meaningful contributions to environmental scholarship and outreach at local, national and global scales. In undergraduate education, IBES is home to a revised and strengthened environmental science/environmental studies concentration, which promotes opportunities for engaged scholarship, and international research and fieldwork. More recently, the institute has developed an environment and inequality track that brings a social equity focus to these concentrations. The track encourages students to pursue the study of environmental justice by exploring intersections of race, class, gender, and systems of oppression with regard to environmentalism. IBES is also home to a number of graduate fellows who work under the direction of an IBES fellow. The institute partners with 15 University departments in the sciences, humanities, and social sciences, enabling advanced doctoral students to enrich their disciplinary training through the intellectual and multidisciplinary environment fostered by the institute. These IBES graduate fellowships will continue to help departments attract and support top doctoral candidates.
3. Problem-Oriented Research. The institute demonstrates a new paradigm in rigorous problem-oriented research to underpin solutions for environmental problems we face today and into the future. IBES examines the challenges of sustainability — where it matters most — through collaborative, place-based research focused on the people and systems most at risk. Advancing fundamental knowledge while also addressing real-world issues, IBES' research and education aims to empower vulnerable populations to make informed choices that improve their lives and the environments that sustains them. IBES cultivates Brown's research strengths in five areas: conservation science, land change science, climate science, environmental health, and institutions and human behavior.

INVESTMENTS: Since the launch of the *BrownTogether* campaign, we have made progress in raising funds to realize Brown's ambitions for IBES. For example, we have successfully met our fundraising goal to support a nationally visible and highly competitive postdoctoral fellowship program. For the second half of this campaign, we are sharpening our fundraising goals to focus on faculty growth and support for research, teaching, and programming in the Institute.

1. Professorships. IBES' plan calls for increasing intellectual and research capabilities related to the environment through six faculty hires, in addition to faculty investments called for in other areas of the plan.
2. Research and Teaching. As fundraising has increased in success and extent, IBES has been able to grow the research and student funding programs to provide exciting opportunities at every level.

3. Director's Innovation Fund. To achieve its goals and sustain the level of activity called for in the plan, IBES requires both endowment and current-use funds to support key aspects of its program and operations, including continued graduate support, additional technical staff to support the enlarged roster of faculty researchers, and maintaining a robust slate of seminars, lectures, and events in partnership with other campus units to draw greater national and international recognition of Brown's contributions to promoting solutions to critical environmental issues.

4. Related Investments. Researchers at IBES are conducting complex simulations using high-performance supercomputing and big data analysis. Environmental researchers who work on large and complex datasets will both benefit from and contribute to the Data Science Initiative. Important connections between IBES and the School of Public Health have been established through joint hiring of faculty and graduate students, and collaborative grants between both units. Environmental questions have become increasingly prominent in the humanities and the arts and has guided exciting new programming that is co-sponsored by IBES and the Brown Arts Initiative. More broadly, there exist strong synergies between IBES and the Nelson Center for Entrepreneurship, the Swearer Center, the Native American and Indigenous Studies Initiative, the John Carter Brown Library, and the Haffenreffer Museum of Anthropology.

IMPACT: The University's commitment to IBES has already significantly increased Brown's visibility as a center for research and education on environmental issues. The standing of core departments — Earth, Environmental, and Planetary Sciences; Ecology and Evolutionary Biology; Sociology; History; and Economics — has already risen in many cases, and we anticipate that joint faculty hiring will continue to strengthen a wider range of partner departments in the natural and social sciences. IBES' emphasis on intellectual collaboration across fields will enable these departments to hire and support faculty with novel ideas and approaches to environmental questions. More broadly, IBES will be a key player in advancing Brown's sustainability programs and sustainability-related academic research. Through this work, Brown has a unique role in contributing research, fostering innovation, and providing a model for environmental sustainability to the community and beyond. Examples include clean energy research in the School of Engineering that has led to more efficient LEDs and improved solar thermal processes for industrial applications; research in the Department of Chemistry on fuel cells, hydrogen storage, biofuels, and carbon dioxide utilization, as well as the department's commitment to adopt more sustainable "green chemistry" laboratory practices; and work in the departments of Anthropology and Urban Studies that explores the relationship between humans and the natural world over time and space.

CREATING PEACEFUL, JUST, AND PROSPEROUS SOCIETIES

UPDATE:

Since the campaign launch, there have been a number of important updates at Brown that advance our standing as a leading center of international and public affairs, as well as innovative work on racial and social justice.

- *The Watson Institute for International and Public Affairs continues to grow its faculty, educational programs, and facilities. In recent years, Watson has merged with the Taubman Center for American Politics and Policy, launched a new, one-year MPA program, added the Center for Contemporary South Asia, integrated the Rhodes Center for International Economics and Finance, and is poised to open a new building.*
- *The Center for the Study of Slavery and Justice (CSSJ) and the Center for the Study of Race and Ethnicity in America (CSREA) continue to gain national and international prominence as they promote important teaching, research, and programming related to issues of race, ethnicity, and social justice. The Political Theory Project (PTP) has recently added a new faculty member and continues to offer exciting programming through its Janus Forum Lecture Series.*
- *Fundraising goals for the remainder of the campaign will focus on growing Watson and PTP faculty and supporting important programming for Watson, CSSJ, CSREA, and PTP. To date, we have raised \$144 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: Economic, political, and cultural development — as well as security and diplomacy — are all critical for establishing and sustaining peaceful, just, and prosperous societies. Brown’s multidisciplinary approach to the study of these issues reflects this understanding. We integrate rigorous scholarship and education with active engagement in the world of international and public affairs. We will support scholarship and public discourse on institutions, ideas, and policies that promote social justice and economic prosperity both domestically and internationally.

PRINCIPAL UNITS: This theme centers on a set of units that have collectively emerged as a significant area of strength at Brown. Harnessing the collective intellectual and communicative power of these interdisciplinary institutes and centers and their deep interconnection with social science departments is elevating Brown’s reputation and visibility as a leading institution engaged in analyzing and promoting solutions to some of society’s major challenges.

1. Watson Institute for International and Public Affairs. The Watson Institute is Brown’s hub for research and education on international and public affairs. With the recent incorporation of the Taubman Center for American Politics and Policy, Watson is now fully global in its reach, encompassing research on critical regions throughout the world, including the United States. In the midst of a dramatic and ambitious growth plan, Watson’s goal is to become a top five school of international and public affairs in the United States. Watson both integrates and enhances work across the social sciences at

Brown around the core themes of development, governance, and security, with an emphasis on fostering first-rate scholarship that is relevant to policy making. Watson also hosts a reinvigorated MPA program and three undergraduate concentrations: development studies, international relations, and public policy. In addition, the institute is home to research programs focusing specifically on South Asia, China, Latin America, Africa, Brazil, the Middle East, the United States, and worldwide humanitarian relief. As the institute is already demonstrating, Watson has the opportunity to become the first school of its kind fully calibrated to the needs of the 21st-century world.

2. Center for the Study of Race and Ethnicity in America (CSREA). One of the country's first academic centers dedicated to interdisciplinary engagement of a broad range of topics related to race and ethnicity in America, CSREA is a leading voice on complex and important social issues. The center brings together scholars and practitioners to confront some of the most challenging issues that are facing the nation today. CSREA's mission focuses on scholarship related to race and ethnicity in America and fostering greater public knowledge of the issues investigated by the center's extended research community. Brown has a distinguished history in the area of race and ethnic studies, and strengthening CSREA will further advance the University's role in helping to investigate, and raise awareness of critically important issues facing American society. CSREA fosters creative approaches to entrenched problems like inequality, police profiling, implicit bias, and ethnic stereotyping. The center's signature programming — Writing for a Broken World, the Third Rail Lecture Series, and How Structural Racism Works — is fueled by its mission to facilitate transformative conversations with an eye toward creating a more peaceful, just, and prosperous society.
3. Center for the Study of Slavery and Justice (CSSJ). CSSJ was established in 2013 at the recommendation of Brown's Steering Committee on Slavery and Justice, which investigated the University's historical relationship to slavery and the slave trade. The center's research and scholarship create a space for the interdisciplinary study of slavery while also examining how these legacies shape our contemporary world. CSSJ provides a cohesive research and teaching program that crosses the humanities, arts, and social sciences and that seeks to establish new collaborations with special collections (the John Carter Brown Library, the John Hay Library, and the Haffenreffer Museum of Anthropology, for example) and institutes (the Watson Institute, the Political Theory Project, and the John Nicholas Brown Center for Public Humanities and Cultural Heritage). The center has numerous channels for its work: At Brown, it hosts visiting scholars and postdoctoral and graduate fellows that help contribute to curricular innovation and research projects; externally, CSSJ also shapes national and global conversations through its community outreach, exhibitions, and, most notably, its global curatorial project. Through this project, CSSJ has forged partnerships with seven of the foremost museums in the world (including the Smithsonian); one joint project is to develop a traveling exhibition for communities internationally to reshape the ways museums think about their exhibitions and collections.

4. Political Theory Project (PTP). The PTP is dedicated to invigorating the critical study of institutions and ideas that make societies free, prosperous, and fair. Through its visiting scholars and postdoctoral fellows programs and through student programs such as the Janus Forum, the project dives beneath the familiar and easy ideological labels and creates new spaces at Brown where students and scholars of diverse viewpoints can come together to debate the most pressing political, social, and economic problems of our day.

INVESTMENTS: This area of the plan involves a significant commitment to augmenting faculty expertise and programmatic growth.

1. Watson Institute for International and Public Affairs. Our vision to establish the Watson Institute as a top five school for international and public affairs, a process that will begin during the coming academic year, requires that we invest in faculty growth and support for our area studies programs. In addition, we seek funds to sustain those elements of Watson that make it truly exceptional, including Watson's highly competitive postdoctoral fellowship program and the security studies program.
 - a. Professorships. Investment in faculty chairs is important to deepen and expand the breadth of research expertise at Watson. These investments also strengthen Watson's relationship with core departments like Economics, Political Science, Sociology, History, and Anthropology, among other areas. At the start of the campaign we established a goal to raise funds for 23 professorships.
 - b. Postdoctoral Fellowship Program. This program offers postdoctoral opportunities for outstanding young scholars in the social sciences. The aims of the program are to support participants in their own research, enhance their interdisciplinary literacy and contribute to meaningful and enduring collaborative exchange.
 - c. Security Studies. Focusing on developmentally related, non-traditional sources of conflict, this signature theme includes research on multilateral peacekeeping and stabilization; policing and drug control; multilateral nuclear non-proliferation regimes; the management of cyber threats; and new frameworks for understanding the costs of war.
 - d. Area Studies. Watson is internationally recognized for its regional centers of excellence, including Africa, China, South Asia, the Middle East, Latin America and the Caribbean, Brazil, and the United States. These centers help recruit and sustain faculty and postdoctoral fellows and create important links to other academic departments across Brown.
2. Center for the Study of Race and Ethnicity in America. With philanthropic investment, CSREA will become a more powerful force in fueling discovery on new modes of thinking on complex themes like structural racism; social inequality; police profiling;

implicit bias; ethnic stereotyping; and immigration policies. Fundraising will also support the center's programming, such as the Third Rail Lecture Series; How Structural Racism Works; the STEM conversation series (featuring accomplished scientists and engineers); arts and social justice exhibits; and the Film and Media series.

3. Center for the Study of Slavery and Justice. Fundraising will support key priorities for the center, including the postdoctoral fellowship program; research clusters that explore themes like race and medicine, human trafficking, and the American criminal justice system; curricular innovation; and new space.
4. Political Theory Project (PTP). Our goals for PTP will focus on raising funds to support programming and faculty growth. These include current-use funds to underwrite the PTP's activities, and endowment for two faculty lines associated with PTP, with possible appointments in departments such as Economics, Philosophy, and Political Science.
5. Related Investments. In addition to overlapping faculty investments in related academic departments, the work around the Creating Peaceful, Just, and Prosperous Societies integrative theme will be improved through investments in data and computing science. For example, data-driven policy making, which involves the analysis of large-scale, often highly sensitive data, is increasingly becoming the norm for effective public sector decision-making across all levels of government. Creating the technology infrastructure to securely house these data, and equipping future policymakers with the skills to conduct this type of analysis, will further strengthen the Watson Institute's position among top schools of international and public affairs. Investments in this theme will also improve the work of scholars across a breadth of disciplines at Brown. STEM researchers are exploring policy questions as they relate to cybersecurity, and research and development of medical technology and autonomous vehicles like self-driving cars and drones. Collaboration between IBES and Watson will also lead to novel approaches to mitigate climate change impacts.

IMPACT: Through strengthening the targeted units in this field, we expect Brown to gain greater prominence nationally and internationally as a major institution in the social sciences, broadly defined. A part of that visibility and impact will derive from establishing a distinctive identity of social science that is methodologically rigorous, intellectually integrative, and socially concerned. Investments in specific areas like race and ethnicity, slavery and justice, and dialogue across political divides are designed to position Brown to make meaningful impact in all these areas. The scaling up of regional programs will further emphasize Brown's innovative and agenda-setting institutional approach to the study of global affairs.

Through investments in faculty, program support, and research infrastructure, we expect to see a rise in the ranking of the key large departments (Economics, History, and Political Science), increased grant activity in funded areas, and more competitive doctoral programs. Other social science departments should also gain strength from these investments, particularly the growth

in the Watson Institute, which already has a strong presence of anthropologists and sociologists.

