



November 25, 2002

## MEMORANDUM

**DUKE  
UNIVERSITY**

To: Members of the Duke University Board of Trustees

From: Nannerl O. Keohane

Subject: Summary of Activities

So much has been happening at Duke that it hardly seems possible that only two months have passed since our last meeting. We have tried to keep the Trustees informed of many of these developments through our new eDuke communications. So in this report, I will highlight principally those activities and events, including appointments, awards, and honors, about which the Trustees should have more complete information.

### Financial Issues

At the Trustees' Executive Committee meeting in October, there was considerable discussion of financial issues, partly as a result of a spate of reports in the news media that mischaracterized a report presented to the Arts and Sciences Council about various options to close a potential \$6 million budget deficit in Arts and Sciences in 2006.

The Arts and Sciences budget today is in balance, and we project the same next year. Dean **Bill Chafe** and his staff are working closely with Provost **Peter Lange** to address a potential future shortfall which would represent less than 2 percent of the current \$220 million Arts and Sciences budget. At a time when many other leading institutions are announcing major cutbacks and budget freezes, our planning has positioned Duke well in terms of withstanding shocks from the downturn in the economy and correspondingly lower rates of return on endowment investments. At the same time, the challenges Arts and Sciences faces need close attention now, before we have a serious problem.

In light of reduced returns on endowment investments, the need to complete critical new facilities and the university's commitment to attracting and retaining exceptional faculty, Arts and Sciences must implement some combination of expenditure reductions and revenue enhancements to avoid a projected deficit. We anticipate that the Arts and Sciences budget will continue to grow, but at a somewhat slower rate in the next several years.

In a typical year, between 30-35 faculty positions turn over in Arts and Sciences. While Arts and Sciences' faculty size has grown by some 115 positions since 1991, the size of our undergraduate student population has remained constant, enabling us to reduce our faculty-student ratio from roughly 11:1 to 8:1. This is part of our broader effort to improve the quality of the undergraduate experience and the strong ties between faculty and students that characterize undergraduate education at Duke. But as we look ahead, we clearly will have to make some tough choices among a number of options, including slowing some planned facilities growth, filling fewer faculty lines that become open from retirements or faculty departures, etc. Not surprisingly, the Arts and Sciences Council has endorsed a resolution urging that there be no cuts in faculty positions. Whatever steps we take will be guided by a desire to ensure that both current and future faculty are well supported.

Overall, Duke University has managed very conservatively; in each of the last several years, administrative budgets have been kept essentially flat so that additional resources could be transferred to the academic program. Last year, administrative units absorbed all administrative salary increases, with flat budgets, except in

a couple of isolated cases. Thus, we are not in the position of a number of other universities that have implemented or are contemplating more draconian budget measures. I know that this issue will be part of the discussion that Provost Lange and Executive Vice President **Tallman Trask** will have with the Business and Finance Committee as we develop the university's budget guidelines for FY 2003-04.

## **Graduate School**

While we have deliberately kept undergraduate enrollment constant over the past decade, we are encouraged by our continuing success in attracting greater numbers of outstanding students to our graduate school. The country's faltering economy is a contributor to this success, since graduate and professional school applications always rise in tough economic times. But we know that many Duke departments are also becoming more attractive to potential graduate students.

Associate Dean of the Graduate School **Jacqueline Looney** reports that our entering class of 633 graduate students is the largest ever, bringing enrollment in all divisions of the Graduate School to a record 2,450. Thirty-eight percent of our graduate students are from foreign countries, and another 14 percent are minority students from the United States. Clearly our efforts to attract an outstanding and diverse population of graduate students are being successful. At the Ph.D. level, our enrollment of 430 students is a record, as are the enrollments of doctoral students in the Nicholas School and the Fuqua School of Business. Both the School of Medicine and the Pratt School of Engineering enrolled their second largest Ph.D. classes ever. Arts and Sciences has its largest doctoral enrollment in more than a decade.

