



September 18, 2003

MEMORANDUM

**DUKE
UNIVERSITY**

To: Members of the Duke University Board of Trustees

From: Nannerl O. Keohane

Subject: Summary of Activities

I write from a campus recently visited by Hurricane Isabel. Fortunately, the campus has avoided major impact. We did evacuate our Beaufort campus on the coast, but Isabel veered more toward the Northeast than earlier predicted, and we invoked our severe weather policy for only a limited period on Thursday.

As always, we have a full agenda for our Fall meeting. This will be the first meeting for our new Trustees: Anne Bass, Paula Hannaway Crown, Bishop J. Lawrence McCleskey, Susan Stalnecker, Michele Sales, and Andrew Nurkin. The bios of these new Duke leaders are included with your materials for our meeting. Individually and collectively, they bring a wealth of experience to Duke, and we look forward to their leadership in the years ahead.

Founders' Weekend

Our meeting will coincide with the annual celebration of Founders' Weekend, at which the University Medal, the university's highest honor, will be presented to two truly deserving and wonderful Dukies - Joe Pietrantonio (or Joe Piet, as generations of students know him), who just retired after 33 years of service to Duke, most recently as associate vice president for auxiliary services, and Trustee Emeritus Morris Williams, whose love and dedication to Duke have benefitted our community in countless ways.

As you know, Founders' Weekend will include a wide array of activities designated to recognize the progress Duke has made since my inauguration as president ten years ago. I am honored to have been asked to present this year's Founders' Day address. I am also pleased that an idea emerging from Professor Tony Brown's class in the Hart Leadership Institute in the Sanford Institute of Public Policy - to conduct a Habitat Blitz Build on Duke's East Campus - will be part of these activities. Some \$36,000 has been raised to support Blitz Build; it will provide an opportunity for many members of the university community to participate in the creation of a new affordable home, which will be moved to Berkeley Street in Walltown. We hope this project will significantly increase awareness of Duke's commitment to its host community, and particularly to Habitat and its role in affordable housing. The Blitz Build house will be the third house in two years that has been built with Duke support and a commitment on the part of our students, faculty, and staff to expand affordable housing in neighborhoods near our campus. This past summer, a single mother and her two children moved into a new Habitat for Humanity home in the West End, thanks to the good work of Duke's student Habitat chapter, whose advisor is Jennifer Copeland, Methodist campus minister and director of Duke's Wesley Fellowship.

Special recognition goes to Vice President and University Secretary Allison Haltom, University Development's Director of Professional Services Lisa Worster, and the planning committee for Founders' Weekend, for putting together a lovely program to celebrate together the accomplishments of our university.

Among agenda items for our meeting on Saturday is a discussion of the final report of the Women's Initiative, a copy of which has already been sent to you by the University Secretary's office. As you will know from my regular updates to the Board about the Women's Initiative, we have learned a great deal about the lives women

lead on campus and the challenges they face to be full and equal participants at Duke. I have appreciated the encouragement the Trustees have given to this study, and I look forward to discussing this report and its implications for Duke with you. We will formally release the report on September 23, and I expect there will be a robust discussion of its findings and recommendations throughout the year. I am especially grateful that The Duke Endowment has awarded me a \$300,000 discretionary grant, which I will use for investment in programs that emerge from the Women's Initiative. The steering committee has done a wonderful job. I particularly want to note the leadership of Professor of Psychology Susan Roth, who served as executive director of this study, and Allison Haltom and Trustee Kimberly Jenkins for their leadership in identifying issues affecting alumnae and Trustees.

Major Searches and Administrative Appointments

As you know, after consultation with the Trustees' Executive Committee, I have appointed a 13-member search committee to identify Duke's next chancellor for health affairs, who will also serve as president and chief executive officer of the Duke University Health System. This is a crucially important position for Duke, and I am confident we will attract an outstanding person to build upon the many accomplishments achieved during the 15 years of leadership of Chancellor Ralph Snyderman. I am grateful that Trustee Emeritus Roy Bostock, a founding member of the health system's board of directors and long-time chair of the Trustees' Business and Finance Committee, has agreed to chair the committee. Dr. Charles Hammond, E. C. Hamblen Professor and immediate past Chairman Emeritus of Obstetrics/Gynecology, is serving as vice chair of the committee. I've asked the search committee to provide me with a short list of candidates by late February 2004. By then, we hope that the Trustees will have selected my successor, who will be able to play a role in the selection of our new chancellor.

