

## MILESTONES

*FULFILLING THE FIVE YEAR PLAN, 1997-98*

*We celebrated our 40th anniversary this year — 40 remarkable years of growth and achievement. And we made a strong start on the future. Our undergraduate enrollment was at a record high, our SAT scores rose, our research programs continued to grow, and we continued to work toward campus-wide long-term goals.*

*—President Shirley Strum Kenny*



*(Above) University President Shirley Strum Kenny. (Below) An aerial view of Brookhaven National Laboratory.*

In this special edition of *Happenings*, the President reports in detail on the many accomplishments for the year. Some highlights:

- ★ On March 13, Stony Brook and Battelle Memorial Institute began operating Brookhaven National Laboratory as Brookhaven Science Associates.
- ★ Enrollment reached a record high of 17,831 students in the fall 1997 semester. The freshman class had 366 more students than fall 1996 and had average SAT scores 25 points higher.
- ★ The undergraduate computer science major will double in size, thanks to new funding from Computer Associates, Paine Webber, and New York State. The funds will also go to expand other engineering programs to help meet Long Island's need for technical workers and to support a software incubator at Stony Brook.
- ★ The Melville Library and Health Sciences Center Library have been renovated and reorganized. They now offer more attractive, user-friendly study spaces and state-of-the-art, expanded services.
- ★ We passed the \$100-million mark in annual expenditures for sponsored research projects. Sponsored research expenditures rose 7% in 1997 and are 5% ahead of last year for the first nine months of fiscal year 1998.
- ★ A three-year, \$3-million grant from The National Institutes of Health funded a General Clinical Research Center at the University Hospital/Medical Center. The Clinical Research Center, first of its kind on Long Island, will help us test new treatments and better understand the mechanisms of disease.

# FIVE YEAR PLAN 1995-2000

## A Report for 1997-1998

When President Kenny issued Stony Brook's Five Year Plan for 1995-2000, she promised annual "report cards." This is one such report; it describes the status of the Five Year Plan projects scheduled for completion this year. The summaries here are not comprehensive, but document substantial progress toward the goals established in the Plan: improving undergraduate education; research scholarship and creative activity; economic development; health care; community programs; campus life; image, public relations, and development; human resources and support services; and facilities. The Plan itself and previous status reports can be found on-line at the president's office Web site. Copies are also available from the President's Office.

## UNDERGRADUATE EDUCATION

### The Five Year Goal

"Stony Brook will become a national model for undergraduate education at research universities and the first choice for New York students who want the advantages of education in a public research university. Research and learning will be interconnected. The Provost's Academic Plan calls for making Stony Brook a student-centered research university, with increased attention and commitment of the faculty to undergraduates and their instruction, a university where the educational needs of students help define the intellectual focus of the faculty."

### 1997-98 Projects

*Create a Learning and Teaching Center to promote excellence in learning and teaching and support Stony Brook's mission as a student-centered research university. (1.1, Provost)*

After a national search, faculty member David Ferguson from Technology and Society was named director of the Center for Excellence in Learning and Teaching. Work is under way to create facilities for the Center in Melville Library.

*Establish university standards for TA teaching and ensure that all TAs receive training that meets those standards. (1.1, Provost)*

Establishing university standards for teaching assistant (TA) training was delayed so that the director of the Center for Excellence in Learning and Teaching could participate. The Graduate Council proposed that all students register for a supervised teaching course while serving as TAs.

*Streamline the Diversified Education Curriculum (DEC) to simplify the requirements while ensuring that all DEC courses and course requirements fulfill their intended goals. (1.2, Provost)*

A review of the DEC concluded that a major revision is unnecessary, but three issues should be addressed: the coherence of DEC requirements, the need to ensure that students' skills prepare them for education at a research university, and access to courses in certain DEC categories. The Learning Communities Project to be initiated in fall 1998 will provide coherence through curricular coordination, and strengthen students' academic skills through collaborative research

projects. The Dean of Arts and Sciences is improving access to courses by increasing capacity in shortage areas.

