

September 27, 1996

MEMORANDUM

To: Duke University Board of Trustees
From: Nannerl O. Keohane
Subject: Summary of Activities Since Last Meeting

In this report, I describe a number of major activities that have occurred since the Board's meeting in May. I hope you find it useful.

HURRICANE FRAN

While many important things have happened at Duke over the past several months, none has been as dramatic as Hurricane Fran. We are deeply grateful to all of those who worked so hard, in many cases at some considerable personal sacrifice, to keep the university up and running, in the classrooms and the kitchens and research centers and the Hospital and elsewhere on campus. Our grounds crew was magnificent, working even during the hurricane itself to ensure that our roads and walkways were open and the campus was essentially safe. We were fortunate in not losing power on most of the campus or water or other essential services. On both East and West, we lost hundreds of beautiful trees, with the Gardens suffering some serious losses, but otherwise sustained relatively little physical damage.

Duke Forest was hit particularly hard by the hurricane, and we had to close this 8,000- acre recreational and research reserve because of the dangers created by fallen trees and limbs. Initial surveys showed extensive damage in some areas with as much as 70 to 80 percent of timber down in localized areas within the Korstian Division. Fortunately the Forest Atmosphere Carbon Transfer and Storage (FACTS) facility suffered only minimal damage. This research facility, as you know, is a joint project with the Department of Energy Brookhaven National Laboratory, and it is gathering crucial data on how an atmosphere richer in carbon dioxide, as we'll see in the decades ahead, is likely to affect woodland ecosystems. Another research facility in the Forest, our Primate Center, survived the storm in better shape. None of the Center's lemurs were harmed by the storm, thanks, I'm told, to the fact that they evolved on the island of Madagascar, which frequently is buffeted by cyclones. It seems that the lemurs know how to ride such winds somewhat better than humans.

Duke Hospital also fared very well, thanks to a great deal of planning and hard work by many dedicated people. The busiest time was after Fran hit, when people in the community were trying to survive without lights and, in many cases, without water. The Hospital was essentially at full capacity over the weekend, and a record number of patients poured into the emergency department from Friday through Monday immediately following the storm. On Saturday alone, there were 200 emergency patients. Many had suffered cuts from chain saws or injuries from automobile accidents related to the storm.

The most unusual medical problem seen at the Hospital due to Fran were cases of carbon monoxide poisoning from fumes from gasoline-powered generators that were hastily put into action. By Monday, specialists in hyperbaric medicine had revived 13 people who had been overcome by carbon monoxide fumes.

Despite downed power lines and blocked streets in areas immediately adjacent to the campus, we were able to serve the needs of our 5,300 resident student population and, indeed, many other members of the university community who were without power themselves. Ordinarily on weekends, we anticipate serving in the neighborhood of 1,000 meals in the residence halls and other food operations. On Friday, September 6, some 11,500 people were served, and on Saturday, more than 8,300 people were served. Both the Great Hall on West Campus and the Marketplace on East Campus, which normally are closed on weekends, were open for dinner

on Friday and Saturday nights. Because weekend work schedules are reduced, several members of our food services staff literally worked 18-hour days. It is apparent that many students, both undergraduate and graduate, faculty members, employees and their families, and any Durham residents who came to our food operations, were well fed. We also provided ice to employees who requested it, as well as to the Washington Duke Inn to support their food service operation. Our stores and food operations also provided many resources to the Medical Center food services to ensure that the Hospital could remain open, and patients, employees, and local residents who ate at the Hospital were fed.

While there were many very positive aspects of the university's response to the hurricane, it is clear that our severe weather policy needs to be reviewed. As has been noted several times over the past weeks, that policy was designed to address winter ice and snow, and did not anticipate a catastrophe as great as the full force of a hurricane. Since the Hospital needs to remain open regardless of weather conditions and we need to provide essential services to our residential students, we simply aren't in a position to close the campus entirely, even when, as in this case, the Governor declared a state of emergency. On the other hand, it became apparent in the hours after the hurricane that for many of our employees, getting to work was a virtual impossibility. Our extreme weather policies do not differentiate sufficiently between those whose presence is critical to operations (like Public Safety, Environmental Health and Safety, our grounds crews to clear roads and walkways, people to be sure that food is available for our students and patients, and others who are essential to the operation of the Hospital) and other employees whose service may be less immediately crucial to operations. Executive Vice President Trask has announced that the university will provide opportunities for biweekly employees who need to make up the vacation day or time lost (other than in the Hospital and Medical Center), and that those who did come to work will receive vacation time credit for those hours.

