

November 23, 1999

MEMORANDUM

TO: Members of the Duke University Board of Trustees

FROM: Nannerl O. Keohane

RE: Summary of Activities

It's been a busy fall and a good one at Duke, and I am pleased to provide this report of activities.

This December meeting occurs just a week short of the 75th anniversary of James B. Duke's signing of the Indenture of Trust that established The Duke Endowment and began the transformation of Trinity College into one of the world's leading universities. Notwithstanding our relative youth, the remarkable vision that James B. Duke and William Preston Few articulated has become a reality, thanks to generations of people committed to Duke.

We have reason for optimism as we anticipate the new century. Thanks in large part to the leadership of Pete and Ginny Nicholas and the generosity of many trustees, we reached the \$1 billion milestone in our \$1.5 billion Campaign for Duke on November 9th. This is an unprecedented accomplishment for Duke, reflecting an extraordinary amount of hard work by hundreds of volunteers, the deans, and our development staff led by John Piva and Bob Shepard. John and Bob hosted a brief celebration for the development team when we passed the threshold. We shared both a sense of accomplishment and a commitment to the task yet ahead -- to secure Duke's financial position so we can continue to be a leader in education, research, and service to society.

At our last meeting we announced the magnificent gift of \$35 million to the School of Engineering from Trustee Emeritus Edmund T. Pratt, Jr. Dean Kristina Johnson and her faculty have scheduled a series of intellectually stimulating and festive events in honor of Ed Pratt on December 3-4. We will have an opportunity to celebrate this extraordinary gift with Ed and his family as the Trustees formally accept his philanthropy and rename the school of engineering in his honor.

Since our last meeting we have announced some of other gifts that helped push Duke over the \$1 billion mark. In October, we reported that The Duke Endowment, our largest and most consistent benefactor, is giving another \$1 million toward the construction costs of the Doris Duke Center in the Sarah P. Duke Gardens. This completes necessary funding to permit us to begin work on the new center, which promises to make one of Duke's public treasures even more accessible.

Earlier this month we announced that alumna Kimberly Jenkins, a leading advocate for innovative uses of technology in education (and a member of Duke's Advisory Committee on the Future of Information Technology in Teaching and Research), is giving the university \$2 million to establish a university professorship. This new professorship will encourage an interdisciplinary approach to understanding the impact of technological innovation on society and culture, with initial emphasis on the Internet's influence. A committee chaired by Vice Provost for Interdisciplinary Studies Cathy Davidson and Dean of Natural Sciences Berndt Mueller has begun the search for a scholar whose work bridges disciplines across policy issues associated with technology and society.

Last year at this time, we announced the gift of \$7.5 million from Trustee Emeritus Ray Nasher to help construct a new art museum. We were delighted to announce almost one year to the day later that 14 Old Master paintings have been given to the Duke University Museum of Art in honor of Marilyn Mailman Segal, a social psychologist and dean emeritus of the Family and School Center at Nova Southeastern University. This \$2.5 million gift by her son, Richard D. Segal, and her daughters, Wendy Segal Masi, Debbie Segal, Betty Bardige, and Patti Lieberman, and their spouses, will help ensure that when the new museum opens, it will have the quality and type of collections that support our missions.

John Piva and Pete Nicholas are scheduled to provide a status report on the campaign with, I suspect, their usual emphasis both on the marvelous successes and the "unfilled buckets," as John likes to call them. But for now, we should take pride in how far we have come in so short a time, thanks to the generosity of Duke people everywhere.

Y2K Update

Last year, Trustee Emeritus John Koskinen, President Clinton's assistant for managing the federal government's response to the Y2K problem, joined our meeting to discuss the university's preparations for the momentous clock change. Thanks to significant investments of money, expertise, and time, we believe our electronic systems are as prepared as they can be.

The backbone of the university's preparation has been two committees created last year---one for the health system led by Chief Information Officer for Medical Center Information Systems Landon Bain, and one for the campus led by Vice Provost Betty Leydon. Each has been meeting monthly to review efforts to test systems, to replace or update equipment that failed Y2K testing, and to develop backup plans for worst-case scenarios such as loss of power. We also have been working closely with external partners such as suppliers, government and private medical services payers such as Medicare and insurance companies, and with city and county services, to coordinate plans and guard against problems.