*Develop and implement an early-alert intervention system to identify and assist students at risk. (1.2, Provost)*

An early warning process was initiated in fall 1997. In the third week of classes instructors in large introductory courses notify the Academic Advising Center of students who appear to be at risk.

*Equip two classrooms a year for instructor-based multimedia instruction. (1.4, Chief Information Officer)*

In 1997-98, a seminar area was created in the Math/Physics SINC site, the Javits Lecture Hall was equipped with a data projector, and the History computer classroom was upgraded and expanded. Several SINC sites were modernized and expanded.

*Develop a "Conversations with Notable Alumni, the President, and the Provost" series for first-year students to promote a sense of community. (1.5, President)*

In spring 1998 the President and Provost initiated discussions with students in USB101, Stony Brook's new-student orientation course. These discussions will be expanded in fall 1998.

*Upgrade computer systems to provide all academic advisors access to student records. (1.6, Provost)*

The Academic Advising Center has electronic access to students' records, and students can share Internet access to their transcripts with faculty advisors. Departmental computer equipment has been upgraded to ensure that undergraduate and graduate program directors can utilize computerized records.

*Complete the computerized evaluation of transfer credits and their integration into student records to facilitate effective transfer advising; improve credit evaluation for foreign transfer students. (1.6, Provost)*

Planning for a transfer-credit evaluation system was completed in fall 1997.

*Develop job placement services. (1.7, Vice President for Student Affairs)*

The Career Placement Center has established comprehensive services, including campus interviewing, job and internship fairs, and Internet-based interview-scheduling and resume-referral systems. More than 200 employers participated in these activities in 1997-98. Students' utilization of the Center's newly renovated facilities increased 30%.

*Increase the number of scholarships for students of excellence in a wide variety of fields. (1.8, Associate Vice President for University Advancement)*

Seventy-four new scholarships, fellowships, loan funds and annuities have been added to the 122 accounts in place in 1994. Donations to support these new scholarships total \$2.0 million, bringing the total scholarship support raised since 1994 to \$3.3 million; \$720,000 was raised in 1997-98.

## RESEARCH AND GRADUATE EDUCATION

### The Five Year Goal

"Research, scholarship, and creative activity form the heart of a university's educational enterprise, never more so than in the present time of rapid social, cultural, material, and technological change. Stony Brook is one of the premier research institutions in the nation. It must assume a leading role in defining excellence in research and graduate education for the coming years. The University will not only improve its strengths; even more importantly, it will move into promising areas. Infrastructure and fiscal support will be provided to enable the faculty to achieve these goals."

### 1997-98 Projects

*Retain outstanding faculty as sound academic and fiscal strategy. (2.1, Provost and Vice President, Health Sciences Center)*

A number of efforts to retain key faculty were successful. For example, seven Arts and Sciences faculty who had attractive outside offers elected to stay at Stony Brook.

*Build excellence by hiring outstanding faculty. (2.1, Provost and Vice President, Health Sciences Center)*

Eighteen new West Campus tenure-track faculty were appointed in 1997-98. The Medical School made several key appointments, including a Chair of Surgery, a Chief of Cardiac Surgery, and two structural biologists. Internal candidates were appointed as chairs in Orthopaedics, Psychiatry, and Physiology and Biophysics.

*Hire, retain, and promote faculty based on their demonstrated excellence in research, scholarship, creative activity, teaching performance, and service contributions. (2.1, Provost and Vice President, Health Sciences Center)*

Recruiting and retaining outstanding faculty, and supporting their professional development, is one of the highest priorities of academic administration at all levels. The Medical School appointed a Vice Dean for Academic Affairs whose responsibilities include faculty development.

