

September 16, 1997

MEMORANDUM

To: Members of the Duke University Board of Trustees

From: Nannerl O. Keohane

Subject: Summary of Activities

I am pleased to provide this report for the Board of Trustees for the first meeting of this academic year. In doing so, I want to extend a special greeting to our new trustees: Michelle Farquhar, Cookie Kohn, Takcus Nesbit, John Mack, Robert Richardson and Lanty Smith. Each of Duke's trustees brings unique experience and knowledge to the board, and I am confident that the trustees will benefit from the insights our new members will bring to our deliberations. This also will be Randy Tobias' first meeting as chair of the board. We are fortunate to have Randy's sound leadership for what no doubt will be a year of opportunity and challenge for Duke. I look forward to working with Randy and all of you. This also will be the first opportunity many of you will have to welcome Greg Jones as the new dean of the Divinity School. Dean Jones has hit the ground running and will, I am confident, build effectively on the strong foundation established by Dennis Campbell and his colleagues in the Divinity School.

Our meeting coincides with a number of important activities at the campus. It is particularly appropriate that we will be gathering on Homecoming Weekend, during which reunions for the classes of 1987 and 1992 will be celebrated. We also will celebrate Founders' Day weekend. This September celebration was first known as Benefactor's Day. University Archivist Bill King tells me that Benefactor's Day was established in 1901 and held on October 3, the birthday of Washington Duke's grandson, George Washington Duke. The original intent to "honor Washington Duke forever" has been kept in spirit, but through the years the name and date of the annual observance has changed. The date shifted to December in honor of the signing of the Indenture of Trust and the observance was called Duke University Day. It was renamed Founders' Day in 1948. Last year, the Founders' Day committee, chaired by University Marshal Pelham Wilder, recommended moving the date to September to avoid the rushed final exam and holiday period in December and allow more faculty and students to be involved in this important celebration.

The highlight of the weekend is the Founders' Day address, which this year will be given by Law School Professor Walter Dellinger. Professor Dellinger is returning to Duke after several years of senior positions in the Justice Department, most recently as Acting Solicitor General of the United States. Walter announced his return to the law school at a reception at the Justice Department in July. He is teaching two classes this fall: one on constitutional law and a seminar on the Supreme Court. I can't think of anyone more suited for educating the next generation of leaders in the legal profession than Walter Dellinger. There is an interesting article about Professor Dellinger from *The New Yorker* in the collection of news clips distributed for this meeting.

These first few weeks of the new academic year are an exciting time on campus, and I have especially enjoyed meeting the families and members of the Class of 2001 -- all 1,626 of them. They are a very impressive group. Members of the Class of 2001 represent a remarkable combination of academic talent and extracurricular accomplishment. Their SAT scores are at an all-time high for an entering class, averaging 1383. More than 800 of them had board scores over 1400. Three-quarters of the new first year students graduated in the top 5 percent of their high school class. Once again, North Carolina (11.9%) is the lead state of origin of our students, followed by New York, California, and Florida. 16% of the entering class are either the children or siblings of alumni.

Among the new students is the winner of the USA Mathematical Olympiad, another who is a member of the world championship Irish dancing team, a student who built his first computer at age 11, the author of a children's book, a featured dancer in the video "Stomp," a woman who has spent 1,000 hours rehabilitating wild animals for release, several dancers who trained with the San Francisco and Washington ballets, and the founder of Grandma Rita's summer program for needy and abused children, featured recently in *People* magazine.

I know the trustees will be especially interested in our success in recruiting a diverse class. The number of Asian Americans and Hispanic Americans essentially remained constant, and 7.7 percent of our new students are African Americans. That's also the same percentage as last year. You will recall that last spring we were concerned over a drop in African American applicants from 882 in 1996 to 791 this year, with most of that coming from two states, Georgia and Maryland, which had established attractive new scholarship programs. Thus, we were most pleased that 125 of our first year students are black, just two fewer than last year, which had a slightly larger overall class. I am told this is the highest yield of African American students in recent memory.