When New Year's Day actually dawns, we will be in the midst of winter break and most of our students will be away--though the hospital, of course, will be as busy as ever. Mike Israel, vice president and chief of hospitals and clinical facilities for the Duke University Health System, reports that more than 1,000 computer experts, technicians, and engineers have been working for more than a year to assure that computers, patient-care equipment, and other key systems won't be affected.

To give you an idea of the extent of our preparations, backup payroll checks for Duke employees to be paid January 7 will be generated in mid-December to guard against possible wage disruptions. Dining Services has arranged to have a three-week supply of food on hand at year's end. Arrangements also have been made to bring in freezer trucks and truckloads of bottled water, if needed. The pharmacy at Duke Hospital, whose staff are prepared to fill and distribute medicines without computer assistance if need be, will have laid in an extra large supply of medications. The medical center has 32 generators available to supply emergency power.

On December 31, a central university command center and a Duke Hospital command center will be activated, as well as smaller operations centers around campus for key support areas. Duke Police will lead the university's central command center in the second-floor conference room of the Tel-Com Building, which has backup generators. The hospital command center, staffed by officials and managers for all key hospital and clinical and support units, will be based on the format used for weather emergencies. The hospital also will have a separate medical response center to make decisions on such issues as patients' admittance during Y2K emergencies and transfers from other North Carolina hospitals that may encounter problems.

In short, as Executive Vice President Tallman Trask told the media at a recent news conference, "We think we're ready." We'll find out for sure in the early weeks of the new millennium.

University Response to Hurricane Floyd

The devastation wrought by Hurricane Floyd in eastern North Carolina stays on our minds. You should be proud of Duke's collective response, as students, faculty, and staff continue to pitch in to help our neighbors. From food and clothing drives to contributions through our record-breaking United Way Campaign, members of the university community have been supporting the people of Eastern North Carolina. Partly at our urging, the City of Durham has identified Edgecombe County, one of the most devastated areas hit by Floyd, as the focus of local relief efforts. Several groups from the university have loaned their expertise and strong backs to helping out down there on weekends.

Let me mention just two. In mid-October, 35 students from Alpha Phi Alpha led by Dhamian Blue, son of Trustee Dan Blue, spent the day in Princeville, one of the towns hardest hit by Floyd's flooding, hauling moldy furniture, rotting lumber and soggy dry wall from houses where flood waters had risen above rooftops and stayed for more than a week. A team of Facilities Management Department employees is in the process of rehabilitating a group home for disabled people that was flooded out in Tarboro. A crew of FMD craftsmen removed flooring and replaced electrical wiring in the house on November 13, and they plan one or two follow-up trips to complete the work, which they hope to finish in time for occupants to return home for Thanksgiving.

One other aspect of Hurricane Floyd bears mention. Despite the marvelous job our congressional delegation did in making the case for supporting affected citizens, as of today the federal allocation appears to be set at about \$1.1 billion, considerably below the target that our legislators and Governor Hunt had hoped to secure. One consequence of reduced federal aid will be the impact on state budgets. Already state agencies---including the campuses of the University of North Carolina---have been allocated a one percent budget cut. Given the need to address the urgent problems Down East, there will be great pressure on the state budget for several years, with serious implications for both facilities and programs at all campuses. We have long felt that a strong University of North Carolina is important, both to the people of the state and to private institutions such as Duke, and we have been supportive of the efforts of our colleagues to secure the financial foundations of the UNC campuses.

Federal Budget

The federal budget is just being put to bed, but at this point it appears that most of the programs about which Duke faculty and students are concerned will receive significant funding increases. The National Institutes of Health will probably receive another 15 percent, and most of the other research agencies on which our faculty depend--the National Science Foundation, Department of Defense, Department of Energy, NASA--will also see increases. Likewise, support for Pell Grants will be up from the Department of Education. So while there may be some perturbations to the funding stream as a function of delays in the actual distribution of the budget, this has been a good year for the programs and agencies that are most important to Duke and the higher education community.

