

February 16, 1998

MEMORANDUM

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 December. Of course, if you have questions about any of these items, please feel free to contact me either prior to or at our upcoming Board meeting.

RHODES SCHOLAR

For the fifth consecutive year, a Duke student, John Tye of Belmont, Massachusetts, has won a Rhodes Scholarship. Tye was one of 32 Americans chosen for the prestigious scholarship and is the 27th Duke winner of a Rhodes since the program was established. Of particular note is the fact that Tye is taking part in Program II, in which eligible students design their own curriculum. Tye's major is titled "Adaptive and Intelligence Systems," in which he studies computer modeling of decision-making processes and neurosciences. Tye has not limited his time in college to his studies. He took a leave to work in Nicaragua, where he installed water pipes for a new water and sewage system in a small community, and in Honduras, where he worked in an orphanage. He plans to study philosophy, politics and economics during his two years at Oxford.

ADMISSIONS

Reports from the admissions office confirm that we continue to be successful in attracting outstanding students. The number of high school students applying to Duke this year is up nearly 4 percent from last year; admissions director Christoph Guttentag reports he expects we will have at least 13,800 applicants for 1,650 places in the class of 2002. Applicants are up for both Trinity College and the School of Engineering. Last year, we had 13,367 applicants, which as you'll recall, was down a little more than one percent from the previous year. The increase is in both early and regular decision applicants.

Christoph tells us that both the quality of the pool and its diversity are outstanding. It's still early, but from the SAT scores we've entered so far, it appears there will be an increase above last year's record numbers of students scoring above 1400 and above 1500. As you know, Provost John Strohbehn and Christoph have put particular emphasis on our recruitment efforts for outstanding minority applicants. It is especially heartening, therefore, that we have an increase of more than 11 percent in the number of African Americans applying for admission. This fall, while we actually enrolled almost the same number of African American students in our entering class as 1996, we had 791 black applicants, a drop of 11.5 percent from the 882 applicants in 1996. To date we already have 885 African American applicants, and Christoph expects this to increase to around 900 by

the time the process is completed. We also have an increase of 11 percent in Asian American students applying.

By all measures, this appears to be as strong a pool of candidates as Duke has ever had. Provost Strohbehn will provide a fuller report, including information on matriculating students, at our May Board meeting.

GIFTS

While we will be devoting a good deal of time at our upcoming retreat to plans for the Capital Campaign, I thought I should tell you of some of the more important recent gifts we have received to support university priorities. I am most pleased to report that the Duke Endowment has awarded nearly \$4.5 million to help the university strengthen several programs, including one of our highest priorities, enhancing our capacity to recruit and provide financial aid for outstanding students from the Carolinas through the B.N. Duke Scholarship program. As you know, the Duke Endowment's farsighted and unswerving support of Duke has been instrumental to the university's success, and these new grants will be a cornerstone in the campaign we are building. In addition to strengthening the B.N. Duke Scholarship program, these latest grants underscore some long-standing priorities including fellowships for the Graduate School and support of the library.

I am particularly pleased that the Endowment also is supporting a number of new programs, including the Center for Africa and the Media and Duke's growing partnership with adjacent neighborhoods in Durham. In the latter case, the Endowment has provided seed monies to the Provost's office to support faculty engagement in issues from curricular development to economic and community development in the 12 neighborhoods and seven schools with which Duke is developing partnerships. I should note as well that Provost Emeritus Thomas Langford has agreed to devote a considerable portion of time to this effort at the Provost's request to help ensure that we are capitalizing on the many strengths our faculty represent as this Duke-Durham partnership program develops.

I also am happy to note that the university is among the first recipients of grants from the Doris Duke Charitable Foundation. The foundation that Miss Duke created to focus on issues of great importance to her throughout her extraordinary life awarded the university a total of \$2.1 million. The funds will support a senior scholar at the Nicholas School of the Environment in the field of conservation ecology, and provide fellowships at the Nicholas School to encourage the best graduate students in the country to study applied conservation, natural resource management and environmental systems. Our Doris Duke Professor of Conservation Ecology will be especially interested in applications of ecological principles to conservation of human dominated landscapes, including urban settings. I know that Dean Norm Christensen is excited about the prospect of attracting a truly first rate scholar in this important area, as part of the Nicholas School's plans for leadership in environmental education and research.

