

May 6, 199

To: Members of the Duke University Board of Trustees

From: Nannerl O. Keohane

Subject: Summary of Activities

I am pleased to share with you this report on some of the honors, activities, and events involving Duke faculty, students, staff, and alumni since the Board's meeting in February. My brief oral comments at our meeting next week will focus on just a few issues of particular interest. Should you have any questions about any of these items, please give me a call or raise them during my presentation at the Board meeting.

## CAMPUS CLIMATE

We have discussed at several Trustee meetings the importance of identifying and attracting outstanding students from different backgrounds and experiences, to enrich the educational experience of all undergraduate students at Duke. Our need-blind admissions policy, endorsed most recently by the Board in *Shaping Our Future*, ensures that we attract a diverse, highly qualified student body. It is a cornerstone of our admissions policies.

On April 14, I joined with the other presidents and chancellors of the Association of American Universities, representing 62 of the leading research universities--public and private--in North America in expressing strong support for continued attention to diversity in university admissions. The full text of the statement is enclosed with this report, but I think it important to highlight some portions of the statement in this report in light of some issues that have surfaced on campus in recent days:

We speak first and foremost as educators. We believe our students benefit significantly from education that takes place within a diverse setting...For several decades...our universities have assembled their student bodies to take into account many aspects of diversity. The most effective admissions processes have done this in a way that assesses students as individuals, while also taking into account their potential to contribute to the education of their fellow students...we do not endorse quotas or "set asides" in admissions. But we do insist that we must be able, as educators to select those students--from among many qualified applicants--who will best enable our institutions to fulfill their broad educational purposes...The concept of merit must take fully into account not only academic grades and standardized test scores, but also the many unquantifiable human qualities and capacities of individuals, including their promise for continuing future development...such as the potential for leadership--especially the requirements for leadership in a heterogeneous democratic society such as ours. We therefore reaffirm our commitment to diversity as a value that is central to the very concept of education in our institutions. And we strongly reaffirm our support for the continuation of admissions policies, consistent with

the broad principles of equal opportunity and equal protection, that take many factors and characteristics into account--including race ethnicity and gender--in the selection of those individuals who will be students today and leaders in the years to come.

While there should be no doubt about our commitment to diversity as a core educational principle, providing an environment that enables our students to benefit fully from the advantages a diverse student body makes possible must be an equally high priority at Duke. During the past few weeks, a number of incidents have led many African American members of our community to express their feelings of frustration and alienation at Duke.

The latest issue of the student conservative publication, *The Duke Review*, contained a tasteless article that portrays large categories of our biweekly employees in job classifications in which African Americans predominate at Duke as lazy and incompetent. The article was promptly condemned by Executive Vice President Trask and others in letters to *The Chronicle*. A few weeks later, an article in the Currents section of *The Chronicle* described the sexual and social relationships of a seemingly fictional student in graphic terms. Two African American women students felt that the article would be read by their classmates as applying to them, and they have since left Duke. Vice Provost Judith Ruderman and Vice President Myrna Adams have been working with the students and their families in what is a complicated and difficult issue.

In early April, two campus police officers mistakenly and improperly arrested an African American undergraduate student they suspected was responsible for recent thefts in the Fuqua School. After a thorough investigation, Duke Police Chief Alana Ennis apologized to the student, penalized the offending officers and instituted a retraining program for all officers in the department. As soon as I learned of the incident, I issued a statement in *The Chronicle* in which I apologized to the student on behalf of the university, and challenged the Duke community to come together to overcome the insidious power of stereotypes that infect our society and drive us apart. Copies of my statement, along with a number of articles about these incidents, are enclosed with this report.

I cannot stress strongly enough the degree of pain these incidents have caused many at Duke, and particularly our African American students and employees. The closing days of the semester have seen a powerful silent vigil organized by senior class president Danielle Turnipseed and other students protesting the inhospitable environment many African American students feel at Duke, a thoughtful and provocative talk about racism and stereotypes by UNC Professor Michael Dyson that attracted a large and diverse crowd to Reynolds Auditorium, and a series of meetings involving concerned faculty and staff led by Judith Ruderman and Myrna Adams about the broader implications of these incidents.