We also are pleased by the Congress's recognition that one of the deleterious effects of the balanced budget amendment has been significantly reduced support for academic health centers. Thus, we were pleased to see a \$3.3 billion allocation specifically to the Medicare budget to address this issue over five years. On the tax front, we are encouraged by continuation of beneficial treatment for industrial support of university research through

the R&D tax credit, and for employer-assisted tuition support for employees who pursue undergraduate education. We also were gratified by legislation that will provide parity for independent colleges and universities with the public colleges and universities, exempting higher education institutions from Y2K liability under specific conditions.

While most of the news from Washington affecting higher education has been good, we will be losing one of the true giants in Congress when Congressman John Edward Porter (R-IL) retires at the end of his term. Mr. Porter has chaired the subcommittee with budget oversight responsibility for the National Institutes of Health, and he has been a strong and persuasive supporter of medical research. Owing to his leadership, the NIH budget is projected to be doubled over five years. I have had the opportunity to meet with Congressman Porter several times, and I found him a true champion of academic health centers and of research universities. We will miss him.

Discoveries

In my summaries for the Trustees, I always like to describe some of our recent research efforts in order to illustrate the breadth and quality of work here and how research and scholarship at Duke affect society.

Some of the most obvious payoffs come from research at the Medical Center. For example, a report at a recent meeting of the American Heart Association revealed that contrary to what most physicians may expect, even very elderly people with heart blockages have better long-term outcomes if treated with aggressive therapies. The Duke investigators, led by Dr. Eric Peterson in the Division of Cardiology, found that patients 75 or older who were given angioplasty or bypass surgery to treat multiple blocked arteries lived significantly longer than those who were treated conservatively, with medicines. Although findings need to be confirmed through future randomized treatment comparisons, the study---funded by the American Federation for Aging Research---has the potential for changing the way aged heart patients are treated.

Duke cardiologist Eric Eisenstein reported on the results of another study at the American Heart Association meeting. While the connection between a person's weight and early onset of heart disease has long been established, Duke Medical Center researchers have measured the *extent* of the relationship by looking at 12 years of detailed data on more than 9,000 heart patients. In a study funded by Roche Global Pharmacoeconomic Research, doctors learned that the more overweight a person is, the younger he or she will be when heart disease strikes, which will result in more years of illness and fewer years of life compared to leaner patients.

The results of Duke research not only lead to longevity and better quality of life but frequently identify ways to reduce the rising costs of health care. With support from the Royal College of Physicians and Surgeons of Canada, a team of cardiologists led by Dr. Warren Cantor found that up to \$162 million could be saved annually in the U.S. if cardiologists implanted stents more selectively. Stents are tubes put in the artery immediately after angioplasty to help prevent the artery from renarrowing; more than 500,000 stents are used in the United States every year. The study found that there is a group of patients whose arteries are very unlikely to renarrow after angioplasty and who get stent-like results without needing the stent.

In other research, Duke scientists found that a brisk 30-minute walk or jog around the track three times a week may be just as effective in relieving the symptoms of major depression as the standard treatment of anti-depressants. With funding from the National Institutes of Health, the researchers studied 156 elderly patients diagnosed with major depressive disorder and assigned them to three groups: exercise only, medication only, or a combination of medication and exercise. To the surprise of the scientists, after 16 weeks all three groups

showed statistically significant and similar improvement. While the researchers studied middle-aged and elderly people, psychologist James Blumenthal reported that the results probably hold true for the general population. He said social support may have played a role, and he plans to begin a new study to gauge the effect of exercising in a less-supportive atmosphere.

Other Duke researchers studying ways to fight AIDS noticed a curious phenomenon in sub-Saharan Africa -- many women who came in contact with men infected with HIV did not themselves become ill. Further study of these women showed that the mucous lining their vaginas contains HIV-specific secretory immunoglobulin A (IgA) antibodies that may be able to stop the virus and keep it from entering the bloodstream. They had become "naturally" immunized. A research team led by Dr. Bart Haynes, chairman of Duke's department of medicine, is hoping to use this knowledge to create a vaccine that could stimulate similar responses in the uninfected. In addition, the Duke team hopes to use a novel nasal delivery system which could be used easily in underdeveloped nations. The National Institutes of Health is supporting the research in the amount of \$5.5 million over the next five years.