David McQuaid will take over as CEO of Durham Regional Hospital, effective in late October. He is wrapping up his duties as executive vice president and chief operating officer for Johns Hopkins Bayview Medical Center in Baltimore. McQuaid will bring a strong record of achievement in hospital administration, and experience working within John Hopkins' premier health system. We are grateful to DUHS Associate Vice President Kevin Sowers, who has served as interim CEO of Durham Regional during the search and who now will return to a leadership role with the health system.

Searches for a number of other key positions are underway. Provost Peter Lange has appointed an 11-member search committee to identify candidates to succeed Bill Chafe who, as you know, announced last spring that he is stepping down in June 2004 to return full-time to the faculty after eight years as dean of the faculty of arts and sciences. Professor Tom DiPrete of the Department of Sociology is chairing the search committee for Dean Chafe's successor.

Provost Lange has also appointed a nine-member search committee, chaired by Professor Neil DeMarchi of the Department of Economics, to seek a director for the new Nasher Museum of Art, which Executive Vice President Tallman Trask tells me is on schedule for a dedication in Fall 2004. We are grateful that Sarah Schroth, curator of the museum, is serving as interim director in this crucial planning year for the new museum.

Mary Champagne, who has been dean of the School of Nursing for the past 13 years, announced this summer that she will not seek another five-year term when her current term expires in 2004. Under Champagne's leadership, the School of Nursing has created a number of innovative graduate programs, launched an innovative second bachelor's degree program, and expanded its interdisciplinary research activities. Champagne was also integral in the creation of Duke's Division of Community Health, a collaboration between the School of Nursing and the Department of Community and Family Medicine in the School of Medicine. I know that Chancellor Snyderman will begin the search for Champagne's successor shortly so that it can be sequenced with the selection of a new chancellor.

We continue to build the campus team that oversees everything from money to monuments. This summer, at Executive Vice President Trask's recommendation, we appointed two new vice presidents to run financial operations and campus services. B. Hofler Milam, senior vice president, chief operating officer, and chief financial officer at QualChoice of North Carolina, is the new vice president for financial services, succeeding Mike Mandl who left Duke to assume the executive vice presidency of Emory University. Milam oversees an array of important accounting, analytical, and financial-reporting services for the Duke community, working closely with Trask and the senior leaders and managers across campus.

Following the retirements of two long-time Duke leaders - Jerry Black, director of the Facilities Management Department, and our University Medal winner Joe Pietrantonio, associate vice president for auxiliary services - Kemel Dawkins, associate vice president for facilities at Yale University, joins Duke this week as vice president for campus services, a new position that combines portions of the previous Office of Auxiliary Services with facilities management operations, ranging from dining services to road maintenance. Dawkins is a seasoned administrator whose consolidated portfolio will also include the Duke Police. Dawkins had been at Yale since 1995, and before that held administrative positions at Stanford and the University of Pennsylvania.

Benjamin Reese has succeeded Sally Dickson, who left Duke for a similar post at Stanford, as Duke's new vice president for institutional equity. Reese is responsible for overseeing efforts to promote diversity and foster equal opportunity within the university and health system. He will serve at least until December 2004, or until the new president decides on the appointment of a vice president. Reese joined Duke in 1996 as an assistant vice president in the Office of Institutional Equity (OIE).

Dean Kristina Johnson has announced a number of administrative appointments at the Pratt School of Engineering. Linda P. Franzoni, associate professor of mechanical engineering and materials science, has been named associate dean for student affairs. Jeffrey T. Glass has joined the Pratt School as director of its Master's in Engineering Management program and professor in the Department of Electrical and Computer Engineering. His task is to expand an already successful professional program that provides advanced training in engineering project management, finance, and marketing so its graduates can enter industry right away. And professor George Truskey, director of undergraduate studies in the Department of Biomedical Engineering at Pratt, has been named chair of the department. Pratt's biomedical engineering programs were recently ranked No. 2 in the nation by U.S. News and World Report.