Duke cannot be immune from the issues we struggle with in American society. Indeed, we have an obligation as one of the leading universities in the country to confront these issues head-on, and try to prepare our students to be leaders in attacking them as well. But if we cannot provide an environment where true education occurs, and where all among us--and particularly our students--feel comfortable as part of a broader community, then we

will have failed. While recognition of this problem must be widespread and permeate every level of the administration, the faculty, our staff, and the student body, I feel a particular obligation as president to speak out forcefully on this issue.

I have told my colleagues this month with renewed vigor that addressing these issues in a direct, serious, and sustained fashion is one of our very highest priorities as an administration in the months and years ahead. I am confident that they will each provide a high level of attention to these matters in their own areas of the university. I look forward to working with leaders of the faculty, student body and staff, and the Board as well, to find better ways of ensuring that everyone at Duke takes seriously our obligation to provide a welcoming community for all members of this university.

## AWARDS AND HONORS

Henry Petroski, the chairman of Duke's Department of Civil and Environmental Engineering, as well as a professor of history, has been elected to the National Academy of Engineering. A distinguished researcher and teacher in his own right, Petroski is perhaps best known for his lucid writing on engineering principles and engineering history, which has attracted international attention. In announcing his appointment, the Academy specifically praised him for his wide-ranging "books, articles, and lectures on engineering and the profession that have reached and influenced a wide range of audiences."

Professor of Biochemistry Irwin Fridovich was awarded the Elliot Cresson Medal from the Franklin Institute in Philadelphia for his discovery that the body naturally produces toxic molecules called free radicals--the chemical key to aging. Last week's *Duke Dialogue* contains an excellent article by Karyn George about Dr. Fridovich's discovery in 1968 that mutated molecules chemically erode healthy cells. His pathbreaking research has helped spawn new drugs and a new branch of biochemistry, as well as an entirely new way of looking at human disease. Two recent Franklin Medal recipients received the Nobel Prize last year, as have some 26 previous Franklin winners.

Stanley Hauerwas, Gilbert T. Rowe Professor of Divinity and Law, has been named to the prestigious Gifford Lectureship at the University of St. Andrews, Scotland, for the academic year 2000-2001. Professor Hauerwas is an ethicist and theologian who is well known for his trenchant statements about modern society and the implications of Christian beliefs in practice.

Trustee Emeritus Mary Semans and her husband, Professor Emeritus Jim Semans, are the 1997 recipients of the North Carolina Philanthropy Award. This award is given annually by *The Philanthropy Journal of North Carolina* to recognize individuals and organizations for sustained and significant contribution to the state's nonprofit sector. While we know Mary and Jim best for their unstinting service to Duke, the award recognized their support of a broad range of philanthropies and their service on literally dozens of boards including The Duke Endowment in Charlotte (which, as you know, Mary chairs); the Mary Duke Biddle Foundation (which Jim chairs); and the North Carolina School of the Arts in Winston-Salem (which they helped create).

Last month, University Secretary Allison Haltom, Trustee Ernest Mario and his wife Millie, and I were privileged to be in San Diego as the Association of Governing Boards presented its Distinguished Service Award in Trusteeship for private universities to our chairman, John Koskinen. In presenting the award as the outstanding trustee in the nation, John was cited for his many years as chairman of the Business and Finance Committee, his exceptional leadership in reorganizing the Duke Trustees' governing structure to meet the needs of our hospital and medical center in a time of managed care, and the innovative, bold two-tiered tuition structure--which has become known as the Koskinen Plan at Duke--which provided revenues to enhance undergraduate education while holding down tuition for continuing students. In his typically self-effacing way, John passed credit to his colleagues on the Board for virtually all that has been accomplished during his years on the Board and his term as chairman. I can think of no one more deserving of this singular honor than John Koskinen, and I know that you share our pride in this recognition of our colleague's accomplishment.

## STUDENT AWARDS

For the second time in four years, a team from Duke has placed first in the William Lowell Putnam mathematical competition, a grueling six-hour long test that for math students is the equivalent of the NCAA basketball tournament. By amassing the highest cumulative ranking, sophomore Andrew Dittmer of Eureka, Missouri; junior Noam Shazeer of Swampscott, Massachusetts; and senior Robert Schneck of Charlotte, led Duke over more than 400 other institutions. Of the more than 2400 contestants who took the test, less than half scored more than two points out of a possible total of 120. Shazeer, Dittmer, and Schneck all scored 60 or more points. Schneck, the only senior on the team, will attend Cambridge next fall as Duke's latest winner of a prestigious Churchill Scholarship. He is the fourth math major to receive one of these prestigious scholarships since 1993. This is but the latest evidence of the high quality of the faculty and students in mathematics at Duke, which was one of the departments identified as a priority for investment in the university's academic planning more than a decade ago.

