It trains business executives in Prague, operates research stations in Costa Rica and advises medical leaders in Singapore. Its scientific breakthroughs—and its basketball successes—are celebrated across the United States. But even as Duke University has reached national and international heights, it has deepened its roots in the state of North Carolina.

Duke has been committed to the welfare of its home state and her citizens since 1924, when North Carolinian James B. Duke established the university as part of an indenture designed to improve quality of life in the Carolinas. Today, whether Duke is providing scholarships for North Carolina students, bringing high quality health care to underserved counties across the region or generating billions of dollars for the state economy, that commitment is stronger than ever.

We invite you to explore our 2003-2004 Year in Review to learn more about the state of Duke University—and its many ties to the residents of North Carolina.
FEATURE ONE

Home-Grown Scholars

A House of Her Own

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THE STATE OF...

OPPORTUNITIES FOR NORTH CAROLINA STUDENTS

DID YOU KNOW?

In addition to offering merit scholarships to North Carolinians, Duke accepts qualified students without regard to their ability to pay, and guarantees that it will meet 100 percent of the demonstrated financial need of all admitted students. About 48 percent of North Carolina undergraduates enrolled at Duke in 2003-2004 received need-based financial aid, with the average annual award at $28,000.

HOME-GROWN SCHOLARS

Convincing Lauren Williams, a dyed-in-the-wool University of North Carolina fan, to change her loyalties forever by attending Duke wasn’t hard once the senior learned of the merit scholarship the university was offering her. Williams, ’05, is one of 10 B.N. Duke Scholars selected each year from North and South Carolina to receive full tuition for four years, as well as summer community service opportunities.

“Money talks,” says Williams, whose family traces its roots to North Carolina mill and furniture workers. “It wouldn’t have been possible had I not received financial aid, because my family simply would not have been able to shoulder the financial burden of a Duke education.”

The university’s commitment to serve North Carolinians is an important part of its educational mission, dating back to the Duke Indenture signed by benefactor James B. Duke in 1924. Today, Duke actively seeks talented North Carolina students such as Williams, a high school valedictorian and two-time state tennis champion who volunteered for Habitat for Humanity.

“We make a greater effort to reach out to students from the Carolinas in both the recruitment and selection process than from anywhere else in the world,” says Christoph Guttentag, director of undergraduate admissions. In fact, contrary to what some assume, North Carolina is by far the best-represented state at Duke – almost 15 percent of first-year students are North Carolinians.

The A.B. Duke, B.N. Duke and Trinity merit scholarship programs are among the ways that Duke specifically encourages gifted North Carolinians to attend. Some Duke scholarships, such as the B.N. Duke award Williams received, incorporate community service requirements that encourage students to give back to their home state.

What Williams didn’t foresee is that her experience at Duke would strengthen her ties to North Carolina. Williams, who first viewed Duke as her ticket out of the state, has experienced a sea-change after spending a summer working in Asheville with a regional council on housing and the environment and taking history courses on poverty and class from the likes of Bob Korstad and Karin Shapiro. “Those two professors in particular helped show me the influence on public policy that academics can have,” says Williams, who now plans to pursue a doctorate in Southern women’s history.

“I’ve come to appreciate who I am at Duke,” says Williams, who wrote a paper about anti-poverty programs in Appalachia and took a class that required her to analyze her family through the lens of class. She will return to Asheville to research her senior thesis topic about the activism of working-class women in western North Carolina.
“Although assumptions are changing, too many people have a limited, one-dimension view of Southerners,” Williams says. “So much of who I am is rooted in North Carolina history and industries, the factory workers and farmers. My experiences at Duke solidified that these are the issues I care about.”
Carolyn Smith spent most of her life in public housing. Today, the retired Duke housekeeper is only a white picket fence shy of the American dream. In 1998, Smith bought her first home in Walltown -- a historic African-American neighborhood close to the university's East Campus -- through an affordable housing program supported by Duke.

“I thought I was too old to buy a house,” says Smith, taking a mug of coffee out three-bedroom house to sit in a rocker, look at her potted flowers and listen to the birds. “But I’ve got a house, and I’m enjoying it.”

Smith is among the 53 low-income families living in Walltown in houses renovated by Self-Help Community Development Corporation. About a third of the first-time homeowners are Duke employees; most are single mothers. Duke has invested $4 million in a loan to Self-Help, which allows the nonprofit organization to stabilize deteriorating neighborhoods in the Duke-Durham Neighborhood Partnership near campus by buying and renovating houses and arranging affordable financing for first-time homeowners.