Rankings

I know the general public puts considerable stock in external assessments of Duke's programs, even if those of us in higher education are somewhat skeptical of magazine rankings. Several have been published recently and, once again, Duke has done well.

In the latest U.S. News & World Report magazine's rankings of national universities offering doctoral degrees, Duke was tied with Caltech, Stanford, and the University of Pennsylvania for fifth place. The magazine lists Harvard and Princeton as No. 1, followed by Yale at No. 3 and MIT at No. 4. Duke also was singled out this year in five of eight categories of "programs to look for," which the magazine called "outstanding examples of academic programs that lead to student success." Duke was cited for first-year experiences, undergraduate research and creative projects, learning communities, study-abroad programs, and writing in the disciplines. It is gratifying to have these programs singled out since each of them has been a priority investment as we have strengthened the undergraduate experience at Duke in recent years.

The Pratt School's undergraduate engineering program was tied for 20th among doctoral universities, up from 24th in 2002, no doubt reflecting the leadership and visibility of Dean Johnson and the outstanding members of the faculty who have been recruited to Duke in the last several years.

In addition, Duke Hospital again landed on U.S. News & World Report's honor roll of best hospitals, placing sixth for the fourth consecutive year. A record 16 clinical areas in the Hospital were rated among the top 17 highlighted specialties.

Of course we enjoy seeing Duke rated among the best, but we also realize these rankings have methodological limitations, with small differences able to affect an institution's placement. Provost Lange put it best when he recently urged high school students and their families to use these popular magazine surveys as only one factor in deciding where to apply to college.

You will recall that last October, Vice Provost for International Affairs Gil Merckx presented a report to the Trustees on our international programs. In a ranking whose methodology can't be challenged, Merckx reported recently that Duke ranks highest among the top 10 private universities that maintain Title VI international centers. Title VI, funded by the U.S. Department of Education, supports international centers devoted to scholarship and expanding language and cultural studies. Duke has seven Title VI centers, devoted to the study of East Asia, Latin America, South Asia, and Eastern Europe, as well as Fuqua's Center for International Business Education and Research. Columbia and Chicago trail Duke with five Title VI centers; Yale, Harvard, and Cornell each have four.

Singapore Medical School

In a different type of international partnership, Duke University Medical Center and the National University of Singapore have agreed to establish that country's first graduate medical school. The school will be based on Duke's medical school curriculum and the U.S. model in which students enter medical school after earning their baccalaureate degree. It will supplement the existing National University of Singapore School of Medicine, which is based on the British model whereby students enter medical school after high school.

The government of Singapore approached Duke about this initiative, which offered us an opportunity to work in a rapidly evolving research and clinical care environment and a region with great scientific and economic potential. Duke will play a key role in the new school, providing the first dean and helping to select and evaluate the students and faculty. There is also a mutual commitment to "prospective health planning," which stresses preventive care and individualized plans for confronting health care. I know Ralph Snyderman, Dean of the School of Medicine Sandy Williams, and others worked very hard to develop this very promising partnership. The Class of 2007

Perhaps the best way to experience Duke's growing excellence is by spending time with our newest students. By several academic measures, the 1,630 freshmen who joined us a few weeks ago comprise our strongest class ever. In the wake of the Supreme Court's historic recent decision involving affirmative action, it's also worth noting that nearly 18 percent of our incoming class are Asian or Asian American, 10 percent are African American, 7 percent are Latino and Hispanic, and 8 percent are from other countries. We were pleased by the Supreme Court's decision in the Michigan case, which generally upheld the use of affirmative action and race as a consideration in college admissions, under specified conditions. Consistent with Trustee policy and the Court's ruling in the Michigan case, Duke considers race among many factors in our comprehensive admissions process, but we do not employ the kind of point system the Supreme Court has ruled unconstitutional. We think Duke's experience offers a compelling example of how such an approach can result in a strong and diverse student body, and a richer learning environment for our students.

Scholarship and Research Highlights

Duke faculty regularly receive national and international attention for their contributions to scholarship and research. Let me highlight several examples since our last meeting.