I am also pleased to report that five students have won Andrew W. Mellon Fellowships in Humanistic Studies. Of the total of 85 fellowships that were awarded nationally, Harvard had the most with six; Duke, Chicago, and Yale tied for second with five. Duke's winners include four of last year's graduates--Julia Livshin, a Slavic literature and language major; Joshua Steckel and Charlotte Taylor, both English majors; and Allison Phillips, a history major (who also won a Fulbright Fellowship); and senior religion major Jamillah Karim.

We also have just learned that three seniors have won Fulbright Scholarships. They are Armando Chapin Rodriguez, who majors in chemistry; Edward Ernst Freyfogle, in civil engineering and German; and Richard Scott Bermudez, who majored in history. Rodriguez also won a Marshall Scholarship.

*The Dialogue* in its commencement issue will list all of the major scholarship and fellowship winners this year.

Finally, we are delighted to welcome back to the campus Vice President Janet Smith Dickerson, who spent much of the month of April studying higher education in Germany on a Fulbright Commission grant. Vice President Dickerson was one of two dozen American educators selected to participate in the Seminar for United States Administrators in International Education.

## ADMISSIONS

In the final days of March, admissions packets were sent out to some 3,489 outstanding high school students from across the nation. We do not have all of the responses in yet, but Christoph Guttentag, our director of undergraduate admissions, says that we expect to enroll 1,610 first-year students, which will include the 475 students previously admitted under our early decision program. Christoph reports that the class we have admitted is perhaps the strongest in academic terms in the university's history. Although we received about 200 fewer applications this year, we had 200 more applicants who scored over 1400 on their SATs. Duke was not alone in experiencing a slight reduction in applications this year. Preliminary reports indicate that virtually all of our private university competitors (with the exception of Stanford, Northwestern, and Columbia, which had increased applications this year) reported larger declines. Christoph and others who have looked at this national phenomenon believe there are explanations for it, including greater emphasis on early decision programs at several peer institutions.

Given the strength of our pool, we are not particularly concerned about the minor drop in applications overall, but we are concerned that as much as 30 percent of the total decrease in applications this year is in African American applications. The drop in the number of black applicants appears to be a national phenomenon, with Cornell, Dartmouth, Harvard, and Yale all reporting significant declines. Interestingly, almost 62 percent of the drop in African American applicants in our pool comes from two states--Georgia, where applications declined from 86 to 1996 to 48 this year; and Maryland, where the drop was from 78 to 50 over the same time period. The presence of particular scholarships (the Hope Scholarship in Georgia and the merging of the Banneker-Key Scholarships in Maryland) may partially explain this phenomenon. There is considerable evidence that the Hope Scholarships are keeping outstanding students in that state's universities, and particularly the University of Georgia. Knowledgeable people in Maryland tell us that the University of Maryland's strong position in opposing the federal courts' questioning of the Banneker Scholarships has led a number of black principals and counselors throughout the state to think considerably more positively about the institution and, therefore, to recommend African American students for attendance. On the opposite end of the spectrum, in Texas, the number of African American applicants to Duke has increased from 29 to 39, possibly in response to the Hopwood Decision.

We do not have complete information about several of the other schools, but the latest information that was collected of COFHE schools indicates that only Amherst, Northwestern, Stanford, and Washington University in St. Louis had experienced increases in African American applicants.

I am told that there is speculation among admissions professionals that part of the decrease in African American applicants reflects a continuing trend of increased interest in and aggressive recruiting by historically black colleges of strong African American applicants who previously were interested in Duke and our principal private competitors. The fact that at least 50 percent of our decline was from two states in which specialized scholarship and fellowship programs are most attractive to African American applicants, suggests that a central part of our strategy for attracting outstanding African American students increasingly will depend on our being competitive in our financial aid packages.

## GIFTS

Thus, we were most pleased to announce last month that Henry R. Kravis, a former Duke parent and general partner of Kohlberg Kravis Roberts & Company (KKR), has given Duke \$1 million to endow the Kravis Scholars Program for students, particularly African American students, whose families are unable to afford a college education without financial assistance from the university. We are deeply grateful, both for Mr. Kravis' understanding of our commitment to provide access to Duke without regard for students' ability to repay, and to provide the financial assistance they require for four years of their college education.