On the state level, more than $1 million of Duke’s investment supports Self-Help’s Community Advantage Program (PDF), which has provided more than $1 billion in home loans to low-income home buyers throughout North Carolina.

Durham has the lowest percentage of home ownership of any of the state’s largest cities. Duke’s investment has allowed Self-Help to acquire a total of 65 dilapidated and abandoned properties in Walltown and 33 in Southwest Central Durham, says Martin Eakes, Self-Help’s president. An additional $650,000 from The Duke Endowment to the university helps cover Self-Help’s operational costs for the program.

“Duke has made an incredible commitment to improve struggling Durham neighborhoods and support affordable housing efforts across the state,” Eakes says. “We believe that Walltown represents one of the largest neighborhood revitalization programs under way in the nation. It would not have been possible without Duke’s support. I wish other universities would look at Duke’s model for engaging its neighboring communities and copy its efforts.”

Halifax County native Walter Shields, who works the second shift as a floor finisher at Duke, says he jumped at the chance to own a home in Walltown. He visited Self-Help the morning after he’d heard about the houses during a presentation at work. At the time, he was renting an apartment, and compared his rent to the monthly mortgage payment on the three-bedroom, two-bath Self-Help home. The difference came to $1.97.
"I look around me and see what I accomplished for $1.97," says Shields, who moved in on New Year’s Day 2001. "I own a house, and the value keeps going up."

As a result of the Duke/Self-Help partnership in Walltown, Durham’s Habitat for Humanity began focusing on building their houses in the neighborhood. To date, a total of 13 now exist in Walltown. Two of them were built primarily with support from Duke University and the Duke Habitat for Humanity student chapter, which provides a steady stream of volunteers throughout the year. In 2003, students organized a Blitz Build to erect a house on campus to raise awareness about affordable housing needs.

Duke has donated houses in other partner neighborhoods, including nine new or renovated homes on Duke property in the Burch Avenue Affordable Housing Project, and assisted qualified Duke employees with home mortgages. Duke donated three low-cost vacant duplexes in the Crest Street neighborhood to Habitat for Humanity, along with $10,000 to turn them into single-family residences.

Duke’s affordable housing initiatives are part of the Duke-Durham Neighborhood Partnership, launched in 1996 with the goal of improving the quality of life in 12 neighborhoods near campus and boosting student achievement in the seven public schools that serve those neighborhoods. The partnership focuses on priorities identified by residents, including combating crime, increasing homeownership and providing educational and enrichment opportunities for children.
“Since its founding, Duke has worked in collaboration with local caregivers to improve health care services for the citizens of North Carolina, South Carolina and southern Virginia. It’s what we’re all about.”

-- Malcolm Isley, associate vice president of Duke Network Services

THE STATE OF DUKE UNIVERSITY

HEALTH CARE OUTREACH

DID YOU KNOW?

Last year 174 Duke University School of Nursing students worked toward their degrees through the school’s distance-learning program, an innovative initiative that uses online courses and off-campus clinical placements to train caregivers in rural, medically underserved North Carolina counties. One such graduate student is Kelly Cobb, RN, who received a 2003 Albert Schweitzer Fellowship to create a program to improve health care access for Latino migrant workers (PDF) in Caswell County, N.C.

When Ruth Stanley was diagnosed with colon cancer, she knew exactly where she wanted to go: Duke. “My mother-in-law had been successfully treated at Duke’s cancer center, and two of my children who are medical professionals strongly endorsed it,” she says. “I’d heard nothing but good things.

And with the medical school and all the research there, you know you will get the best care.” In fact, Duke physician-scientists were leading a nationwide clinical trial of a highly promising new treatment for colorectal cancer, Avastin. But while Stanley was eager to receive the latest treatment, she didn’t relish the thought of frequent six-hour round trips from her rural home to Durham.

As it turned out, she didn’t have to go far from home to receive cutting-edge care. Her doctor referred her to Scotland Memorial Hospital, a member of the Duke Oncology Network (DON), in nearby Laurinburg, N.C. There, Duke oncologist Susan Schaffer offers patients specialized care and access to Duke clinical trials right in their local community.