Fund raising for the Duke Children's Health Center continues to go well. The latest gift is from Dr. Glenn A. Kiser and his wife, Muriel, of Salisbury, who have pledged \$1 million to the project. A graduate of Trinity College and the School of Medicine, Dr. Kiser served his residency under Duke pediatrician Dr. Jay Arena in the 1940's. Dr. Kiser's research on lye poisoning in infants was instrumental in developing child-proof lye containers and poison safety programs while at Duke. The children's health center, as you know, will be a \$31 million outpatient facility for children to be built adjacent to Duke Hospital. The center will house all the pediatric subspecialties, as well as most pediatric diagnostic services, including radiology and endoscopy.

I was pleased that a number of Trustees were able to be with us last month for a splendid dinner at which we honored 10 families, including Trustee Spike Yoh and his family, who have pledged to endow chairs as part of our Bass Program for Excellence in Undergraduate Education. Bob and Anne Bass were with us to celebrate the

initial success of their generous \$10 million challenge gift. At the dinner, Provost Strohbehn announced that John Arnold Board of the School of Engineering, and Eric John Toone of the Department of Chemistry, have been selected as the first faculty members to be named to the chairs and to the Bass Society of Fellows. Both are outstanding scholar-teachers -- the balance that we particularly value in our faculty members. As you know, the Bass Challenge and the Bass Society of Fellows are instrumental factors in Duke's plan to improve undergraduate teaching. The Bass' gift, and the support of those who have generously given to these chairs, demonstrate the commitment Duke has made to balance and to excellence in both teaching and scholarship.

In an innovative agreement that we think can become a model for university-private sector partnerships, Targon Corp. has agreed to provide the Duke Comprehensive Cancer Center with \$3.75 million over the next three years to support research and testing of advanced anti-cancer drugs. Half of the funds will be used to support research on cancer-fighting agents or technologies and half will support clinical trials of new compounds developed at Duke or elsewhere. This agreement promises to accelerate significantly the progress of new cancer treatments from laboratory to clinic. Chancellor for Health Affairs Ralph Snyderman has said that he believes this agreement will not only provide an abundant source of new ideas, but also an effective pathway to clinical application of those ideas.

FEDERAL SUPPORT FOR RESEARCH AND FINANCIAL AID

There is much good news for college-age students and their families, and for universities in general, in President Clinton's proposed FY99 budget announced earlier this month. For the third consecutive year, President Clinton proposes to increase Pell Grants (by \$100 to \$3,100) for the most needy students. The budget also proposes to reduce origination fees on college loans. The Administration also calls for the establishment of a new competitive grant program, "High Hopes," in which college students can serve as mentors for middle school and high school students as part of a broader effort to help students from disadvantaged families understand that college can be in their future. The concept for this program is one we enthusiastically endorse, since it picks up on many of the programs Duke is developing with Durham Public Schools. Many details will have to be worked out before this idea becomes a reality. Nonetheless, it is encouraging that the President has stated that funds for this mentoring program will not come from reductions in other financial aid programs that have served students and their families so well, since in the past, funds for a number of the Administration's initiatives have been premised on cuts to current programs.

I am also encouraged that the Administration proposes to reinstate the tax deductibility for graduate and professional students under Section 127 of the Tax Code for employer-assisted education. Under Section 127, employees whose employers pay tuition for them to pursue undergraduate education do not have to pay tax on the employer contribution. Last year in the final budget negotiations, the commitment to provide similar tax exemption for employees who seek to upgrade their skills and education by taking graduate or professional courses with help from their employers was eliminated. Hundreds of Duke employees would benefit from this proposed change, as would large numbers of students in our GEMBA and executive MBA programs, for example. It's most encouraging that the President proposes to reinstate this tax exemption since the Administration had not included it in his previous budgets, and its inclusion now, when added to the strong support Section 127 has in the Senate (and, to a lesser degree, in the House), bodes well for its ultimate adoption.