Enclosed in your materials for the meeting is my convocation address to our entering students and their families. I have been encouraged by the positive response I have received to these remarks, particularly from students and family members, since I tried to

use the occasion of the opening of the school year to remind everyone of the need to make Duke a more welcoming and inclusive environment. Interestingly, my remarks sparked a critical editorial in the Durham *Herald-Sun* in which I was accused of suggesting the South is to blame for any race problems we have on campus. That surely was not my intent. As I noted in a response to that editorial, as a Southerner myself, I am acutely aware that while racism exists across the nation, the unique legacy of this region associated with slavery and the fact that only slightly more than three decades ago, Duke admitted its first black students, makes the opportunity to confront the reality of discrimination even more compelling for Duke than other university communities where racism and discrimination also can be found. Here, as in many other areas, Duke has an opportunity for true leadership in efforts to make this a welcoming community for all. As Chairman Tobias reminded us at our spring meeting, addressing these issues can't be a "project"; it has to be a way of life.

In connection with these efforts, I am pleased to report the appointment of C.T. Woods-Powell as acting director of our Mary Lou Williams Cultural Center. She will be responsible for developing and coordinating educational and cultural programs at the center. Her energy, enthusiasm, and experience are great new strengths for drawing on the many talents of our community. She also will serve as assistant to the provost, helping with our efforts to recruit and retain black faculty.

The Student Affairs and Academic Affairs Committees are both scheduled to address some of these issues during our meeting. We will devote a significant portion of our session on Saturday to a discussion of the racial climate on campus, led by Vice President for Institutional Equity Myrna Adams, Vice President for Student Affairs Janet Dickerson, and our new Associate Vice President for Human Resources Clint Davidson. I look forward to these conversations, as I know you do.

As you no doubt know from reports in the national media, James B. Duke Professor Emeritus of History John Hope Franklin has been asked by President Clinton to lead a national commission on race. I can think of no one in this country so able to lead a national conversation on this important topic as John Hope Franklin, whose professional and personal life has been dedicated to increasing understanding of the African American experience in our country. His appointment gives us at Duke an incredible opportunity to take leadership in this area, to support Professor Franklin's endeavors, and to strive to be a model of the kind of change that is needed to turn race into a source of rich variety in our culture rather than a source of deep division and a scourge.

The 50th anniversary of Professor Franklin's landmark book *From Slavery to Freedom: A History of African Americans* will be marked on September 19-21 by a major symposium that will bring hundreds of historians, policy makers, students and educators to the campuses of Duke and North Carolina Central University (Professor Franklin taught at NCCU during the years 1943-1947). He literally took a subject that was on the margin in American history books and moved it to the center of the American story. Thanks to the initiative of Librarian David Ferriero, copies of *From Slavery to Freedom: A History of African Americans* are being distributed to each member of the freshman class of both universities, and the day after the symposium, Professor Franklin will meet with those freshmen to discuss the book as part of our ongoing effort to encourage conversation on this important issue. PBS commentator and Duke alum Charlie Rose is also scheduled to participate in this discussion with our entering students.

As you know, vice president and athletic director Tom Butters announced earlier this month that he plans to retire by next June. Tom has guided the Blue Devils' athletic program to unprecedented success on the playing field and in the classroom for two decades. He has done a wonderful job in one of the most challenging positions in intercollegiate athletics, and I have relied greatly on his wise and experienced counsel. I understand his decision and thank him for agreeing to stay on while we search for a successor. Executive Vice President Tallman Trask III has agreed to head the search committee, which will include the current and immediate past faculty athletic representatives Kathleen Smith of the Biological Anthropology Department and Tom Spragens of the Political Science Department; former Duke All-American football player and Dean of the Fuqua School of Business Rex Adams; Trustee Dan Blue; Dean Sue Wasiolek; Senior Women's Athletics Administrator Jacki Silar; former All-American basketball star and current assistant basketball coach Johnny Dawkins; and two students.