*Support and enable all faculty to seek new and enhanced sources of external funding to support their research, scholarship, creative activity, and educational innovation, with the goal of increasing external funding in all academic areas by 5% per year. (2.1, Vice President for Research)*

In fiscal year 1997, Research Foundation expenditures increased by 7% to \$105 million, and the number of sponsors funding projects increased by 5. Growth was especially pronounced in the College of Engineering and Applied

Sciences, where expenditure increased 24%. Expenditures for the first nine months of the current fiscal year are 5% ahead of last year.

*Provide sufficient matching funds to support the growth of sponsored research. (2.1, Vice President for Research)*

Over \$34 million in external support was leveraged from \$4 million in matching funds in fiscal year 1996-97.

*Reorganize library administration, technical services, and public services in Melville Library to better distribute leadership, create more team efforts, redirect staffing resources, and consolidate and strengthen operations. (2.5, Dean of Libraries)*

Technical service units in Melville Library have been merged and streamlined, manual operations have been automated, and a new emphasis has been placed on educational and research support services. Library systems, technical services, and special collections have new leadership and priorities, and service points have been consolidated to strengthen services and reduce costs. More than 25% of the staff accepted new assignments in the Library to accomplish this reorganization. The Library's physical facilities were reorganized to create better reading rooms and accommodate an expanded Engineering and Applied Sciences Library. The Galleria was made into an attractive seating and cafe area.

*Begin a development program for the Library, including fundraising and grants. (2.5, Dean of Libraries)*

A Library development program was initiated and the first small gifts were received. The HSC Library received donor support to create a state-of-the-art microcomputer lab and computer classroom.

## ECONOMIC DEVELOPMENT

### The Five Year Goal

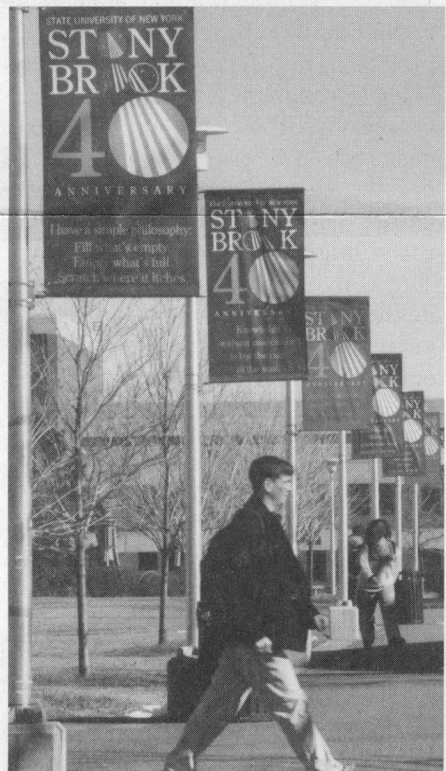
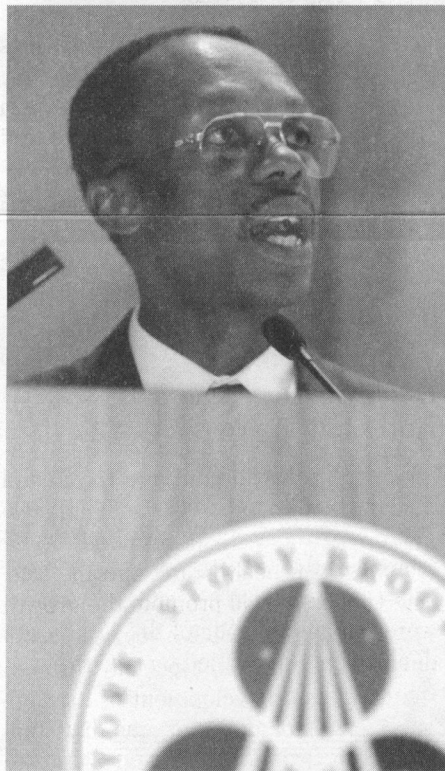
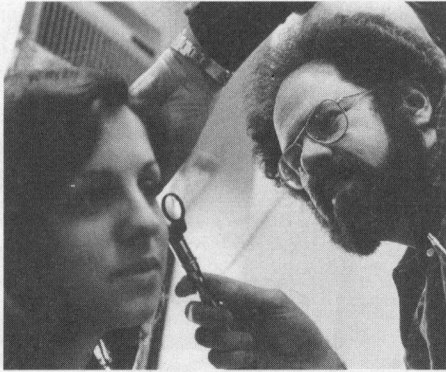
"Stony Brook will continue to expand its contribution to Long Island and New York State as a leader in industrial development, health care, and the arts. The University will promote the growth of a globally competitive regional economy on Long Island, especially through the continued development of its engineering school and programs that stimulate the transfer of research to the marketplace, such as the Long Island High Technology Incubator and Center for Advanced Technology. University economic development activities will contribute to fulfilling the goals of the regional strategic plan for economic development, Project Long Island."