Since Duke was open and operating while many areas of Durham were without power, phones, water, and, in some cases, food for several days, several people have suggested that we should have stronger outreach to our community by inviting those in trouble to the campus. I should note that many students, faculty, and staff did participate in efforts to address problems in the community created by the storm. Our Community Service Center, in particular, worked very hard to organize cleanup efforts in the days following Fran's sweep through the Triangle.

In light of our experience, Tallman Trask has convened a group from across the campus to review all aspects of our current severe weather policy, including addressing issues associated with the needs of Durham. We are likely to see a number of changes made in this area.

AWARDS AND HONORS

I'm happy to report that Duke's political science department brought home the top two awards from the American Political Science Association meeting in San Francisco earlier this month. The coveted Woodrow Wilson prize went to Professor Herbert Kitschelt, a specialist on political party systems in Eastern and Western Europe, for his book *The Radical Right in Western Europe: A Comparative Analysis*. And Professor John Aldrich won the association's Gladys M. Kammerer Award for his book, *Why Parties? The Origin and Transformation of Party Politics in America*. He also was recognized for a paper he co-wrote on legislative politics. This is the second year in a row that Duke faculty have gained top honors at the APSA. To put these awards in perspective, Catherine Rudder, executive director of American Political Science Association, told our news service: "It's remarkable that two of the major book awards were won by Duke professors," and that Duke's political science department has a "superb faculty."

Vice President and Director of Athletics Tom Butters and the legendary football coach Wallace Wade have been honored with lifetime achievement awards from the All-American Football Foundation. Butters received the Gen. Robert R. Neyland Award for Athletic Directors, and Wade was posthumously awarded the Johnny

Vaught Award for Coaches. Tom, of course, has been athletic director at Duke since 1977, raising the stature of the Duke athletic department to unprecedented national recognition of the program's combination of academics and athletic success. Since the inception of the College Football Association's Academic Achievement Award in 1981, Duke has led the nation's collegiate football teams in graduation percentage a record seven times. Wallace Wade directed Duke to a 110-36-7 record from 1931 to 1950, leading the Blue Devils to two Rose Bowl appearances.

University police chief Alana Ennis has been chosen to be the first president of the National Association of Women Law Enforcement Executives. The organization, the first of its kind in the United States, was created earlier this year to help greater numbers of women move up law enforcement ranks and to encourage those who had reached the top to serve as mentors. I was pleased to have an opportunity to address the Association's first national conference this summer, at which Vice President Emerita Juanita Kreps gave the keynote address.

And last week, John Hope Franklin, James B. Duke Professor Emeritus of History, was cited at a symposium sponsored by Duke, University of North Carolina at Chapel Hill, North Carolina Central University, and North Carolina State University as "historian of the century." This is but the latest recognition of Professor Franklin's contributions to society, and the study of history, to which he has lent such distinction.

In June, President Clinton announced that Dr. Barbara K. Rimer, director of cancer, prevention, detection and control research at Duke Comprehensive Cancer Center, has been reappointed as chair of the National Cancer Advisory Board. Dr. Rimer, who is serving a six-year term on the National Cancer Advisory Board, will serve her second two-year term as chair of the principal advisory board to the National Cancer Institute.

FACULTY RECRUITMENT

We began the academic year with a number of outstanding new members joining the faculty. Let me highlight a few from Arts and Sciences. Dean Chafe reports that the yield on the offers we made was close to 75 percent - significantly higher than had been the norm for the previous five years. Nearly 50 new faculty members have joined us this fall or will come aboard next fall, although given retirements and resignations, the net increase over the past two years is 11. Ninety percent of those who have been recruited were the first choice of the departments involved. The vast majority of these are recent Ph.D.'s who are joining us as assistant professors. Others, however, are established scholars with national and international reputations. These include psychologist Vonnie McLoyd, a 1996 MacArthur Prize winner from the University of Michigan, who is Professor of Psychology; James Berger, a leading Bayesian statistician from Purdue who will join the Institute of Statistics and Decision Sciences this winter; Paula Giddings, a distinguished historian of African-American women who is the first joint appointment in African American Studies and Women's Studies, and, I'm very happy to say, Robert Keohane, who comes to us from Harvard as a new James B. Duke professor in Political Science, and is enjoying not only his new colleagues but also living full-time as part of the Durham community.