We also are greatly encouraged by the Administration's proposals to increase significantly research funding across agencies from which many of our faculty receive support. The President's budget includes an 8.4 percent increase in the National Institutes of Health budget and a 10 percent increase in the budget for the National Science Foundation. These two agencies provide roughly 50 percent of Duke's federal research support, with

the bulk coming from NIH. The proposed record increases in these and other research budgets demonstrate how investment in research now has extremely strong bipartisan political support. Indeed, the Administration is proposing to add \$38 billion to the research budget of 11 departments and agencies over the next five years under a new Research Fund for America. We understand that a number of Republican congressional leaders plan to support a doubling of federal research support over the next five years. When I met with OMB Director Frank Raines last November, we discussed the importance of establishing a mechanism to identify priorities for federal investment in research. It will be important as this process evolves that the research community not only address that concern, but that, in doing so, continued support for training grants and institutional needs for infrastructure are kept in mind.

On a more cautious note: Many of the President's proposals are based on the assumption that a proposed tobacco settlement will provide the funds needed to support them, and there is considerable doubt that we will see a federal tobacco settlement. Senior Vice President John Burness and I visited Washington this past week and met with members of the North Carolina congressional delegation, NSF leaders, and editors at *U.S. News & World Report* to encourage continued investment in research and education. There were productive conversations, and I plan to visit Washington again in April for additional discussions with congressional leaders.

FACULTY ACCOMPLISHMENTS AND AWARDS

Federal and other external research support is critical to breakthroughs by our faculty across a wide array of research areas. Let me cite just a few that have been announced since our last meeting.

While the primary benefits of our medical research result in improved care of people, much of the research at Duke also has significant economic implications. It is estimated that there are currently more than 10 million Americans with emphysema, a progressive lung disease for which there is no cure other than removing portions of lungs. This procedure costs between \$50,000-60,000. Most of these patients are usually elderly and disabled and are covered by Medicare. A Duke research team led by Dr. Rodney Folz in the Division of Pulmonary Medicine, is involved in an unusual clinical trial that researchers hope will determine whether removing portions of lungs provides long-term benefit to patients severely disabled by emphysema. The trial's findings are both medically and economically important. Funded jointly by the National Heart, Lung, and Blood Institute and the Health Care Financing Administration, the agency that handles Medicare claims, this is the largest clinical trial the two federal agencies have combined to sponsor. Rather than deciding arbitrarily whether a specific procedure or therapy is effective and should be covered by Medicare, the government is funding a trial to find out the answer.

Assessing the financial and public policy implications of health care is a major strength of the university's new Center for Health Policy, Law and Management. Center director Frank Sloan and assistant research professor Chris Conover have just published the results of a study funded by the Agency for Health Care Policy and Research, that questions the effectiveness of President Clinton's proposal to expand Medicare to allow hundreds of thousands of early retirees, laid-off workers and uninsured Americans between the ages of 55 and 65 to get health care coverage. Sloan and Conover found that like-minded efforts by state governments in the 1990's to increase the percentage of "near elderly" people with health insurance have been largely ineffective because these state programs still relied on out-of-pocket payments for premiums from families, and that a relatively limited number of families can afford the several thousand dollars in annual premiums.

A team of Duke biochemists, led by assistant professor of biochemistry Lorena Beese, have made the startling discovery that an enzyme that copies DNA in living cells can also be made to operate when held in place in crystal form. Their achievement opens the way for understanding the finest details of how the intricate DNA-copying enzyme manages to reproduce DNA with the impeccable accuracy necessary for all living things to grow and reproduce nearly flawlessly. By shining X-rays through the actively functioning crystals, the

researchers have taken snapshots that catch the enzyme in the biochemical act of copying DNA. Soon they will make movies of the process. The scientists' images also are revealing details of how cancer-causing chemicals interfere with the copying process. The research has been funded by the American Cancer Society, the Searle Scholar Foundation, and the North Carolina Biotechnology Center.

Another widely publicized research finding is that the variant form of a gene that has been implicated in the most common form of Alzheimer's disease also may predispose African Americans to intracerebral hemorrhages. With support from the American Heart Association, the researchers found that overall, these severe strokes occurred in African Americans at a much earlier age -- on average, more than seven years earlier than in whites. Dr. Mark Alberts, the medical center neurologist who reported the findings, said they should help doctors better understand the cause of the brain hemorrhages.