EXPLORING HUMAN EXPERIENCE

UPDATE:

Brown's longstanding reputation as a leader in innovative research and teaching in the humanities is strengthened by the efforts of the Cogut Institute for the Humanities and the Pembroke Center for Teaching and Research on Women. A number of updates since the campaign launch advance this work:

- *The Cogut Center for the Humanities has become an institute, reflecting its expanded mission and success in promoting integrative scholarship and collaborative teaching and research. Cogut's Humanities Initiative has helped recruit prominent faculty to Brown and has reinforced connections with a wide array of departments; and the postdoctoral fellowship program has welcomed nearly a dozen scholars to Brown to advance curricular innovation and interdisciplinary collaboration in the humanities.*
- *We have met our fundraising goals to support the internationally recognized archives and programming at the Pembroke Center for Teaching and Research on Women.*
- *To date, we have raised \$17 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: Brown is internationally recognized for its distinguished record of innovation in the humanities. Learning from the historical record, analyzing present conditions, and comprehending our future possibilities are fundamental to the University's mission and its contributions to society. Investment in this theme will continue to develop a robust environment for the study of human experience in all its diversity throughout history and around the world. Specifically, it will build on the success of the Cogut Institute for the Humanities and the Pembroke Center for Teaching and Research on Women to promote creative critical thinking and informed public dialogue about the most challenging questions facing humanity.

PRINCIPAL UNITS: Under this theme we will both consolidate and expand upon critical resources for promoting innovation in the humanities, an area of historic and ongoing strength at Brown. In keeping with Brown's tradition of social engagement and intellectual responsibility, particular emphasis will be given over the next decade to the impact of the humanities on the world and on how we experience the world. We will build on the strength of Brown's openness to cross-disciplinary collaboration to promote cooperative teaching and research projects that focus on intellectual and societal problems of broad significance. To this end, the initiatives under this theme will support activities that bring humanists together with faculty and students from the arts, the social sciences, and the physical and life sciences to study questions of fundamental common concern.

1. Cogut Institute for the Humanities. The Cogut Institute promotes collaboration in and around the humanities. Little more than a decade old, the institute has become a key asset for the humanities at Brown and an important point of connection for the humanities to other parts of the campus. Cogut has significantly enriched Brown's national profile as a major research university in humanities and related fields and has brought greater international visibility to Brown through the global network of humanities

centers. The institute offers a portfolio of initiatives that catalyze critical examination of ways that the humanities can inform a deeper understanding of important developments in the world. Central among these initiatives is the Collaborative Humanities, which includes a cross-disciplinary graduate certificate program and advances collaborative teaching and research models. Innovative team-taught seminars for undergraduates are projected as the next phase of this program. In addition, through its fellowship programs for faculty, graduate students, and undergraduates, the institute is home to a vibrant campus community that is extended by visiting scholars and a highly competitive postdoctoral fellows program in conjunction with humanities departments. Bolstered by these resources, the institute hosts seminars, conferences, and experimental new courses that push the boundaries of humanistic inquiry and teaching.

As part of its transformation from a center to an institute in 2017, Cogut integrated the Humanities Initiative into its portfolio. Through this initiative, the University established six special professorships in the humanities to recruit faculty whose interests and activities extend beyond a single department and foster scholarly collaboration. These positions have enabled Brown to recruit outstanding humanists who are attracted to the openness and intellectual versatility of Brown's culture and the ability to carry out scholarship and teaching in ways that are different from those at their previous institutions. Going forward, these prestigious Humanities Initiative positions (four of which have been filled to date) will be constituted as the core faculty of the Cogut Institute, which will not only magnify the impact of these appointments across campus but also significantly strengthen Cogut's functions as Brown's principal intellectual hub for the humanities.

2. Pembroke Center for Teaching and Research on Women. Since 1981, the Pembroke Center has been at the forefront of interrogating questions of gender, sexuality, and difference in all its forms. The center's work is anchored by its renowned yearlong seminar, a collaborative and interdisciplinary investigation of a relevant research question. In recent years, seminar topics have included "The Cultures of Pacifism," on 20th-century resistance to war, and "What Are Human Rights?" about the origins of international human rights. Named in honor of Pembroke College, the center is an intellectual home for all those who care about how gender and issues of difference shape our world. A vibrant community includes undergraduates, graduate students, postdoctoral fellows, and faculty advancing new knowledge across disciplines, and alumnae/l contributing oral histories to the archives.

Within the Pembroke Center's Christine Dunlap Farnham Archive and the Feminist Theory Archive, the center curates, preserves, and makes accessible women's history and feminist scholarship. That history is both enlivened by, and a rich resource for, teaching and research activities. The Pembroke Center cultivates the next generation of thought leaders and activists through an undergraduate concentration and graduate certificate in gender and sexuality studies. The center promotes critical thinking and feminist research across disciplines by sponsoring research seed grants and prizes for

faculty and students, publishing the academic journal *differences*, and offering an internationally recognized postdoctoral fellowship program. By sharing this work in public lectures and events, the center helps lead the public conversation about gender and sexuality.

INVESTMENTS: This area of the plan involves a significant commitment to augmenting faculty expertise and programmatic growth.

1. Cogut Institute. We will continue our fundraising efforts to support faculty and postdoctoral fellows in the humanities and critical programming for the Institute.
 - a. Professorships. Since the launch of the campaign, we have raised endowment to support the John Hawkes Professor of Humanities and English chair. In addition, four prominent Humanities Initiatives Scholars have been recruited to Brown since 2015. We will focus fundraising efforts on creating named professorships for these three hires and two new scholars, which will aid in recruitment and retention efforts.
 - b. Programming. The operating endowment has been cited as a critical long-term weakness for the institute and will be crucial for developing and sustaining new collaborative programs for undergraduates, graduate students, and faculty.
 - c. Postdoctoral Fellowships. The Mellon Postdoctoral Fellowship Program has been one of the institute's signature activities. Fellows help advance interdisciplinary collaboration and curricular innovation and fulfill pedagogical and scholarly needs in affiliated departments. Since 2015, the institute has recruited 10 fellows with Africana Studies, American Studies, Comparative Literature, History, Philosophy, among others.
2. Pembroke Center. The Pembroke Center has successfully concluded its campaign for the archives. Goals to support the center's programming are near completion. Fundraising for the Pembroke Center will now focus on the postdoctoral fellows program, which supports curricular innovation in the center.
 - a. Postdoctoral Fellowships. The Pembroke Center's renowned postdoctoral program has been at the forefront of teaching and research on gender, sexuality, and difference in all its forms for more than 30 years. Postdoctoral fellows spend their year at the center advancing their important areas of research while benefiting from Brown's scholarly resources and the center's interdisciplinary community. In addition to their own research, postdoctoral fellows participate in the interdisciplinary Pembroke Seminar and teach their own undergraduate courses in the study of gender and sexuality — in short, they are a vibrant part of the Brown community, bringing focus on issues that matter deeply to our world today. Former postdocs are groundbreaking researchers, feminist change-

makers, and public intellectuals, all working to understand and contribute to public conversation about the politics of power.

3. Related Investments. Connections to the humanities and humanistic social sciences are featured across the *Building on Distinction* plan. Integrative themes focused on the creative arts, brain science, the environment, and data sciences all look to draw strength from engagement with humanistic scholarship. For example, in partnership with IBES, Cogut launched the Environmental Humanities Initiative in 2018. The humanities also feature prominently in plans for strengthening undergraduate and graduate education, as well as in efforts to augment computing infrastructure and the University Library.

IMPACT: Brown's historic reputation as a major center for scholarship and education in the humanities will be both reaffirmed and renewed with a particular emphasis on an institutional culture that promotes cross-disciplinary valences and fosters a distinctive dialogue between the humanities and work in other academic divisions.

With investments focused on the Cogut Institute, humanities departments are already benefiting across the board, but the greatest impact is in already-strong departments with the greatest concentration of faculty, graduate students, and undergraduates. Faculty hiring through the Humanities Initiative has increased the visibility and standing of these departments and will continue to foster stronger intellectual and programmatic linkages to the arts, social sciences, natural sciences, and other fields. These hires have also enabled the recruitment of outstanding faculty and increased competitiveness in the graduate programs. Placing the postdoctoral program on a sustainable base will continuously refresh departments' intellectual variety and course offerings. Giving these highly promising young scholars an opportunity to experience and participate in the vibrancy of the humanities at Brown will enhance our reputation within the broader academic community.

USING SCIENCE AND TECHNOLOGY TO IMPROVE LIVES

UPDATE:

Since the launch of the campaign, there have been several exciting updates on campus to energize fundraising goals for this theme:

- *The new Engineering Research Center was opened in 2018 and Professor Michael Kosterlitz was awarded the Nobel Prize in Physics in 2016.*
- *Fundraising efforts will focus on faculty growth, support for crucial programming through the Dean's Innovation Fund, completing our fundraising for the new Engineering Research Center, and raising funds for graduate fellowships. To date, we have raised \$139 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: The development of new technology is critical to human progress, and Brown is at the forefront of discovery in areas such as computing, nanoscience, and bioengineering. We recognize that the benefits of new technologies hinge on how well they ultimately align with societal needs. Our plan for enhancing the study of science, engineering, and technology will emphasize an interdisciplinary approach to innovation, grounded in a broad understanding of local and global needs and concerns.

PRINCIPAL UNITS: The centerpiece of this integrative theme is enhancing and strengthening the already rich collaboration and interplay between science departments and the School of Engineering.

1. School of Engineering. The elevation of the Division of Engineering to a School in 2010 was accompanied by an ambitious growth plan and innovative academic vision to be nothing less than an international model for creativity and innovation in the 21st century. Ambitious goals for the school include: conducting deep and impactful research at the cutting edge of important disciplines and, increasingly, between disciplines; creating new technologies that improve the human condition and fuel economic growth; educating and mentoring the next generation of leaders with innovative approaches that build on the strength of a deeply distinguished liberal arts research university; and providing a welcoming and inclusive environment for all those who aspire to engage with the engineering community. Just as the School of Engineering is an integral part of Brown as a liberal arts university, engineering knowledge is vital to a well-rounded liberal arts education.
2. Physical Science Departments. Physics and Chemistry are core departments necessary for excellence across all science fields. Enhanced partnership with Engineering around areas that pose interdisciplinary challenges is a pathway to strengthen these departments. Over the last several years, for example, Physics, Chemistry, and Engineering have been the main collaborators in the Institute for Molecular and Nanoscale Innovation (IMNI), the focal point at Brown for interdisciplinary interaction in the areas of quantum, molecular, nanoscale, and materials research on campus and

beyond. The Department of Earth, Environmental, and Planetary Sciences, which is central to the Sustaining Life on Earth theme, also presents opportunities for stronger partnership with Engineering and other science departments.

INVESTMENTS: Plans for strengthening research and teaching in science and technology involve commitments for new faculty, new programs, and new facilities.

1. School of Engineering. To advance the bold teaching and research goals outlined for the School of Engineering, we are sharpening our fundraising goals to focus on four categories: professorships, the Engineering Research Center, the Dean's Innovation Fund, and graduate fellowships.
 - a. Professorships. The 2010 blueprint for the School of Engineering foresaw faculty growth in 1) micro/nano technologies, 2) biomedical engineering (partially overlapping with the Division of Biology and Medicine and the Carney Institute for Brain Science), and 3) energy, environment, and infrastructure (with hoped-for overlaps with the Institute at Brown for Environmental and Society), while also highlighting the importance of entrepreneurship and innovation. In the first phase of growth, Engineering's faculty count has risen to roughly 50, undergraduate and graduate programs have expanded significantly, and funded research has approached an all-time high, notwithstanding the more competitive external environment for grants. Additional growth over the next several years aims at achieving a steady-state target of at least 60 tenured/tenure-track faculty.
 - b. Dean's Innovation Fund. The Dean's Innovation Fund will sustain programming, investments in research infrastructure, and other important priorities for the School of Engineering. Funds will be used to support:
 - The Brown Design Workshop. This on-campus hub for the maker movement is the home of experiential scientific and technical learning on the Brown campus.
 - Renovation and renewal of undergraduate teaching labs. Funds will equip students labs with state-of-the-art test equipment.
 - Undergraduate student groups. These groups enable our students to expand their on-campus and off-campus networks in domain-specific areas, as well as giving them experience in working in teams and in developing leadership and communication skills. Examples include the Brown Engineering Society, the Rube Goldberg Society, and the Brown Space Engineering team.
 - Laboratory renovations. Updating existing laboratories will enable cutting-edge research.
 - Undergraduate research support. Support will allow engineering students to fully participate in the research experience of our world-leading faculty.

- c. Engineering Research Center. The new, 80,000 square-foot Engineering Research Center (ERC) serves as a hub for interdisciplinary research and learning in engineering. The state-of-the-art facility was designed to accommodate the strategic growth of the school and houses over 15 faculty research groups and more than 100 research associates and graduate students. The ERC has 20 lab modules designed to support large, collaborative research groups. It boasts a 4,000-square-foot clean room for nanotechnology and electronics research, as well as a separate clean room specifically designed for bioengineering research. It also has a new electron microscopy suite and a spacious undergraduate teaching lab. The additional lab space, designed specifically to encourage the kind of interdisciplinary research Brown is known for, will be critical to growing the school's research enterprise.
 - d. Graduate Fellowships. Our investments in faculty and research activity will lead to further growth in the size of doctoral and master's programs in engineering. To keep pace with our peers and to attract the brightest talent to these programs, we need to invest in graduate education through competitive fellowships.
 2. Department of Physics. Building on many years of world-class research in physics, particularly in condensed matter physics, the Physics Department stands at the cusp of becoming one of the leading departments in the country. The department has already been recognized internationally with the awarding of the Nobel Prize in Physics to two members of its condensed matter faculty.
 - a. Professorships. With targeted faculty hires in the coming years, the department can become a leading department, not only in research, but in the education of undergraduate and graduate students.
 3. Related Investments. Engineering's relatively small size means that it must establish links with other groups to achieve high impact, and the opportunity to work with colleagues in different disciplines will help attract outstanding faculty whose work crosses traditional disciplinary boundaries. Such collaborative links will expand the ways that the science and technology fields can contribute to the campus-wide initiatives in Understanding the Human Brain, Sustaining Life on Earth, Data Sciences, Deciphering Disease (especially the new Brown Institute for Translational Science), and Improving Population Health. Engineering will also play an important role in the development of the Nelson Center for Entrepreneurship. A closer partnership with the Rhode Island School of Design will be critical for augmenting Engineering's capabilities for research and teaching on design.