Earlier this month, U.S. Secretary of Health and Human Services Tommy Thompson announced that a consortium led by Duke had been selected to develop vaccines, drugs, and tests against emerging infections and defend against bioterror organisms such as smallpox. A \$45 million federal grant over the next five years will support the new Southeast Regional Center of Excellence for Emerging Infections and Biodefense, which will be centered at Duke and led by Frederic M. Hanes Professor of Medicine Barton Haynes, director of the Duke Human Vaccine Institute. His team will include researchers from five other regional universities: Emory University, the University of Alabama at Birmingham, the University of Florida, UNC-CH School of Medicine, and Vanderbilt University Medical Center. This new Center of Excellence will be one of eight such centers across the country funded by the National Institute of Allergy and Infectious Diseases and the Department of Health and Human Services as part of efforts to improve the nation's homeland security.

Duke also received considerable national attention this month for research showing how our genetic heritage may play a role in making fathers attentive to their children. Researchers from Duke, the National Museum of Kenya, Princeton University, UCLA, and the Brookfield Zoo in Illinois found that male baboons - even though the mother may have mated with others - give preferential protection to their own genetic offspring, which suggests the fathering instinct might be more fundamental to primate evolution than previously believed. Duke postdoctoral fellow Jason Buchan was the lead author on the paper published in *Nature*, whose other authors included Duke assistant professor of biology Susan Alberts. The research was sponsored by the National Science Foundation, the Chicago Zoological Society, the L. S. B. Leakey Foundation, and the National Geographic Society. If this topic interests you, I encourage you to visit the Duke News web site at , which offers some fascinating video footage of the baboons.

Other Duke scientists are challenging the current theory of how brains are organized to process visual information. Graduate student Amit Basole, assistant professor Leonard White in Community and Family Medicine, Doctor of Physical Therapy Division, , and Professor of Neurobiology David Fitzpatrick studied the visual-processing region of ferret brains as the animals responded to complex patterns. The results indicated that clusters of brain cells, or neurons, are less specialized than expected in responding to visual stimuli such as an object's motion or shape. Individual clusters actually react to a broad range of stimulus combinations, a finding that the researchers suggest may affect our understanding of vision at the cellular level. The research was supported by the National Eye Institute and published in *Nature*.

Earlier this year, Howard Hughes Medical Investigator Robert Lefkowitz received the Scientific Grand Prize of the Institut de France for his seminal contributions to advancements in physiology, biology, and medicine. This is but the latest of many international honors Lefkowitz has received. Lefkowitz's HHMI team at Duke, along with John Tesmer of the University of Texas, recently reported in *Science* that they had determined the 3-D structure of an elusive and complex protein enzyme that is central to regulating the body's largest family of receptors. Elucidating the shape of these G-protein-coupled receptors could guide the creation of a new class of drugs that aim not at blocking the receptors themselves, but at modulating the machinery that regulates them. Lefkowitz and his colleagues suggest that such drugs could treat disorders ranging from congestive heart failure to Parkinson's disease.

A study of American theaters by Duke theater professor Zannie Giraud Voss and others found that many nonprofit theaters in the United States face an uncertain financial future, even though there has been a dramatic increase in individual contributions over the past five years. Voss and her colleagues produce annual updates on the attendance, performance, and fiscal health of American nonprofit theaters, and their work is sponsored by Theatre Communications Group, the national organization of professional, nonprofit theaters. The report, which examines 1,146 nonprofit professional theaters in the U.S., found that more than half of the theaters (54 percent) ended the year with a deficit and that virtually every category of expense rose at double-digit rates and severe capital losses eroded the theaters' ability to cover expenses. Unless the national economic picture improves dramatically, Voss says the theaters' long-term prospects could be grim.

A \$6 million award from the Pediatric Brain Tumor Foundation will establish and fund a new institute at the Duke Comprehensive Cancer Center devoted exclusively to pediatric brain tumor research. The new Pediatric Brain Tumor Foundation Institute will develop innovative and less-invasive clinical treatments for children diagnosed with brain tumors, which are the most deadly of childhood cancers. This is the largest award the Pediatric Brain Tumor Foundation has ever awarded.