In October, the Graduate School hosted its Fourth Annual Pre-Application Visitation for minority students. This year's visitation was done in partnership with the School of Medicine, and we plan to continue this as a joint venture. We hosted 99 students: 75 interested in Ph.D.s, 8 in M.D.-Ph.D.s and 16 in M.D.s. They represented 45 colleges and universities (including Harvard, Howard, Princeton, Stanford, Swarthmore, and Yale). The students visited 29 of Duke's graduate departments and programs.

A preliminary review of the visiting students' evaluations shows the program was very successful in providing them with the opportunity to meet individually and in groups with Duke faculty and graduate students and in helping them think critically about their research interests. The students were also given practical advice about approaching the admissions process, and were able to witness "up front and personal" Duke's commitment to enhancing minority participation in graduate education.

To share one student's observation: "This conference showed a lot about Duke's commitment to diversity. It proved to me that Duke was not just giving it lip service but was actually committed to making a real change. I hope and pray that you can continue this program for future minority applicants."

Programs such as the pre-application visitation help Duke attract strong minority graduate and professional students, thus enhancing the "pipeline" of doctoral recipients. Indeed, we are experiencing considerable success on these fronts. Over the past two years, Duke has awarded Ph.D.s to 27 African-American students, by far the highest two-year total in university history.

## **Black Faculty Strategic Initiative**

Provost Lange reported to the Academic Council last week that the university's Black Faculty Strategic Initiative has achieved its goal of doubling the number of black faculty members at Duke, a year ahead of schedule. When the BFSI was launched in 1993, Duke had 44 black faculty members (36 in the tenure track and eight in other ranks.) This year, Duke has 88 black faculty members (58 in the tenure track). Particular progress has come in arts and sciences, medicine, nursing, Pratt, and divinity. As promising as these results are, Provost

Lange told the Academic Council that we must not become complacent. As I reported to you in October, the Provost has appointed a committee to advise him on the next iteration of our efforts to enhance the diversity of our faculty when the BFSI formally concludes next year.

## Research

The news media have given broad coverage to a number of the research breakthroughs of our faculty in recent months. Let me cite just a few examples.

With support from the National Institutes of Health, medical center biochemists **Lorena Beese, Patrick Casey, and Stephen Long** have reported the detailed function of an enzyme that is a key component of a signaling pathway important for some 30 percent of all cancers. The researchers report that their findings about how the enzyme, farnesyl transferase (FTase), works has the potential to help improve drugs that pharmaceutical companies are now testing to fight a broad spectrum of cancers.

Also on the cancer front, a diet rich in flaxseed seems to reduce the size, aggressiveness, and severity of tumors in genetically engineered mice to develop prostate cancer. In 3 percent of the mice, the flaxseed diet kept them from getting the disease at all. **Wendy Demark-Wahnefried**, associate professor in the division of urology, headed the study, which was sponsored by the National Institute on Aging and the National Cancer Institute, as well as the Committee for Urologic Research Education and Development at our medical center.

A Duke team led by physics professor **John Thomas** has created an ultracold gas that has the startling property of bursting outward in a preferred direction when released. According to the researchers, studying the properties of this "lopsided" gas will yield fundamental insights into how matter holds itself together at the subatomic level. The research was supported by grants from the Department of Energy, the National Science Foundation, the Army Research Office, and NASA.

In another NASA-funded grant, Professor **Roni Avissar**, chairman of the Department of Civil and Environmental Engineering at the Pratt School, and research associate **David Werth** have reported that cutting down forests in the Amazon could cause a reduction of summer rainfall more than 1,000 miles away in the Midwestern United States and the Dakotas. Some 15 percent of the Amazon rain forest already has been cut and turned into pasture. Using mathematical simulations of climate behavior, the researchers looked at what might happen if the entire Amazon were converted to pasture land. The results document the dramatic impact of rain forest degradation on other areas of the globe.

