Dear Friends,

December, 2007

Upon my appointment in 2004, I was tasked by Brown’s Corporation and Administration to expand the medical student body (then 60-70 matriculants/year), codify the then piloted Pre-Med application process, design a new integrated medical education curriculum, rank in the top quartile of U.S. medical schools, grow the biology program, expand the Public Health Program and locate it in a new facility, reconstitute the divisional leadership team and establish an academic medical center with Brown’s teaching hospital partners. The latter was to include the activation of the Brown-Hospital Partnerships, the establishment of a Medical School facility off of College Hill as well as the joint definition of and investment in Brown-Hospital Centers of Research Excellence.

At the time of this writing - thanks purely to the hard work of many in our midst and to a newly reconstituted divisional leadership team - much of the aforementioned agenda has either been accomplished or else is securely underway. The MD class of 2011, ninety six strong, is our largest ever. Pre-Med matriculants (~1% of ~3,000 applicants/year) - now a regular component of the student body - are scholastically indistinguishable from Ivy peers. A new and integrated pre-clinical curriculum - replete with a novel two year-long Doctoring course and an innovative Scholarly Concentration Program - is now poised to explore its clinical component. A rise of 12 rungs in the U.S. News & World Report research rankings over the last four years, now ties Brown’s Medical School with its counterparts at Dartmouth College and the University of Iowa while outranking 75% of all accredited U.S. medical schools. With the recruitment of 22 new faculty into the Biology and Public Health Programs via the Plan for Academic Enrichment and with 12 faculty searches underway, a divisional roster of 110 tenure track scientists/scholars (a 40% increase since 2004) is within reach. Further, with the Public Health Program in a home to call its own (an 11 story building at 121 S. Maine St.; purchased in 2005) replete with an expanded faculty body and newly developed educational offerings, an accredited school status can now be explored. Finally, with the recruitment of 3 new departmental chairs and with several additional such searches underway, the ongoing renewal of the academic leadership is well in progress.

Although a physically distinct, programmatically coordinated academic medical center remains to be fully realized, palpable progress to this end is evident through the activation of the Brown-Hospital Partnerships, formulation of a Dean’s Strategic Plan, establishment of regular channels of communication, improvement of the tenor of the conversation, joint recruitment of officers for both strategic planning and enterprise-wide research (a first), alignment of Brown-Hospital recruitment protocols for chairs of clinical departments, and the progressive centralization of intellectual property efforts. Moreover, current ongoing discussions with Brown’s Hospital partners continue to give rise to the hope of establishing an academic medical center complete with a vigorous Brown-Hospital research alliance, one that will complement a successful extant
educational partnership. Most importantly, the vote of confidence afforded by the Warren Alpert Foundation's $100 million gift has assured that the establishment of a Medical School facility off of College Hill and that investments in Brown-Hospital Centers of Research Excellence are now in the realm of reality.

We did not stop there.

With accreditation of the Medical School secure through 2013, re-designed and improved medical student advising, upgraded physical facilities, expanded compensation for pre-clinical teaching faculty, expanded summer research assistants, greatly improved US Medical Licensing Examination test scores, strong residency matching record, implementation of three new combined degree programs (MD/MPH, MD/MPP and MD/MPA), the introduction of online admission (Banner®) and assessment(OASIS®) systems, increasingly paperless faculty affairs office, improved outreach to alumni, a strategic communication and marketing plan, substantially increased total endowment (to $327 million; an 80% increase since 2004), a growing financial aid endowment (to $69 million; a 50% increase since 2004), an ambitious annual fund, growing balanced budgets (to $130 million; a 60% increase since 2004), the introduction of the national AOA honor society, 2 new endowed chairs committed to ongoing innovation in medical education and a new medical education building in the planning phases, Brown's newly named Alpert Medical School is soundly positioned for further progress.

Similarly, the inauguration of the Sidney E. Frank Hall for Life Sciences as well as the complete renovation of the research space within the Biomedical Center facility (a 75-percent increase in the divisional laboratory space), continued Brown's transformation in the life sciences. The establishment of an office for Graduate and Postdoctoral Studies, the introduction of competitive graduate student stipends, the doubling of pre-doctoral training grant and fellowship support (from 44 to 88 positions), the implementation of the Marine Biological Laboratory partnership, the recruitment of new faculty, the marked improvement of faculty compensation and the addition of new research space, have all converged to enhance the divisional scientific training environment. Moreover, the garnering by faculty of signature program project and center awards (e.g. National Children's Study) - along with the prospect of an institutional Clinical and Translational Science Award - have afforded Brown's biomedical enterprise with a growing critical mass of large (often ≥$10 million) cross-disciplinary inter-institutional investigative initiatives (12% year-to-date increase - over last year - in peer-reviewed grant dollars awarded). Complemented by a newly established Investigator Bridge Fund, 6 newly added/appointed endowed chairs, the Excellence in Women's Health Seed Grant Program, the Dean's Award for the Advancement of Women Faculty, the launching of the Center for Restorative and Regenerative Medicine, the AIDS Center, the Vision Research Center, the Bio-repository component of an anticipated Personalized Medicine Program, a planned Brown-wide Global Health Program and a proposed Correctional Medicine Program, an already vibrant intellectual enterprise is now clearly on the move.