Aleksandar S. Vesic Professor of Civil Engineering Henry Petroski, who recently was elected to the National Academy of Engineering, has published a book that is garnering a lot of attention in the national media. *Remaking the World*, by Alfred A. Knopf, takes the reader on a leisurely, offbeat exploration of the science, art, history, personalities and politics of his profession. Petroski challenges the Nobel Foundation's refusal to recognize contributions by engineers as well as by chemists and physicists. *Remaking the World* is vintage Petroski, replete with all the depth of details -- some of them surprising -- that filled his previous popular books: *To Engineer is Human*, *The Pencil*, *The Evolution of Useful Things*, *Engineers of Dreams* and *Invention by Design*.

English Professor Jane Tompkins' memoir on her experiences as a student and how they helped form her ideas about teaching and learning won The American Association of Colleges and Universities' Frederic W. Ness Book Award for her 1996 memoir, *A Life in School: What the Teacher Learned*. The award, established in 1979 in honor of the AAC&U's president emeritus, recognizes a book that "contributes to the understanding and improvements of liberal education." In the book, Tompkins expresses her strong belief that education -- from kindergarten to graduate school -- should be more about the "whole human being." In an interview conducted shortly after the book was published, Tompkins said that talks with her colleagues across the nation reveal a "great groundswell of interest in reaching students at a deeper level and in re-souling the classroom."

I also should note that Chancellor Snyderman has been re-elected to a second three-year term on the governing council of the Institute of Medicine. Institute members are drawn from health professionals who have distinguished themselves in professional achievement and who have unique skills to contribute to the institute's mission as an important policy-making body for medical research and practice. His reappointment is but the latest example of the important national leadership Chancellor Snyderman provides at a time of great change in health care delivery and medical research.

DIVERSITY

An address by author and legal scholar Derrick Bell marked the ninth annual Martin Luther King Jr. commemorative service last month in Duke Chapel. Bell delivered an address filled with allegory and punctuated with gospel lyrics and music. This unusual performance and speech included musical selections from featured singer Lois Dawson, a library employee, The African American Community Chorale and Duke's United in Praise. In a thoughtful and provocative address, Bell defended affirmative action, saying that although whites who are losing jobs vent their anger on affirmative action, the real culprit is unemployment in inner cities. In addition to unemployment, he said the technological revolution is to blame for many of today's problems because it placed the majority of the nation's wealth in the hands of a few. Others participating in the service included Julius Chambers, chancellor of North Carolina Central University; Howard Clement III,

Durham's mayor pro-tem; the Rev. T. Melvin Williams Jr., pastor of Watts Street Baptist Church; and, Chancellor Snyderman. In addition to the commemorative service, a number of other events, including an employee service in the Chapel on Friday and brown bag lunches on civil and human rights, were held across the campus.

Also in January, Julius Chambers, chancellor of North Carolina Central University, and I welcomed 325 Durham residents to Jordan High School for the city's second "Town Meeting on Race." The event was open to all members of the Durham community on a first-come, first-served basis, and I was encouraged to see the rich diversity of our community represented by the participants. The program was sponsored by a number of civic groups under the leadership of the Committee for Racial Understanding, which Chancellor Chambers and I co-sponsor.

The town meeting series is unusual for focusing on small group discussion and attempting to create continued dialogue among participants of all races. James B. Duke Professor Emeritus John Hope Franklin, who, as you know, is chairman of President Clinton's Council on Racial Conciliation, addressed the first meeting, held at Durham Magnet Center last October. This was the second such event in the series. At both meetings, participants joined trained facilitators in 27 small discussion groups. The topics invited discussion on issues related to such topics as the workplace, education, religious organizations, the media, youth, health, and neighborhoods.

In celebration of Black History Month, several Duke students, administrators and faculty members have been participating in a series of public readings of works by noted black authors. The program, titled "Duke Reads African-American Authors," consists of four gatherings over the month of February, during which invited guests will share passages from books dear to them. Karla Holloway, professor of English and director of the university's African and African-American Studies Program, says the aim of the program is to encourage an appreciation of the literature of African-American writers. In addition, organizers hope the gatherings will prompt listeners to sample the books on their own and spread the word. The program is sponsored by the Duke Libraries and the African and African-American Studies Program. I am honored to be among those invited to be readers; others participating in the program include Trustee Dan Blue, DSG President Lino Marrero, Karla Holloway, Professor Syd Nathans, Melissa Malouf, Nahum Chandler, Judith White, and Maureen Cullins.