### 1997-98 Projects

*Develop partnerships with regional research/industrial parks to enhance Long Island's position as a desirable technology location. (3.2, Vice President for Research)*

A Technology Park Partnership Program was established in 1997-98 and tested in the Stony Brook Technology Center and Flowerfield Industrial Park. The program will be expanded next year to high-potential development sites identified through Project Long Island.

*Expand the Office of Economic Development to facilitate coordination of campus activity and program expansion*



(Clockwise from upper left:) The Student Activities Center Dining Hall. • A health exam at University Hospital; recent grants will support research into new treatments for disease. • The High Technology Incubator. • The Octos, eight-person, pedal-driven, circular transportation. • Bedecked with banners, the University celebrated its 40th anniversary this year. • Physician assistants in training. • Former Haitian President Jean-Bertrand Aristide spoke on campus this spring.

and innovation. (3.2, Vice President for Research)

A half-time technical assistant was hired to help coordinate campus economic development programs, improve data systems, and enhance Internet programs. Further expansion is planned for 1998-99.

## HEALTH CARE

### The Five Year Goal

"The Health Sciences Center serves the Long Island region as a leader in health care. It accomplishes this mission through the provision of health care for the Long Island region, the training of health professionals, and the conduct of basic and applied research. In the volatile environment of contemporary health care, it must reorganize its academic and administrative structure to enhance the fulfillment of these missions."

#### 1997-98 Projects

*Reorganize the Clinical Practice Management Plan so it can function as a multidisciplinary group practice. (4.2, Vice President Health Sciences Center)*

Reorganization into a multidisciplinary group practice is in progress to facilitate an effective response to the expansion of managed care on Long Island.

*Initiate the identification and development of selected centers of excellence. (4.2, Vice President Health Sciences Center)*

Four centers of excellence were identified as focal points for the development of research and patient care programs and interdisciplinary activities: The Center for Molecular Medicine, Center for Molecular Cardiology, Center for Integrated Medicine, and Biomedical Engineering.

*Evaluate the medical curriculum to ensure that optimal primary and ambulatory care are represented. (4.3, Vice President Health Sciences Center)*

A revised medical curriculum will be implemented in July 1998 for all third- and fourth-year medical students.

*Convene a graduate medical education committee. Establish and implement a plan for rightsizing. (4.4, Vice President Health Sciences Center)*

Residency positions in specialty areas were reduced, and further reductions are planned for 1998-99.

## COMMUNITY PROGRAMS

### The Five Year Goal

"The educational programs, cultural events and athletic facilities of the University should be a source of enrichment to community members. There are a variety of opportunities for the University to develop additional activities to serve the community."

#### 1997-98 Projects

*Publicize general campus lectures, such as the President's and Provost's Lecture Series, to community residents. (5.1, President and Provost)*

Campus events are publicized through *Happenings* and *Monday Morning*, which are distributed to departmental offices and high-traffic

community locations. Software to put a comprehensive university calendar on the Internet is being tested.