One of the principal areas for investment identified in *Building on Excellence* is neuroscience. In work supported by the National Institutes of Health, researchers **Zhi-Qi Xiong** and **James McNamara** of the Department of Neurology have made a discovery that could explain why sufferers of Alzheimer's and other neurodegenerative diseases significantly worsen following insults - brief seizures, mild head trauma, or stroke - to the brain. The researchers report that their findings could lead doctors to prescribe preventive drugs that would protect other organs against damage from autoimmune diseases such as lupus and rheumatoid arthritis, in which the immune system attacks body tissues.

Until now, researchers believed that the nerve cell membrane was like one big curtain that substances could move through at any point. Now, medical center researchers led by neurobiologist **Michael Ehlers** have discovered that a nerve cell takes in receptors and other molecules through discrete "doorways." The researchers, whose work was sponsored principally by the National Institutes of Health, say their discovery could prove useful in treating addiction, depression, stroke, epilepsy, and other neurological disorders.

A research team led by **Roberto Cabeza** of the Center for Cognitive Neuroscience, has found that elderly adults

who perform as well as younger adults on certain cognitive tests appear to use the otherwise underused left half of their brain. In contrast, elderly people who are not "high performers" on the tests resemble younger adults in preferring to use the right side of the brain. Cabeza and his colleagues said the discovery may lead to using training or drugs to improve performance in the elderly by increasing "recruitment" of the left side of the brain.

Media from across the globe have reported on the work of Professor **Amy Needham**, associate professor of psychological and brain sciences and lead author of a study that discovered that fitting infants with Velcro-covered "sticky mittens" gives them a developmental jump start in learning to explore objects. The researchers placed the mittens on infants too young to grasp objects, but the mittens allowed the infants to snag Velcro-fitted toys merely by swiping at them. Needham says the findings show how important it is to provide a rich set of opportunities for infants to learn about the world around them. The research was sponsored by the National Institute of Child Health and Human Development of the National Institutes of Health

One of the major priorities in *Building on Excellence* is strengthening science and engineering at Duke, and particularly enhancing the quality of the facilities we can offer to faculty and students at all levels. I expect that the Trustees will be excited to learn about the progress of Duke's new astronomical observatory. We recently obtained a 10-inch Schmidt-Cassegrain telescope, one of five such scopes that will soon form the observatory's nucleus. Using funds from a university grant, Duke Forest personnel have already constructed nine permanent telescope mounts in a clearing a few miles from campus. The observatory will become an important tool for undergraduate education - particularly in Duke's undergraduate astronomy course, Physics 55, which has not featured an active laboratory component in past years.

The U.S. Department of Education has selected Duke for a \$454,403 grant to develop a three-stage model for service-learning. The Duke initiative, led by **Alma Blount**, director of the Sanford Institute's Hart Leadership Program, is designed to develop, implement, evaluate and nationally disseminate a model that will allow undergraduate students to pursue academic research projects that are integrated with community needs and interests. Not only will this program enable undergraduates to pursue projects that benefit the larger community, but it will allow them to create a continuous network of service learning opportunities from gateway courses through capstone experiences, a priority in Curriculum 2000 and in *Building on Excellence*.

**Kenneth A. Dodge**, director of the Center for Child and Family Policy in the Sanford Institute, has received a five-year \$591,851 Senior Scientist Award from the National Institute on Drug Abuse (NIDA) to investigate the development of public policy to prevent adolescent drug use. Adolescent drug use and abuse are an important part of the center's research into youth violence and problem behaviors.

These selected examples of the important research our faculty is conducting provide the context on some other good news. The October 11 issue of *Science* magazine reports that the Institute for Scientific Information (ISI) in Philadelphia has issued a report that ranks the 100 top federally-funded U.S. universities in terms of citation impact. ISI ranked universities by the frequency of their "top ten" appearances in 21 fields of science and social science from 1997 to 2001. This is the first time Duke has been ranked among the top ten universities in the country in this ranking, along with Harvard, Stanford, MIT, UC-San Diego, Yale, UC-Berkeley, Columbia, Cal Tech, and Michigan.