I'm also happy to report that Charles Putman has decided to remain at Duke as senior vice president for research administration and policy. Charles had been under consideration for the chancellorship of his alma mater, the University of Texas Medical School at Galveston, but after several discussions with his family and with his many friends at Duke decided to withdraw his candidacy and to continue his service here. Charles's leadership in research administration and policy has been very important to Duke in recent years, where in a tight funding environment, he has led efforts to increase our levels of sponsored research activities.

This past year our faculty generated a record \$275 million in externally sponsored projects. A good deal of credit for that accomplishment goes to Charles, who has worked closely with our deans and faculty to ensure that we were aggressive in a very competitive environment in seeking support for our faculty's research interests. In order to take maximum advantage of his leadership of faculty research and to link it to our other academic priorities, Charles will now report directly to Provost Strohbehn. Charles's knowledge of the important issues and relationships with research leaders in the Triangle, in North Carolina and in Washington, is particularly valuable to Duke, as is his thoughtful counsel on many different issues where his deep familiarity with Duke and the Medical Center make him a valuable repository of institutional memory. I am glad that he will remain also as a member of my senior leadership group, the Administrative Council.

### Community Partnerships

I know the trustees have been interested in our efforts to develop partnerships with the twelve neighborhoods near our campus and the seven schools that serve them. I am happy to report that Duke and the University of North Carolina at Chapel Hill have been jointly awarded a \$400,000, three-year grant from the Department of Housing and Urban Development to create a community outreach center focusing on six of these neighborhoods

in the southwest central part of the city. Duke's component of the grant concentrates on four of the nine separate community revitalization projects in the Burch Avenue, Lakewood Park, Tuscaloosa-Lakewood, Lyon Park, Morehead Hill and West End neighborhoods.

Duke's program includes efforts to improve community-police relations, education of low income families about credit and financial issues, the development of a storefront community center on West Chapel Hill Street, and expansion of the Center for Documentary Studies program in which young people in the community will interview community elders about the history of the area. This is the first federal money committed to the university's growing effort to reach out to the neighborhoods around campus, and we are most pleased that it is the result of a partnership between Duke, the neighborhoods, and UNC-Chapel Hill. I particularly want to commend the work of our community affairs director, Sandy Ogburn, and local housing expert, Teri Beckman, who served as a consultant to us on this exciting initiative.

Duke is also teaming up with the federal government to place more tutors in five Durham elementary schools to help children learn to read. It's part of the America Reads literacy program that President Clinton announced last fall. The university has committed up to \$100,000 for this academic year to support the use of college students to work as tutors in E.K. Powe, George Watts, Lakewood and Forest View elementary schools, and Morehead Montessori School, all of which are located in our targeted neighborhoods. Glaxo-Wellcome has awarded a \$20,000 grant to Duke to help cover the costs of reading materials, training of teachers and students involved in the program, and transportation costs.

I know many of the trustees are active in the United Way in your home communities. At Duke, we have given special emphasis to the United Way in recent years and have, over the past three years, increased our support of United Way agencies by some 230 percent. Last year we set a goal of \$600,000 and raised a record \$637,190. We are stretching once again and hope to raise \$700,000 in 1997. The United Way provides crucial support for 87 participating community agencies in the Triangle area. Nearly every aspect of community life -- including day care, pre- and after-school education, disaster relief, homelessness, literacy and substance abuse prevention programs -- involves one of these agencies. As an incentive to maintain our positive momentum for this year's campaign, we have agreed with the United Way that the first \$50,000 raised this year above last year's total will be set aside to support nonprofit

organizations serving specific needs identified by the neighborhoods with which we are establishing partnerships, and Duke has agreed to match that \$50,000. Directing this year's United Way campaign are Al Buehler, the longtime Duke track coach and professor of health, physical education and recreation; John F. Burness, senior vice president for public affairs; and John Robinette, senior associate chief operating officer for Duke Hospital. I'm also grateful for the commitment Chancellor for Health Affairs Ralph Snyderman is giving to this year's United Way campaign, given the potential for support represented by large numbers of employees in our Medical Center.