Visiting professor Erdag Goknar received unexpected attention when his English translation of Turkish novelist Orhan Pamuk's book, *My Name is Red*, became a hit, selling more than 160,000 copies. Goknar, who is teaching Turkish language courses and seminars on Ottoman and Turkish literature and history at Duke, had never before translated a novel. The book met with critical acclaim in the United States and was reviewed in newspapers across the country, including *The New York Times* (which praised not just the novel but Goknar's "fluid grace" in translating it), and in *The New Yorker* (in a piece written by John Updike, who also praised the translation). In June, Pamuk and Goknar traveled to Dublin to accept the International IMPAC Dublin Literary Award, which is one of the world's richest book prizes and one of the few that honors the translator as well as the writer.

It's appropriate that many members of our faculty and our libraries focus on Southern history and culture. Duke's Rare Book, Manuscript and Special Collections Library last month received a \$10,000 grant from the National Film Preservation Foundation (NFPF) to preserve nine reels of silent films taken in Asheboro, Kannapolis, Salisbury, and other small towns. This is the second federal grant received by Duke from the foundation to preserve films by H. Lee Waters. Duke has the largest collection of films by Waters, who made movies in 117 towns in North Carolina, Tennessee, South Carolina, and Virginia in the mid-1930s to early 1940s. He was one of a few "itinerant filmmakers" who traveled across the country making films for a living. He would set up his camera in the town square and then return to the local theater a few weeks later to show the townspeople the footage he had taken.

A new book, *Civil Rights Unionism: Tobacco Workers and the Struggle for Democracy in the Mid-Twentieth Century South*, by Robert Korstad, associate professor of history and public policy studies, chronicles a little-known but critical movement in the 1940s in Winston-Salem, when the working-class Local 22 of the Food, Tobacco, Agricultural and Allied Workers (FTA) challenged industrial giant R. J. Reynolds Tobacco Company. The effort involved both African American and white workers, an unusual alliance in the segregated South of that time. What began as a union's struggle for worker dignity grew into a much larger movement, complete with successful voter registration drives and the unprecedented election of a black minister to the Winston-Salem Board of Aldermen - all of which preceded by two decades the Civil Rights movement of the 1960s.

For those who have fond memories of a misspent youth reading comic books, there is good news. Collectors Edwin and Terry Murray have donated more than 55,000 comic books and other memorabilia to Duke's Rare Book, Manuscript and Special Collections Library. It took one year and five trips to the brothers' childhood home for librarians to pick up the comic books, 500 role-playing and board games, thousands of comic fanzines, science fiction, and fantasy fiction materials, and comic posters and art. Tim West, director of collection development for the Special Collections Library, said the Edwin and Terry Murray Collection of Pulp Culture is now the largest archival comics collection in the Southeast and one of the largest in the country.

Campaign for Duke

Thanks to the extraordinary leadership of our Board Chair Pete Nicholas and his wife Virginia, who co-chair the Campaign for Duke, Duke continues to set fund-raising records. The Campaign for Duke has reached more than \$2.15 billion in gifts and commitments, with about three months remaining in the campaign. During the year which ended on June 30, nearly \$297 million was raised, more than \$32 million, or 12.2 percent, above last year's total. This is the second-highest total ever, and it is especially noteworthy since it came during a year of

considerable economic uncertainty. By contrast, the American Council for Education reported that gifts to colleges and universities dropped 14 percent last year. More than half of our donors were alumni, and we are deeply grateful to all of them for their generous support. The success of the campaign is a genuine tribute to the work of the Campaign Steering Committee and our exceptional development staff led by Senior Vice President for Alumni Affairs and Development John Piva and Vice President for University Development Robert Shepard.

Even though we have crossed the \$2 billion threshold, we are urging as many alumni and friends as possible to support the campaign and help us fill the "buckets" during its final quarter. We have launched an effort called "Focus on the Finish" to increase gifts to every area, with a special push to meet our targets for financial aid for students, faculty support, and facilities, three areas that are essential to our strategic plan, Building on Excellence.