## Awards and Honors

We were all delighted to with the news last month that Dr. **R. Sanders Williams**, dean of the School of Medicine, and Dr. **Debra A. Schwinn**, professor of anesthesiology, pharmacology/ cancer biology and surgery, were elected to the prestigious Institute of Medicine (IOM). The IOM is one of three institutes within the National Academy of Sciences, and election to the institute represents a singular accomplishment in health and medically-related disciplines. As you know, Sandy Williams has made major contributions to the understanding

of the basic mechanisms of cardiovascular disease and is both a highly regarded bench scientist and administrator. Schwinn's research focuses on better understanding how stress and genetic differences between people relate to disease outcomes. It was particularly appropriate that Schwinn also received the Medical Center Alumni Association's Distinguished Faculty Award last month, along with Dr. **James R. Urbaniak**, who recently stepped down after 17 years as chief of orthopedics at Duke.

James B. Duke Professor of English and novelist **Reynolds Price**, who once explained why he chooses to remain in North Carolina by saying "It's the place about which I have perfect pitch," has been awarded the 2002 John Tyler Caldwell Award for the Humanities from the North Carolina Humanities Council. Price graduated summa cum laude from Duke and has been enriching the lives of generations of Duke students since 1958 when he joined our faculty

Professor **April Brown**, chair of the Department of Electrical and Computer Engineering at the Pratt School of Engineering, has urged a U.S. Senate subcommittee to apply Title IX, the federal gender anti-discrimination law, to encourage more women to become engineers and scientists. Noting the increasing demand for talented engineers and scientists, and the potential to fill that demand by encouraging more women to enter these fields, Brown urged the senators to develop appropriate programs to boost the number of women engineers and scientists in the work force, noting that, "The resulting pool of scientists and engineers will be larger and more diverse, which means we as a nation will be better prepared for the technological challenges our future will bring."

Mathematics professor **Arlie Petters** has received the first David Blackwell and Richard A. Tapia Prize for contributing significantly to his field of expertise and serving as a role model for both scientists and students who are underrepresented minorities. In addition to his own research and role as a distinguished teacher at Duke, Peters is a frequent guest speaker at events for minority students, from elementary through graduate school.

## **Teamwork Awards**

While we are always delighted when members of the university community receive significant national honors, it is important that we recognize individuals at the campus for outstanding work as well. The Teamwork Award is presented annually by the Office of Human Resources to teams at Duke that have worked collaboratively together to build relationships across functions and to achieve an important university goal. This year's four winners include: faculty, staff, and students who focused on how to create new space and a new vision for Perkins Library at a time of significant change in how libraries support academic institutions, and a partnership of communications and information technology teams across the university, under the direction of Duke's Office of News and Communication, that created eDuke <http://eduke.duke.edu>. eDuke offers daily news items, daily news clips, and a monthly news offering by e-mail to some 6,600 subscribers including Duke students, faculty, staff, parents, alumni, and friends of the university.

On the medical side, the winners were the Cardiac Catherization Lab at Durham Regional Hospital, whose team concept kept morale high and staff working effectively during some of the more difficult challenges Durham Regional has faced, and Duke Hospital's Children's Services, which went to extraordinary efforts to save the life of a young cancer patient. The members of children's services juggled their schedules and volunteered to work many extra hours so a Durham area 18-month-old boy could undergo a bone marrow transplant close to home. The boy, now just a little more than two years old, recently left the hospital, the biggest milestone to date in his remarkable recovery from cancer.

## **Major Appointments**

With the Trustees' strong support, Duke is investing some \$200 million in our Institute for Genome Sciences and Policy. We were delighted to announce last month that Dr. **Huntingdon Willard**, a leader in this exciting field and a pathbreaking geneticist himself, has accepted appointment as director of the IGSP. Hunt Willard comes to Duke from the research institute of University Hospitals of Cleveland, where he was director and president. We believe Willard is the ideal person to lead this unprecedented university-wide initiative, which goes beyond science to examine the profound ethical, legal, and policy issues raised by the Genomics Revolution. I particularly want to commend Dean Williams, Chancellor for Health Affairs **Ralph Snyderman**, and Provost Lange for their role in this sterling appointment.