“It has meant a great deal to me to be able to stay close to home,” says Stanley, who goes in for treatment once a week. “Now I can just drive to the clinic and be home by afternoon, instead of having to spend the night in a hotel. And Dr. Schaffer and all the staff are just wonderful. I’m so pleased with how everything has worked out.”

Stanley is one of 15,000 patients who received cancer care last year through DON, which administers 18 clinical and research programs at partner institutions across six states (including 10 in North Carolina). Often, the outreach provides a level of care that patients would be unable to obtain otherwise. “Many of our patients just don’t have the resources to travel to a tertiary-care medical center,” says Schaffer. “And rural clinics often don’t have the resources to offer specialized cancer services. I think if we weren’t here lots of people just wouldn’t get the care.”

In addition to placing cancer specialists in underserved areas, DON works with its community hospital partners to improve cancer treatment facilities, educate local caregivers about advances in cancer care and coordinate clinical trials. Last year, more than 600 patients enrolled in clinical trials through DON, gaining access to potentially lifesaving experimental treatments. In turn, their participation benefits cancer research—more patients are recruited, enabling trials to be completed faster, and the resulting data reflect more cultural and socioeconomic diversity. “The network is a true partnership that benefits community hospitals, Duke and most of all patients,” says director Alison Andre.
Duke health care outreach isn’t limited to cancer care. In the past fiscal year, approximately 165 Duke specialists provided 35,000 patient visits in 27 North Carolina counties, offering services often unavailable locally -- including heart, cancer, pediatric, arthritis, diabetes, psychiatry and high-risk obstetric care. Duke also placed 24 new full-time practitioners in communities across the state, including a number of rural underserved areas.

Together, these efforts reflect a commitment that has lasted more than 70 years, says Malcolm Isley, associate vice president of Duke Network Services. “Since its founding, Duke has worked in collaboration with local caregivers to improve health care services for the citizens of North Carolina, South Carolina and southern Virginia,” he says. “It’s what we’re all about.”

In a spring survey of state residents, 42 percent of the general public said either they or a member of their family had been treated at Duke University Medical Center. When asked about their experience, a commanding majority (91 percent) of the public and opinion leaders rated the care they received as either excellent or good.
When most people think of Duke University and its Health System, they think of excellence in both academics and health care. Yet Duke is also a major economic engine whose activities dramatically contribute to its home town and state.

Just ask Dennis Lackey, owner of Statesville Stained Glass Inc., who has a contract to design glass for the new chapel in the Divinity School addition.

“We're absolutely elated,” Lackey said. "It's probably the premier project we've done and we've done projects all over the world. To have our name associated with Duke University is going to be tremendous recognition for us."

Lackey is just one of many North Carolinians whose economic boats are rising on the tide created by Duke University and its health system. With more than 36,000 employees, Duke was the largest private employer in the Piedmont region in 2003 and the third largest private employer in the state (after Wal-Mart and Food Lion). While Duke ranks third in total number of jobs, it ranks first in wages and benefits paid to employees - $1.5 billion in 2004 - and creates significant tax revenues that support state and local economies.

In addition, Duke's powerful research engine continues to generate new jobs. The federal government estimates that for every million dollars provided in research funding, 36 jobs are created. Duke leads all North Carolina universities in funding from the federal government, garnering more than $492 million in 2003-2004. By the government's formula, Duke's success in securing research support was responsible for more than 17,700 jobs in North Carolina in 2003-2004, including desirable high-tech positions.

Duke University's economic impact is especially significant in Durham, a city no longer supported by tobacco and textile company money. In 2003, a report conservatively estimated Duke's financial impact on Durham alone to be approximately $2.6 billion a year. Thomas White, president of the Greater Durham Chamber of Commerce, says chamber members view Duke as Durham's "number-one economic development asset."

"Duke is a widely recognized, world-class educational institution that not only excels in providing superior education and health care -- its core mission -- but also acts as a quintessential community development engine," White says. "A great deal of the impressive corporate investment that our chamber has helped attract to Durham sub-markets, such as Research Triangle Park, Treyburn and our downtown/central business area, has come here expressly because of Duke's presence."

Collective Therapeutics, a start-up company in Pittsboro, N.C., based on technology created by Duke Department of Immunology Chair Thomas Tedder, was named 2004 Spinout of the Year by the N.C. Council for Entrepreneurial Development. Duke MD-PhD alumnus Garheng Kong of Intersouth worked with Tedder to found the company, which develops B-cell-directed monoclonal antibody therapies to fight autoimmune disorders.
In 2003-4 Duke provided almost $15 million in municipal-type services, such as police and road maintenance, that the city otherwise would be obligated to provide. Additionally, while Duke is tax-exempt like other colleges and religious, cultural and social service institutions, it paid taxes and fees totaling $6.3 million for Duke-owned facilities and municipal services such as water and solid waste.