Discussions between Duke University Medical Center and Durham County Hospital Corporation (DCHC) continue to progress. The "term sheet," which establishes the guiding principles for the partnership between the two organizations, was adopted unanimously by the Trustee Committee for the Duke University Health System on Aug. 22, as well as by the DCHC board on Aug. 13. This term sheet will next be presented to the Durham County Commissioners for their review, public input and approval, with a final decision expected by the end of the year. Under the terms adopted by both boards, Duke would lease the facilities of DCHC and assume financial responsibility for operations, but the County of Durham would continue to own the land and buildings. This is a very complex deal, and I am grateful for the leadership that several trustees, but most particularly Ernie Mario, Thad Wester, and Jean Spaulding, have given to Chancellor Snyderman as he and his staff have worked through this promising venture. We'll have an opportunity to discuss this key initiative on Saturday and will plan to devote a major portion of our meeting in December to a comprehensive review of this critical issue.

#### Faculty Research

Our faculty continues to be highly successful in fulfilling its research mission in a wide variety of disciplines. As an example of the diversity of research at Duke, I'd like to note the work of botanist Mary Eubanks, who has been studying the ancestry of domesticated corn. Professor Eubanks recently reported in *Theoretical and Applied Genetics* evidence that corn emerged from the interbreeding of two different wild American grasses. By successfully crossing them for the first time, Eubanks has produced fertile offspring that closely resemble the earliest known samples of primitive domesticated corn. The work, funded in part by the National Science Foundation, may have interesting practical applications, such as helping produce corn that is resistant to the corn rootworm, a serious pest to farmers in the Midwest.

In an important article in *Journal of Applied Physics*, Adrian Bejan, J.A. Jones professor of mechanical engineering, has put forward a theory which explains why the shapes of trees are hauntingly duplicated in the way lung passages, nerve cells and blood vessels branch in the body. This same pattern occurs throughout nature, from the tributaries of rivers to the roiling eddies of the Gulf Stream. Professor Bejan theorizes that nature forms these increasingly complex branching patterns simply to minimize resistance. The tree shape is actually a principle, he reasons, and since that shape is everywhere, that principle must be everywhere. His research is also supported by the National Science Foundation.

Political science professor Ruth Grant has been exploring the full range of ethical choices and their political consequences, some of which may explain why hypocrisy appears to be so prevalent in politics. Her new book, *Hypocrisy and Integrity: Machiavelli, Rousseau, and the Ethics of Politics*, argues that hypocrisy in politics can be constructive and that more strictly principled behavior can be destructive.

Dr. Jonathan Stamler and his colleagues at the Medical Center shook up conventional views of how blood delivers oxygen last year when they discovered that hemoglobin also distributes nitric oxide. Now they have put the pieces of the oxygen-delivery puzzle back together by solving three apparent paradoxes that have left scientists perplexed for years. The researchers reported in the journal *Science* that hemoglobin is an exquisitely tuned biosensor that adjusts blood flow to provide exactly the right amount of oxygen to tissues and organs. The research was funded by grants from the National Institutes of Health and the Pew Charitable Trust, and was

the subject of a major story in *The New York Times*.

A study conducted in the mountains of North Carolina has found that poor white children are three to four times more likely to suffer from serious emotional disturbance than poor American Indian children, suggesting that poverty is only one among many causes of such disorders. The researchers linked depression, anxiety, substance abuse and conduct disorders to serious behavioral consequences, such as dropping out of school, arrests and convictions, teen pregnancy and suicide attempts. The study was led by Duke psychologist Jane Costello and funded by the National Institute of Mental Health. The findings should ultimately help professionals identify children and adolescents at risk for emotional disturbances by predicting the risk factors that contribute to their development.