Dr. **James McNamara**, Carl R. Deane Professor of Neuroscience, has been named chair of the department of neurobiology. He assumes the chairmanship from Dr. **Dale Purves**, who is returning to the faculty after having built one of the top neurobiology departments in the world. McNamara came to Duke in 1973 as chief resident in neurology in the medical center, and later founded the Duke Center for Advanced Study of Epilepsy. He has received two Jacob Javits Neuroscience Investigator awards from the National Institutes of Health and the research recognition award from the American Epilepsy Society.

Vice President for Student Affairs **Larry Moneta** has selected **Edward Hull** to be the first incumbent of the newly created position of director of residence life and housing services. Hull comes to us from Southern Methodist University, where he was director of residence life and student housing. He will head the new Residence Life and Housing Services Department, which coordinates all aspects of residential life and student housing facilities, including overseeing the renovation, maintenance, and construction of the university's residence halls and apartment facilities.

**John Cady** has been named associate dean of executive education at the Fuqua School of Business. Cady succeeds Professor Richard Staelin, who is now deputy dean for the Fuqua School. Cady comes to Duke from Boston, where he was a founder and faculty partner of the Center for Executive Development (CED). Prior to that, he was a member of the faculty at Harvard Business School. Cady will manage Fuqua's non-degree, open-enrollment executive education operation, which recently was ranked number 4 in the world by the Financial Times' 2002 survey.

## Construction Update

In another important advance at Fuqua, we were proud to unveil the new Lafe P. and Rita D. Fox Student Center last month. Lafe Fox was a 1933 Duke business major graduate who remained a lifelong student of the business and accounting profession and, in 1991, established the L. Palmer Fox Professorship in Management Accounting. Lafe and Rita's children, Rick Fox and Carol DeJoy, provided the naming gift for this magnificent new center. The student center sits between the east and west wings of the business school and contains three food-service areas; a winter garden where students and faculty can mingle, talk, or work; changing rooms with showers and student lockers; a student communications center equipped with walk-up computing, copier, fax and mail center, seminar and conference rooms, an outdoor patio, a Ph.D. student area, and other office space. It is a truly spectacular facility, and I encourage the Trustees to drop in and look around this wonderful addition to the Fuqua School.

As anyone who visits the campus knows from the often circuitous routes required to get around the campus, several other major construction projects are underway. Tallman Trask has given me a brief update, and I'm pleased to share it with you.

We have made considerable progress on the two new buildings that are important to the work of faculty in the IGSP. The Center for Human Genetics is now occupied except for the lower level, which is currently being up-fitted and scheduled for completion in March 2003. The Center for Models of Human Disease is 82 percent

complete with completion scheduled for March 2003. Current activities include window installation, Duke stonework and interior work, including HVAC equipment.

The Center for Interdisciplinary Engineering, Medicine and Applied Sciences is on track for August 2004 completion. The structure is now coming out of the ground. The slab for the second level of the east building is currently being formed. Foundation work continues on the west building. Fuqua's Keller 2C is essentially complete and occupied except for the completion of the Behavior Lab renovation and the landscaping. Project completion is expected in March 2003 or earlier.

The Undergraduate Admissions Meeting Room is on track for a March 2003 completion. Current activities include exterior brickwork, window installation, roofing and interior framing. The University Parking Deck, a 558-space parking garage behind the Bryan Center, is now 15 percent complete. The concrete work continues with placement of columns, walls and slab. The first phase of the WEL Tower D project is complete. Additional up-fit work and changes are now underway with completion scheduled this month.

West Campus dormitory infrastructure renovations have just gotten underway. This involves the relocation of utilities within Kilgo and exterior to the dorms on Wannamaker Lane, and a new mechanical room in Crowell. Completion is planned for May 2003, which will allow the Kilgo N, O, and P renovations to proceed after graduation.