MAJOR SPEAKERS

I'm very pleased, as are our seniors, to report that former President George Bush will deliver Duke's commencement address on May 17. Thanks go to Trustees Randy Tobias and Spike Yoh for encouraging former President Bush to accept our invitation. President Bush's many years of service to the nation, from his combat experience in World War II to his remarkably broad career of government leadership, culminating in his election as President of the United States, give him a uniquely valuable perspective on the challenges and opportunities that our students will encounter.

Last year's speaker, former President Jimmy Carter, was on campus again earlier this month when he chaired an international conference on "Media and Development in Ethiopia" at the Sanford Institute of Public Policy. The conference brought together about 40 health and development policy makers, scholars and journalists from Africa, Europe and the United States to discuss ways to ensure that news about health and development in Ethiopia is timely and accurate. The conference was sponsored by the DeWitt Wallace Center, the Carter Center and the Aspen Institute, with funding from the John and Mary R. Markle Foundation.

Also on campus this month was John G. Ruggie, assistant secretary-general of the United Nations who is

heading up institutional reform efforts at the UN. He spoke on "The United States, the United Nations, and the Future" on February 9 at the Terry Sanford Institute of Public Policy. Ruggie was appointed adviser to United Nations Secretary-General Kofi Annan in May 1997, and his main responsibilities are in the areas of strategic planning, with special emphasis on institutional reforms, UN-U.S. relations, and UN relations with the global business community.

Edgar M. Bronfman, who has led efforts to seek restitution from Swiss banks for the property of Holocaust victims, and Richard M. Joel, president and international director of Hillel, spoke in January on "Seeking Justice and Jewish Pride." The event was sponsored by Duke Hillel. Bronfman is president of the World Jewish Congress and president of the World Jewish Restitution Organization. He is also chairman of Hillel: the Foundation for Jewish Campus Life, which is the largest Jewish student organization in the world with more than 500 college and university chapters. Joel has been the International Director of Hillel since 1988.

Pulitzer Prize-winner William Raspberry, Knight professor of the practice of communications and journalism and widely syndicated *Washington Post* columnist, gave the keynote address at a weekend workshop last month for student newspaper editors from around the country. The conference, called "Civic Journalism: Do Student Newspapers Have a Role in Bringing Together Campus Community?", was sponsored by the Pew Center for Civic Journalism, our Kenan Ethics Program, and the Office of Public Affairs. Some 20 student editors from across the country participated in the conference, which included presentations by editors (or former editors) from North Carolina's major papers and national papers such as *The Miami Herald* and *The Philadelphia Inquirer*, and a panel of former college editors now working as reporters at *The Baltimore Sun*, *The Dallas Morning News*, and *The Charlotte Observer*. In all, the presenters had received five Pulitzer Prizes for their reporting.

Last month the university also hosted the annual North Carolina Press Association awards banquet. Another Pulitzer Prize-winner, my sister, Geneva Overholser, ombudsman of *The Washington Post*, spoke about the need for the media to recommit itself to fairness and accuracy in reporting at a time of enormous changes in how the public receives information. An excerpt of her address was printed in the February 6 issue of *Dialogue*.