APPOINTMENTS

Since May, a number of appointments to administrative positions have been made. Brenda Nevidjon, who has been responsible for all patient care services at Duke University Hospital, has been appointed the Hospital's chief operating officer. Brenda succeeds Michael Israel, who as you know was promoted to chief executive officer for the Hospital in June. Brenda is the first nurse ever to serve as COO of Duke Hospital, and brings both strong leadership and experience with our Hospital to the post. In the news materials mailed to you is an excellent News & Observer profile on Brenda as "Tar Heel of the Week."

Economics Professor Roy Weintraub has returned from his sabbatical to assume the directorship of a new campus center to coordinate Duke's teaching and research in the area of studies of science. The Center for Social and Historical Studies of Science will coordinate activities from various disciplines including history, philosophy, economics and medicine. Roy is ideally suited to lead this new center, given the breadth of his intellectual work and commitment to interdisciplinary study.

Bobby Wayne Clark, who comes to us from Wesleyan University, where for the past 17 years he was responsible for Wesleyan's public information and publications program, has joined our staff as director of university relations. Clark, a native of Alabama, succeeds David Roberson, who has joined The Duke Endowment as director of communications. Working with Senior Vice President John Burness, Clark will be responsible for many of Roberson's former responsibilities and, in addition, will work with me, John Piva, Bob Shepard, and John Burness on communications for our planned capital campaign.

RESEARCH

On the research front, scientists from Duke Medical Center and the Durham V.A. Medical Center have discovered a biological link to malaria that could lead to an effective treatment for the deadliest form of the disease. The report was distributed around the world by the wire services and was the basis for a major article in The New York Times's science section. The research team, working in the heart of Africa, discovered that people with cerebral malaria, the most severe form, have lower levels of the signaling molecule nitric oxide than others with milder forms of the disease. They showed that nitric oxide in the blood appears to protect the body from the malaria parasite, and that it may help stop malaria infection from becoming deadly. The researchers say the finding could lead to a relatively simple therapy that may help save the lives of more than 2 million people, many of them children, who die each year from malaria.

Duke researchers also have shown that face-to-face encounters with racism can overwork the heart and elevate blood pressure in African Americans. These are symptoms known to boost the risk of heart disease and other illnesses. The research, directed by Maya McNeilly, an assistant medical research professor of psychiatry, and published in the International Journal of Behavioral Medicine, suggest that exposure to the chronic stress of racism is one factor that may contribute to higher rates and more severe cases of heart disease and hypertension among African Americans.

There is some good news for heart disease patients. A joint study at Duke Medical Center and the Cleveland Clinic Foundation shows that use of a drug that stops clots from forming has significantly reduced life-threatening complications from angioplasty. Dr. Robert Califf, director of the Duke Clinical Research Institute and co-leader of the study, says it is a "milestone in heart research" that identifies a new way to make angioplasty a safer and more lasting treatment for heart disease. The study showed that one month after treatment, overall death, recurrent heart attacks and urgent repeat angioplasty or by-pass surgery were reduced by up to 59 percent in all patients who were treated with an injection and 12 hours of infusion of a drug called ReoPro, compared to patients who didn't receive the drug.

Doctors at the medical center and the New York Blood Center have reported the first scientific validation that placental blood from unrelated, newborn donors can be used in place of adult bone marrow for pediatric bone marrow transplants. The Duke team, led by Dr. Joanne Kurtzberg, was the first ever to perform unrelated placental blood transplants in children and has performed 54 of the world's 180 such transplants in the last 35 months. The researchers said this technique will enable children who lack suitably matched relatives or unrelated adult donors to receive life-saving transplants using stored placental or "umbilical cord" blood, which normally is discarded after birth. Bone marrow transplants are performed to treat patients with leukemia and other blood diseases, certain cancers and inherited metabolic diseases.