## **Campaign for Duke**

Our ability to attract and retain truly outstanding faculty, and to provide the facilities to support their work and the needs of our students, depends greatly on the success of the Campaign for Duke. As Trustee Peter Nicholas, co-chair of the Campaign, reported at our October meeting, we expect to achieve our \$2 billion goal soon, roughly 12 months ahead of schedule, as the generosity of friends and alumni has already carried the Campaign for Duke to almost \$1.95 billion.

Both the Nicholas School of the Environment and Earth Sciences and the Department of Intercollegiate Athletics are on the verge of reaching their overall goals; the Pratt School and the School of Law have already done so. Yet we have not yet achieved several of our key goals for the Campaign. Under the strong leadership of Senior Vice President **John Piva** and Vice President **Bob Shepard**, we are redoubling our efforts to fill the most crucial funding "buckets": faculty support, financial aid, and facilities.

To that end, we continue to identify new prospects and call on old ones; to travel in order to make our case; and to host campaign "Celebrate Duke Dinners," including events over the past month in Boston, Atlanta, and San Francisco. Chicago, Seattle, Tampa, Miami, Charlotte, and the Triad are scheduled for the months ahead; I suspect that the development officers, the deans, and I must have acquired enough frequent flyer miles to get us to the moon, but the time spent is well worth it if we can achieve the ambitious targets we set for ourselves in the Campaign for Duke.

## **Woman's College Celebration**

It was wonderful to see Trustees Emeritae Julie Esrey, Susan King, Wilhelmina Reuben-Cooke, Dottie Simpson, and Judy Woodruff among the more than 200 alumnae who returned to the campus for the Alumni Association's special celebration of the Woman's College in November. The weekend's activities highlighted the marvelous history of women at Duke and celebrated the 30th anniversary of the closing of the Woman's College. It was the first official reunion specifically for Woman's College graduates since the merger with Trinity College in 1972.

Trustees Paula Burger and Cookie Kohn served on the planning committee, and they, along with Alumni Affairs director **Laney Funderburk**, Vice President **Allison Haltom**, and the planning committee did a superb job in planning the program for a wonderful weekend. The event cast light on the history of women's contributions to the institution, and allowed alumnae to talk some about current and future issues facing women at Duke. There was time to catch up with old friends, to save seats for former roommates, and to share stories and exchange hugs with lost acquaintances. And because the participants spanned nearly four decades of Woman's College history, most of the women took advantage of this to find out more about women they never knew.

## **Women's Initiative**

I was pleased to have an opportunity to report at the Woman's College celebration about the current status of the Women's Initiative and have appreciated the interest of so many trustees in the project. I have been encouraged by the outpouring of involvement in this project, which validates my belief that there is a lot of interest in, and concern about, women's issues at Duke. The Women's Steering Committee, which advises me on the Women's Initiative, has not only been gathering information, but thinking in a broad fashion about where we want to go as an institution and how we can get there.

A number of quantitative and qualitative studies of faculty in Arts and Sciences and the medical center are now underway. The Graduate School has completed a quantitative study of Ph.D. students in all disciplines, and is now beginning survey and qualitative studies of the graduate student experience. The deans of all our schools are compiling both hard and impressionistic data on women faculty recruiting, departures, promotion, leadership, salary, climate, and lifestyle. And our Women's Center is leading an effort within Student Affairs to collect information on social and academic climate issues from a broad cross-section of the undergraduate student body.

Separate studies of faculty in Arts and Sciences and the medical center are also underway, given anecdotal evidence that the particular challenges and opportunities women face in these situations differ in some significant ways.

For staff, the Steering Committee is evaluating, among other things, compensation, mobility, and job satisfaction, and the benefit program for employees, including options for improving maternity and child-care benefits. Provost Lange is preparing to propose innovative parental leave and tenure clock relief policies for consideration by appropriate university bodies. We are mindful of the particular importance of support for those staff members in the lowest paid positions, many of whom are people of color.