Another gift of importance to our undergraduate students is from the William and Flora Hewlett Foundation. The Foundation has awarded a \$120,000 two-year grant to the Kenan Program in Ethics and the First-Year Writing Program for a pioneering pilot course for freshmen that will explore the ethics of public communication and argument. This exciting collaborative effort, directed by Professors Elizabeth Kiss of the Kenan Program and Van Hillard of the Writing Program, is designed to provide students with the means to examine the nature and quality of their participation in American civic life. Hewlett Foundation officials have called this program an exemplar of the sort of undertaking that they hope more universities will attempt.

## COMMENCEMENT

We are looking forward with enthusiasm to Commencement Weekend, at which former President Jimmy Carter will deliver the 1997 commencement address and receive an honorary degree. Others receiving honorary degrees are: Lockheed Martin Corporation chief executive Norman R. Augustine (doctor of laws), a Duke parent who has served as under secretary of the Army and has been a major advocate of federal support for university-based research; Harvard professor and university minister Peter Gomes (doctor of humane letters), who has preached regularly at Duke Chapel; artist and arts advocate Doris Marie "Doc" Leeper (doctor of fine arts), a 1951 graduate from the Woman's College; and presidential science advisor and physicist Jack Gibbons (doctor of science), who earned his doctorate in physics from Duke in 1954.

As you know, Elizabeth Dole initially was scheduled to give the commencement address, but a conflict in her role as president of the American Red Cross forced her to cancel. On April 12, Mrs. Dole--a former student

government president, member of Phi Beta Kappa, and trustee of Duke--braved two delayed airplanes and some awful weather to have a conversation with the senior class in what turned out to be the highlight of Duke's Senior Week. Elizabeth Dole gave a splendid talk before a packed Page Auditorium and then joined many of the seniors at a party on campus. The senior class officers, and particularly senior class president Danielle Turnipseed, did a wonderful job in arranging Mrs. Dole's visit as well as a wide array of other successful Senior Week activities.

## RESEARCH

A Duke study that has received wide attention has found that chronic disability among older people in the United States continues to decline. This could have major policy implications for Social Security, Medicare and Medicaid, and the findings already have been cited in Congress as another reason for increased support of biomedical research by the federal government. The research by Kenneth Manton, Larry Corder, and Eric Stallard of Duke's Center for Demographic Studies found that from 1982 to 1994 the chronic disability rates for people 65 and older in the United States decreased almost 15 percent, with the largest rate of decline occurring from 1989 to 1994. The study, funded by the National Institute on Aging, indicated that the most significant declines occurred for the oldest-old and the most disabled people. Manton says if the rates had held steady from 1982 to 1994, there would be 1.2 million more older people with chronic disabilities in the United States than there actually are.

Duke Medical Center researchers are part of an international team that has identified a gene that may help explain why some people can eat a rich diet and stay slim while others eat the same diet and get fat. The newly identified gene, dubbed uncoupling protein 2 or UCP2, contains the blueprint for a previously unknown heat-generating protein that may play an important role in the cause and treatment of obesity. The protein appears to be responsible for burning excess calories in the diet as surplus body heat, before the calories can be stored as fat. As a result, animals that have more of the protein burn more fat, while animals that have less store more calories as fat. The study findings, co-authored by Richard S. Surwit, professor and vice chair for research in the Department of Psychiatry and Behavioral Sciences at Duke, were reported in the journal *Nature Genetics*.

Another major study on high blood pressure has shown for the first time that simply eating more fruits, vegetables, and low-fat dairy foods can significantly lower a person's blood pressure without weight loss or salt restriction. And the higher the person's blood pressure, the better the dietary regimen works. Dr. Laura Svetkey, director of Duke's Hypertension Center, who led the Duke portion of the multicenter study, says the findings suggest that the diet could replace medication in people with mild hypertension. For people on the verge of developing high blood pressure, the diet could prevent them from crossing the line. The study was funded by the National Heart, Lung and Blood Institute.

Recent studies led by Dr. Edward Levin, director of the Integrated Toxicology Program at Duke, and supported by the National Oceanic and Atmospheric Administration and the National Science Foundation, have shown that a toxic one-celled organism found in North Carolina coastal waters can cause serious learning impairments in rats. The team's earlier animal studies demonstrated that the toxin caused cognitive deficits, but could not distinguish between learning and memory disorders. The latest studies show that the learning of new tasks is

severely affected. Dr. Levin and his colleagues began conducting experiments on the effects of the toxic organism *Pfiesteria piscicida* because people who had been exposed to it exhibited dramatic mental impairment, serious disorientation, and immune and dermatological problems.