*Create a series of faculty lectures for community residents. (5.1, Provost)*

*Create an annual Open House for community residents including tours of laboratories. (5.1, President and Provost)*

A series of programs for campus and community residents, combining lectures and open houses, is scheduled to begin with a fall 1998 program in marine sciences and a spring 1999 program in the arts.

*In collaboration with business and civic leaders, establish a comprehensive plan for developing Stony Brook's role as a resource to the local community. (5.1, President)*

Special-interest roundtables were convened to identify areas of mutual interest to the community and the University. A meeting with religious leaders was held in fall 1997, and a meeting with education leaders is scheduled for spring 1998.

*Expand the use of the Stony Brook campus by Long Island schools and civic groups for regional activities such as sports competitions and clinics, artistic competitions and events, and conventions. (5.1, President and Provost)*

The use of athletics facilities by community groups has increased, and new dance and music competitions have been added to the Staller Center's summer schedule.

*Increase interactions with local school districts and high-school guidance counselors. (5.1, Provost)*

New programs were created for high school guidance counselors, including a Field Trip program, an annual Advanced Placement Conference, and a newsletter. More high school groups visited the campus, and Admissions staff increased their participation in high school parents' nights and their visibility in local guidance organizations. These initiatives were developed as part of a comprehensive Enrollment Plan established in fall 1997.

*Complete a marketing plan for self-supporting academic and non-academic programs. (5.1, Provost)*

The development of self-supporting programs has focused on summer opportunities and on-going marketing efforts by the School of Professional Development. Recruitment has begun for a Summer Program Director to coordinate, market, and expand academic and non-academic summer programs.

## CAMPUS LIFE

### Five Year Goal

"The recruitment and retention of students is significantly affected by the quality of campus life at the University. When choosing a college or university, students and their parents consider the attractiveness and cleanliness of the facilities, the livability of the residence halls, the quality of the food served on campus, the success of the athletic teams, user-friendliness, the number and quality of weekend activities, and the opportunities for employment during school and after graduation, in addition to the reputation of the academic programs. Stony Brook will meet or exceed the standards of its peers in all these areas. A special effort will be made to better integrate commuter

students into the life of the University, for employment and recreation as well as for their studies."

### 1997-98 Projects

*Complete the renovation of Tabler Quad. (6.1, Vice President for Student Affairs)*

The renovation of Tabler Quad will be completed in December 1998, bringing the renovation project to 19 out of 26 halls completed.

*Develop a plan to raise \$750,000 yearly by the year 2002 to finance athletic scholarships. (6.3, Dean of Athletics)*

Athletics has established a development plan for scholarships and programmatic support with annual goals increasing from \$557,000 in 1997-98 to \$1,535,000 in 2001-02. This plan includes \$750,000 from annual giving, major gifts, and foundation awards by 2001-02. An advancement infrastructure has been established, and the first-year goals are being met.

*Offer two large-scale events per year marketed to the entire University. (6.4, Vice President for Student Affairs)*

Six large events were offered in 1997-98: The 40th Anniversary Party, the Student Activities Center dedication, the OCTOS Fall Festival, the International and Multicultural Festival, Fall and Spring Commuter Festivals, and a visit by Jean-Bertrand Aristide (former president of Haiti).

*Develop and implement a program plan for the Staller Center that integrates the Center more fully into campus and community life. (6.4, Provost)*

Since 1996 the Staller Center has increased its audience base from 10,000 to 27,000. Programming was diversified; the film program begun in 1995 attracted many new patrons from on- and off-campus; new marketing efforts increased the Center's visibility, and close relationships were developed with corporate sponsors and community organizations and schools. A Community Outreach Department will be created this spring. In 1997-98 the Center doubled its Theaterworks dates for school groups to 30 performances and increased the audience to more than 25,000 children.