We have set a target for our report and policy decisions by June. It is our hope that these reports, and the activities they will reflect and encourage, will help guide Duke in the future and serve as a model for other universities as they undertake similar endeavors.

## **Duke and the Community**

I know that many Trustees were excited by Senior Vice President **John Burness'** report on the Neighborhood Partnership at our October meeting. Good news continues on the community front. More than 500 people cheered the long-awaited transformation of a rundown former elementary school near campus into a gleaming community center in Durham's West End community. The Community Family Life and Recreation Center at Lyon Park, a partner in the Duke-Durham Neighborhood Partnership, has begun serving families from neighborhoods in Southwest Central Durham. More than 110 children from nearby neighborhoods in Operation Breakthrough's Head Start program are preparing for kindergarten in spacious renovated classrooms. The Council for Senior Citizens is conducting programs for older people. Thanks to the good work of **Lloyd**

**Michener** and **Susan Epstein** in Family and Community Medicine and Dean **Mary Champagne** in the School of Nursing, the center will also house a wellness clinic for low-income residents beginning in January - the neighborhood's first such clinic of its kind - and several programs for at-risk youth, including the Neighborhood Partnership's principal teen-mentoring program, Partners for Youth.

The center, complete with a new gym and indoor running track, 250-seat auditorium with skylights, dance studio, kitchen, and computer center, was years in the making. In 1992, the Rev. Fredrick Davis, pastor of First Calvary Baptist Church, dreamt of renovating the 1920s-era building, and turning it into a vibrant gathering place. Voters had approved a \$6.4 million renovation of the school in a 1996 bond referendum, but fund-raising problems, construction overruns, and delays plagued the project. Through the Neighborhood Partnership, Duke was able to help build a playground for children at the Center, arrange for necessary landscaping, and provide other resources that finally enabled the long-awaited facility to open its doors.

Thanks in part to input from Duke history research fellow **Trudi Abel**, the Durham Public Schools has received nearly \$900,000 from the U.S. Department of Education to improve the training of social studies teachers and to draw on examples from Durham's past, from the Civil War to the Civil Rights movement, as teaching tools. Abel has recruited nine members of Duke's History Department as well as a number of North Carolina Central University professors to provide intensive summer training for 70 teachers over the next three summers.

In another link between K-12 teachers and university faculty, electrical engineer professor **Gary Ybarra** is bringing together scientists and public school teachers to instill a love and appreciation for math and science in youngsters in Durham and across North Carolina. Last month, Ybarra and three colleagues at the Center for Inquiry-Based Learning received news of a five-year, \$5.3 million grant from the National Science Foundation for Teachers and Scientists Collaborating (TASC). The TASC Force seeks to establish a cadre of scientists from Duke, the Research Triangle, and across North Carolina to assist 7,560 teachers and 352,800 students in kindergarten through eighth grade during the five-year period of the grant. Ybarra also is the project director in a GE Foundation grant to promote science and math literacy at two of our partner schools - Lakewood Elementary and Durham School of the Arts.

## The Arts

Duke has hosted incredible performances this fall and we look forward to many more such treats of the senses. Let me highlight a few.

Following last year's collaborative festival of music by Igor Stravinsky, the Encounters Concert Series at Duke is again teaming up with Allen Anderson and UNC's Department of Music to sponsor a four concert/event series of new music titled "Milestones 2002: A Festival of New, Recent and Landmark Music." This is a series of concerts and conversations featuring an unusual array of guest artists and composers as well as local professional, faculty, and student ensembles.

In between the end of Major League Baseball and the beginning of college basketball, we were able to savor a musical reflection on the two sports in an original piece written by Duke Music Professor **Anthony Kelley**. The piece was performed by Duke's own Ciompi Quartet.

## New Programs

The Information Science/Information Studies (ISIS) program, which is designed to reflect real-life workplace arrangements, is about to offer its first two courses. In ISIS 100, "Perspectives in Information Science and Information Studies," eight of Duke's most prominent faculty (from art to zoology) will be lecturing on a range of topics from cryptography and secrecy to philosophy of computing. In ISIS 120, "Information Architecture

and Design," students will learn how to use multimedia tools effectively to structure and visualize information.