Pete and Ginny hosted a wonderful event at their home on Cape Cod earlier this month for major contributors to the Campaign for Duke, the fourth of the "sabbaticals" held to recognize those whose generosity has meant so much to Duke. The earlier sabbaticals were held at the home of Trustee Melinda Gates and her husband Bill, at the Court of St. James in London by then-Ambassador to Great Britain Phil Lader, and last year at Rough Point in Newport at the home of Doris Duke. I was pleased to see so many Trustees and Trustee Emeriti at the Cape Cod Sabbatical.

Washington Update

The campaign is also taking on new importance as the federal budget deficit grows and federal officials warn that higher education will struggle to maintain its current level of funding. With homeland security, national defense and other needs consuming a larger portion of spending, we are beginning to see the impact on programs important to our students and faculty. Several Department of Defense programs on which our faculty depend already have faced cuts during the appropriations process. Belt-tightening at National Institutes of Health (the principal federal agency which supports research at Duke) will undoubtedly affect both the campus and the medical center. We are likely to experience pressures on financial aid, graduate education programs, and other issues as Congress considers the reauthorization of the Higher Education Act. Our federal relations staff, Assistant Vice President Nan Nixon and Associate Vice President Paul Vick, and Senior Vice President for Public Affairs and Government Relations John Burness are working already with the offices of Senators Dole and Edwards and members of the North Carolina congressional delegation to secure support for vital financial aid and research programs.

Year End Financial Performance

Duke University (excluding the Health System) ended the year positive to budget by \$5.3 million. This translates to an increase in the University's reserves, which will be used to fund future capital projects as well as special academic, research, and clinical programs, and to cushion future budgets. The Health System had a very strong year, ending \$42.4 million positive to budget.

The consolidated balance sheet reflects financial strength and flexibility. Despite a lackluster economy, the long-term pool grew to \$3.5 billion, owing to DUMAC's 6.6 percent return, after two years of negative returns. Ongoing construction projects contributed to an 11.5 percent growth in net land, buildings, and equipment value of \$951.5 million. Outstanding notes and bonds increased 32.2 percent to \$462.0 million, driven primarily by a new tax-exempt bond issue to help finance construction. The University maintains a strong Aa1 bond rating with a positive outlook from rating agencies. Overall, net assets grew to an all-time high of \$5.3 billion, including DUHS.

Duke and the Community

Last week, the Durham City/County Zoning Board unanimously approved the establishment of a University-College Zone for Duke. Approval followed several months of negotiations with neighborhood leaders about Duke's long-term plans and commitments in areas on the perimeter of Duke's campus. The new zone, which goes before the City Council for final approval in October, is consistent with the Trustees' long-term capital plan for the campus, and regularizes a number of zoning anomalies for the university. For example, all of our medical campus has been zoned residential, and every time we have to begin building there, we have needed to acquire an exception to that zoning! The university has agreed to a number of restrictions in areas on the perimeter of the campus, but will have considerable more flexibility within the campus, without requiring our going through the sometimes cumbersome and costly zoning reviews. While the negotiations over the establishment of the UC Zone had their ups and downs, the good faith efforts made by Duke and by our neighbors created an atmosphere in which agreement could be reached. Indeed, on behalf of the 12 neighborhoods, John Schelp, president of the Old West Durham Neighborhood Association, told the zoning board that "never has so much effort gone into four simple words - we support this zoning." We were gratified when zoning board chair Jackie Brown publicly thanked Duke for its willingness to engage so constructively in the process.

Finally, you may have read of a bit of tension between Duke and our neighbors that accompanied the opening of school. On the weekend before classes started, more than a hundred students partied into the wee hours and engaged in disruptive behavior in the Trinity Park and Trinity Heights neighborhoods near the campus. Not surprisingly, our neighbors complained to the university, the Durham Police, and Durham city officials. Vice President for Student Affairs Larry Moneta, who has been working closely with residents in these neighborhoods, publicly apologized for the behavior of the students. We were pleased that the strong and unambiguous statement about the Durham Police's intention to enforce the laws with a no-tolerance approach, by District Two Police Commander Eddie Sarvis, has had a positive effect on student behavior in the community during the weeks that have followed.