GEMBA GRADUATION

The first class of managers and executives from around the world in the Fuqua School of Business's innovative global executive MBA (GEMBA) program graduated in December, culminating 19 months of study on four continents and "distance learning" using Internet technology. The 39 graduates came from 12 countries -- Belgium, Brazil, China, England, Hong Kong, Japan, Republic of Korea, Liechtenstein, Poland, Somalia, Switzerland and the United States. And the new MBAs had high praise for the program. Norm Swanson, a product line manager for Delco Electronics' Powertrain Controls division, said, for example, that the GEMBA program "is the closest I have seen industry and academia come together to work on real business issues." He lives in Michigan, manages product development teams in Indiana and has customers on every continent but North America. Thus, he needed to create an effective global communications network, and he did it using the tools he learned through GEMBA. Kazuko Ouchi, a Japanese national who runs a consulting firm in Hong Kong, said "it's a huge advantage to have a program where you don't have to live in Durham for two years to get this degree. You can function at work and at home and still get the learning experiences you want. It's a double burden, but the reward is equally large." There are 40 students in the second class, which graduates next December, and Fuqua managers hope to enroll 90 students in two GEMBA sections in May. The success of the innovative GEMBA program is a genuine tribute to Dean Rex Adams, Associate Dean Blair Sheppard, Professor Richard Staelin, and the team Fuqua has assembled to plan and implement what is widely recognized across the globe as the model for international executive education.

ADMINISTRATIVE NEWS

Cathy N. Davidson, Ruth F. DeVarney Professor of English, whose research draws from a wide range of disciplines, has been appointed vice provost for interdisciplinary studies, effective in August. Provost John Strohbehn has asked Professor Davidson, one of our most productive and respected scholars, to provide leadership in finding resources to promote interdisciplinary studies and engaging faculty and programs across the university in interdisciplinary research and teaching. This appointment signals both an institutional commitment to fostering and engaging interdisciplinary work by faculty in programs across the campus, and a focused effort by the academic administration to encourage creative, intellectual approaches to interdisciplinary scholarship.

I note that Trustee Emeritus John Koskinen has been summoned back to work by President Clinton to lead the federal task force that will deal with the infamous year 2000 problem. That, as you know, is the figurative time bomb created by older computer hardware and software that cannot properly handle dates later than December 31, 1999. I'm happy to report that Duke's Office of Information Technology (OIT) has been addressing this issue and the university seems to be in pretty good shape. As early as the fall of 1996, for example, OIT modified some of Duke's student information system software so that graduation dates for the arriving Class of 2000 could be properly computed. OIT's specialists also have updated some financial programs Duke uses to project the worth of its capital assets and calculate equipment depreciation dates. The strategy is to replace current systems if possible rather than invest significant resources in repairs to software that already is becoming outmoded.

The new student information system scheduled to begin operation next fall is a good example. The university team working to integrate Duke's eclectic assortment of student information systems passed a key milestone in January with the installation of new computer programs designed to link the bursar, registrar, admissions and financial aid offices across campus to a single database useful to all. The first commercial version of the student administration software from PeopleSoft Inc., of Pleasanton, California, arrived on campus late last month and installation was completed January 15. The plan is to bring the admissions and financial aid sections of the new system on line next fall summer for new undergraduate and graduate and professional students across campus. This will allow information on the new students to go directly into the new system, bypassing the current hodgepodge of "shadow systems" used by the various schools. Meanwhile, data for the rest of the student body will be converted and entered into the new system during the 1998-99 school year so the entire system -- including the registration and billing sections -- can begin full operation in fall of 1999. The SISS effort is one of three projects in the university program to make administrative services more effective and efficient and enable reallocation of resources, when possible, to strengthen Duke's academic programs and technology initiatives.

The OIT's grassroots effort to connect arriving students' computers with a minimum of fuss has won the User Excellence Award from Network World magazine. The award places OIT in a league of past winners that include American Express, Sears, Ford and Texas Instruments, and is a testimonial to the 34 computer-savvy students who did much of the work connecting new students to DukeNet, the campus e-mail and Internet access system. An example of the varied uses being found on campus for the Internet is the decision by the School of Law to publish all six of its scholarly journals on the World Wide Web. Dean Pamela Gann says the publications are going on the Web in a high quality, user-friendly format.

The Duke Police department has made some important changes in its administrative structure. Chief Alana Ennis announced that Assistant Chief Lewis Wardell will oversee security and law enforcement at the medical center. Assistant Chief Clarence Birkhead has been promoted to assistant director for operations, responsible for the day-to-day management of all uniformed police and security officers as well as the department's

investigative unit. Major Robert Dean has been named to head the newly created post of community affairs and public information manager.