Divinity Professor Jackson Carroll, director of the school's J.M. Ormond Center, recently reported the findings of a study that found the United Methodist churches in North Carolina with small memberships are facing considerable social changes. The study concluded, however, that these small churches--defined as 75 people attending Sunday worship--still represent a significant opportunity for growth and outreach ministry. Most of these churches are rural, and many of their members feel unsettled in their situations as corporate farming takes over family homesteads, and urban retirees and others who prefer small-town life bring with them different cultures and lifestyles. Carroll's research shows these small churches provide members with a sense of meaning and belonging, and they are usually supported by the members at a higher proportion than their larger counterparts. The study was funded by The Duke Endowment.

The research of English Professor Karla Holloway, who chairs Duke's African and Afro-American Studies Program, into how African Americans deal with loss, death, burial and mourning, led her to conclude that rapidly disappearing black-run mortuaries and funeral homes are taking with them something that has been special to the black community in America. Her studies have included visits with two mortuaries, morticians' conventions and funerals, and the burial places of James Baldwin and Father Divine. She plans to publish her findings in a book with co-author and Yale professor and minister Maurice Wallace.

A Medical Center study has found that a laser that pierces new blood-carrying channels into ailing heart muscle appears to be an effective new therapy for coronary artery disease patients who have exhausted all other conventional forms of treatment. By opening new passageways into heart muscle the laser treatment increases blood flow to the heart, significantly relieving the chest pain of angina. A six-month follow-up study indicated that the benefits last for some time. The Food and Drug Administration is expected to decide later this year if the procedure is ready for clinical use.

Biology Professor Thomas Struhsaker and colleagues from around the world have conducted the most comprehensive long-term study yet done of the effects of timber-cutting on a rain forest. They have found that the delicate ecological web of the tropical rain forest is permanently unraveled by heavy logging. Struhsaker concludes that even the so-called "sustainable" harvesting practices used in some countries are far too intensive to protect rain forest ecology. He advocates that rain forests be spared completely from logging, and for rain forests that are to be logged sustainably, harvesting must mimic natural treefalls--consisting of no more than one large tree per hectare per century, done by hand to minimize forest disruption. The findings have been published in a book by the University of Florida Press. Professor Struhsaker's research has been funded by a number of organizations over the years, including the National Institutes of Health and the National Science Foundation.

Two books by Duke authors are receiving considerable recognition. Marianna Torgovnick's *Primitive Passions*:

*Men, Women, and the Quest for Ecstasy* extends her award-winning *Gone Primitive: Savage Intellect, Modern Lives*, in which she explored the attraction to the violent and sexual sides of primitive cultures. Her new book moves the study of that attraction into the spiritual realm and brings women into the mix of the effort, as she put it, "to uncover the deep psychological motivations behind our attraction to primitive cultures."

And Professor Ellen Mickiewicz, director of the DeWitt Wallace Center for the Study of Journalism in the Terry Sanford Institute of Public Policy, has just published a major new work which documents how television contributed to momentous political changes in Russia. *Changing Channels: Television and the Struggle for Power in Russia* documents the role of television in the breakup of the Soviet Union and the ouster of Mikhail Gorbachev, and its role in ending the war in Chechnya. She also shows how Russian president Boris Yeltsin used television effectively in his successful reelection effort in the face of what most observers had predicted would be almost certain political defeat.

The role of the media in covering campaign finance scandals in this country was the subject of the John Fisher Zeidman Memorial Colloquium on Communications sponsored by the DeWitt Wallace Center last month. Four prominent journalists--Trustee Judy Woodruff; her husband Al Hunt of *The Wall Street Journal*; Alex Jones, formerly of *The New York Times*; and Susan Tifft, formerly of *Time* magazine--participated in the colloquium. Jones and Tifft will be joining our faculty next year after they conclude their history of the Ochs-Sulzberger family, the owners of *The New York Times*, as joint holders of the Gene Patterson Chair in Journalism.

