

## REPORT TO THE DUKE UNIVERSITY BOARD OF TRUSTEES

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I am pleased to provide this report for the winter meeting of the Board. We have a full agenda for the meeting, including discussions of undergraduate academic priorities and their financing, and future plans for the Duke University Health System. No topic has had more institutional attention this fall, or involved more collective effort by faculty, students and staff, than making Duke a more welcoming and inclusive community for all who study and work here. I would like to begin my report on that subject.

As I reported in October, and as you will have read in the Chronicle and the Duke Dialogue, there is a good deal of positive momentum on campus in dealing with the challenges of diversity and inclusiveness. To take advantage of this momentum, we are trying to act on every level -- in large gatherings like Race Day in October, and in strategic policy-making decisions by the administration and the Board of Trustees, to affirm our collective purpose; in smaller groups and organizations, fraternities and sororities, religious and political groups, sports teams, classrooms, and residential halls; and in our individual interactions. All three levels are crucial, and all demand different things from us.

Through dialogue on many topics and in many places, we are attempting to raise the level of understanding at Duke about the complex issues that confront us in making our institutional climate more welcoming to many people. We also need to translate talk into action. I have charged two major task forces to lead us in this endeavor. One, chaired by Provost John Strohbehn, is looking at student and faculty concerns. This task force will be working closely with the President's Council on Black Affairs. The second, chaired by Clint Davidson, associate vice president for human resources, will be looking at workplace issues. I expect each of these task forces to provide action oriented agendas, identifying both short and long-term strategies for change.

As an example of the approaches we are taking to encourage dialogue on campus, our campus community development staff in Student Affairs has established a year long series of conversations on race and race relations. The first speaker in the series was Professor Randall Kennedy of the Harvard Law School. In a thoughtful address on employees and race relations a few weeks ago, former U.S. Secretary of Labor Robert Reich urged his audience to talk frankly about racial issues.

We have shared with you the information concerning the "study-in" that members of Duke's Black Students Alliance held last week to commemorate the 30th anniversary of an Allen Building demonstration protesting the membership of university officials in a segregated local country club, which included a list of other demands for action by the university. The commemorative event was designed to remind the university of the many things that haven't changed enough since that time. Last week's constructive demonstration focused on three principal issues: recruitment and support of Black faculty; support for students, and particularly the need for greater financial aid for Black students; and the future of the Mary Lou Williams Center. Provost John Strohbehn, Dean William Chafe and Professor Karla Holloway met with a small group representing the other students to discuss their concerns, and agreed to a series of meetings over the next month devoted to each of the three principal issues the students identified.

Unfortunately, an attempt by two African American students to make a political statement about these issues through the tarring of the Class of '48 Bench in front of West Union, and the symbolic lynching of a black doll

on a nearby tree, took some of the focus away from the day's more constructive conversations. The students, who report that they acted alone and not in conjunction with any student organizations, will pay for any costs associated with cleaning the bench and taking the doll down. The matter has been referred to the student judicial board for appropriate action.

These events and our continuing campus dialogue about inclusiveness and diversity remind all of us of the need to confront these issues directly. While they are not unique to Duke, the degree to which we can make progress on them can have an impact not only on our campus and in Durham, but in other arenas as well. I am most grateful for the Trustees' strong support for the steps we are taking.

## **EXECUTIVE COMMITTEE MEETS WITH BOARD OF VISITORS**

When the Executive Committee of the Board met in November, a good portion of the session was devoted to discussions with the chairs, or their representatives, of the boards of visitors of Duke's several schools, including Trinity College. This was the first meeting between these two important leadership groups. It provided a good opportunity for members of the Board to learn about issues of concern to the visitors and their respective schools, and for leaders of the several advisory committees to learn from one another. It also gave Trustees and members of the administration an opportunity to share information about the major university-wide challenges and opportunities. The conversations were wide ranging and very useful. I hope that we can build on this initial success by holding similar meetings in the future.