Duke physicians also have identified an exciting new approach for treating children with DiGeorge Syndrome, a rare disorder characterized by either a flawed thymus gland or no thymus at all. Doctors used thymus tissue normally thrown away after pediatric heart surgery to create a new T-cell immune system for two children who otherwise would have died. Thin strips of thymus tissue were implanted into the children's thighs when they were infants. They are now 1 and 6 years old, and their new gland has provided a normally functioning immune system that requires no long-term drug support or clinical assistance. According to pediatric immunologist Dr. Louise Markert, the transplant cured them. The work that made this breakthrough possible covered seven years and was funded by grants from the National Institutes of Health, the Max Kade Foundation and Centeon Pharmaceuticals.

While health-related research attracts considerable interest, research in other areas provides important societal benefits as well. For example, a team led by Duke botanist Robert Jackson and the University of Texas is untangling the subterranean travels of plant roots by using DNA analysis to identify samples of roots that have pushed their way into caves. The scientists' insights into this topsy-turvy "underground forest" will contribute not only to a better understanding of the strategies plants use to seek life-giving water and nutrients, but also to improved ecosystem models of how vegetation and climate might interact as the planet warms. That research is sponsored by the National Science Foundation and the Andrew W. Mellon Foundation.

A seven-year analysis of the U.S. Environmental Protection Agency's Superfund program has found that 5 percent of the money that EPA spends on cleaning up hazardous waste sites eliminates 99 percent of the cancer risk at those sites. Duke's Jay Hamilton of the Sanford Institute and former Duke economist Kip Viscusi (now of Harvard) also report in a recent book that EPA's methods for assessing future risks are flawed, and that political considerations often drive its decisions. The book, whose underlying study was funded by the EPA, offers the first comprehensive look at the effectiveness of the Superfund program.

A common interest in national and international security issues drove a consortium of faculty at Duke, the University of North Carolina at Chapel Hill, and North Carolina State University to examine the growing gap between the military and American society, including implications for military effectiveness and civil-military cooperation. Peter Feaver, an associate professor of political science at Duke and one of the project's co-directors, said the survey results gave researchers cause for both optimism and concern. The group's widely reported results showed that the military elite retain a deep and wide support for the principle of civilian control over the military, and claim to respect civilian society. Civilians, for their part, profess great confidence in the military and are not demanding drastic cuts. Nevertheless, Feaver said, there is growing evidence of military alienation from civil society, and an increase in partisanship in the elite military corps which is matched by an ominous ideological divide. This research was funded by the Smith Richardson Foundation.

Duke People

I hope you saw the special New Faculty Update section in the Oct. 22 issue of *Dialogue*--if not, let us know. The update highlights 15 new faculty members as representatives of more than 100 who joined the university this fall. They come from all fields and at all levels of experience, but whether they are established scholars or just launching careers, they bring new interests and perspectives to scholarship and teaching at Duke.

Here are some other Duke people who have been in the news recently:

Dr. Edward W. Holmes, dean of the School of Medicine and vice chancellor for academic affairs, and Dr. Catherine M. Wilfert, emeritus professor of pediatrics and microbiology, have been elected to the prestigious Institute of Medicine (IOM), a branch of the National Academy of Sciences in Washington. Based on major contributions to the field, election to the institute is considered an honor that also confers an obligation to make further progress on health policy issues.

Richard J. Liekweg, who was senior associate operating officer of Duke Hospital, became chief operating officer of Durham Regional Hospital on November 1. He started at Duke Hospital in 1987 as an administrative fellow and has since held a variety of positions of increasing responsibility.

Nan Nixon, who for nearly 20 years has headed Harvard University's federal relations office in Washington, has been named assistant vice president and director of federal relations at Duke. She joins our government relations team of Senior Vice President John Burness and Paul Vick, former director of government relations, who moved to a new position in July as head of the Health System's recently established government relations office.