IMPACT: Planned growth of faculty and graduate programs in science and technology should generate a significant increase in sponsored research activity and strengthen Brown's undergraduate curriculum with new fields of study and research opportunities. Joint appointments between the School of Engineering and physical sciences departments such as

Physics; Chemistry; and Earth, Environmental, and Planetary Sciences will strengthen Brown's capacity in applied sciences, while also extending and strengthening the already rich set of collaborations with Computer Science, Math, Applied Math, the Carney Institute for Brain Sciences, the Institute for Molecular and Nanoscale Innovation, the Division of Biology and Medicine, the Rhode Island School of Design, and hospital partners. The Office of Industry Engagement and Commercial Venturing, the master's Program in Innovation Management and Entrepreneurship (PRIME), the Nelson Center for Entrepreneurship, and the Brown Institute for Translational Science will all help with translating science and technology research breakthroughs into products and ideas that will generate social and economic value for the local economy, the nation, and the world.

ADVANCING COMPUTATIONAL AND DATA SCIENCES

UPDATE:

Our goal is to establish Brown as a leader in computational and data sciences. A number of important updates since the campaign launch advance this work.

- *Brown launched the Data Science Initiative in 2016, consolidating the University's reputation as a center for transformative scholarship and innovative education in computational and data sciences. At the same time, enrollments in computer science courses have continued to increase rapidly from year to year, creating new demands on the department for teaching faculty and related support.*
- *We are focusing our efforts to raise funds for Professorships, Postdoctoral Fellows/Lecturers, and an Innovation Fund. We have raised \$17 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: The role of computational and data sciences in modern society has dramatically increased over the last several decades, ushering with it an explosive demand for fluency in computational thinking among our graduates. An increasing number of fields require an understanding of how data are collected, stored, analyzed, and visualized. And, as more and more industries become information fields, a deeper-than-introductory knowledge of computer and data sciences is valuable in a broad range of careers spanning the arts, humanities, social sciences, natural sciences, and professions. These changes have profound implications for how we educate our students to be leaders in the 21st century. At the same time, our strength in mathematics, computer science, and biostatistics have placed our world-class faculty in a position to play a central role in generating breakthrough science and scholarship that will contribute to solving the great challenges facing society today.

PRINCIPAL UNITS: At the core of these broad goals is the Data Science Initiative, which builds on Brown's outstanding strengths in mathematical and computational fields. The initiative was launched in 2016 as a cross-disciplinary collaboration among four core departments (Applied Mathematics, Biostatistics, Computer Science, and Mathematics) to catalyze data-enabled science and scholarship across the campus. The collaborations between these departments deepen Brown's data science expertise, and creates new opportunities for innovation in both the methods and the applications of data science. The Data Science Initiative will also extend beyond an exclusive emphasis on scientific and technological issues that revolve around data by investigating the societal, cultural, and ethical impact of data and its increasingly widespread use. In partnership with our core academic departments, Brown is training a new generation of computational and data scientists through undergraduate coursework and graduate degrees.

Our computational and data science expertise, anchored by the Brown Data Science Initiative, draws strength from the following areas:

1. Academic Departments. Brown has outstanding strength in the core quantitative and computational disciplines. The Department of Mathematics and the Division of Applied

Mathematics are among our very strongest departments and are regarded at the top of their fields. The Department of Computer Science is known for its groundbreaking research, its distinctive educational programs at both the undergraduate and graduate levels, and its strong industry connections that offer students unique opportunities to collaborate with and intern at top technology companies. The Department of Biostatistics in the School of Public Health creates new and innovative theory and methods for study design, data analysis, and statistical inference, and promotes the principled use of these methods to advance scientific inquiry in research fields that concern human health and the life sciences. The emerging collaboration across this disciplinary core gives Brown a unique opportunity to play a distinctive, leading role in the emerging field of data sciences. Critical to the success of data sciences are Brown's existing and growing strengths across the campus in areas that depend upon collecting, generating, and analyzing large-scale datasets, including Economics, Political Science, Sociology, Physics, Engineering, Biology and Medicine, and Public Health.

2. Institutes and Centers. Brown's core departmental strength in quantitative and computational disciplines is significantly extended by multidisciplinary centers, including the prestigious, NSF-funded Institute for Computational and Experimental Research in Mathematics (ICERM), the Center for Computational and Molecular Biology, the Population Studies and Training Center, the Spatial Structures in the Social Sciences Initiative, the School of Public Health's Center for Statistical Sciences, and the Human-Centered Robotics Initiative.
3. Computing and Information Services. The University's Office of Computing and Information Services (CIS) provides and maintains the computing power and support required for data science and data-enabled science to be carried out. This includes the Center for Computation and Visualization and the Data Science Practice.

INVESTMENTS: In order to realize our ambitions to establish Brown as a leader in computational and data sciences, key investments are needed in the Data Science Initiative and core academic departments.

1. Professorships. Brown's truly interdisciplinary approach to data sciences encourages different disciplines to collaborate towards the common goal of research and teaching excellence. This collaboration will take the form of co-hiring, co-advising, and co-teaching. Our goals for faculty growth will therefore increase expertise in the Data Science Initiative and will also supplement existing research and instructional expertise for data sciences in the core departments. Specifically, a significant expansion of the Department of Computer Science will provide much-needed added capacity for research and teaching across the campus.
2. Term Faculty/Postdocs. Faculty with term appointments play an important role in Math and Applied Math by expanding the range of research areas while also adding to instructional strength to enable senior faculty to teach more advanced topics in their

areas of research. Additional term faculty positions in these departments, as well as in Computer Science and Biostatistics, would enable more senior faculty to contribute to the Data Science Initiative while also allowing the University to recruit younger scholars with data science-relevant interests. Grant-funded postdoctoral fellows in these and other departments would also directly extend research and teaching for the Data Science Initiative.

3. Innovation Fund. The Innovation Fund would oversee a seed fund program to foster collaborations between scholars pursuing data science and data-enabled research in an array of different disciplines, as well support for undergraduate research assistants and visiting scholars. The fund would also enable important programming like lectures, conferences, and workshops that supports broad engagement with the campus community.
4. Related Investments. Building the capabilities of our research infrastructure by creating data analysis cores that are calibrated to the needs of different disciplinary groups will strengthen productive research partnerships across the University. Plans to hire faculty in data-intensive research areas such as chemical engineering (School of Engineering), computational neuroscience (Carney Institute), medical informatics (BioMed), health data science (School of Public Health), environment (Institute at Brown for Environment and Society), and empirical and policy-relevant social sciences (Watson Institute) will all enrich and be enriched by this Initiative.

IMPACT: Brown will be a leader in computational and data sciences, contributing significantly to research and training in these increasingly central areas, while at the same time establishing a distinctive integrative approach across multiple departments. The Data Science Initiative will enable efforts to recruit faculty in core methodological fields as well as faculty carrying out data-enabled research across many departments. The University will be far better positioned for success in garnering sponsored research awards and corporate support for computational data science work. Undergraduate and graduate students specializing in this area will receive outstanding training and be excellent candidates in several desirable employment sectors. Meanwhile, students with other interests will have enhanced opportunities to take courses that promote data fluency as a core competency of contemporary life.

DECIPHERING DISEASE

UPDATE:

Since the campaign launch, a number of exciting updates related to the Division of Biology and Medicine, the anchor for the Deciphering Disease theme, have energized our fundraising campaign.

- *We launched the Hassenfeld Child Health Innovation Institute; added a number of educational programs, including the Primary Care-Population Medicine Program and a joint M.D./Master of Public Affairs degree; endowed the Physician Scientist M.D./Ph.D. program; and established the Brown Center for Biomedical Informatics.*
- *We will fundraise for educational programs, the Brown Institute for Translational Science, and the Research Innovation Fund. To date, we have raised over \$150 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: Improving human health requires an integrated approach to understanding the causes of disease and translating that knowledge into new modes of diagnosis, treatment, and ultimately prevention — from bench to bedside to therapies and populations. This theme will rely upon the close alignment of Brown’s Warren Alpert Medical School and the Program in Biology, and on synergies with faculty across the campus and at our partner hospitals, to create the knowledge on which new therapies can be based, population health can be improved, and skilled professionals can be educated to benefit people in Rhode Island and around the world.

PRINCIPAL UNITS: To advance medicine and health, researchers and clinicians must work together closely to convert scientific knowledge into medical breakthroughs. The traditional organization of universities and medical schools does not foster these cooperative relationships, and can create more silos than solutions. We plan to establish a new paradigm that focuses on translational science, in which basic science discoveries are more rapidly and effectively translated into new knowledge about human diseases that in turn informs therapeutic innovation. By leveraging the University’s scientific excellence, culture of collaboration, creative force, and focus on social purpose and global impact, this new structure, called the Brown Institute for Translational Science, will drive Brown’s evolution into a research-intense medical school while providing unsurpassed education in biomedical science.

1. Warren Alpert Medical School. The Warren Alpert Medical School has become a national leader in medical education and biomedical research. By attracting first-class physicians and researchers to Rhode Island over the past three decades, the medical school and its seven affiliated teaching hospitals have radically improved the state’s health system, from health policy to patient care. The medical school, now housed in one of the finest facilities of its kind in the country, is renowned for the quality of the progressive, student-focused medical education it provides. It has also launched pioneering innovations in medical education, including the exceptionally selective Program in Liberal Medical Education (PLME), which combines undergraduate and

medical education in a single eight-year sequence (the only combined baccalaureate-M.D. program in the Ivy League), and the new M.D./Sc.M. Primary Care-Population Medicine Program that prepares students for medical and policy leadership roles at the local, state, and national levels. As Rhode Island's only medical school, the Warren Alpert Medical School provides students with extraordinary access to the state's diverse population and health-related institutions. Approximately 41 percent of the state's physicians are Brown medical school faculty and the school or its residency programs trained 38 percent of all physicians in the state. The state's modest population and small size make it an ideal environment for clinical investigation and efforts at population-focused health interventions.

2. Program in Biology. Brown's Program in Biology comprises five basic science departments offering undergraduate and graduate study in the life sciences. Rather than granting specialty degrees in each department, the Program in Biology offers A.B. and Sc.B. degrees in biology, the Sc.B. in neuroscience, and master's and doctoral degrees in a variety of biology-related areas. All Program in Biology faculty are dedicated to providing the best educational and research experiences to undergraduate students and graduate and postdoctoral trainees. Their overarching goal is to help students deepen their understanding of biology at the environmental, organismal, cellular, and molecular levels.
3. Clinical Departments. Biomedical research and teaching also involves 14 clinical departments whose faculty are employed by Brown's affiliated hospitals and practice organizations. These clinicians train medical school students and residents and obtain roughly \$122 million in federal research support yearly, administered through our hospital partners.
4. Hassenfeld Child Health Innovation Institute. Founded in 2016, the Hassenfeld Child Health Innovation Institute (HCHII) aims to make a transformative impact on the lives of children and their families in Rhode Island, as well as around the world. The institute is led by, and partners with, key organizations throughout Rhode Island, including Brown's School of Public Health and the Warren Alpert Medical School, Hasbro Children's Hospital, and Women & Infants Hospital. HCHII contributes to the understanding of the genetic, prenatal, and early life factors associated with health problems of children and will develop effective new strategies for prevention and treatment. A complete description of HCHII is included under the "Improving Population Health" section that follows.

INVESTMENTS: Realizing the vision of Brown as a leading and distinctive center for biomedical research will require substantial investment to support the following key priorities: funding to promote educational programs, the Brown Institute for Translational Science, and a research innovation fund.

1. Brown Institute for Translational Science (BITS). Funding raised through *BrownTogether* will build BITS as a resource for Brown's entire academic medical center, making Brown a premier institution of exceptional medical education and far-reaching impact. Scientists, clinicians, students, and scholars from across the University will work closely together in a new paradigm called Horizontally Integrated Research Teams (HIRTs) to convert scientific discoveries into medical breakthroughs. This innovative vision of team science will allow Brown researchers to fight a disease or take advantage of an emerging biomedical opportunity by assembling talent across the whole continuum, from basic research to commercialization and policy. To fuel research innovation, we seek to raise new endowment and current-use research funds to hire physician-scientists and biomedical scientists focused on disease-specific research. Brown Biomedical Innovations, Inc. (BBII) will play an important role in helping fuel the commercialization of solutions that our researchers develop through critical proof-of-concept funding.
2. Education. A key priority for this campaign is creating fellowships for master's, doctoral, and M.D./Ph.D. students, support for medical student research, and growing the Brown Medical Annual Fund. Supporting future leaders in medicine and healthcare will have an exponential impact by seeding the careers of physicians, researchers, and entrepreneurs. Those who will benefit the most will be future patients and populations with improved health, thanks to the leadership of graduates of programs in medicine and science at Brown.
3. Research Innovation Fund. The Research Innovation Fund provides programmatic support for growth and development in disease-specific research areas that ultimately improve patient care. These current-use funds will aid in recruitment and retention of world-class researchers who support the translational science program, provide needed lab and clinical space for research activity, and ultimately elevate the national and international impact of the scholarship that Brown produces.

IMPACT: The impact of the Brown Institute for Translational Science will be wide ranging and far reaching. Through new and more fully supported translational research groups and faculty, it will create new courses, research opportunities, and clinical experiences, giving all students — from undergraduate to medical, as well as postdoctoral scholars — direct access to translational research. By establishing an innovative research model and producing high-profile discoveries, it will drive Brown's growth as a renowned disease-focused research institution and enable the University to capture new research funding. In addition, faculty will be addressing diseases that affect the nation and the world, with the goal of developing useful diagnostics, treatments, and cures. Finally, by expanding existing collaborations and forging new research-clinical intersections, BITS will catalyze the translation of basic discoveries into clinical innovations, commercialize new patient treatments, and improve human health.