Vice Provost for Interdisciplinary Studies **Cathy Davidson** has designed a course and conference on "Religion and Genetics in Popular Culture," which addresses how research involving the human genome is changing, challenging and complicating our collective sense of what it means to be human. She and her 21 students have been exploring these questions through a study of popular culture - mainstream science writing and journalism, popular fiction and film, and even prominent legal cases. The conference featured a keynote address by **Robert Cook-Deegan**, the new director of the Center for Genome Ethics, Law and Policy, and a talk by the award-winning science fiction writer, Greg Bear.

Dr. **John Hamilton**, chief of the division of infectious diseases and international health, has agreed to direct the new Duke Mentored Clinical Research Scholar Program. The goal is to provide three to five years of mentoring support to scholars, and to develop trainees into fully independent clinical investigators. The program is open to people who have completed an M.D. degree and three or four years of post-doctoral clinical training, and are now either fellows or in their first three years as a faculty member. "I would venture to guess that every leading researcher today would identify the mentoring they received as critical in their careers," Hamilton says. "And young people are the lifeblood of a mentor, with their fertile minds and endless energy."

### **SAP Payroll Implementation**

We all know that developing the right infrastructure is crucial to the success of any university operation. I am pleased to report we have successfully replaced our aging home-grown HR and payroll systems with a new customized system. With this change, Duke has laid a foundation for significantly improved reporting of human resource and payroll data, which is vital to managing our more than 36,000 employee records. Other than a more detailed check stub, our employees were not affected by this system cutover, which is a genuine credit to the team that has worked so hard over the past few years to bring the new system on-line.

### **Duke Athletics**

We will discuss an important report regarding the future of athletics at our December meeting, but I wanted to let you know of some good news. Consistent with our Title IX plan, the number of women varsity athletes and the amount of athletically related student aid to women continue to steadily climb. Our annual report on equity in athletics, completed this fall in compliance with federal requirements, shows that 41.2 percent of the \$8 million in student aid for athletes last year went to women, up from 40.1 percent in 2000-01. Of the 695 students participating in intercollegiate athletics at Duke last year, 43.1 percent were women, up from 42.1 percent the previous year. The athletic department's goal is to reach 48 percent - the percentage of female undergraduates attending Duke - for both student aid and participation.

This is a good time of year to take stock of Duke sports and boast a little about our talented men and women.

For the first time in the university's history, Coach **Gail Goestenkers'** women's basketball team was ranked first nationally in preseason polls. Junior **Alana Beard** was the only unanimous selection for preseason Associated Press All-America. Alana and the team were terrific in the Jimmy V Classic last weekend as they dominated Number 2 Tennessee. Coach **Mike Krzyzewski's** men's team is rated sixth in the pre-season Associated Press poll. The Trustees will be pleased, as were Duke fans everywhere, to know that Coach K is okay following a scare when he injured his iliopsoas muscle while jumping off the bench after **Chris Duhon** was injured in an exhibition game.

Men's golf, ranked sixth nationally by *Golfweek*, enjoyed the fall season with five top-five finishes. *Golfweek* ranked the defending national champion women's golf team fifth nationally. In cross country, the women are

ranked 14th nationally and the men are receiving votes in the national poll. Our field hockey team, ranked 12th nationally, has posted its third-highest win total (14 wins) in school history and qualified for the NCAA Tournament.

Of course we all were disappointed by the last-second loss to Carolina at Wallace Wade last weekend. This has been a tough period for Duke football, but we have seen many signs of progress from our very young team. I know Coach **Carl Franks** and Athletic Director **Joe Alleva** and our returning players are already looking forward to next season, and to building on the progress that we saw in Duke football this year.

I hope that all of you will have a wonderful holiday with family and friends. As always, if you have any questions or want additional information about any item in this report, I trust that you will let me know.