

Remarks by President Nannerl O. Keohane**Board of Trustees "Campaign for Duke" Meeting****October 3, 1998**

Good morning. It is wonderful to be here with you, and with so many of you, for this truly historic gathering. So far as we can tell, the Boards of Visitors of the several schools of the university have never before come together with the Board of Trustees for an open meeting of this kind. It is especially appropriate that we are assembled to consider this crucial topic of support for the future of our beloved university, in a campaign that will have considerable significance for every part of Duke.

Dukies of several eras are gathered in this hall today. You represent high achievement in the worlds of scholarship and teaching, business and finance, law and medicine. And you literally come from the far corners of the world.

It is fitting that we gather in the Great Hall; over the decades, this lovely space has served Duke in many ways. The Great Hall is the traditional dining room of the university and I suspect a number of you can point to where you sat with this or that friend and talked about the great events of the day, or last night's party, or the coming basketball game. Many of you know it also as the Blue and White Room, Duke's colors. Some of you called it the Black and Blue, back when you were famished undergraduates jostling elbows in a rush for dinner. This hall has served generations of students very well

Today, we continue the celebration of Duke that began on Thursday with Founders' Day ceremonies in Duke Chapel. We embark upon the formal, public part of a remarkable enterprise that will extend over half a decade and into a new century. Success in our enterprise will require the skills, dedication, and generous support of everyone here today, and of thousands of other alumni, parents and friends of Duke University throughout the world.

Our collective goal, and the wonderful opportunity before us, is to secure Duke's position as a leader in education and in service to society well into the 21st century. To preserve Duke and to keep the promise of an university that truly is like no other.

We have before us, for consideration and endorsement today, the prospect of one of the most ambitious fundraising efforts ever conducted in higher education and the largest for any university in the South. It stresses endowment, particularly for scholarships, so that Duke will remain accessible to the best students of all means, and faculty chairs, so that Duke can attract and retain the best in each generation of scholar/teachers. The campaign will assure needed on-going operating support for all our schools and make possible a carefully selected number of most important new collective initiatives, including facilities renovations and additions.

By means of the campaign, we expect to extend Duke's growing leadership role in education and, equally important, to deepen our impact on individuals and society through teaching, research, medical care and service. That kind of impact carries with it enormous responsibility to lead.

We are firmly convinced that, given the resources, this university can continue our tradition of faithful stewardship to our historic purposes, sustain our current upward momentum, and reach out even more boldly into new realms of scholarship and service in the decades ahead. Perhaps you have seen the wonderful stories in yesterday's edition of Dialogue, the university newspaper, profiling students who receive financial aid and

faculty who hold endowed chairs. Soon you will see in Time magazine -- we're told it will be next week -- a 40-plus-page story on health care at Duke and the leading role played in medical care delivery today by our model Health System.

Think of the difference our students and faculty and doctors and nurses make. Think of the greater impact Duke can make when we open a children's health center to heal ailing young bodies; when we expand our pioneering research into the mysteries of genetics, environmental policy and dread diseases to improve the lives of people from Durham to Bangladesh; and when we welcome to our faculty and student ranks more of those men and women, from North Carolina and around the globe, whose brilliance will shape the intellectual landscape and whose service will lessen misery and promote human happiness.

We propose to undertake a campaign of great magnitude, in all senses. Not because other great universities have or will do this, although we are spurred by competition in excellence in all things -- athletics and teaching and research alike, and excellence requires financial undergirding. More fundamentally, we propose this Campaign for Duke because we clearly see a gap between what we can accomplish today with our people and resources, and what we could accomplish tomorrow -- if only we had the resources. The gap is both tantalizing and challenging.

All of us can be encouraged by the simple truth that Duke and our predecessors have faced and closed other challenging gaps. After all, once there was no medical or nursing school or hospital, no school of law or business or the environment, no LSRC, not even a Duke Gardens or Bryan Center or Wallace Wade or Cameron Indoor Stadium. The proof of our ambition -- and our ability to make good on it -- is there for everyone to see in our history and current reputation. Duke now is a player in the "big leagues" of higher education, which is what J.B.Duke envisioned and hoped for. And our greatest achievements are evident in the accomplishments of our faculty, students, and graduates.