Duke purchased more than $0.5 billion in total goods and services from about 7,700 North Carolina firms in FY 03/04. This represented a significant increase over the previous year and can be attributed to the major construction projects currently in progress.

Duke's Office of Science and Technology (OST) is dedicated to helping corporations develop productive relationships with Duke and to helping university inventors develop their technologies. Since its founding in 1992, OST has helped launch 19 local companies based on Duke technology, in the process creating about 400 jobs with average annual salaries around $50,000. OST today generates about $4 million in licensing revenues, 70 new patent applications, 40 issued patents, 50 licenses and more than $100 million in commercially sponsored research annually.
"[Duke’s] wetlands research project is a win for water quality and a win for improving the science of stream and wetland restoration."

-- Bill Holman, executive director, North Carolina Clean Water Management Trust Fund

**WATER WATCHDOGS**

It's a common but unfortunate effect of development: Paving over land for shopping centers, subdivisions and the like can cause stormwater runoff that threatens drinking water sources. Curtis Richardson is doing something to remedy the situation.

Richardson, a professor of resource ecology at the Nicholas School of the Environment and Earth Sciences, has been called on to help preserve the Florida Everglades and the marshlands in Iraq. The spring, Richardson focused his talents at home, supervising the transformation of about 2,000 feet of heavily eroded, silt-clogged Sandy Creek in Duke Forest into a restored wetland. Once refurbished, the wetlands will treat about 1,400 acres of stormwater runoff from Durham and the Duke campus, removing sediment and nutrients before the water drains into the Jordan Reservoir, a drinking-water source for thousands in the Triangle.

"By restoring the natural flood plain that used to be here before the onslaught of urban development, we’ll recreate a healthy wetlands ecosystem that sops up pollutants and improves wildlife habitat," says Richardson, founder and director of the Duke University Wetland Center. "Our goal is to create an ecosystem similar to what you would have found here 75 to 100 years ago."

Project sponsors include the Clean Water Management Trust Fund, the North Ecosystem Enhancement Program, Duke Forest, Duke’s Facilities Management Department EPA 319 Program, and the Wetland Center. The reconstruction will take about six months and cost $1.5 million dollars. EPA 319 Program will also provide an additional $340,000 for monitoring and construction of treatment wetland at the site over the next three years.

Lessons from the restoration will contribute to a better understanding of what to do elsewhere in the state, says Bill Holman, executive director of North Carolina’s Clean Water Management Trust Fund. The fund, created in 1996 by the N.C. General Assembly, makes grants to local governments, state agencies and conservation non-profits to help finance projects that address water pollution problems.

"With most of these restoration projects, we’re still in the art, not the science, phase," Holman says. "We’re still learning a lot about what really works and what doesn’t. [Duke’s] wetlands research project is a win for water quality and a win for improving the science of stream and wetland restoration."
Besides being an example of a rare Piedmont wetland, the eight-acre ecosystem provides a site for research on biological diversity, hydrology, mosquito control, invasive plant species and other environmental concerns, Richardson says. The project will serve as an outdoor classroom and field laboratory for students and researchers from Duke and other area schools and universities.

“What we learn here will reach far beyond Durham,” adds Richardson. “It will benefit wetlands and watersheds nationwide.”

Questions or comments? Please email susan.kauffman@duke.edu, Office of Public Affairs, or call (919) 681-8975.
A PASSION FOR COMPASSION

In 1925, James B. Duke willed $4 million to establish Duke Hospital and its medical school to improve health care in the Carolinas, then a poor region lacking in hospitals and health care providers.

In the decades since, Duke has devoted itself to bringing high-quality health services to needy individuals across the region. That might mean caring for an unemployed accident victim, or donating a lifesaving operation to a child whose parents are uninsured. Or it may mean providing health services to a whole community—as in the case of “Just for Us,” one of the newest ways Duke is helping low-income North Carolinians access needed health care.