Among the topics discussed with the boards of visitors were Duke's efforts to build partnerships in Durham with twelve neighborhoods near our campus and seven schools that serve them. As part of that discussion, Sandy Ogburn, our director of community affairs, led a bus tour of the neighborhoods, including a visit to one of the rehabilitated houses in Walltown near East Campus. The dilapidated former duplex has been turned into a comfortable single family house, as a result of the Trustees' investment of \$2 million in an affordable housing loan fund managed by the Center for Community Self Help. Thirty-two houses in a four block area of Walltown have been purchased for renovation, and many of the new homeowners are Duke employees. It was most encouraging to see firsthand the benefits to our employees and the Walltown community from Duke's investment.

## **COMMUNITY PARTNERSHIP INITIATIVE**

Strengthening neighborhoods near our campus is the central component of the community partnership initiative announced at our December Trustees meeting in 1997. Perhaps our greatest impact so far has been with the Durham Public Schools. Last week, the Greater Durham Chamber of Commerce named the university's education partnership as a top winner in its 1997 "Education: Top Priority" awards program. In presenting the award, Chamber Chair Robert S. Timmons cited numerous Duke contributions to the public schools.

One of the points we stressed when we launched this partnership program was leveraging our own substantial investment by helping the neighborhoods and schools bring others to join us in supporting the priority needs identified by the neighborhoods and the public schools. That is clearly happening. We've already helped the schools garner nearly \$1.2 million in gift and technical support.

The largest grant so far came from IBM in October. Worth \$875,000, the IBM grant will set up a computer software system to strengthen communications between school, home, and the community. The new system,

called "Wired for Learning," will allow parents to confer with their children's teachers, receive information on current homework assignments, and view their children's work. Students can use the software for assignments after school and work with students on the same project from different locations. Teachers can use the program to enhance their professional development, and community members can use the system to serve as mentors and tutors. The first phase of the program will focus on four middle schools -- Brogden, Githens, Rogers-Herr, and Durham Magnet Center.

The IBM grant was the third gift in recent weeks in Duke's alliance with the Durham schools. Previously, the university received a \$70,000 gift from an anonymous donor to expand arts programming at the magnet center and E.K. Powe Elementary School, as well as provide support to hire a project coordinator for our effort with the schools. And Duke announced in October a \$250,000, three-year grant from the AT&T Foundation. That grant will help support a Duke Library project under the direction of University Librarian David Ferriero aimed at providing Durham's teachers with the knowledge and skills to make the best use of the Internet and the vast resources it offers.

Our Office of Information Technology has been very helpful in setting up neighborhood and public school computer labs. The university is also participating in the America Reads literacy program, investing some \$100,000 in student financial aid to support the effort. Duke students participate as tutors in five elementary schools in neighborhoods around East and West campuses. Our Community Service Center has been instrumental in recruiting and coordinating the student volunteers. And we have been aided by a \$20,000 grant from Glaxo-Wellcome to help cover training costs, the purchase of needed materials, and transportation associated with the program. The number of Duke students working to help students and teachers in the seven partnership schools has increased by more than 200 in the current semester alone.

Duke also played a leadership role in developing a community-based wellness clinic in George Watts Elementary School. This program, using funding and nursing staff from the Duke Medical Center, also involves Durham Regional Hospital, the school system, Durham County Social Services, and public health and mental health departments, as well as grant support. The Watts School clinic, one of the first of its kind in the state of North Carolina, portends well for future community based clinics, not only in distressed neighborhoods near the campus, but throughout the community.

In another manifestation of the university's commitment to our community, Duke is within \$13,000 of achieving our ambitious \$700,000 United Way fund-raising goal this year. Thanks to the generosity of people from across the campus, we have increased contributions in support of our community from \$236,000 three years ago to nearly \$700,000 so far this year. As part of a special arrangement with the United Way, the first \$50,000 above last year's campaign total of \$637,000 will be made available to support non-profit organizations that serve Duke's 12 partnership communities, including the schools. This year's campaign built on the leadership of Associate Dean Susan Ross of Arts and Sciences last year, who helped secure 143 leadership gifts of \$1000 or more; so far this year we have 175 leadership gifts of at least \$1,000.

Special thanks go to Professor Al Buehler, PDC Assistant Director John Robinette in the Medical Center, and Senior Vice President John Burness, who co-chaired this year's successful campaign. And as always, Terry Chambliss, our superb Director of Special Events, deserves credit for making sure the United Way campaign had the necessary staff support to meet its ambitious goal.