Those of us here know the underlying truths behind Duke's stellar reputation. We know the people who make the difference in the lives of their friends, students, neighbors, and colleagues around the world -- differences both large and small, heralded and unsung. We know the difference Duke has made in our own lives and the lives of people the world over. Many of you can recall being transfixed by the powerful ideas and language of a favorite professor, and by that professor's personal investment in you as a student; many of you were personally transformed while you were at Duke, in the mysterious transformation that we call education at its best.

It's astonishing when you think about it, but it wasn't even 75 years ago that Trinity, a good but small regional college, was given the extraordinary opportunity to act on what had been only dreams of greatness. Not even 75 years ago. Mr. Duke's vision had its scoffers then, particularly among those who felt that nothing much good had or ever would come out of the South.

But you know how the Duke story goes from that point forward. We have eminent graduate and professional schools and an undergraduate college and health system that are internationally known. And the dreams of that little North Carolina college have produced today's 102,000 living alumni -- leaders in all fields, pioneers in medicine, technology, law, business, environmental study, and public service in their local communities and to society.

Equally astonishing is the fact that Duke, strictly in financial terms relative to its peers, is a modestly endowed institution. I realize that is an extraordinary statement, particularly in light of the rich human resources we enjoy. But it is nonetheless a true statement. Our endowment is significantly smaller than the endowments of many private universities -- and even a few public universities -- with which we compete fiercely for faculty and students. Indeed, in terms of endowment per student, our endowment isn't even the largest in North Carolina. To say this is not to cry poverty, because we are richly blessed with resources that are the envy of

many colleges and universities and for which we are deeply grateful; rather, it is to put into perspective how much Duke has accomplished relatively quickly and with relatively modest resources, and to explain why we are determined to bridge that gap between what we are able to do with what we have, and what we could do, with all the talent and dreaming that is Duke, with resources more nearly in line with what Terry Sanford always called our "outrageous ambitions."

So we come together today with a determination to secure Duke's future for our time. Together, we have shaped a campaign that will shape that future. We have identified current strengths, and tried to envision and articulate those new initiatives, programs, and facilities that are most likely to make a difference in undergraduate teaching, outstanding research, medical care, and every other activity undertaken at Duke.

Our objective is not just a dollar amount, not truly, although we will pursue a very large one. The principal objective is, and must be, to protect the essence of Duke in a changing environment while never forgetting our obligation to lead. What Duke University does matters, and we must not lose sight of that fact.

Fortunately, Duke has never been in a stronger position to emerge unmistakably as a worldwide leader in education, discovery, and service. Duke is blessed with many loyal alumni and friends who feel pride and gratitude for what this university has meant in the past, and a strong personal stake in its future welfare and its vast potential. I am deeply grateful for the leadership and personal generosity provided by members of the Board, of the Campaign Steering Committee, and of the boards of visitors and alumni committees who serve Duke in so many ways. And I applaud the efforts of so many colleagues across the campus who have worked so hard, some for five years or more, to prepare Duke for this ambitious undertaking.

Thanks to you and those who will follow your lead, Duke will do justice, in our lifetimes and beyond, to James B. Duke's founding indenture, which charges Duke to "develop our resources, increase our wisdom, and promote human happiness." As we strive to put these simple but powerful words into action, we will push forward the frontiers of what we know in every field, educate splendid students of all backgrounds and means for a variety of lives and professions, and serve our society more effectively. We will define our strategic contributions wisely, and focus on those aspects that we are best equipped to develop. We will continue the Duke tradition of leveraging our resources to great advantage. And we will preserve that institutional balance that is so distinctively Duke, and which our friend John Piva defines as "eruditio et religio -- et basketbollo."

With the successful conclusion of the Campaign for Duke, our university will be able to take one more significant step in the quest to fulfill the mandate James B. Duke's provided for us in his indenture: ". . .attaining and maintaining a place of real leadership in the educational world."

Thus I am privileged to be in this place at this time with so many people who care so much about Duke University. The Campaign for Duke will allow us to claim Duke's future together.

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