Safety and security both on and around the campus continue to be a priority objective. For several years, we have tried to identify ways in which Duke Police could support the Durham Police by patrolling areas immediately adjacent to the campus without incurring extraordinary liability associated with this expanded responsibility. After discussions between Duke Police Chief Clarence Birkhead and Executive Vice President Trask with Mayor Bill Bell, City Manager Marcia Conner, and Durham Chief of Police Steve Chalmers, the City successfully sought, with Duke's support, approval from the North Carolina General Assembly for Duke to patrol areas adjacent to its campus under the same protection that public university police enjoy. We are currently negotiating with the Durham Police on an initial agreement that will probably run for five years and will permit our officers to patrol blocks immediately adjacent to East Campus, including Ninth Street. By so doing, we not only will complement the work of Durham Police, but Durham Police officers can be freed up to patrol in higher crime areas. We expect the agreement will be finalized in the next few months and will take effect around the first of the year. Duke will incur some \$300,000 in additional expenses to hire additional officers to provide these patrols, but we believe this is an investment well worth making.

While we have been working to improve relations with our neighbors, Vice President Moneta and his staff have been working with a number of student groups to provide alternatives to the off-campus party scene. The result has been 21 days and nights of activities at the beginning of the semester, including outdoor movies, concerts, pizza parties, and, for the first time in years, a concert in Cameron Indoor Stadium featuring the Atlanta-based hip-hop artist Ludacris. This is only the beginning of what we hope will be the development of many alternatives to the drinking culture at Duke. I am confident that the Trustees' Student Affairs Committee will discuss these issues with Vice President Moneta during our meeting.

Telling Duke's Story

I hope you have had the chance to see our newly redesigned Dialogue, which has been ably edited since its inception by Geoffrey Mock. The new version is integrated much more closely with Duke's growing Web operations, often presenting brief stories in print that link to longer on-line versions.

In an effort to support our faculty's efforts to convey the importance of their work to the public, more than 50 faculty members accepted Provost Lange's invitation to attend a recent media training seminar organized by our Office of News and Communications, where they learned how to handle an interview, write an op-ed article, and become a source for reporters. As the provost stated in his introductory remarks, many faculty members recognize the important role they can play in educating the public and policy makers by sharing their expertise with the larger society. Many of our faculty members have already become quite adept at this, and two of them - law professor Scott Silliman and history professor Elizabeth Fenn - shared their experiences with their colleagues at the workshop. The feedback from participants was so positive that plans are now in motion to hold a second workshop in the spring.

Athletics

In August, Duke women's golfer Virada Nirapathpongporn captured the U.S. Women's Amateur Championships. Last year, Virada (or Oui, as she is called), who is from Thailand, grabbed two consecutive wins - the NCAA Individual Championship in May and the Eastern Golf Association Championship in June. This year, she and her teammates were tabbed as the pre-season No. 1 team in the country.

The Fall sports schedule has begun, and several of our teams are off to strong starts. The team is 2-1 following an opening season loss to Virginia and consecutive victories over Western Carolina and Rice. We are all rooting for Coach Carl Franks and his team to continue their two-game winning streak against Northwestern this coming weekend. The success of our team off the field was reflected by Duke's being named the winner of the American Football Coaches Association's 2003 Academic Achievement Award for the 11th time. Coach Franks pointed out that our academic support system deserves much of the credit for the team's 100 percent graduation rate.

And finally,

In July, we were all deeply saddened when three generations of the Brumley family, including five Duke alumni - George Brumley Jr. (T'56), Jean Brumley (W'58), George Brumley III (F'86), Elizabeth Brumley Love (T'84), and William J. Love (T'84) - were killed in a plane crash in Kenya. They were enjoying a long-planned family vacation. Several of the family's children died in the crash, and others were left orphaned, in this tragedy of unimaginable proportions. All these alumni were wonderful leaders in their communities and for Duke. Dr. George Brumley Jr. founded the medical school's Division of Neonatology in 1972 and was the winner of a Distinguished Alumnus Award from our medical school. The memorial services in Chapel Hill and Atlanta for members of this family were deeply moving. They will be greatly missed.

As always, if you have any questions or want additional information about any item in this report, I trust you will let me know.