IMPROVING POPULATION HEALTH

UPDATE:

A number of significant updates at Brown since the campaign launch support our goal to advance population health and well-being through research, teaching, and service:

- *The School of Public Health has welcomed a new dean who is working to reposition and sharpen the strategic priorities of the School around research on addiction, aging, prevention and well-being, and community health. The School has also recently launched a new master's in Global Public Health.*
- *Brown launched the Hassenfeld Child Health Innovation Institute as a partnership between the Warren Alpert Medical School and the School of Public Health, in collaboration with Hasbro Children's Hospital, Women & Infants Hospital, the Rhode Island Department of Health, and other partners, based on a \$12.5 million gift and a fundraising commitment by the University to match that amount. Through research and policy recommendations, the Hassenfeld Institute targets autism, asthma, obesity, and other urgent problems affecting the health of children.*
- *Based on this new focus, we will focus on raising funds to support the Dean's Innovation Fund for critical research and programming, and fellowships that will enable us to recruit the best students. We have raised \$45 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: Improving human health requires an integrated approach to understanding the causes of disease and translating that knowledge into new modes of diagnosis, treatment, and, ultimately, prevention — from bench to bedside to community. This theme will be pursued by relying on the close alignment of Brown's School of Public Health (SPH) with community and state agencies, international collaborators, the Warren Alpert Medical School, and with faculty across the campus. To create knowledge that improves population health, SPH requires resources to attract outstanding students and faculty, as well as funds to invest in research programs that expand knowledge to make a positive impact on society.

The mission of the School of Public Health is to serve the community, the nation, and the world by training future public health leaders and discovering and communicating innovative approaches to address public health challenges and to enhance population health and well-being. The school pursues its mission by working with the broader public health community of scholars and policymakers to advance knowledge on population health by 1) understanding risk and protective factors throughout the lifespan, 2) developing evidence about effective medical and public health interventions, 3) evaluating and disseminating strategies that encourage healthy behaviors, and 4) improving healthcare by identifying and promoting effective policies and practices. The school's interdisciplinary nature gives it a broad, influential voice in national and international debates and offers opportunities to effect change through research.

PRINCIPAL UNITS: Anchored primarily by the efforts of the School of Public Health, Brown also draws strength from the wider health ecosystem at the University and across the state, including the Warren Alpert Medical School, the Hassenfeld Child Health Innovation Institute, and various academic, clinical, and community partners.

1. School of Public Health. Formally established in 2013, the School of Public Health (SPH) builds upon a long history at Brown of studying the many facets of population health, including the complex interactions among genetics, environmental exposures, socioeconomic factors, and policy, among other areas. The school originated as the Department of Community Health, which in 1971 was one of the founding departments in Brown's Medical School. Today, the school's four departments provide the academic homes for its faculty, and 13 centers and institutes provide the research environment and infrastructure for faculty in SPH and colleagues from around campus. The school is especially strong in areas that are critical to population health: addiction, health disparities, aging, and community health. A sample of issues that Brown researchers are tackling include:
 - a. Addiction (Opioids, Alcohol, and Smoking). Tobacco, alcohol, and other drug use are the leading causes of preventable death in the United States. Brown is a national leader in the field of addiction science, creating innovative interventions that are being replicated across the U.S. and training future health leaders with an emphasis on the devastating opioid epidemic.
 - b. Aging. People 60 years of age and older are part of the fastest growing age group in the world. In a shifting health care landscape, Brown researchers face this demographic challenge with unwavering dedication to improving the quality of care for older adults, thereby improving the quality of their lives. An integrated, multidisciplinary approach to studying nursing home quality, Medicare policy, Alzheimer's, and end-of-life care is unique in its emphasis on clinical as well as social factors.
 - c. Prevention and Well-being. Enhancing mental and physical health and preventing the risk factors that lead to disease are key public health priorities. Major investments are being made at Brown to study whether practicing mindfulness lowers blood pressure and improves cardiovascular health.
 - d. Community Health. The School of Public Health values the ability of its graduates to contribute to public health service organizations. Graduates work in Health Equity Zones developed by the Rhode Island Department of Health and the Rhode Island Office of the Governor. These initiatives seek to eliminate health disparities using place-based strategies to promote healthy communities. Placing the SPH's graduates in local programs increases our community service and enriches our research.

2. Hassenfeld Child Health Innovation Institute. Founded in 2016, the Hassenfeld Child Health Innovation Institute (HCHII) aims to make a transformative impact on the lives of children and their families in Rhode Island, as well as around the world. The institute is led by, and partners with, key organizations throughout Rhode Island, including Brown's School of Public Health and the Warren Alpert Medical School, Hasbro Children's Hospital, and Women & Infants Hospital. Researchers and child health professionals from other institutions, such as Bradley Hospital and the Miriam Hospital, and our community partners are also intricately involved. The work of the Hassenfeld Child Health Innovation Institute will contribute to the understanding of the genetic, prenatal, and early life factors associated with health problems of children and will develop effective new strategies for prevention and treatment. These strategies will involve careful coordination of medical care, social services, and public health interventions. The research findings and lessons learned in Rhode Island will have broad applicability to other settings in the United States and internationally, amplifying the Hassenfeld Institute's ability to improve population health, enhance family life, and help children thrive in school and in their future lives. The institute's three initial areas of focus are: healthy weight, nutrition, and physical fitness; autism; and childhood asthma research innovation. In addition, the institute includes a core Research and Evaluation Unit, which is 1) undertaking a comprehensive statewide assessment of the health of children to explore the most urgent targets for health interventions and to serve as a baseline for assessing new health innovation programs, and 2) initiating both prospective and retrospective birth cohort studies.
3. Academic, Community, and Clinical Partners. Faculty in public health have strong collaborations across the University, for example working with the Institute at Brown for Environment and Society, the Watson Institute, the Population Studies and Training Center, and many academic departments in the University and clinical departments in Warren Alpert Medical School. Long-standing collaborations with the Rhode Island community include state agencies such as the Department of Health and the Executive Office of Health and Human Services, as well the City of Providence.

INVESTMENTS: To continue its outstanding work, the School of Public Health's plan involves further investment in scholarship, along with building depth in new initiatives that cut across established and burgeoning areas, which elevate the work of the school.

1. Fellowships. To enhance the SPH's educational reputation, we must attract the best and brightest students. To do this, we need to make targeted investments in graduate fellowships for master's students. These efforts will not only raise the academic caliber of the student body, they also will enable growth for the master's programs more broadly.
2. Dean's Innovation Fund. The Dean's Innovation Fund will provide much-needed resources for startup initiatives that examine the intersection of core areas of research such as addiction, health disparities, aging, chronic and infectious diseases, prevention

and well-being, and environmental health. This fund will also support recent graduates who are interested in working with local community agencies using place-based strategies to promote health initiatives.

3. Hassenfeld Child Health Innovation Institute. The total fundraising goal for the Hassenfeld Institute is divided between the Improving Population Health and Deciphering Disease themes.

IMPACT: Brown University's School of Public Health already ranks among the top 10 of all schools of public health in NIH funding. Building on the excellence that the School has already achieved, the additional investments called for under the plan will enable the School to continue to be a research leader in public health. The insights derived from the work of SPH faculty can sharply reduce death and disability associated with chronic and infectious diseases, reduce the incidence of preventable diseases, extend lives while increasing healthy life expectancy, and improve healthcare delivery. This will be the case particularly in Rhode Island, which can serve as both a laboratory and a model for population health. The investments called for under the plan will enable the School of Public Health to attract the highest quality students, conduct innovative research, and collaborate with key players in local and global community organizations. These efforts will allow the school to address and help to resolve a wide array of complex health challenges facing society.

II. Educational Leadership

ENHANCING THE UNDERGRADUATE CURRICULUM

UPDATE:

Brown's distinctive Open Curriculum, our student-focused approach to education, is a dynamic and living entity. As we approach the 50th anniversary of the Open Curriculum, the College continues to develop innovative programs in active and experiential learning to ensure that all students are engaged, empowered, and transformed by their education.

- *Since the campaign launch, the Office of the Dean of the College has taken a number of steps to enhance undergraduate education, including bringing in new leadership to constituent units to strengthen academic advising, developing initiatives in engaged scholarship, enhancing teaching excellence and curricular development, and improving opportunities for professional development at Brown. Most recently, we welcomed a new Dean of the College and are planning a campus-wide celebration of the 50th anniversary of the Open Curriculum in 2019. We have raised \$50 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: The Open Curriculum prepares undergraduates for productive lives by cultivating critical thinking, independence, and creativity through a rigorous education in the liberal arts and sciences. In the coming decade, we will strengthen our position as an educational leader by creating and expanding experiential learning opportunities that enable students to deepen their academic experiences by engaging with others on campus, across the country, and around the globe. Consistent with our mission to serve “the community, the nation, and the world,” learning that integrates academic and real-world experiences is central to the undergraduate experience at Brown. As an established leader in this area, Brown is well positioned to define the next generation of integrative approaches to engaged scholarship, peer-to-peer learning, and student advising. Building on our Open Curriculum, we will implement new curricular and co-curricular programs that will elevate the active role of students in shaping their education while promoting close collaborations with faculty in an environment that inspires and requires students to build their own intellectual pathways. Together with enhanced career counseling and related services, these experiential programs will help our students prepare for productive and fulfilling lives after Brown.

PRINCIPAL UNITS: The Office of the Dean of the College is the principal unit charged with ensuring that all undergraduate students are engaged, empowered, and transformed by their education. The College is responsible for the continued success and development of Brown's Open Curriculum as well as providing support for excellence through academic advising, curricular development, and educational innovation. As a university where undergraduates are actively engaged in every aspect of our academic mission, all academic departments and programs contribute to Brown's excellence in undergraduate education. The Open Curriculum encourages students to explore their interests through rigorous coursework and to enrich their classroom education with active participation in research, service, and teaching where they create, discover, and share knowledge. The following units, all housed in the Office of the Dean

of the College, serve prominent roles in ensuring the success of our student-centered approach to education and in our plans for enhancing the undergraduate curriculum:

1. Sheridan Center for Teaching and Learning. Founded in 1987, the Sheridan Center is an engine of ongoing teaching innovation at the heart of Brown's Open Curriculum. The Sheridan Center promotes evidence-based teaching to create effective and inclusive environments that foster active and experiential learning. Sheridan programs create peer-to-peer and intergenerational (undergraduate, graduate, and faculty) learning opportunities. In 2017-18, the Sheridan Center worked directly with over a quarter of all Brown undergraduates and enriched the curriculum of nearly all undergraduates through its work with a majority of Brown faculty and graduate students. Building on programs such as the Writing Fellows Program, a nationally recognized educational model founded in 1982, Sheridan is poised to expand opportunities for developing student leadership and faculty support for ongoing curricular innovation.
2. Howard R. Swearer Center. At its founding in 1988, the Swearer Center was one of the first public service centers at a major university. For more than three decades, the Center has worked to connect the capacities of Brown with those of the larger community. Today, the center is a key asset to the University through which over 2,500 students and 150 faculty each year apply knowledge for the public good and educate for lives of effective action. Through its innovative curricular and co-curricular programs and commitment to sustainable, reciprocal community partnerships, the Swearer Center continues the tradition of providing Brown students with exceptional and impactful experiential learning opportunities in Rhode Island, across the U.S., and around the globe.
3. The Center for Careers and Life after Brown (CareerLAB). CareerLAB empowers students to explore career paths, make connections, and develop professional skills as part of the often complex, unpredictable process of developing a post-graduate plan. The underlying skills that students develop through the Open Curriculum and liberal learning at Brown are in demand. CareerLAB provides critical and comprehensive career planning support to all Brown students, whether they are pursuing a defined professional trajectory or exploring a variety of pursuits. Services include individual career counseling, peer career advising, employer relations, and the BrownConnect mentoring and internship program, which are all heavily utilized by Brown undergraduates and graduate students. In the past year alone, more than 4,700 undergraduates (72 percent) directly engaged with CareerLAB services. By teaching students how to tell their stories, facilitating alumni and employer connections, and making experiential learning opportunities accessible to all students, CareerLAB makes it possible for Brown students to successfully launch their independent careers.

INVESTMENTS: The foundation of Brown's Open Curriculum is a student-centered approach to education that engages, empowers, and transforms students by requiring them to take an active role in their own education. For decades, this distinctive educational approach has defined

Brown's global reputation and helped us to attract the very best students, staff, and faculty to campus. It also underpins the spirit of collaboration, exploration, and purpose that helps to continuously redefine Brown's dynamic and distinctive learning community. Building on successful models pioneered at Brown, we propose a suite of innovative programs that will provide opportunities for students to work with and alongside faculty, employers, and community partners to deepen their own learning while simultaneously helping to support their classmates on campus as well as their local communities, the nation, and the world.

1. Brown Learning Collaborative. The Brown Learning Collaborative expands upon Brown's deeply held commitment to a student-directed liberal arts education. The Learning Collaborative scales up peer-to-peer teaching and experiential learning, building on the success of Brown's renowned Writing Fellows Program, founded in 1982 and now involving 60 fellows supporting upwards of 700 students in over 25 courses each year. Students who apply to be fellows take a course, developed by the Sheridan Center, in which they learn the theory and practice of teaching and learning in one or more of six core skills: writing, problem solving, research, data science, critical reading, and oral communication. Fellows then partner with faculty to provide personalized assistance and feedback to enrolled students, and they receive ongoing professional development from the Sheridan Center. Most significantly, by helping teach their peers, the fellows also learn deeply and become better writers, researchers, and problem solvers themselves. At the same time, the Learning Collaborative hosts complementary initiatives for faculty and graduate teaching assistants. These programs focus on evidence-based course redesign around the same core skills and address how best to leverage the participation of the peer teaching fellows in specific courses as well as the broader curriculum. The Learning Collaborative thus helps faculty, graduate students, and undergraduate students work together to form cohesive intergenerational teaching teams, resonant with the University's mission to create a "partnership of students and teachers in a unified community."