Launched in 2001, Just for Us brings low- or no-cost health services to medically fragile elderly individuals living in Durham public and subsidized housing facilities. Administered by Lincoln Community Health Center and the Duke Division of Community Health—a collaboration between Duke’s School of Nursing and Department of Community and Family Medicine—the community partnership brings medical professionals from Duke, mental health specialists from The Durham Center, and Durham County social workers into residents’ apartments to provide services and coordinate care. Other partners include the Durham Housing Authority and Durham Hosiery Mill (which provide free office space).

Many of the program’s 300 participants have multiple medical problems and chronic diseases, but often didn’t receive the treatment or monitoring they needed, according to medical director Kim Yarnall, MD. Through Just for Us, they now receive in-home services ranging from physical examinations, medication management, and mental health care to help arranging appointments and transportation to see specialists.

That personalized attention is working wonders. Since the program started, data show that many of the residents with hypertension and diabetes have gotten their chronic conditions under control, hundreds of emergency room visits have been averted, medication management has improved, and many patients who previously had no primary care physician now do. Administrators hope the program will serve as a model for financially sustainable care coordination programs across the state and the nation.

More than a success story, Just for Us is an example of Duke University Health System’s innovative approaches to meeting societal health needs, says William J. Donelan, executive vice president and chief operating officer of DUHS. “Duke has a tradition and long history of providing medical care to the needy of the state of North Carolina dating back to 1930,” he says. “While there are limits to the amount of charity care that DUHS, as a private institution, can provide, we remain firm in our service commitment, even as we push for national solutions to the gaps in access to medical care.”
There is no such thing as business as usual when an institution’s mission is “to maintain a place of real leadership in the educational world,” in the words of James B. Duke’s indenture. Indeed, 2003-2004 was a year of enormous excitement and success for Duke University. Not least, we concluded a magnificent $2.36-billion campaign, exceeding all expectations. Come read here how our faculty, students, staff and alumni continue to give us and the state of North Carolina so much to be proud of.

Your university handled seamlessly a number of transitions among key officers and administrators, spanning various disciplines. We have attracted a stellar new president, Richard H. Brodhead, who leaves his longtime home in New Haven, where he served as Dean of Yale College and the A. Bartlett Giamatti Professor of English at Yale University. President-elect Brodhead helped to select a very impressive new Chancellor for Health Affairs, Victor J. Dzau, the Hersey Professor of the Theory and Practice of Physic at Harvard Medical School, Chairman of the Department of Medicine at Brigham and Women’s Hospital, Boston, and Physician-in-Chief and Director of Research at Brigham and Women’s. Dr. Dzau will carry on Ralph Snyderman’s important work in running one of the country’s best academic health centers here at Duke.

Meanwhile, in Princeton’s George McLendon, we found a gifted and energetic Dean of the Faculty of Arts and Sciences, a worthy successor to Bill Chafe. To lead the new Nasher Museum of Art we turned to Kimerly Rorschach, an art historian and administrator par excellence from the University of Chicago. Within the development organization, Bob Shepard has been promoted from Vice President of Development to Vice President for Alumni Affairs and Development upon the retirement of John Piva after 21 productive years as Duke’s senior development officer. We also celebrated the numerous accomplishments and seemingly endless energy of our retiring School of Nursing dean, Mary Champagne.

These and other successful searches show that Duke is an attractive place to work as well as study, and our newcomers will join a seasoned and dynamic provost, Peter Lange, executive vice president Tallman Trask, and other senior administrators and deans who will welcome and work closely with them.
I have been struck anew by the skill and goodwill of the many people who are quick to lend a hand and smooth the way, making it possible for me and other administrators to exit gracefully while the newcomers enter fully briefed. Assisted by a transition team which orchestrated Dick Brodhead’s visits to Durham, for example, he and I spent many hours together in review and consultation during these last few months. Legions of Duke alumni and friends, students, volunteers and hosts, graduates and parents have helped Dick and his wife, Cindy, feel welcome and understand why Duke inspires such loyalty and affection, not incidentally introducing them to Southern delicacies such as barbeque, hush puppies and sweet tea.

I have the utmost confidence that President Brodhead and his team will take Duke still further along its rising trajectory as the University reinvents itself, as it must do with every generation. At the same time, Duke will be sustained by the values we celebrate, the heritage we honor and our commitment to preserving what is best while striving to become ever better.

Bob and I are proud to have been a part of Duke for the past 11 years, and I am honored to have been your president. Thank you for having given us the opportunity to serve this ambitious, feisty, splendid university.

Nannerl O. Keohane
June 2004