The Rev. Judith L. Weidman, who recently retired as general secretary of United Methodist Communications, has been named the 1999 Duke Divinity School Distinguished Alumna. An ordained United Methodist minister who earned her master of divinity from Duke in 1966, Weidman was honored October 11 at an alumni luncheon held during the Divinity School's annual Convocation and Pastors' School.

Student Health

Hundreds of Duke students are expected to line up December 7 for vaccinations against the rare but deadly disease of bacterial meningitis at a special immunization clinic organized by Student Health Services. The clinic comes in the wake of outbreaks on several college campuses, revised vaccination guidelines from the U.S. Centers for Disease Control and Prevention, and national media attention to the disease, which inflames brain and spinal cord tissue. Health services Director Dr. William Christmas and campus administrators began fielding questions from concerned parents and students in early October after a series of broadcast and newspaper stories appeared that questioned the lack of meningococcal vaccinations among college-age students. Inquiries intensified around Parents' Weekend, which coincided with the release of revised vaccination guidelines by the Advisory Committee on Immunization Practices. We'll be charging \$55 for the shot, which covers only the cost of the vaccine.

You may have seen an article in the *New York Times Magazine* on October 24 about binge drinking on college

campuses. The issue is a serious one, and most colleges and universities, including Duke, are struggling with it. Though our university wasn't mentioned, the accompanying picture included a person wearing a Duke t-shirt, as if to imply that the photo was of a Duke party. It turns out that the photograph was taken at Notre Dame, and that the student wearing the Duke t-shirt, like the others pictured, attended Notre Dame. Duke has benefitted many times when pictures have appeared in the national media of our students, faculty, or other supporters wearing apparel with our name or insignia; in this case, we clearly did *not* benefit.

However, we must not diminish the fundamental issue that the article was addressing. We are very much concerned about the student drinking culture, and our student affairs offices and medical center have developed a variety of educational and other programs to help young people understand and appreciate the importance of moderation. Indeed, there is now a website regarding drugs and alcohol at Duke that you may wish to view -- <http://h-devil-www.mc.duke.edu/h-devil/drugs/at-duke.htm>.

In Other News

Our October announcement that the Fuqua School of Business is establishing a European campus in Frankfurt, Germany, generated considerable interest in the German news media. As you know, the Fuqua School of Business Europe will serve as headquarters for The Duke MBA-Cross Continent, a new master of business administration degree program that combines world-class instruction with Internet-based learning for young professionals living and working primarily in Europe and North America. The inaugural class of 110 students will enroll in August 2000, with half the class completing its residency requirements mostly in Durham and the other half mostly in Frankfurt. Former Fuqua dean Tom Keller is already established in Frankfurt as the dean of The Fuqua School of Business Europe.

Provost Peter Lange and Dean Bill Chafe have appointed a biology task force to develop a plan to unify the departments of botany and zoology into a single department. The committee, which is chaired by Professor of Biomedical Engineering Roger Barr, has been asked to complete its report in time for the campus's Academic Priorities Committee to discuss it in early December. In charging the committee, Lange and Chafe said the resulting new department of biology should reflect the growing trend toward research extending across the boundaries of traditional disciplines while preserving the foundation of existing areas of strength.

On another front, the Graduate and Professional Student Council has prepared a report for the administration and board on five key areas warranting further study; an administrative task force will be looking into these recommendations on housing, transportation, child care, and academic and social space.

The university's Office of Continuing Education and Summer Sessions is celebrating its 30th anniversary year--and a history of rapid growth--by growing even more. On November 5, Continuing Ed opened some additional classroom and office space in the former Erwin Mill building on Durham's Ninth Street. The "second campus" site features a new computer lab with 15 terminals to be used for a range of classes offered by the Short Course Program, the Duke Institute for Learning in Retirement, and Youth Programs. There's also a second classroom that is likely to be converted to another computer lab, and space for a seminar room as well as for the headquarters of continuing education's DELTA Program and its Certificate Program in Nonprofit Management.