In 2018, the Learning Collaborative expanded to include new cohorts of undergraduate problem-solving fellows trained to help their classmates (and themselves) become better creative and analytical thinkers. In 2019, with support from the Howard Hughes Medical Institute, the Sheridan Center will pilot a STEM Research Fellows Program that will help integrate scientific research, with all its unexpected challenges and learning opportunities, directly into undergraduate courses. Key funding priorities to grow the Learning Collaborative include endowment of the successful fellows programs (Writing and Problem Solving) to better accommodate faculty and student demand for fellows. Current-use investment will enable expansion of the Research Fellows Program into more disciplines and help initiate new Learning Collaborative areas, such as a Data Science Fellows Program in partnership with Brown's Data Science Initiative.

2. Engaged Scholarship. Brown attracts students committed to applying their liberal arts education to social problems in the world. Today, Brown continues to lead the way in developing innovative approaches to student engagement through the University's commitment to engaged scholarship as a framework for the critical integration of

curricular and experiential learning. For example, the Engaged Scholars Program allows students to integrate both thinking and doing by placing research, internships, social innovation activities, and community-based capacity building at the heart of their academic study. Participating students complete engagement-oriented courses within the concentrations, work with community and other non-academic stakeholders to effect meaningful change, and complete a culminating thesis or capstone demonstrating the relevance of their academic work to external audiences.

Demand for engaged scholarship programs and opportunities at Brown is high and growing at every level, including from students, faculty, and community partners. The Engaged Scholars Program has already expanded from the five original concentrations in 2015 to 16 today. New investment will extend engaged scholarship opportunities to the long waitlist of students, departments, and community partners eager to participate.

3. Exploring Career Pathways. Learning to navigate the world beyond Brown is similar in many ways to learning to navigate the Open Curriculum. To successfully prepare for life after Brown, students need to understand themselves and their personal motivations; gain a deeper knowledge of possible career pathways; be open to taking risks and developing professional skills through experiential learning opportunities; cultivate non-transactional relationships with alumni, employers, faculty, parents, and peers; and become adept at telling their own story to a variety of audiences. Just as a Brown degree typically takes four years to complete, students increasingly want to explore future career pathways beginning their first year and engage with it regularly over four years (and three summers) to achieve the best possible post-graduate outcomes. Through strategic investments in first-year programming and peer career advising, CareerLAB has seen a 40 percent increase in the number of first-year students utilizing CareerLAB services to a current rate of 70 percent. With significant investment in additional programs and staffing, we aim to achieve greater than 90 percent first-year engagement and, just as important, to ensure sustained support for students across all academic years.

The BrownConnect initiative has been CareerLAB's most impactful new program in the last decade. BrownConnect strives to continuously increase opportunities for mentorship through high-quality summer internships and research opportunities available to first-year students, sophomores, and juniors; ensure that these opportunities are accessible regardless of each student's financial circumstances; and expand student access to the global network of alumni, parents, and friends. Since BrownConnect's launch in November 2014, more than 2,300 undergraduates have received more than \$12 million in funding to support summer internships and summer research. In addition, BrownConnect has enabled alumni and parents to provide more than 2,000 preferred internships for undergraduates and has facilitated direct networking connections between thousands of students and alumni. Building on this success, BrownConnect requires continued investment to fulfill its mission. Expanded support can help close the significant gap between the number of highly qualified students who apply for internship and research funding each year and the number who can receive funding. Additional

BrownConnect investments (e.g., increasing award amounts, summer earnings waivers, and summer housing stipends) will help improve access for Brown's highest-need students and also help ensure we are competitive with peer institutions.

4. College Innovation Fund. The College is the home and support system for Brown's leading undergraduate education. A key responsibility of the College is innovation and continuous improvement of the student-centered Open Curriculum. As noted by the student authors of the 1968 *Draft of a Working Paper for Education at Brown University*, "Since all academic structures will be centered on the individual, and since the nature of individual needs and desires will change with the years, there must be an apparatus by which the structures can be altered." The Dean of the College's Innovation Fund will support this process of continuous improvement.

The Innovation Fund will launch and sustain transformative curricular and co-curricular programs such as the Global Experiential Learning and Teaching Program, which supports the integration of international travel within advanced undergraduate seminars, and the Presidential Scholars Program, an intensive cohort-based program combining deep academic engagement (including peer mentorship and first-year research experiences) with social activities to create a close community of diverse undergraduate scholars. The Innovation Fund will also enhance student advising to ensure academic success. It will help strengthen student-to-student advising programs, such as the Meiklejohn peer advisors and the Curricular Resource Center's peer counselors, and support innovative advising resources for first-generation and low-income students. In particular, the Innovation Fund will help expand the successful financial advising pilot and E-Gap Funds program that help low-income students navigate unique circumstances at the intersection of academics, life, and work. Finally, the Innovation Fund will help explore the use of technology to help connect students, staff, and faculty.

4. Related Investments. In addition to the specific efforts described above, nearly all investments in the *Building on Distinction* plan will help enhance undergraduate education. Brown ensures that academic excellence in research and teaching directly benefits and engages undergraduate students through close collaboration with faculty and graduate students. Moreover, the plan's integrative themes specifically describe innovative enhancements to the undergraduate curriculum, as well as new opportunities for undergraduate research and experiential learning. Brown's leadership in related areas such as entrepreneurship will also enhance undergraduate education by providing Brown students with experiential learning opportunities through internships and/or the creation of their own commercial and social ventures.

IMPACT: The investments described above will ensure Brown's continued leadership in undergraduate education. For 50 years, the Open Curriculum has demonstrated that active student participation provides the foundation for a dynamic and transformative education — one that continuously prepares students for lives of reputation and purpose in an ever-changing world. Building on this tradition, investments in experiential learning will strengthen and

accelerate this transformation by empowering students to apply and deepen their education to meet the challenges and opportunities of tomorrow.

CATALYZING ENTREPRENEURSHIP AT BROWN

UPDATE:

This theme, anchored by the Jonathan M. Nelson Center for Entrepreneurship, builds on the University's tradition of entrepreneurship and makes it an essential part of the Brown experience. Fundraising for this theme has been energized by the following updates:

- *Since the campaign launch, the University has established the Nelson Center for Entrepreneurship, has identified new space for the center, and has appointed new leadership to develop and implement a strategic plan for growth and engagement with entrepreneurial activities at Brown and in the greater Providence community.*
- *Based on this momentum, we have achieved our fundraising goal of \$35 million. We plan to continue fundraising to grow professorships, support programming, and offset operating expenses for the center.*

PLAN STATEMENT: Brown attracts extraordinarily talented and innovative students and faculty who seek to make a significant impact on the world. Our distinctive culture fosters creative problem solving and inspires our students to challenge assumptions and pursue solutions to seemingly intractable problems. As articulated in *Building on Distinction*, we are committed to doing more to unlock the potential of our students, faculty, staff, and alumni to tackle the world's most pressing challenges, and to do so by collaborating across disciplines. The Jonathan M. Nelson Center for Entrepreneurship builds upon a host of existing strengths and competencies in research, teaching, and co-curricular activities to amplify our impact, extend our reach, and educate the next generation of Brown students with the knowledge and practical skills required to engage in entrepreneurial activities in the United States and internationally.

PRINCIPAL UNITS: Entrepreneurship at Brown is anchored by the Nelson Center and draws strength from stakeholders across the Brown ecosystem, as well as a number of partners on the local, national, and international stages. The entrepreneurship landscape at Brown comprises the following:

1. Jonathan M. Nelson Center for Entrepreneurship. Launched in 2016 through a transformative gift, the Nelson Center for Entrepreneurship serves as a hub for entrepreneurial activity at Brown. The Nelson Center has coalesced around three strategic priorities that guide the Center's activities and programs: 1) to cultivate a community-centered entrepreneurial ecosystem, 2) to build an interdisciplinary, scholarly foundation for the study and practice of entrepreneurship, and 3) to play a catalytic role in Rhode Island's innovation economy. Operationally, the Nelson Center pursues its strategic goals via work in three areas, many of which intersect with one another: curricular innovation; co-curricular programming; and venture support.
 - a. Curricular Innovation. The Nelson Center works with world-class researchers across the humanities, social sciences, and natural sciences to further scholarly inquiry in the realm of entrepreneurship. This happens through formal courses

and independent studies, as well as through the presentation of entrepreneurship research via colloquia and conferences. These curricular offerings explore entrepreneurship through interdisciplinary frameworks. A sample of elective courses that the center has developed include: “Building Entrepreneurial Ecosystems for Economic Inclusion,” “Designing Internet Marketplaces,” “The Future of Work,” and “Selling and Sales Leadership in Entrepreneurial Environments.”

- b. Co-Curricular Programming. The Nelson Center offers a wide range of co-curricular activities that include student-led entrepreneurship organizations, like Brown EP and Hack@Brown, workshops, world-renowned speakers, an entrepreneur-in-residence program, and international internships that support Brown’s entire entrepreneurial ecosystem. The internship program has expanded Brown’s entrepreneurship reach well beyond Providence through programs in Sweden, Spain, and Israel.
 - c. Venture Support. In addition to its curricular and research activities, the Nelson Center supports venture creation and acceleration across a range of industries and in various venture forms. This support includes mentorship, financial grants, the Breakthrough Lab Summer Accelerator, the Brown Venture Prize Competition, and the Brown Venture Founders Program — all designed to help entrepreneurs implement what they have learned in and out of the classroom and to advance their ventures further. The Nelson Center also helps ventures connect with additional resources to assist in their transition beyond campus.
 2. Academic Departments. Teaching and research related to entrepreneurship are grounded in a number of academic departments and schools across the University. Core coursework related to entrepreneurship is offered by the departments of Economics, Sociology, Chemistry, Philosophy, and Computer Science as well as the School of Engineering. The Nelson Center enjoys ties to other academic units and initiatives, including the Warren Alpert Medical School, the Data Science Initiative, the Carney Institute for Brain Science, the Brown Arts Initiative, the Watson Institute, the Pembroke Center, and the Humanity Centered Robotics Initiative, among others.
 3. Partnerships. Brown’s strength in entrepreneurship is enhanced through collaboration with a number of external partners. As part of a larger campaign to increase entrepreneurial activity across the state, agencies of state government are active supporters of the Nelson Center’s programming and have co-sponsored the Rhode Island Business Plan Competition, in which our students have participated and won. As a result of the Nelson Center, Brown is strengthening its partnerships with local public, private, and non-profit organizations, including the Rhode Island School of Design, the Slater Technology Fund, and the Greater Providence Chamber of Commerce. The anticipated arrival of the Cambridge Innovation Center (CIC), which is planned for the new Wexford Innovation Complex in the Providence’s Jewelry District, will create an

important pathway for Brown entrepreneurs who graduate and would like to stay near campus to continue their entrepreneurial activity. CIC will add to the Providence entrepreneurship ecosystem.

4. Brown Alumni Community. Through its first two years of operation, the Nelson Center has engaged more than 300 Brown alumni to mentor, support, and evaluate student ventures, and these forms of alumni engagement are increasing dramatically. Alumni participation has occurred through a variety of formal and informal pairings with students who are proceeding through the Nelson Center's venture support pipeline, as well as students who participate in co-curricular programming. Building these productive mentor relationships between students and alumni has also increased other forms of engagement with the Nelson Center, including financial support from alumni.

INVESTMENTS: Our fundraising efforts to support faculty growth and programming have been extremely successful. Since the campaign launch, we have surpassed our overall goal to raise \$35 million in support of entrepreneurship at Brown. We will continue to raise funds to support faculty growth and important programming to offset operating expenses for the Nelson Center.

1. Professorships. Our original goals called for raising endowment to support three tenured/tenure-track faculty to teach entrepreneurship, in partnership with key departments such as Economics and Sociology or the School of Engineering. We have successfully met this goal.
2. Director's Innovation Fund. The Innovation Fund provides support to endow the executive director position of the Nelson Center, as well as key programming that will advance the center's co-curricular activities and venture funding. A sample of activities that this fund would enable include:
 - a. Endowed directorship;
 - b. Curriculum Innovation Fund to support visiting faculty, graduate student research, academic conferences, and colloquia;
 - c. Venture Catalyst Fund to enable the center to support a diverse menu of student venture programming and support; and
 - d. Endowment to support the annual operating budget for the new, dedicated space that the University will be launching in spring 2019 for the center. This new space will serve as a nexus of entrepreneurial activity at Brown, serving as a home for coursework, events, new ventures, and visiting faculty and student organizations, among others.
3. Related Investments. Any faculty hire in the Nelson Center will be jointly appointed with standing academic departments, thereby increasing the research and teaching strength of these respective areas. For example, two recent hires who focus on startup compensation and immigrant entrepreneurship have respectively added to the rosters of the Department of Economics and the School of Public Health. The rich menu of

programming has similarly enhanced the entrepreneurial profile of Brown and helped with faculty and graduate student recruiting in Computer Science, Data Science, the Carney Institute, and elsewhere.

IMPACT: The Nelson Center for Entrepreneurship is advancing Brown's scholarship, profile, and impact across the campus and beyond. Its educational programs and activities are expanding students' entrepreneurial capabilities and creating a structure for realizing their entrepreneurial visions. At the faculty level, the creative interactions between scholarly and practical expertise are beginning to stimulate new knowledge and applications addressing problems affecting society. Delivering economic impact and creating social value, the Nelson Center's programs will increasingly foster new models, methods, and concepts that will inspire other entrepreneurs at Brown, throughout the New England region and throughout the world. The Nelson Center activates the powerful Brown network, leveraging the vast potential of our alumni.