Duke, of course, has an impact on Durham in many positive ways, not the least of which is our economic impact. As you know, our first study on the university's annual economic impact identified \$944 million in local spending by the university, its students, and visitors. The impact of that spending is at least twice that amount, or \$1.9 billion, because each dollar spent initiates at least one more round of spending before it leaves the local economy. Understanding the extent to which Duke is an important engine of economic activity in Durham can help all of us, both on campus and off, appreciate the degree to which Durham and Duke are inextricably engaged with each other.

John Burness, Executive Vice President Tallman Trask, and I met earlier this month with Durham's mayor-elect (and Duke alumnus) Nick Tennyson, new city manager Lamont Ewell, and outgoing Mayor Sylvia Kerckhoff. Tennyson and Ewell bring a refreshing candor to thorny issues, and an appreciation, as did Mayor Kerckhoff, of the importance of Duke working with the city on common goals. We had a very productive discussion that ranged from how we can work together to address crime and economic development issues to ways in which we can support the schools. As a result of the meeting, Tallman Trask and Lamont Ewell have agreed to meet on a regular basis.

You may have noticed some attention recently to concerns about clothing manufactured in overseas sweatshops. I'm pleased to report that Duke Stores, which oversees the licensing of Duke apparel, has modified the university's contract with its licensing agent to ensure that manufacturers of clothing and other items using the Duke name avoid unfair labor practices or abuse. The contract modification was made in August and reported when a new student group, called "Students Against Sweatshops," asked us in September to craft a policy that will ensure that merchandise using the Duke name is not produced in sweatshop conditions. Students and administrators are now working together on a code of conduct that will require full disclosure of working conditions in any factories producing Duke items.

## **FACULTY ACTIVITIES**

Several members of the Duke faculty have received major honors since our last meeting. Dr. Barton Haynes, chairman of the department of medicine, and Dr. Jeffrey Platt, professor of experimental surgery, have been elected to the Institute of Medicine within the National Academy of Sciences. As the Trustees know, Bart Haynes is one of the nation's leading AIDS researchers, and Jeffrey Platt in doing pathbreaking work in the field of xenotransplantation, the use of body organs from one species to another.

Elizabeth Clark, John Carlisle Kilgo professor of religion, has been inducted into the American Academy of Arts and Sciences. She joins 148 new fellows and 14 foreign honorary members chosen in recognition of distinguished contributions to science, scholarship, public affairs, and the arts. Tod Laursen, an assistant professor in Duke's civil and environmental engineering department, has been twice blessed by special federal support programs for promising young researchers. He is receiving about \$300,000 over three years as an Office of Naval Research Young Investigator and \$200,000 over four years as a National Science Foundation Career Award winner. Dr. William Shingleton, founding director of the Duke Cancer Center, received the Humanitarian Award from the Medical Alumni Association. And Tom Kelley, director of the Bridges program at the Center for Documentary Studies, has won a two-year fellowship for the leaders of tomorrow from the Rockefeller Foundation.

The African and African-American Studies Program at Duke has joined with Africa News Service, a Durham-based non-profit news agency, to establish a center for research and education on Africa and media issues. The new Center for Africa and the Media (CAM) will be a place to develop curricular offerings and conduct scholarly research, as well as to initiate visits and international exchanges with media scholars and journalists. Karla Holloway, director of the African and African-American Studies Program, notes that although a study of an historic Africa has been traditional for black studies programs, the Duke program's interest in a contemporary Africa is unique and is substantially enriched by the collaborative venture with Africa News.

A group of top attorneys, judges, academicians, and policy makers met in Naples, Florida, last month to examine the causes of corporate misconduct and possible cures. Duke law professor Jim Cox, an expert in corporate and securities law, organized the conference, which was sponsored by the Law School and the Institute for Law and Economic Policy. Duke's Institute of Statistics and Decision Sciences served as host to

three linked national workshops in October sponsored by a variety of organizations. The medical center held a major conference during the last weekend in October on the scientific basis behind the public's growing interest in so-called mind-body therapies, and how these techniques can be enhanced to improve medical outcomes and impart a sense of fulfillment to doctors and other care givers. The medical center was also the site for a conference last month on *Pfisteria*, the marine organism that has achieved notoriety for fish kills in North Carolina coastal waters and Chesapeake Bay tributaries.