A major work culture survey of Duke University Health System employees was completed November 3 and Vice President for Human Resources Clint Davidson reports a 70 percent participation rate. The results are being analyzed in an effort to develop priorities for human resources initiatives over the next few years. A similar survey will be administered to medical center staff and then to campus employees next year.

Duke's new Freeman Center for Jewish Life was dedicated during Parents' Weekend. Honored at the ceremony were founding benefactors Brian M. Freeman and his wife Harriet, whose three children either attended or currently attend Duke. The Freemans made the primary contribution toward construction of the \$3 million, 17,000-square-foot facility that provides students at Duke with a center focused on Jewish culture and a place to worship, study, eat and gather. Several other benefactors also were honored, and we are most grateful to the Freeman family and other friends who recognized the real need for a Center for Jewish Life on campus. The center has already become a busy locus of activity and the site for seminars focusing on Black-Jewish relations and other important issues.

The Divinity School and the School of Nursing have joined forces to create a parish nursing program that will combine master's-level work in theology with advanced nursing practices. Designed to train nurse leaders in the delivery of health care within their faith communities, the program is supported financially by The Duke Endowment.

An organizational review of the Office of Institutional Equity has reaffirmed the importance of the office and recommended that university officers take a more visible and active role in promoting diversity at Duke. It also calls on OIE to put more emphasis on diversity training, to eliminate redundancies with other campus offices, and to help establish clear, measurable diversity goals for the campus. The 10-member committee of faculty, staff, and students, chaired by Associate Vice Chancellor Bobby Clapp, has been working since last winter to evaluate the office's mission, range of responsibilities and organization. The review praised Vice President Myrna Adams for a variety of initiatives. The committee's report will help inform the search committee for her successor, to be headed by Associate Professor of Nephrology Laura Svetkey, who also served on the review committee. Allison Haltom will serve as vice-chair of the search committee.

An exhibition that explores the artistic value of artifacts used by medical practitioners since the 15th century is running at Duke University Museum of Art through January 16. The exhibition, titled "The Physician's Art: Representations of Art and Medicine," is a selection of more than 100 historical items from the holdings of the state's four schools of medicine: the University of North Carolina at Chapel Hill; Duke; East Carolina University; and Wake Forest University. If you have time during the weekend, I hope you can visit this fascinating exhibit.

Campus Speakers

We've had an impressive list of speakers on campus during the past two months. Among them was CNN anchor and trustee emerita Judy Woodruff, who presented the James D. Ewing Lecture on Ethics in Journalism at the Terry Sanford Institute of Public Policy. Judy looked at ethics and character in the presidential campaign, and received Duke's Futrell Award as an alumna who has distinguished her profession and alma mater in the field of journalism and communications. Other recent speakers included public policy professors Susan E. Tifft and Alex S. Jones, co-holders of a chair in journalism named for Trustee Emeritus Gene Patterson, who discussed their highly praised biography of the Ochs-Sulzberger family, which has owned and operated *The New York Times* for more than a century. Also, Israeli writer Amos Oz presented the Rudnick Family Lecture on Israel and World Affairs; former FDA director David Kessler presented the first Boyarsky Lecture on ethics and medicine; consumer advocate Ralph Nader appeared; and former Duke professor David Gergen, White House adviser to four presidents, delivered the Terry Sanford Distinguished Lectures.

One of the most exciting aspects of the new University Scholars program, funded by Trustee Melinda French Gates and her husband Bill, is the opportunity for students to interact personally with leading intellectuals who come to Duke and whose own work exemplifies the quality and breadth that we hope our University Scholars

will emulate. Three such speakers were at Duke this fall as part of the world civilizations series: Architect Maya Lin, who designed the Viet Nam Veterans Memorial in Washington and the Martin Luther King, Jr. Memorial in Atlanta; Harvard biologist Stephen Jay Gould, who has gained a national reputation for his pathbreaking work and public advocacy of the theory of evolution; and sociologist Manuel Castells, professor of city and regional planning at the University of California at Berkeley. Castells is the author of the groundbreaking trilogy *The Rise of the Network Society*, *The Power of Identity*, and *End of Millennium*.