SUPPORTING INNOVATIVE GRADUATE EDUCATION

UPDATE:

Graduate education is core to the mission of Brown and plays a critical role in faculty recruitment, research excellence, and undergraduate education. Since the BrownTogether campaign launch, our efforts to improve both the quality of and support for graduate education has resulted in tremendous growth in the student population, which has increased by more than 30 percent since 2013 and currently makes up 25 percent of students on campus. To keep pace with our peers and successfully attract the best talent to our programs, we must increase core support to the graduate community.

- *Since the campaign launch, the Graduate School has undergone significant restructuring under new leadership to improve core support services to graduate students, including increased financial support and improved academic, professional, and personal advising. At the same time, the size of the graduate student population has increased substantially. We have raised \$71 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: Graduate education has been a fundamental part of Brown University since the awarding of the first doctorates in 1889, and it remains a cornerstone of its standing as a world-class institution recognized for high-impact education and research. Brown's Graduate School oversees graduate education across the University, including master's and doctoral programs in the humanities, social sciences, and the life and physical sciences, including in the Division of Biology and Medicine (BioMed), the School of Public Health, and the School of Professional Studies.

Many of Brown's doctoral programs are recognized nationally and internationally for their excellence and attract exceptionally talented students from across the globe. Broad opportunities for interdisciplinary research and superb faculty enable academically rigorous, cutting-edge training while maintaining personalized, student-centered doctoral education. Extensive training in pedagogy and close work with undergraduates prepare our graduates to become the next generation of leading educators, within and beyond the university. At the same time, a growing number of master's programs bring highly qualified individuals from around the world to Brown's campus, where we have the opportunity to train emerging leaders in public policy, education, science and technology, and public health, among many other specialties. Taken together, our graduate community adds rich diversity to the campus community, enhances the undergraduate experience, and advances Brown's mission to serve the community, the nation, and the world through the discovery of knowledge.

PRINCIPAL UNITS: Brown's graduate programs are distinguished by their ability to provide highly rigorous disciplinary training while fostering broader cross-disciplinary connections. An equally important aspect of graduate education at Brown is the high level of attention given to the intellectual and professional development of each individual student. While the delivery of graduate education is woven throughout academic departments, institutes, and centers at

Brown, the Graduate School plays an important role in coordinating academic and operational support to these programs and to students.

1. Academic Departments. Brown offers 51 Ph.D. programs and 32 master's programs through 41 departments, centers, and institutes. These departments, many of which are considered at the top of their respective fields, provide the disciplinary expertise that is crucial for excellent doctoral and master's education. Graduate students are essential partners to departmental faculty in discovering, communicating, and preserving knowledge while also making critical contributions to undergraduate education as instructors, teaching assistants, near-peer mentors, and role models.
2. Interdisciplinary Institutes and Centers. Extending the spirit of Brown's Open Curriculum to graduate education, these units support innovative, interdisciplinary research and training. The Center for Computational and Molecular Biology, for instance, offers interdisciplinary doctoral degrees that span computer science and biology to drive field-leading research. The Cogut Institute for the Humanities provides fellowships for advanced doctoral students and has developed a new doctoral certificate in Collaborative Humanities. Many of these institutes and centers host or support master's and doctoral students as part of their intellectual community and are increasingly offering master's programs to leverage a focus on interdisciplinary research, teaching, and practice. For example, the Watson Institute for International and Public Affairs offers a master in public affairs (MPA) degree that trains future policy leaders through an array of coursework that spans economics, political science, sociology, and public policy.
3. The Graduate School. Underpinning and augmenting departmental efforts, the Graduate School provides essential coordination and support resources for graduate programs and their students. Reflecting a larger transformation of graduate education nationally, the Brown Graduate School serves as a strategic partner with departments by providing a wide range of services that are critical to the professional and personal success of graduate students. These include support for orientation, mentoring and advising, professional development, co-curricular opportunities, and personal support to students and their families.

INVESTMENTS: Brown aims to recruit the brightest minds and to provide world-class training for the next generation of scholars, teachers, scientists, and professionals that graduate from its programs.

1. Core Support and Graduate Fellowships. As we seek to strengthen departments and recruit outstanding faculty, we must build upon our ability to attract the best graduate students, enable them to do the highest-quality work, and train them to be exceptional members of their professions. To this end, we have made important investments in graduate education that have resulted in tremendous growth in the master's and Ph.D. student populations. Since 2015, the graduate student population has grown by more than 350 students, accounting for a 16 percent increase in enrollment. During this same

period, we have increased the population of students from historically underrepresented groups by 38 percent. To accommodate this growth, our fundraising efforts will be focused on building capacity in the Graduate School along the following dimensions:

- a. Increased financial and benefits support. To keep pace with peer institutions and ensure that we are able to compete for the most talented students, we have increased our regular academic-year stipends. We have also worked to ensure that doctoral students across the disciplines receive fellowships to relieve them of teaching assistant duties in their first and last years, which is critical to ensuring successful completion of their programs. We have also begun offering 6th-year fellowships to doctoral students in humanities and social science programs, which typically require more time to completion than Brown's current five-year financial support allows. And to help ensure that doctoral students can give complete focus to their studies, we also offer financial support for four summers, competitive health insurance, dental care, enhanced child-care support, and funded parental relief. Fellowship support for graduate students is also highlighted as a fundraising priority for the Warren Alpert Medical School, the School of Public Health, and the School of Engineering.
 - b. Improved advising. The Graduate School has increased advising and orientation resources to keep pace with the distinct needs of an increasingly diverse graduate community. The Graduate School launched a new website on Graduate Advising and Mentoring and is piloting faculty workshops to enhance advising for diverse career paths and students. We have added orientations for international students (who make up almost 40 percent of graduate students at Brown) and students from historically underrepresented groups. We have also hired an associate dean for master's students and for international graduate students and relevant support staff.
 - c. Initiatives to foster research, teaching, and professional development skills. We have expanded the Initiative to Maximize Student Development to include the physical sciences, engineering, and mathematics, and have added diversity fellowships. (This is also discussed under the Developing and Sustaining Diversity theme.) We offer research showcases and professional workshops, as well as a range of distinctive training opportunities in support of student scholarship and professional development, including teaching excellence and responsible codes of conduct. The Open Graduate Education Program and new certificates in a number of disciplinary areas build on other opportunities for interdisciplinary training.
2. Related Investments. Brown's investment in graduate education is closely tied to realizing the goals of virtually all parts of *Building on Distinction*. At the same time, most other areas of investment under the plan will serve to make Brown's doctoral and master's programs more attractive and robust, especially where they involve new faculty hiring, new academic programs, strengthening departments, and bolstering research

infrastructure. Sustaining a robust graduate program also enhances our ability to recruit top faculty who are eager to collaborate with and train future scholars. And, given the important link that graduate students play in the undergraduate teaching mission, these investments will also bolster our plans for undergraduate leadership and academic excellence.

IMPACT: In the coming decade, the University will aim for the highest level of excellence in graduate education by building out master's and doctoral programs through integrative scholarship, distinctive University-wide opportunities, and through fostering a positive community and enhancing doctoral students' financial security. Our investments in graduate education will shape the future of Brown's interdisciplinary research, teaching, and scholarship and will distinguish Brown as its graduates become the scholars and researchers of tomorrow.

III. Academic Excellence

UNDERGRADUATE FINANCIAL AID AND THE BROWN ANNUAL FUND

UPDATE:

Undergraduate Financial Aid and the Brown Annual Fund are two critically important priorities in the campaign that advance our efforts to recruit and support the best talent among students, faculty, and staff at Brown.

- *Since the campaign launch, the University implemented the Brown Promise to eliminate loans from all undergraduate financial aid packages awarded by Brown. This program has already helped Brown increase its competitiveness in recruiting the brightest students from a diverse range of socioeconomic backgrounds. To date, we have raised \$185 million in new gifts and pledges in support of this goal.*
- *The Brown Annual Fund continues to serve as an important vehicle to engage a broad and diverse pool of donors in support of important priorities like financial aid, faculty research support, student programming, etc. For example, more than 32,000 donors contributed to the Annual Fund last year. We have raised \$216 million in new gifts and pledges in support of the Brown Annual Fund.*

PLAN STATEMENT: Brown believes that admission decisions should be based on the academic ability and promise of the students who apply — not on the economic means of their families. The University remains committed to generating the support necessary to meet 100 percent of the demonstrated financial need of our undergraduates.

Gifts to the Brown Annual Fund also help underwrite undergraduate financial aid and provide vital resources for other highest-priority needs, including graduate student fellowships, faculty support, library and technology enhancements, and the student living and learning experience.

INVESTMENTS:

1. Undergraduate Financial Aid. Each year since 2001, the University has increased the resources available for financial aid and taken steps to ensure that our financial aid programs are effective and competitive. Over this period, we have:
 - Launched (with a transformative \$100 million gift) the Sidney E. Frank '42 Scholars Program, providing significant financial assistance for our highest-need students and totally eliminating the loan burden for their families;
 - Reduced the loan burden for lower- and middle-income students and their families;
 - Increased the scholarship resources available for transfer, resumed undergraduates, and international students;
 - Launched the Presidential Scholars Program, an intensive cohort-based program combining deep academic engagement (including peer mentorship and first-year

research experiences) with social activities to create a close community of diverse undergraduate scholars. (This program is also discussed under the Enhancing the Undergraduate Curriculum and Developing and Sustaining Diversity themes.)

Brown's financial aid budget has more than doubled in the last nine years, rising from \$56.9 million in 2007-08 to \$121.5 million in 2017-18. While the percentage of undergraduates receiving University need-based scholarship has stayed relatively consistent in recent years at 43 percent, Brown has increased support for both low-income (annual family income less than \$60,000) and moderate-income families (between \$100,000 and \$200,000) by:

- Providing a health insurance scholarship to roughly 600 students;
- Assisting moderate-income families by decreasing parent contributions and increasing scholarship by \$3,000 to \$5,000;
- Growing the number of students who are able to take advantage of summer internships (by receiving both funding for their summer expenses and also a scholarship to cover their summer earnings requirement). This program grew from 25 students in 2013-14 to more than 200 in 2017-18.

In addition, the following changes have been made for 2018-19:

- The Brown Promise was implemented, and packaged loans were replaced with scholarships for approximately 1,200 students.
- Roughly 500 of our highest-need students received scholarship funding to cover their direct cost each year (tuition, fees, room, and meals), resulting in a decrease to their summer earnings expectation.

2. Brown Annual Fund. For more than 100 years, Brown Annual Fund donors have played a critical role in realizing the University's educational mission. This philanthropic commitment from the broad range of alumni, parents, and friends achieves the following: helps ensure that talented and creative students have access to the Brown educational experience, regardless of their economic backgrounds; supports Undergraduate Teaching and Research Awards and give students the capacity to pursue self-directed educational opportunities; maintains graduate student support at levels comparable to those offered by our peer institutions; provides access to new technologies and library resources to increase the quality of education and strengthen the curriculum; and sustains the highest standards of research and teaching through competitive compensation and academic resources for our faculty.

IMPACT: The remarkable expansion of financial aid at Brown has enabled the creation of an academic community rich with diverse life experiences and opinions, significantly broadening everyone's education. Scholarships not only ensure that the students we admit can attend Brown, they also allow those students the freedom to pursue the academic interests and career possibilities that are best suited to their talents and passions without the constraint of

overwhelming loan burdens. Annual Fund giving is critical to sustaining Brown's capacity to provide competitive financial aid and graduate student support, offer intensive learning through first-year seminars and UTRAs, maintain state-of-the-art library and technology resources, and recruit and retain the very best teachers and mentors.

DEVELOPING AND SUSTAINING DIVERSITY

UPDATE:

A diverse and inclusive community, in which a wide range of experiences and perspectives are represented and all individuals are valued and treated with respect, is the best possible environment for fostering the advancement of knowledge and discovery. Since the BrownTogether campaign launch, a number of important updates have taken place at Brown that advance our commitment towards fostering diversity and inclusion:

- *The University released Pathways to Diversity and Inclusion: An Action Plan for Brown University (DIAP) in February 2016. The DIAP outlines a set of concrete, achievable actions across six categories (People, Academic Excellence, Curriculum, Community, Knowledge, and Accountability) to make Brown more fully diverse and inclusive.*
- *The Office of Institutional Diversity and Inclusion was renamed the Office of Institutional Equity and Diversity (OIED), welcomed new leadership, and increased its staff.*
- *To meet these ambitious goals, Brown is investing significantly in faculty growth, programming, curricular innovation, and scholarships to diversify the student community. We have raised \$100 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: Diversity is an integral component of academic excellence and is a central theme in *Building on Distinction*. We continue to cultivate a community of faculty, students, and staff with the diversity and breadth of experience required for innovation and to provide members of our community with the opportunities and resources they need for success. A diverse faculty is an essential component of scholarly excellence in all disciplines and in ensuring that the University meets the complex needs of Brown's student body. While continuing our Target of Opportunity Program for recruiting, we look to additional strategies to make progress in diversifying our faculty. To this end, we are promoting comprehensive strategies for recruiting, mentoring, and retaining outstanding faculty. At the same time, we are engaged in initiatives that focus on developing a pipeline of young scholars and supporting their development as they join the professoriate. With respect to students, our plan calls for making special efforts to identify applicants who come from historically underrepresented backgrounds, including those who are the first in their families to attend college and those who identify as coming from low-income backgrounds. We celebrated the opening of the First-Generation College and Low-Income Student Center (Fli Center) in fall 2016 and continue to provide support for students from a number of diverse backgrounds. We also seek to diversify the graduate student community through targeted recruitment and increased advising and mentorship. In support of our staff, we will continue to offer programs and professional development opportunities that encourage growth and learning. Since launching the DIAP, we have increased personnel and resources in the OIED to ensure the sustained coordination of this important work. By investing in our entire community of faculty, staff, and students, we will continue to create an environment where everyone is respected and diverse backgrounds and perspectives are celebrated.