Cleanup crews are expected to be finished soon with their removal of soot from lab and office equipment in the Nanaline H. Duke Building resulting from a fire January 4. While the fire itself damaged only the third floor cell biology offices, with water ruining the biochemistry offices below, a layer of soot from the smoky fire spread throughout the research building. The insidious particles not only coated the outsides of expensive equipment, but was sucked into the intakes of computers, printers and other equipment. Estimates of the damage -- principally to equipment, are around \$3 million. The fire was caused by a faulty coffee maker. No one was injured, but research time and important data were lost. Most of the facilities in the building are already back on line, some after only a few days after the fire, thanks to the good work of many people.

CAMPUS ATTRACTIONS

While much of the world is expected to focus on Cameron Indoor Stadium on the Saturday of our upcoming Trustee meeting, two of our most popular attractions to visitors from off campus -- the Duke University Museum of Art and the Sarah P. Duke Gardens -- also are hosting special events. If your schedule permits, I hope you will visit the art museum to see a wonderful exhibition of 50 paintings by noted Spanish and Latin American artists who taught themselves and never received formal or academic training. Most such "naive" work tends to fall into the category of folk art. Naive works often are identified with regionalist and nationalist movements as artists integrate leaders and mythological heroes into the scenes of their paintings. The exhibition, which has been made possible by a grant from the Mary Duke Biddle Foundation, runs until March 15. Two weeks later, the university will present a symposium to celebrate the life and work of Ellen Biddle Shipman, the woman who designed the terraces at the Sarah P. Duke Gardens. The gathering, which will be held at the Washington Duke Inn March 27-29, is expected to draw more than 100 people from across the country, many with special interests in garden history or in Shipman's accomplishments.

HEALTH SYSTEM

We will be discussing at our February meeting major issues associated with the university's long term plans for development and governance of the Duke University Health System, but I wanted to report on two promising developments. St. Joseph of the Pines of Pinehurst, North Carolina, a non-profit provider of home care, retirement and other services, and Duke have agreed to combine their respective expertise to form a nonprofit home health agency. The purpose of the joint venture will be to reduce or avoid costly hospital stays and develop better ways of delivering quality health care to home-bound patients throughout the state. The plan calls for Duke to purchase 50 percent of St. Joseph's home-care operation to give Duke Health System physicians and their patients access to a broad range of home care services.

The second announcement involved Triangle Hospice. Duke and the Hospice have agreed to enter final negotiations on a proposed merger that will enhance and expand the choices of care for terminally ill patients. The agreement will formalize a long-standing relationship between Triangle Hospice and Duke University Medical Center. During their 19-year affiliation, Duke has provided curative care to medically ill patients while Triangle Hospice has focused on pain management and quality-of-life issues. These developments are but the latest examples of the kinds of changes in health care delivery that academic health centers like DUMC face.

PRESIDENTIAL DINNERS AND ALUMNI TRAVEL

As I write this, our women's basketball team has just upset UNC and is tied for the ACC lead, and our baseball team is undefeated. The men's basketball team, despite its loss to Carolina, has rebounded well, and we all are looking forward to a different result when we host the Tarheels on February 28. I suspect that I was one of the few Dukies who were not riveted to the television set on February 6, although I did call home every 20-30 minutes between 2:00 and 4:00 a.m. Greenwich mean time to get reports on the game from my husband. Along with John and Barbara Strohbehn, John and Kathy Piva, and Bob and Carol Shepard, I was in London hosting a reception and presidential dinner at the U.S. Embassy. I also was pleased to have an opportunity to give an invited lecture on American higher education at Wolfson College, Oxford, a copy of which is included in the mailing for our meeting. The London trip went well, and it was encouraging to hear the positive reaction of our "expatriate" alums for the progress Duke is making, and particularly for our focus on internationalization. Another trip overseas to meet with alumni in Asia is scheduled late this spring.

Since our last meeting, I've also visited with alumni clubs in Seattle and Southern California. Special thanks go to Gary Wilson, who hosted a presidential dinner in Los Angeles. It was a lively event and another opportunity for me to hear from our alumni and to discuss with them Duke's priorities and the importance of the capital campaign.

There are many exciting things that have occurred at Duke since the Trustees last met. While I have not covered them all here, I hope this report gives you a flavor of the interesting work our faculty and students do everyday. Of course, I welcome your comments or questions.