Earlier this month, Presidents Rick Levin of Yale and Lee Bollinger of the University of Michigan and I met with the Director of the Office of Management and Budget, Franklin Raines, to discuss the partnership between the federal government and America's research universities. Frank Raines advised universities to work with OMB and other government agencies to set clear priorities among major research areas, and continue to explain the fundamental importance of research, at a time when government support has been more generous than we feared a few months ago, but significant fiscal constraints remain. We also discussed college costs, and our commitment to provide the highest quality educational experience to students of all socioeconomic groups.

## RECENT DISCOVERIES

For years, scientists have demonstrated the positive effects of biomedical research on treating specific diseases and conditions. What had been missing, say three Duke demographers, was a nationally representative database that could monitor the long-term benefits of biomedical research for the entire U.S. population. Duke demographers Kenneth Manson, Larry Corder, and Eric Stalwart noted recently in *The FASEB Journal* that long-term changes in health, disability prevalence, and survival in the U.S. elderly population can now begin to be assessed, thanks to information gleaned from National Long-Term Care Surveys from 1982, 1984, 1989, and 1994, and with another survey planned for 1999. For example, they already have reported that data from the surveys show that the prevalence rate of chronic disability and institutionalization declined significantly -- by almost 15 percent -- for the U.S. population aged 65 and older, from 1982 to 1994. Their research is supported by the National Institute on Aging.

The Duke-led research team that found the first gene for late-onset Alzheimer's disease has taken another significant step. The gene they have now identified appears to work independently of the previously discovered gene, which accounts for almost half of all patients with the disease. While the scientists have not yet isolated the gene, they have narrowed its location to a tiny piece of human chromosome 12. Margaret Pericak-Vance of the Duke University Medical Center reported the findings in the October 15 issue of the *Journal of the American Medical Association*. The research was funded by the National Institutes of Health, the Alzheimer's Association, and the Joseph and Kathleen Bryan Research Fund.

Researchers at the Cancer Center have focused on another chromosome, number 11. They have found that fragments of a portion of chromosome 11 slow tumor growth in mice and in cell cultures. The researchers believe a specific section of that strand of DNA chromosome contains a tumor suppressor gene that controls the spread of lung cancer. The finding may move scientists a step closer to locating a gene that helps control the growth of lung cancer. Dr. Gerold Bepler, associate professor of medicine at Duke, was senior author of the report. The research was supported by grants from the Jimmy V Foundation, the North Carolina Biotechnology Center, and the National Cancer Institute.

In another effort in the war on cancer, Duke medical center researchers have been able to slow the growth of tumors in rats by preventing the tumors from "signaling" nearby blood vessels to shoot out capillaries to feed the cancer. They did this by treating the tumors with an inhibitor designed to neutralize a protein on tumor blood vessels called Tie2. A single application of this potion slowed the growth of tumors by 75 percent, compared to animals with untreated tumors. The research was funded by a National Cancer Institute Special Program of Research Excellence in Breast Cancer grant, and other National Institutes of Health funds. Charles

Lin, primary author of the study, said this pathway could be a prime target for tumor therapy.

And in a study of a different sort, Duke researchers have shown that people who regularly attend religious services appear to have a healthier immune system than those who don't. In a study of 1,718 older adults in North Carolina, Drs. Harold Koenig and Harvey Cohen found that those who attended services at least once a week were about half as likely as non-attenders to have elevated levels of interleukin-6, an immune system protein involved in a wide array of age-related diseases. This effect persisted, albeit to a lesser degree, even when researchers accounted for factors like depression, chronic illness, and negative life events that were likely to affect immune status. Results of the study, funded by the National Institute on Aging, were reported in the October issue of the *International Journal of Psychiatry in Medicine*.