Kenneth Manton and Eric Stallard of the Center for Demographic Studies continue to add to the body of research looking at aging in the United States. Their latest study, in this month's *Journal of Gerontology*, indicates that at least one person now living in the United States should survive to the ripe old age of 130 or 135. (The oldest living person today whose age can be reliably documented is a 121-year-old woman in France.) Manton says that his review of mortality trends reveal the life span's theoretical limits will be 130 or more, even if medical breakthroughs are not a factor. The implications of this projection for society are enormous.

Several faculty are publishing new books. This fall the University of Michigan Press will issue Political Science Professor Oli Holsti's *Public Opinion and American Foreign Policy*, in which he concludes that knowing what the public thinks about issues such as trade and immigration is almost a political necessity these days. Holsti says Americans continue to be poorly informed about foreign affairs, but their opinions are not without merit and should be sought by decision makers.

In *Strange New Land: African Americans 1617-1776*, History Professor Peter Wood examines the origin of racial division in the United States. The book is Volume 2 of the *Young Oxford History of African Americans*, an 11-volume set published this year by Oxford University Press. Wood notes that the Supreme Court made segregation under the doctrine of "separate but equal," the law of the land in the 1896 case of *Plessy vs. Ferguson*, but he says distinctions based on race reach back to English prejudice toward strangers in the second half of the 1600s. In 1619, Africans were brought to the English colony of Virginia and sold as slaves. But the status of slaves then was not fixed, and enslavement was not based on race, but rather on religious or military factors. By the second half of the 17th century, however, things changed. From narrowly economic self-interest, planters made unchangeable physical appearance rather than changeable spiritual faith the defining element of slavery. This shift altered the lives of all African Americans - both slave and free.

In *The Corps and the Shore*, Geology Professor Orrin Pilkey and research associate Katharine Dixon warn that the federal agency charged with restoring and preserving beaches is actually threatening them with its policies. Pilkey and Dixon describe how the U.S. Army Corps of Engineers' attempts to counter the effects of a rising sea level has damaged beaches from Maine to Texas.

Pilkey, a longtime Corps critic, heads Duke's Program for the Study of Developed Shorelines. Dixon is a graduate of Duke's Nicholas School of the Environment and former Nature Conservancy educator and coastal issues specialist for the National Wildlife Federation.

CLASS OF 2000

You will know that U.S. News & World Report recently rated Duke as the fourth best national university in the quality of education provided to undergraduates. That assessment is buttressed by a look at the entering class this fall. We were joined last month by 1,666 first-year students from across the country and 39 countries. 71 percent were in the top 5 percent of their class, and 84 percent were in the top 10 percent. The middle 50 percent of entering students had SAT scores ranging from 650 to 750 on the math and from 640 to 730 on the verbal. Most of the students - 66 percent - attended public schools. More than 29 percent were educated at private schools and 4.7 percent received their education at parochial schools. Overall there are 110 new international students from as far away as China and New Zealand. Consistent with our commitment to internationalization of the university, new recruitment efforts also helped bring students from South America, South Africa and the Middle East. This year, 12.7 percent of the entering class are Asian, Asian American or Pacific Islander; 7.7 percent are black; 3.7 percent are Hispanic or Latino; 3.2 percent are biracial or multiracial; and 0.2 percent (four students) are Native American. As in past years, North Carolina is home to the largest number, with 199 students hailing from the Tar Heel state. Other top home states are New York, 162; Florida, 111; California, 96; Maryland, 97; Virginia, 98; Pennsylvania, 87; and New Jersey, 87. I've met several of these

new students at campus meetings and at receptions at our house. While these numbers are impressive, they don't convey the sense of vitality and dynamism that the first-year students possess. We will be hearing about admissions from Provost John Strohbehn and Director of Undergraduate Admissions Christoph Guttentag tomorrow. I expect it will be an informative and lively discussion.

ALUMNI ACTIVITIES

Since our May meeting, I have attended several alumni and development events around the country, from Washington, Charlotte, Nashville, Cincinnati, and New York to Dallas, Oklahoma City, Tulsa, and Seattle. We begin this week the fall season of alumni reunion programs, and Laney Funderburk tells me we can anticipate wonderful attendance. In addition to these opportunities to meet alumni at the campus, this fall includes a number of meetings in Atlanta, Boston, California, Charlotte, and New York. I find these opportunities to meet and engage with our alumni to be invigorating, reminding me always of the key leadership our graduates provide to their communities and the importance of their continuing involvement in the life of the university.