*Increase the number of paid on-campus jobs for students. (6.5, Vice President for Student Affairs)*

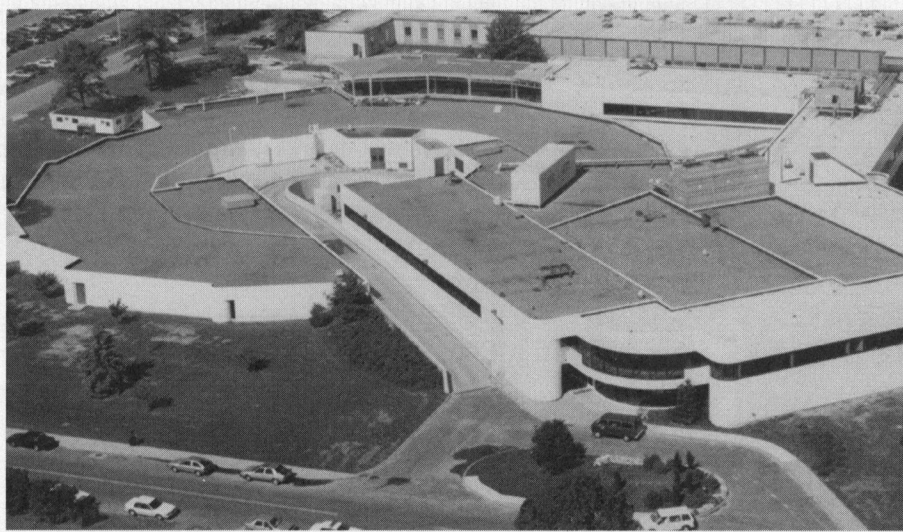
Several areas have increased student employment. For example, in the past year Administration added 141 jobs for undergraduate students, and Student Affairs added 103 undergraduate and graduate positions. The Provost and Vice President for Student Affairs are planning to create a Student Employment Office in the Career Development suite.

*Increase the participation of students, faculty and staff in Pride Patrol and the Green Team project. (6.5, President)*

A Fall Pride Patrol was added in 1995. About 300 faculty and staff and 300 students now participate in each event. The number of Green Teams has increased from 13 in 1995 when the project began to 73 teams in fall 1997.

*Provide ongoing customer-service training for all staff who serve students. (6.6, Vice President Administration)*

In 1997-98, 227 people enrolled in the "Connections" program, which is designed to improve participants' communication skills and increase their understanding of customer service in a campus setting. A new Performance Excellence Program enrolled 175 people in four tracks.



*The National Synchrotron Light Source (NSLS) at Brookhaven National Laboratory is the largest such facility in the country.*

*Install new record-keeping and appointment-scheduling processes for the Student Health Service. (6.6, Vice President for Student Affairs)*

A new information system was installed in March 1997 to improve billing procedures and the collection of data on patient visits, diagnoses, and procedures. Plans are in place to extend the system to appointment scheduling, prescription processing, and the entry of in-house laboratory data.

*Make student-friendly publications describing programs and degree offerings available in every department and on the World Wide Web. (6.6, Provost)*

In addition to the undergraduate and graduate bulletins, a series of brochures on graduate school programs is in progress; more than 30 volumes are projected. More than 60 academic departments and programs now have Web pages. (6.6, Provost)

*Take advantage of new information technology to make student processes (e.g., registration, advisement) more user-friendly and responsive. (6.6, Provost)*

Students can register and pay their bills by telephone, and use the Internet to obtain administrative and academic information and view their transcripts and financial records. The Academic Advising Center, Commuter Student Affairs, and several academic departments have established e-mail addresses as information sources.

*Develop electronic/interactive applications for the Student Handbook. (6.6, Vice President for Student Affairs)*

The *Student Handbook* distributed to students entering in fall 1998 will be available in an interactive Internet-based version as well as in print.

*Expand by 50% discipline-centered student organizations that foster community. (6.7, Provost)*

Many academic departments have disciplinary student clubs.