In yet another approach that could yield important benefits, the medical center has won a \$4.3 million grant from the National Institutes of Health to study St. John's wort, an herbal "remedy" for mild depression. It will be the first extensive clinical trial the federal government has financed to compare a health-food store dietary supplement with a prescribed drug, and a number of academic medical centers were vying for it. To Duke, winning the contract offers medical center researchers a chance to demonstrate the expertise of their department of psychiatry and behavioral sciences, as well as to show off the muscle of its Clinical Research Institute, which has organized huge clinical trials around the world. Dr. Jonathan Davidson is leading the three-year study involving physicians at Duke and up to 12 other centers around the country. They plan to enroll 336 psychiatric outpatients with moderate depression and treat them with the herb, a placebo, or a commonly prescribed drug for depression to see how they fare after six months.

Duke has begun returning black and white ruffed lemurs to the wilds of Madagascar. Five captive-born animals from the Primate Center were released November 10 and now roam free for the first time in their lives. The lemurs are part of a project by the international Madagascar Fauna Group to repatriate as many as 20 of the adaptable animals to their ancestral island nation over the next three years. Black-and-white ruffed lemurs, known for the fur that frames their faces and the lush coats of black and white fur, are among Madagascar's most endangered.

A joint project of the Duke medical center and Eastern Carolina University to boost the number of primary care givers in 31 counties in eastern North Carolina has received \$1.3 million in support. The grant from the Robert Wood Johnson Foundation, with additional funds from The Duke Endowment and the North Carolina Area Health Education Center, will allow the universities to launch a distance learning program to train health care providers in rural counties to become nurse practitioners, physician assistants, and certified nurse midwives.

And finally, in a demonstration of the value of university research funded by the Army, Duke engineers report that new techniques for analyzing signals from the kinds of land mine detectors now in use could for the first time enable mine removal teams to discriminate real mines from other buried clutter. More effective detection technology would reduce the high cost of finding and neutralizing real land mines among a much larger array of buried false "targets." Neutralization cost is currently estimated to be as high as \$400 per mine for devices Iraqis implanted in Kuwait during the Persian Gulf War. It has been estimated that it would take about 1,100 years, at current clearance rates, to remove all the land mines now buried somewhere in the world. Several Duke land mine detection investigators described their ongoing work in this area at a Department of Defense conference in October. The Army is funding a \$6 million multiuniversity research initiative led by Duke to spearhead new approaches to electronic land mine detection.

## **FOCUS TRIPS**

Our interdisciplinary FOCUS program for first-year students has been regularly breaking new ground in giving incoming students a fresh perspective on an issue or subject they might not normally encounter in their studies

at Duke. This fall's "The Changing Face of Russia" FOCUS program continued that tradition. The 27 freshmen in the program directed by Edna Andrews journeyed to Russia over Fall break to bring to life what her students learn in the classroom about Russian history, legal traditions, the culture, the language, and the arts. With the help of some supportive alumni and friends, she received enough donations to supplement her dean's fund allocation for such projects and pay for the trip. Each student was asked to contribute \$100.

Andrews, a Slavic language and literature professor who is director of the Center for Slavic, Eurasian and East European Studies, used her ties with St. Petersburg State University and the "Russia and Duke" program to arrange the trip. Highlights included a performance of "Swan Lake," which the students had studied beforehand. The students also attended the opera "Sadko," composed by Rimsky-Korsakov, and toured the Hermitage, now home to one of the world's finest European art collections.

Field trips of some kind have become a regular and exciting part of several of our FOCUS programs, with students and faculty members venturing further and further afield. This is but one example of the kinds of opportunities we offer Duke students to expand their intellectual horizons. Makes one want to be a student again.

## **ATHLETICS**

Our search for Tom Butters' successor goes well, and Tallman Trask will give you an update at our meeting. We will also be bringing a proposal to continue our expansion of women's sports at Duke.

The university recently completed a two-year self-evaluation of our athletics department; the conclusion is that all activities of the athletic programs are consistent with Duke's mission and purpose. The self-evaluation is part of a new certification process required by the NCAA, similar to what universities must periodically undergo for academic accreditation. The self-study committee and subcommittees did recommend ways we could operate even more effectively, and we are in the process of implementing those recommendations.

In October, members of a NCAA peer review team visited Duke to substantiate our findings. To date, the NCAA has not officially acted on the certification issue, but exit interviews indicated that the NCAA review team had no major concerns about our athletics department. The final word from the NCAA is not expected until the spring.

I look forward to discussing this report and other items of interest with you in December. As always, please call if you have any questions about anything in this report.