PRINCIPAL UNITS: The University's DIAP outlines a comprehensive strategy for making Brown more diverse and inclusive and draws strength from a number of key offices, departments, and centers to enable this work:

1. Office of Institutional Equity and Diversity (OIED). The OIED has overall responsibility for Brown's equity and diversity strategies. It provides general oversight and management for the strategic elements of broad-based diversity and inclusion work and reports on the University's progress in creating and supporting those initiatives. In addition to this work, the office also oversees compliance with regard to discrimination and harassment of protected classes (inclusive of federal Titles VI and VII), sexual and gender-based harassment and violence (federal Title IX), equal employment opportunity and affirmative action (EEO/AA), and appeals/grievances related to disability resources and accommodations (ADA/504).
2. Diversity-Related Offices. A number of other offices promote and support diversity and inclusion efforts at Brown. These include the Brown Center for Students of Color, the Sarah Doyle Women's Center, the LGBTQ Center, the Office of the Chaplains and Religious Life, the First-Generation College and Low-Income Student Center, the Global Brown Center for International Students, Student and Employee Accessibility Services, the Office of Student Veterans and Commissioning Programs, University Human Resources, the Science Center, the Leadership Alliance, and the Warren Alpert Medical School's Office of Diversity and Multicultural Affairs.
3. Academic and Administrative Departments. The DIAP calls for each academic department and administrative unit to produce a departmental diversity and inclusion action plan (DDIAP) that outlines unit-specific goals and a plan to ensure accountability through annual progress reports with senior leadership. The DDIAPs ensure shared responsibility for this work across the University. In addition, the Center for the Study of Race and Ethnicity in America (CSREA) and the Center for the Study of Slavery and Justice (CSSJ) play particularly critical roles in promoting academic excellence. Through programming, faculty development, and curricular innovations, these centers help shape and influence conversations about race, ethnicity, and social justice on campus as well as around the world.
4. Shared Governance. In partnership with the Office of Institutional Equity and Diversity, several councils and boards work to ensure Brown's commitment to equity, diversity, and inclusion:
 - a. The Diversity and Inclusion Oversight Board (DIOB). The DIOB is charged with assessing progress related to goals set forth in the University-wide Diversity and Inclusion Action Plan (DIAP). Meeting regularly with the vice president for institutional equity and diversity, along with ex-officio members, the DIOB reviews and comments on the DIAP annual report and prepares annually a memo to the

president and provost that highlights key areas that require the University's close attention as it pertains to DIAP initiatives.

- b. The Diversity Advisory Board (DAB). The DAB is a broadly representative, deliberative group that advises the vice president for institutional equity and diversity and meets to consider matters that concern the campus community, especially with regard to diversity and inclusion and the impact on students. The DAB promotes diversity and the development of a welcoming and inclusive campus climate and identifies ways to educate the community and provide guidance for dealing with community issues.
- c. The Steering Committee on Equity and Diversity (SCED). The SCED is appointed by the president and comprises senior diversity deans and leaders from across the institution who consider matters of diversity, equity, and inclusion that impact the entire campus community, as well as initiatives that will continuously improve the cultural climate. An important aspect of the committee's work is to ensure that the University's efforts are well-coordinated across campus. Members have an opportunity to discuss the future direction and activities related to equity and diversity at Brown.
- d. Advisory Council on Diversity. This advisory committee is the appointed alumni body that considers long-term policy and planning issues, strategic directions, and efficacy of implementation concerning issues of programs and practices that promote diversity, inclusion, and fair treatment of all members of the community, in keeping with the mission of the University.
- e. Advisory Council on Relations with Tougaloo College. The Tougaloo College advisory council is responsible for long-term policy and planning issues, strategic directions, and efficacy of implementation concerning the relationship between Brown University and Tougaloo College. It also provides assistance to the Brown-Tougaloo Program.
- f. Ad-Hoc Diversity Committee of the Corporation. This ad-hoc Corporation committee is charged with providing oversight and monitoring the implementation of the Diversity and Inclusion Action Plan (DIAP) from a governance perspective.

INVESTMENTS: The responsibility for making Brown a more diverse and inclusive academic community is shared by every part of the University and, as a result, our plans for realizing this goal are woven throughout this *Operational Plan*. In various themes, we call for significant investments in departments and schools to grow and support the faculty, including faculty from historically underrepresented groups, through ambitious hiring plans and programs that will promote recruitment, mentorship, and retention efforts. In addition, we seek to raise funds for academic departments and centers that will support scholarship and programming around issues of race, ethnicity, identity, and social justice, among others. Fundraising efforts have

been sharpened to focus on three priority areas that align with our strategic goals: academic excellence to promote diversification and outstanding scholarship; scholarships to recruit a talented and diverse undergraduate and graduate student body; and community investments to promote inclusion on campus.

1. Academic Excellence (People, Research, and Curriculum). Support for research and education that promotes diversity and inclusion as being central to academic excellence at Brown includes the following priorities:
 - a. Faculty growth and development. Brown's efforts toward diversity and inclusion are supported through our ambitious plans for faculty growth and development more broadly. We have committed to increasing professorships across the integrative themes in *Building On Distinction*, and, while pursuing this goal, we remain attentive to diversifying the faculty. In addition, support for faculty mentorship and research will improve Brown's recruitment and retention efforts, especially for junior scholars from historically underrepresented groups (HUGs) for whom such programs help build community and improve professional development. As a result of Brown's investments toward this priority, 79 (10 percent) of all 758 "regular" faculty in the 2017-18 academic year were from HUGs, representing a 41 percent increase since 2013-14.
 - b. CSSJ and CSREA. As described under the Creating Just, Peaceful, and Prosperous Societies theme, CSSJ and CSREA are already vital sources of interdisciplinary scholarship on issues related to race, ethnicity, and social justice. Both engage faculty and students from a wide range of departments across campus and play a pivotal role in advancing diversity and inclusion both on campus and globally.
 - c. Presidential Diversity Postdoctoral Fellows. There is a dearth of scholars from diverse backgrounds, particularly scholars of color, in the faculty ranks at academic institutions. Postdoctoral fellowships are an essential mechanism for early identification of promising recent Ph.D. graduates who can then be competitively positioned to begin tenure-track faculty positions. The President's Diversity Postdoctoral Fellowship Program has enabled our departments to identify and assist in the development of young scholars from diverse backgrounds. This pipeline program has been very successful to date. Seven of the eight fellows from the 2015-17 cohort have transitioned into tenure-track positions (including two at Brown). Four of the six fellows from the 2016-18 cohort have already secured tenure track positions.
 - d. Presidential Scholars Program. The Presidential Scholars Program is an intensive cohort-based program combining deep academic engagement (including peer mentorship and first-year research experiences) with social activities to create a close community of diverse undergraduate scholars.

Students selected to be Presidential Scholars are primarily from low- and moderate-income backgrounds and they have exceptionally strong academic records in high school. These students are often heavily recruited by peer institutions, and the Presidential Scholars Program gives Brown an edge in recruitment efforts. This program, and other pipeline programs at the undergraduate level (like the Mellon Mays Undergraduate Fellowship and Leadership Alliance) also play an important role in encouraging and preparing promising undergraduates to pursue advanced degrees.

2. Scholarships. *BrownTogether* includes fundraising goals to double the number of graduate students from HUGs, as well as increased support for undergraduate students. We seek to raise funds for fellowships to recruit and support graduate students from HUGs. In addition, we call for greater investments in programs like the National Institutes of Health-funded Initiative for Maximizing Student Development (IMSD) program, which has led to increases in graduate student diversity in the Division of Biology and Medicine, the School of Public Health, the life sciences, and to other Ph.D. programs throughout the University. Such programs provide additional research training, support, and mentoring for graduate students from HUGs. As a result of this work, the largest-ever cohort of students from HUGs entered the Graduate School in fall 2017, representing 20 percent of the incoming class. This outcome was the result of significant efforts directed at meeting the DIAP's stated goal of doubling the number of graduate students from HUGs by 2022. Among the Graduate School's total population of approximately 2,494 students, a total of 283 graduate students from HUGs (11 percent) are currently working toward degrees; in 2015, that number was 211.
3. Community. As described under the Enhancing Campus Life theme, we aim to create a community that works actively to counteract inequity and injustice and that promotes engagement centered on mutual respect among all our students, faculty, and staff. To promote this goal, this plan calls for significant investments in key areas including:
 - a. First-Generation College and Low-Income Student Center (FLi Center). Support for the FLi Center helps provide key resources to mitigate living and learning expenses for first-generation college students and students with the highest demonstrated financial need.
 - b. Identity Centers. This consists of expanded resources for centers that support students from diverse communities, including the Brown Center for Students of Color, the Sarah Doyle Women's Center, and the LGBTQ Center.
 - c. Community-engagement. These are funds that promote the University's positive impact on Providence and beyond, including the Fund for the Education of the Children of Providence, which provides college scholarships to graduates of Providence public schools; and the Brown-Tougaloo Partnership, which promotes academic exchange between Brown University and Tougaloo College, a historically black college in Jackson, Mississippi.
 - d. Programming. The DIAP recognizes that success in creating a diverse and inclusive Brown calls on the entire campus community to contribute to

creating an environment that embodies the social and intellectual diversity of the world. As such, academic and administrative units have been planning a number of co-curricular initiatives in support of the DIAP. Examples of programs that this priority would support include the First Generation College Students Initiative, support for the Emergency Fund, and the New Scientist Collective Program, which builds and mentors students from HUGs who excel in STEM disciplines.

IMPACT: This work will have a significant impact on diversity and inclusion on campus and will establish Brown as a national leader in this area. At Brown, this work will help build a significantly more diverse faculty, staff, and student body. The University will have improved academic support, advising, mentoring, and resources for all students from underrepresented backgrounds. Graduate programs will have doubled the number of doctoral and master's students from historically underrepresented groups. In addition, Brown will train several Presidential Diversity Postdoctoral Fellows annually who will enter the professoriate and help address pipeline issues that impact the academy more broadly. A larger number of new and improved courses, training, and other educational and co-curricular opportunities will allow students, faculty, and staff to have an informed understanding of the histories, experiences and issues faced by diverse communities — locally, nationally, and globally. Brown will have a more inclusive climate across the University, where there are distinctly visible spaces, mechanisms and resources to meaningfully engage across the many identities and backgrounds that make up our diverse communities.

STRENGTHENING SCHOLARLY AND RESEARCH INFRASTRUCTURE

UPDATE:

The University is investing heavily in creating the research infrastructure that we require to realize the strategic goals for integrative scholarship that are highlighted in this plan and to fulfill Brown's goals for research excellence more broadly. Leveraging resources in multiple offices, laboratories, computing, and libraries and collections, we are building a research environment that will help recruit and retain outstanding faculty, enable student engagement in research endeavors, and produce scholarship that will help address the world's great challenges.

- *Based on this vision, and new leadership in our central research office and University Library, we have sharpened our fundraising goals for research infrastructure support. We have raised \$17 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: Brown seeks to enhance overall research capacity, promote a culture of excellence and productivity, and raise the University's research profile nationally and internationally. To accomplish still more through our research and amplify its impact, we need a research environment that incentivizes and supports discovery and scholarship at the highest level. A robust research enterprise is fundamental to Brown's success in all aspects of *Building on Distinction*. Specifically, a new, innovative research endowment will enable increased investment in seed programs, state-of-the-art equipment, and high-functioning research support staff. It will equip the University to respond nimbly to new challenges and support its aspirations to solve the most challenging problems of our time through research and scholarly work.

PRINCIPAL UNITS: Brown has invested heavily in its research infrastructure over the last decade and a half. Existing assets that comprise Brown's deep research infrastructure include:

1. Office of the Vice President for Research (OVPR). The Office of the Vice President for Research works to advance and elevate research at Brown by identifying opportunities and developing and supporting leading-edge research programs. Through its Office of Research Development and Office for Research Integrity, OVPR provides strong infrastructure for research and development. Through the Office of Sponsored Programs, it supports effective administration of projects and timely dissemination of results. And through its Office of Industry Engagement and Commercial Venturing, OVPR organizes creative collaborations with hospitals, industry, government laboratories, and universities, and facilitates the transfer of invention and discovery from the University to the commercial marketplace. OVPR closely collaborates with the Office of Foundation Relations in the division of Advancement to facilitate engagement with and investment from private foundations to advance the University's teaching, learning, and research priorities.
2. University Library. The Brown University Library, spanning five locations, is a vibrant center for exploring, acquiring, and producing knowledge. It provides ready access to a wide array of information resources and expertise. The library offers faculty and students

a dynamic set of collections and services critical for teaching, learning, and research. Rapidly evolving information technology has been transforming the nature and functions of research libraries generally, and Brown has been in the vanguard, promoting and supporting digital scholarship, digital literacy, and digital asset management across campus while also retaining its commitment to traditional methods and materials for academic inquiry. Brown has also been a leader in transforming the use of library space with innovative projects to create attractive areas that serve new modalities of academic work and study, as well as opening floors of the Sciences Library for new high-priority teaching and learning initiatives.