*Have the Student Affairs newsletter, The Advocate, available on the Internet accessible through the Student Affairs home page. (6.7, Vice President for Student Affairs)*

Starting with the April 1998 edition, *The Advocate* will be available on the Internet through the Student Affairs home page.

*Create a new program series during Campus Life Time, with faculty participation, specifically designed to attract commuter students. (6.7, Vice President for Student Affairs)*

Two new program series were initiated in 1997-98. "Good Morning/Good Afternoon Commuter" invites individual faculty, administrators, and staff to talk with commuter students, and "Dine with

Your Dean" gives students the opportunity to talk with a dean over lunch.

*Establish a registry system for faculty advisors of student organizations. (6.7, Vice President for Student Affairs)*

Development of a data base of potential advisers began in spring 1998.

## IMAGE, PUBLIC RELATIONS, AND DEVELOPMENT

### The Five Year Goal

"The many new developments occurring at Stony Brook, as detailed in this Plan, will be brought to the attention of a wide audience, including current, potential, and former students, and political, community, and business leaders. Stony Brook is a leading public research university that aims to become a leader in undergraduate education while offering its students rewarding recreation and social life. The University also aims to further develop its role as a regional leader in economic development, health care, and culture. These are the basic facts upon which a new image for Stony Brook will be built. Increased outreach to the University's various communities will be balanced by a renewed effort to enlist the support these communities have always been willing to offer Stony Brook."

### 1997-98 Projects

*Present a single coherent identity in all campus-produced materials through consistent design and use of the new logo. (7.1, Assistant Vice President for Communications)*

1997-98 projects included redesign of key publications, development of templates for standard documents, signage design standards, guidelines for departments developing publications, and design programs for the Staller Center and 40th anniversary celebration.

*Establish an effective public-relations strategy. (7.2, President)*

The President has established a public relations strategy organized from a national perspective and including attention to a broad spectrum of audiences. New print materials have been produced, and work has begun on a video program.

*Create an integrated Campus Assistance Program that makes campus resources more accessible to the public by means of signage, information services, calendars, directories, and other aids. (7.3, Assistant Vice President for Communications and Vice President, Administration)*

Installation of new signs will begin this summer, and the welcome booth at the main entrance will be staffed. A short-range information radio station was established in 1996, and software to put a comprehensive university calendar on the Internet is being tested.

*Create a Campus Resources Directory accessible in print, on the WWW, and by telephone. (7.3, Assistant Vice President for Communications)*

Development and maintenance of this directory will be one of the responsibilities of the Media Director hired in Communications in the coming year.

*Create a Speakers Resources Directory that identifies faculty, staff, and alumni who are engaging and willing speakers. (7.3, Provost)*

Information previously collected will be updated and readied for use in summer 1998.

## HUMAN RESOURCES AND SUPPORT SERVICES

### The Five Year Goal

"Stony Brook will have a diverse faculty and staff, up-to-date information technology resources, and an efficient administration."

### 1997-98 Projects

*Provide electronic grant application processing. (8.2, Vice President for Research)*

Stony Brook initiated electronic grant application processing by becoming a participant in the NSF's FastLane program. Work has begun on a Lotus Notes system that will route proposals electronically through the campus approval process.

*Review all administrative departments on a regular seven-year cycle. (8.3, President)*

An administrative department review process was established, 42 administrative departments eligible for review were identified, and self studies were initiated in four of the first seven departments scheduled for review.

## FACILITIES

### The Five Year Goal

"The Stony Brook campus will be a source of pride. Long-standing facilities deficiencies will be corrected."

### 1997-98 Projects

There are no Five Year Plan projects addressing this goal scheduled for completion in 1997-98, but facilities improvements continue. 1997-98 projects included renovations and repairs in several academic buildings, additional outdoor beautification projects, and parking improvements. Forthcoming summer projects include new signs, a campus bicycle path, and a major landscaping project to improve the Academic Mall.

For more information, contact Emily Thomas, Director of Planning and Institutional Research, at 632-7272.