COMMUNITY AFFAIRS

As you know, we continue to give considerable emphasis to Duke's outreach to the Durham community. This summer we completed the third year of our support for the Durham Public Education Network's campaign to support the Durham Public Schools with a \$10,000 contribution in support of site-based management initiatives at seven elementary and middle schools in neighborhoods near the Duke campus. We are attempting, under Senior Vice President Burness' direction, to focus our involvements in Durham on neighborhoods near the campus. The response of these neighborhoods is encouraging. Two Duke students, including Takcus Nesbit, have been invited and now serve on the board of directors of the Trinity Heights Neighborhood Association. The students are working with residents concerned about crime, litter, speeding cars and late-night parties in their neighborhood adjacent to East Campus. We think this is a very positive step forward for Duke and this neighborhood near the campus.

Since our last meeting, we also have completed construction on the last of the ten affordable houses in the Burch Avenue neighborhood near East Campus. Each of these houses has been purchased by a Duke employee. We continue to be encouraged by the results of our affordable housing initiatives and believe that home ownership can be a key to helping stabilize neighborhoods in our community.

The 1996 Duke-United Way Partnership fund-raising drive gets underway next week with a goal of \$575,000 - an increase of \$25,000. Duke employees have risen to the challenge of reaching and exceeding a goal that has increased in each of the past two years and we're confident we can do it again. Leading this year's Duke drive are Arthur McCombs, medical center associate vice chancellor for human resources; Susan Cranford Ross, associate dean for advancement and director of development for Trinity College of Arts and Sciences; and Joseph G. Pietrantonio, associate vice president for auxiliary services. With the consolidation of United Way administrative offices in Durham, Orange and Wake counties earlier this year, there are 88 area and state charitable organizations included in the new campaign.

WASHINGTON ISSUES

I am generally encouraged by developments in Washington. Principally because of the election campaign, both the Democratic and Republican leadership in the Congress have identified higher education, and particularly support for financial aid, as a high priority. There are good prospects for increased funding to enhance student access to higher education. The research front is also relatively encouraging. It appears the National Science

Foundation's Research Budgets will increase by as much as 5.1 percent, well above earlier predictions. Thanks to the remarkable leadership of Congressman John Porter, chairman of the Appropriations Subcommittee with oversight of the National Institutes of Health budget, it appears NIH may receive an increase as high as 6.9 percent. This, no doubt, reflects the increasingly broad public recognition of the importance of medical and biomedical research. We are concerned that research funding for the Department of Energy is not faring as well, and are in communication with congressional leaders and the White House to see that the Office of Energy Research is not disadvantaged in efforts to reorganize the Department of Energy.

The Congress has passed only six of the 13 appropriations bills; but from all reports, both the Administration and the congressional leadership (to say nothing of our board chairman) want to avoid a repeat of last year's government shutdown, so there is cautious optimism that we will not see a repeat of 1995. No doubt the ability of Congress to put more funds in programs of importance to colleges and universities reflects President Clinton's threat to veto the budget unless increased funding is made available in the domestic discretionary budget.

We also are encouraged by congressional response to a number of our concerns about immigration legislation. Much of the most serious problems the higher education community identified in the House and Senate bills have been addressed.

Duke's request for assistance on these and other issues has received strong bipartisan support from our congressional delegation. I have recently written our senators and members of Congress to tell them how grateful we are for their steadfast support.

LABOR AGREEMENT

Finally, I am pleased to report that the university and the local bargaining unit for the American Federation of State, County and Municipal Employees agreed this summer on a new three-year contract covering about 950 service employees. The agreement, ratified July 1 by members of Local 77, provides wage hikes of 3.5 percent for the first year and 3 percent each for the second and third years of the contract. It also sets mutually agreed on common standards for employee attendance for the first time. The contract, which replaced one that expired at midnight June 30, covers housekeepers, food service workers, grounds keepers and sanitation drivers. These employees provide many valuable services to the university community, and I am pleased that we have successfully renegotiated a contract that serves both them and the university.

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