Also last month, a group of leading scholars and national policymakers gathered at Duke to examine and debate issues surrounding the control of weapons of mass destruction. Sponsored by the Duke Law School Center on Law, Ethics and National Security, in cooperation with the University of Virginia Center for National Security Law, the conference looked at a wide range of critical concerns, including the ratification of the chemical weapons convention, the use of anti-personnel land mines, and how effectively export-control regimes contain the proliferation of weapons materials.

One of the advantages of students studying at an institution of the caliber of Duke is the opportunity for students to have access not only to our regular faculty, but to visiting lecturers, conferences, scholars and decision-makers who shape our society and the events which make the front pages of our newspapers and television reports. In a three-week period of March 26 - April 18, in addition to a number of those I've already mentioned in my report, a number of international leaders spoke at Duke. These included Mikhail Margelov, member of the executive staff of Russian President Boris Yeltsin; Ron Satloff, of the Washington Institute for Near-East Policy; Jack F. Matlock, Jr., former United States ambassador to the Soviet Union; Hanna Suchocka, former prime minister of Poland and current member of the Polish Parliament; John Holum, director of the United States Arms Control and Disarmament Agency; Erhard Busek, former vice chancellor of Austria; and Yaron Svoray, former Israeli FBI agent who infiltrated Neo-Nazi organizations.

In addition, former United States Secretary of Energy Hazel O'Leary; Dr. Audrey Manley, Acting Surgeon General and newly appointed president of Spelman College; Newton Minow, Annenberg Professor of

Communications, Law and Policy at Northwestern University, and former president of the FCC, who gave the second annual Crown Lecture in Ethics; Patricia Ireland, president of the National Organization for Women; Pulitzer Prize winner Bob Woodward, assistant managing editor of *The Washington Post*; Sam Donaldson, award-winning ABC News journalist; Dr. Richard Klausner, director of the National Cancer Institute; Paul Meyer, director of the Morris Arboretum at the University of Pennsylvania; Patrick Noonan, founder and chairman of the Conservation Fund; Jerry Melillo, President Clinton's nominee for the Office of Science and Technology Policy's associate director of the environment; and Wyatt Tee Walker, pastor of the Canaan Baptist Church in New York and former executive director of the Southern Christian Leadership Conference, all spoke at Duke.

I suspect that between enjoying the sunshine and the warm grass in the Duke Gardens, or a latte in the Bryan Center, or the myriad of spring athletic events on campus, our students may not have heard all of these speakers. But it is an impressive list and reflects, I believe, one of the important aspects of intellectual life outside of the classrooms and laboratories that Duke offers both students and faculty members.

## COMMUNITY AFFAIRS

Another of Duke's greatest assets is the exceptional experience and expertise represented by our emeritus professors and retired staff members. With the assistance of our Office of Community Affairs, a new Duke retiree organization, led by Vice President Emeritus Bill Griffith, is organizing university retirees to participate in the Duke-Durham neighborhood initiative that John Burness described at our December meeting. The effort is being guided by the National Retiree Volunteer Coalition (NRVC), a nonprofit organization which has worked with a number of leading corporations around the country to help capitalize on the wealth of talent and energy that retired employees represent. The program also is benefitting from support from The Duke Endowment and Wellpath Community Health Plan.

Some 175 School of Law students, faculty and staff volunteered their time and energy to community nonprofit organizations on April 11. It was the Law School's fifth "Dedicated to Durham" event--another example of Duke's outreach to the community. Volunteers helped as needed at such organizations as the Durham Literacy Council, the North Carolina Museum of Life and Science, and Genesis Home, a halfway house for women who need help in transitioning back into society.

And we are very excited about plans for a wonderful new exhibit of outstanding work by students at the Durham Magnet Center, one of the Durham public schools we are, in effect, adopting as part of Duke's community affairs initiative. The exhibit of student artwork at the Duke Museum of Art is scheduled to run from May 30 to June 8. We hope this will be an annual event. The exhibit is sponsored by the Museum, the Duke Institute for the Arts, the Office of Community Affairs, and the Durham Magnet Center.

Finally, a few thousand miles from Durham, Duke's presence was felt in Asia where in March, the Fuqua School held, in Shanghai and Hong Kong, the third classroom session of its innovative Global Executive MBA program, bringing together 40 managers and executives from fourteen countries around the world. I know Fuqua Dean Rex Adams is encouraged by the success of the GEMBA program, which in its brief existence has already become a model for educating managers and executives for future leadership in our increasingly global economy.

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