Duke-Durham Relations

A biannual fall rite occurred in November in Durham with elections for mayor and members of the Durham City Council. Duke alum Nick Tennyson was reelected mayor over another Duke alum, Council member Floyd McKissick, Jr. I am pleased to report that both candidates ran campaigns characterized by discussion of major policy issues affecting our community, and both spoke positively about the role Duke plays in Durham and the importance of strong ties between town and gown. There also are a number of new members of the City Council.

There's a general sense of optimism in Durham right now, partly because of the quality of leadership in local government and the schools. Over the past few years Durham has benefitted considerably from the appointments of Lamont Ewell as city manager and of David Thompson as county manager, as well as the appointment of Police Chief Teresa Chambers and Durham school superintendent Ann Denlinger. Combined with the elected leadership on the county board and in the city, there is a general sense that Durham is poised for a period of considerable progress. We are working closely with city and county leaders across a wide variety of programs. In the Duke Health System, Chancellor for Health Affairs Ralph Snyderman and Vice Chancellor Jean Spaulding have taken the lead in these discussions. For the university as a whole, Tallman Trask, John Burness, and our new Director of Community Affairs Michael Palmer have piloted. I think we have good reason to expect an era of continued cooperation which will benefit both Durham and Duke.

As part of our 75th Anniversary year activities, there will be a community open house on Friday and Saturday, April 7-8. A planning committee co-chaired by long-time faculty leader Don Fluke, DSG President Lisa Zeidner, Associate Vice Chancellor Vicki Saito, and Michael Palmer is planning a series of activities that will bring schoolchildren and others to the campus on Friday, and then a broader open house on Saturday to which the community will be welcomed. The historic ties between the Duke family, this university, and the Durham community which has hosted us since Trinity College moved to Durham in 1892, are among Duke's greatest assets. We hope to celebrate these ties with our neighbors and, at the same time, enlighten people from across our community who may not have a full appreciation of the many Duke programs available to them.

Finally, Douglas MacArthur said that old soldiers never die, they just fade away. That's not the case at Duke. Three years ago George Maddox of Duke's Center for the Study of Aging and Human Development and Bill Griffith, vice president emeritus, visited with me to urge the establishment of an organization that could provide an avenue for retired faculty and staff to engage in community service in Durham. With support from my office, the Office of Public Affairs, and The Duke Endowment, George, Bill, and several of their colleagues worked with the National Retiree Volunteer Coalition to develop the Duke University Retirees Outreach (DURO) program. For the last two years more than 40 faculty and staff retirees working through DURO have adopted the Lakewood Elementary School, one of the seven partner schools in our Neighborhood Partnership Initiative. A few weeks ago there was a marvelous celebration dinner at the Freeman Center commemorating the second year of DURO's work at Lakewood School, at a local child care center, and in the affordable housing community. Among those cited were Duke's Joe Jackson, manager of grounds and sanitation, for work his office has done to support DURO's efforts in the community. While we focus often on the work of the literally hundreds of students engaged in community service, it is equally wonderful to note the support which members

of our retiree community are giving to Durham.

Last, let me tell you about my recent travels. I have been to development meetings in New York; to visit alumni clubs in Cleveland and Columbus; to an AAU presidents' meeting at Ohio State, where we talked a good deal about academic health centers and issues of intellectual property in the information age; to Boston for two meetings--one of the JFK School of Government Visiting Committee, and a two-day working session at Harvard with presidents of several Chinese and American universities on topics of mutual interest. Most memorably, I trekked to Canada for alumni club and development meetings in Toronto and Ottawa---where I was hosted by U.S. Ambassador Gordon Giffin and his wife, Patti, both Duke alums. I delivered an address to the Canadian Club of Ottawa on "Five Things the United States Needs to Learn from Canada," which received considerable attention from the Canadian media. I'll enclose an article about that talk from the *Ottawa Citizen* newspaper.

I hope you find this summary useful. As always, if you have any questions or would like additional information, please let me know. I look forward to seeing you at our meeting.