Cancer center researchers have found a biological link between half of all ovarian cancers and the number of times a woman ovulates over her lifetime. This suggests that ovulation suppression has a protective effect. The findings indicate that women at risk for this type of cancer can protect themselves by reducing their ovulation cycles through birth control pills, pregnancy and breast-feeding. The research was led by Joellen Schildkraut, assistant professor in community and family medicine, and was funded by the Centers for Disease Control, the National Cancer Institute, and the American Cancer Society.

Researchers from Duke teamed up with colleagues at the Glaxo-Wellcome Research Institute to find a new compound they say appears to act as a natural estrogen where it is needed in the body, but as an anti-estrogen in tissues where the hormone can be harmful. This could be an important development because the compound seems to strengthen bones and improve cardiovascular health like natural estrogen does, while stopping the ability of estrogen to speed the growth of cancer in uterine cells. The researchers hope to begin testing the drug in women within a few months. The research was led by Medical Center pharmacologist Donald McDonnell.

The nation's largest learned society in the humanities gave an impressive endorsement to Duke's Department of Romance Studies when two of the department's faculty members received top awards for recent publications. Helen Solterer, an associate professor of French, was named a winner of the association's Scaglione Prize for French and Francophone Literary Studies for her book, *The Master and Minerva: Disputing Women in French Culture*. And Walter Mignolo, a professor and chair of the Department of Romance Studies, was awarded the Katherine Singer Kovacs Prize for his book, *The Darker Side of the Renaissance: Literacy, Territoriality and Colonization*. Duke professors have been granted awards

by the association in the past, but this occasion marks the first time that two Duke scholars from the same department were recognized in one year.

#### Other Good News

Thanks to the generosity of more than 76,000 donors, the university surpassed all previous records in recording more than \$219 million in gifts during the past fiscal year. That was 21.4 percent more than the previous year. Individual gifts (excluding bequests) increased 24 percent to reach \$58.9 million. Corporate giving totaled \$77.9 million, up 15.9 percent; and foundation giving was \$29.8 million, up 17.5 percent. Annual giving reached a record \$11.5 million, up 4.7 percent. Individual bequests jumped 114 percent to \$12.6 million. In all, there were 135,000 gifts from alumni, parents, patients, friends and other individuals, as well as from corporations and foundations. The Duke Endowment was the largest single source of support, totaling \$28.9 million, or 13.1 percent of all gifts. This outpouring of support and affection for Duke by its alumni and friends has been truly extraordinary and reflects a great deal of hard work and cooperative effort by the deans of our schools and Trinity College and their staffs, and by John Piva, Bob Shepard, and the development and alumni staff.

On the international front, the Duke Law School has established a Center for Global Information Technologies with the financial support of several major multinational corporations and the cooperation of the Peoples Republic of China. The center's first major project was an international conference in Brussels in July on intellectual property rights and capital investment in evolving economies. The goal of the center is to bring together public officials from developing countries with private industry leaders to address the problem of intellectual property piracy, while at the same time creating opportunities for private industry to invest in those countries where piracy has been an issue. The center has been carefully developed over the past several years by Law School Dean Pamela Gann and several members of the Law School faculty who have worked with Chinese officials to launch this innovative program.

Finally, on a more regional level, if you happen to take a ferry ride across the Cape Fear River east of Wilmington, you may well find yourself on a boat painted in Duke colors and sporting the likeness of the Blue Devil on its sides. The ferryboat Southport, better known as the Blue Devil Ferry, joined the state's fleet May 23. The 180-foot vessel, which can carry 34 cars and up to 300 passengers, is the first of the state's 23 ferries to be decked out in the colors of a private university. Sixteen other ferries are painted in the colors of the state's 16 state-supported colleges and universities. I am grateful that Trustee Emeritus Thad Wester led the Duke delegation at the ceremony. As Thad noted in his remarks, it was appropriate that Duke be honored as the first private university to be represented in the ferry fleet, given Duke's deep and strong roots in North Carolina.

We look forward to welcoming you back to Duke for a full and busy weekend of Board activities at the end of the month.

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