3. The Haffenreffer Museum of Anthropology. The Haffenreffer Museum is among Brown's major research assets and an extraordinary teaching resource. The Museum consists of a Collections Research Center in Bristol, Rhode Island, and CultureLab, a teaching and exhibition space in Manning Hall. The Museum's distinguished holdings include more than 150,000 ethnographic and archaeological objects from all over the world, with particular strength in the indigenous arts of the Americas, Africa, and Southeast Asia. Additionally, the museum serves as a federal repository for approximately 850,000 archaeological objects excavated by Arctic researchers from the National Park Service and Bureau of Land Management lands in Alaska. The museum and its collections are an important part of Brown's established strengths in anthropology and archaeology and contribute to emerging areas of note such as Native American and indigenous studies.
4. John Carter Brown Library. The John Carter Brown Library is one of the most distinctive institutions of its kind in the world, as well as a unique entity on the Brown campus. Its world-class collection on the early Americas includes rare books, manuscripts, maps, and supporting materials from the early decades of European print to the first half of the 19th century. The library's events, exhibits, residential research fellowships, open-access policy, and digitization program make these resources available to researchers at Brown as well as those located the world over. The library has a robust array of academic programs throughout the academic year — indeed, year-round — open to the community at Brown and the broader public and in a range of disciplines.
5. Laboratory Research Cores. Brown currently has 14 laboratory core facilities that contain instrumentation housed in and managed by academic departments and centers that are available to investigators from anywhere on campus. The availability of laboratory cores with fully up-to-date equipment plays an important part in recruiting and retaining faculty researchers and enabling them to compete successfully for grant funding.
6. Research Computing. In 2009, Brown invested more than \$2 million in high-performance computing capacity, including the purchase of an IBM supercomputer, providing Brown faculty with much greater computing capabilities than in the past. Also, by centralizing the facilities in the Center for Computation and Visualization (CCV), Brown offered researchers a much more economical method of accessing high-performance computing

capabilities. Since 2009, Brown's high-performance computing capacity has grown from 14 trillion calculations per second to 125 trillion — a nearly nine-fold increase — and the number of users annually has grown from around 100 to roughly 500. A critical factor in the growth of users for this equipment has been Brown's commitment to providing specialized staff and training to guide faculty and students in the use of the equipment. Brown implemented an NSF-funded upgrade to the optical network to support transfer of large datasets, high definition video, and connectivity to Internet2 at broadband speeds.

INVESTMENTS: Brown has a distinctive collaborative research ethos and enjoys a distinguished reputation in many disciplines and in initiatives that cross many fields seamlessly. The University has developed plans that power it to be a world leader in higher education and in research to serve society, and this requires an investment in both human capital and in research infrastructure. The ability to recruit and retain an exceptional cohort of faculty, staff, and undergraduate and graduate students is only possible through a sustained investment in collaborative working spaces, laboratories, and equipment, coupled with support for a variety of mechanisms that enhance the ability of faculty to compete successfully for federal and foundation grants. By enhancing research development and management, we not only produce positive changes in the volume and culture of research at Brown, but also increase the profound benefits to society that are the result of an ambitious, productive, and creative constellation of research activities.

1. Brown Discovery and Innovation Fund. This fund will serve as an endowment for Brown's research infrastructure needs in the future. Many top American research universities already have such funds and have garnered success with them. Brown's fund will be tailored to the University's needs and strengths and will catalyze new research awards, leading to scientific discoveries and to innovation in scholarship. Specific uses of this fund include the following:
 - a. Seed funds. The fund will support increased demand for seed awards in the sciences and humanities and provide essential resources to faculty in areas that have few options for external grants.
 - b. Equipment and core research facilities. Investments by Brown in areas such as brain science, data sciences, engineering, medical sciences, and public health will only be realized with complementary investments in electron microscopes, imaging machines, lasers, and other state-of-the-art equipment. This fund will provide scientists and engineers with access to advanced equipment and technologies that they could not support individually in their own laboratories.
 - c. Academic computing and the data science practice. The fund will sustain Brown's leadership in computation and data sciences research support and enable Brown to recruit competitively in the computational sciences.
2. University Library. To date, we have successfully raised funds in direct support of University Library priorities described in the original Operational Plan, including

renovations (including the Digital Scholarship Lab, the Digital Studio, the Wernig Graduate Student Reading Room, and the John Hay Library renovation), collection support across a broad range of subjects, digital scholarship (a path-breaking effort to support digital publications by faculty), and library innovation. With significant success in supporting the physical transformation and activation of University Library spaces, the focus of investment needs to turn to supporting and building world-class collections (physical and digital), new academic programs, and other forms of innovation to ensure that Brown remains at the forefront of scholarship and teaching.

3. John Carter Brown Library (JCB). Building on the distinctive characteristics of the University Library means continuing to see the advancement of the JCB as a strategic priority for Brown. This recognizes JCB as an institution that has a special role as a flagship for the humanities in the U.S. and throughout the Americas, one that also serves as a laboratory for collaborative, digital, and interdisciplinary scholarship at the highest levels of any institution in the world. To this end, we plan to fundraise to support ongoing digitization efforts, endowment of staff position, infrastructural transformations, endowed postdoctoral fellowships and artist-in-residence grants in collaboration with Brown initiatives, and research fellowships in key strategic areas.
4. Related Investments. Building the research infrastructure will meet the needs of priority growth areas across the breadth of *Building on Distinction*. Our investments in these areas will improve core laboratory facilities that are used by researchers in the Carney Institute for Brain Science, the School of Engineering, and the Brown Institute for Translational Science. Increased funding for grants administration will enhance the research experience of faculty across the humanities, social sciences, and STEM fields. Increased seed grant funds will specifically help support early research for faculty in the humanities, for whom there are often limited options for external grants. Finally, these investments will support the entire community of Brown students, faculty, and staff who seek access to the latest innovations and scholarship as they navigate their own academic pursuits.

IMPACT: University-based research yields solutions to urgent issues in society ranging from population health, energy efficiency, and environmental sustainability, to cures for chronic diseases. It is through this work that we explore the human brain, the human body, and the human experience, unlocking secrets that strengthen our understanding of ourselves and the world in which we live. Research is the engine for economic growth and innovation — here in Rhode Island and across the nation — and it is indispensable for the prosperity, health, and security of our country and the global communities we serve.

Research is the basis for advancing knowledge for developing sound policy. We also know that evidence-based policymaking works — that policies based on credible research can produce many positive outcomes, such as improved health and education, and that research is a global public good.

ENHANCING CAMPUS LIFE

UPDATE:

Brown brings to campus independent and creative students who expand their intellectual growth through activities beyond the classroom. The University, particularly under the leadership of the Division of Campus Life, is responsible for cultivating a vibrant and nurturing environment that will advance students' abilities to thrive as contributing members of the Brown community, and that will enable them to bring a diversity of experiences, beliefs, and identities to bear in their studies and lives.

- *Since the launch of the BrownTogether campaign, the Division of Campus Life has recruited new leadership and has worked to restructure its strategic priorities, staffing model, and resources. The division is now best positioned to support the intersections of curricular and co-curricular experiences of students. Under the direction of new leadership and a new strategic plan, we now seek to raise funds for important capital investments and programming that advance community building and health and wellness at Brown.*
- *The Department of Athletics continues to play a central role in the Brown experience, in terms of instilling values of community, leadership, and discipline in student athletes; advancing health and wellness for the Brown community through recreational programming; raising the national and international profile of the University; and sustaining long-term relationships with the alumni community. Our fundraising efforts focus on maintaining support for talent recruitment and retention, programmatic growth, and crucial improvements to infrastructure.*
- *To date, we have raised \$161 million in new gifts and pledges in support of this theme.*

PLAN STATEMENT: A strong and successful Division of Campus Life, which includes the Department of Athletics, is indispensable to our institution's ability to accomplish its core academic mission. Campus Life departments and programs contribute to a wide range of intellectual discussions on complex social issues like equity and inclusion, economic justice, and immigration reform that are crucial for the educational experience of all students. Campus Life facilitates connections between curricular and co-curricular learning by building community across differences. This work has never been more important and challenging, and the resources raised during the campaign will ensure co-curricular excellence, and support curricular innovation.

PRINCIPAL UNITS: A wide variety of student organizations, activities and events, athletics, exhibitions and performances, and educational opportunities help create a vibrant and supportive campus environment that is core to the Brown experience. The Division of Campus Life, including the Department of Athletics, plays a central role in advancing this work.

1. Division of Campus Life. Over the past two years, the Division of Campus Life has undergone significant and meaningful transformational change in order to build a foundation for the future. Under the direction a new vice president for campus life and student services, the Division has identified the following strategic priorities for

enhancing the student experience at Brown: advancing health and wellness; building community; improving the residential experience; cultivating leadership advising and mentoring; fostering diversity and inclusion; and promoting operational excellence. Resources, including staff, budget, and space have been aligned carefully and intentionally during this period to focus on and support these core strategic areas of priority.

2. Department of Athletics. Athletics is an inextricable part of Brown University. It is a path for students to develop their full potential; a catalyst for a powerful shared experience that creates and inspires our community; and, along with our academic excellence, enhances Brown's profile around the world. Overall, the University has one of the most robust athletics programs in the country, with 950 Division I student-athletes — representing 17 percent of the undergraduate student body — participating in 38 varsity programs. The rich tradition boasts 18 national championships overall, 123 Ivy League championships, and more than 445 All-Americans. Brown is a powerhouse in women's crew, winning seven national championships, while producing several Olympic medalists. Year after year the men's soccer program is nationally ranked, and in 2016 the men's lacrosse program finished third in the NCAA tournament. Brown student-athletes are also leaders within the campus and local community, contributing with dignity and pride while representing the University in competition, in the classroom, and through service to the community.

INVESTMENTS: While Brown has made major commitments to improving students' residential, social, recreational, and co-curricular spaces over the last decade, a number of critical needs remain to enhance the campus life experience and athletics programs.

1. Campus Life. The primary focus of the Division of Campus Life is building community centered on the core academic mission and values of Brown to empower students to thrive with one other and with faculty, staff, community members, and alumni. To this end, investments in Campus Life will focus on developing programming and physical space on campus to advance community building and health and wellness.
 - a. Community Building. We seek to raise funds to support programming and capital investments that promote interactions and relationship-building among students across differences, sometimes profound, at Brown. Of the funds raised to date, a large portion is being used to renovate Friedman Hall (formerly Wilson Hall) to make this important teaching space more accessible.
 - b. Health and Wellness. Brown has embraced an integrated, holistic model for health and wellness. Health and wellness of students is arguably the greatest indicator of the ability of students to thrive academically and personally. This goal supports the mental, emotional, and physical health and wellness of students through an innovative space that is enhanced by key resources, including a student living/learning "collaboratory" that empowers the community to work on

critical issues together. A planned project will co-locate and integrate Health Services, Counseling and Psychological Services, Health Promotion, and Brown EMS in a new health center facility that is contiguous with a new wellness dorm. This new space will be geographically connected to the core of the physical health and wellness resources on north campus.

2. Athletics. The Department of Athletics' fundraising goals represent strategic priorities that will sustain and fulfill the desire of our student-athletes to compete at the highest level of intercollegiate athletics while maintaining one of the best academic experiences in the country. These goals include:
 - a. Endowment. We seek to achieve financial sustainability for Athletics through increased endowment that will support a winning athletics program. These funds are critical for attracting and retaining top talent. Funds will be used to endow head coaching and assistant coaching/staff positions for every varsity team and travel endowments for 35 varsity teams.
 - b. Current use. Annual support from the entire Brown community will sustain and enhance a broad-based varsity athletics program. These funds will support the operating budget for Athletics, which funds team travel, recruitment activity, and equipment.
 - c. Sports Facilities. In recent years, Athletics has been moving aggressively to make significant improvements in team facilities and playing fields. Renovations and enhancements to existing facilities help Brown attract the best coaches and student athletes and enhance the student-athlete experience. Capital fundraising will be used to make Phase 1 improvements to the Meehan Auditorium, renovate women's locker rooms in the Olney-Margolies Athletic Center, improve the Brown stadium cross country trails, construct a seasonal practice bubble, and update the Pizzitola Sports Center video scoreboard.

IMPACT: These investments will contribute to the overall quality of the student experience, especially related to health and wellness, and provide improved support for scholar-athletes who contribute greatly to the building of intellectual and personal community at Brown. This work will similarly amplify the University's action plan to increase diversity and inclusion at Brown through programming that fosters community across differences, while celebrating the tremendous diversity of the Brown community across all forms.

CONCLUSION

Brown is a remarkable University, with a strong and deep tradition of attracting and supporting intellectually curious and driven students and scholars who are committed to making a difference in the world through innovative education and inquiry across disciplines.

Nearly five years ago, Brown adopted *Building on Distinction*, the University's strategic plan that set forth a vision for maximizing these distinctive core strengths and making new investments to elevate academic excellence and address pressing societal issues. Guided by the *Operational Plan for Building Brown's Excellence*, which translated this vision into a set of concrete actions – and fueled by the success of the *BrownTogether* campaign – the University has realized significant and measurable progress toward its original goals and aspirations. Given this progress, and with the campaign at its midpoint, it has been an opportune moment to take stock of the successes to date, consider the challenges and opportunities that have emerged since the launch of the strategic and operational plans, and review and refine our priorities to ensure we remain on track toward achieving our greatest aspirations.

Many milestones have already been reached. Support for faculty through endowed chairs and other resources has enabled us to recruit and retain exceptional scholars who are engaged in research across the disciplines, and who promote greater excellence in our academic departments and educational programs. The inspiring generosity of our donors has enabled the expansion, renovation and modernization of critical infrastructure, transforming campus in ways that strengthen teaching, research and our very sense of community. Increased financial aid, early success with the Brown Promise and support for diversity and inclusion efforts ensure that we can continue to compete for the most talented and promising students and provide a vibrant campus environment needed to prepare highly competent and innovative leaders.

While there is much to celebrate, there is also significant work ahead to achieve our vision for Brown. Our revised *Operational Plan for Building Brown's Excellence* is designed to capture and continue this momentum. It outlines the continued strategic investments needed to attract the most talented and promising faculty, students, and staff from across the globe to Brown. It further maps out how we will advance knowledge through rigorous scholarship; prepare creative, capable and ethical global leaders; and continue to cultivate a culture of curiosity and collaboration that is central to developing solutions to the world's great challenges.

Brown is positioned to fulfill its tremendous promise as a leading research University. Achieving our greatest aspirations will rely on the full engagement and support of the extended University community. Our students, faculty, staff, alumni, families, friends and supporters have been the foundation of our success to date, and will be essential as we move forward, in service to the community, the nation and the world.