

November 22, 2004

MEMORANDUM

TO: Members of the Duke University Board of Trustees

FROM: Richard H. Brodhead

RE: Summary of Activities

The agenda for our December meeting is quite full with important topics for the future of our school. In addition to the normal committee business, we will engage with you on a number of long-term strategic issues. These include our initial concept and the planning process we hope to put in place for Central Campus, as well as our thinking about invigorating the undergraduate experience. These, of course, are not unrelated issues, but each has elements that are distinct and important in its own right, and we will welcome your counsel as we think about going forward. I also look forward to welcoming David Gergen to his first Trustee meeting.

It has been a busy two months since our last meeting as you can well see from this summary of highlights of recent Duke news, events, and honors. Let me begin by noting with sadness the passing of Trustee Emeritus Herman Postma, who served with distinction on the board from 1987-1999. More than one person has described Dr. Postma to me as a person who had little reluctance to ask the tough questions others seemed to be reluctant to pose. Duke clearly benefitted from his intelligence, candor and integrity. He died suddenly while traveling in Hawaii, and our thoughts are with his wife Pat and the Postma family.

One of the great joys of my being president of Duke is the opportunity to meet the many interesting people who are part of the Duke family. Since our last meeting, I've been on the road a good deal meeting alumni at Duke Club events in Atlanta, Boston, Charlotte, Greensboro, New York, and Winston-Salem. It has been a pleasure to get to know alumni better and to hear their thoughts on Duke's favored position, special challenges, and unique opportunities. Not surprisingly, at virtually every one of these events, I've been asked about the recent Palestine Solidarity Movement conference and its aftermath, particularly an anti-Semitic column by a student in *The Chronicle* that caused outrage to many members of our extended community.

As you know, thanks to the hard work of many people and despite dire predictions, the conference was peaceful, spurring thoughtful discussions on campus and beyond. The Freeman Center for Jewish Life, with generous support from Jewish organizations and individuals, sponsored many alternative events, including an important address by former Israeli Knesset speaker Avraham Burg. Hundreds of Duke students and others attended a concert against terrorism organized by the Freeman Center and co-sponsored by some 30 student groups; this event was broadcast across the globe on the Web. There were also large audiences for a speech by pro-Israel activist Daniel Pipes and a moving exhibit of Bus 19, which had been bombed in Jerusalem last January, killing 11 innocent civilians. Thanks to such efforts, in the end, the PSM conference was only one of a number of events by which Duke students could access a diverse set of perspectives on the conflict. The transformation of controversy into education is what our universities should be about.

For a person such as myself who deplores the violence in the Middle East and believes a long-term solution will only come from discussion and education about the issues, this was a far better outcome than stifling debate and turning the conference away. I believe the wisdom of that decision has been borne out, and I am grateful for the Trustees' strong support for our decision. At the same time, the conference and its aftermath brought a number of issues to the surface that my colleagues and I have been addressing: particularly the perception, or more accurately the misperception, that Duke's willingness to provide a venue for this conference indicates that our school is not hospitable to Jewish students.

It was courageous for Jewish students and Jewish organizations, both on campus and off, to stand up for the right to be heard of a group whose positions they strongly oppose. My colleagues and I are grateful for this stand, which helped reduce the likelihood of confrontation and helped us maintain Duke as a place that nourishes civil discourse, thoughtful disagreement and mutual respect. From the moment when we first learned of desire of Duke students to host the PSM conference, we determined that it presented an opportunity for a "teachable moment." With help from students and faculty, we did indeed have such a moment of education, both about the conflict itself and also about the importance of academic freedom and free speech. I have little doubt that during the time of the conference, there was greater opportunity for education about the challenges of the Israel-Palestine conflict at Duke than virtually anywhere in our country.

To further the process of education, over the course of the academic year, Duke will have prominent speakers, panel discussions, and programs about the Israel-Palestine issue. Among those we expect to be at the campus are the Israeli Ambassador to the United States Daniel Ayalon; Dennis Ross, the former presidential envoy to the Middle East; Judea Pearl, the father of Danny Pearl (the *Wall Street Journal* reporter beheaded in Pakistan) and Akbar Ahmed (a professor of Islamic Studies at American University and former cabinet officer from Egypt) who are traveling the country to discuss religious tensions between Muslims and Jews; Abe Foxman, national director of the Anti-Defamation League; and many others in an effort to help our students gain a deeper and broader understanding of the complex challenges that have made peace so difficult in that war-torn land. We have modified the Duke Web site that focused on the PSM Conference <www.dukenews.duke.edu/psm/index.html> to cover the broader issues of Israel and Palestine.

Given how peacefully events unfolded, it was profoundly discouraging on the day after the conference to find a column in our independent student newspaper that carried the headline of “The Jews” and involved stereotypical images with a long-running role in the history of anti-Semitism. As you know, I immediately wrote a letter to the editor, which praised those who helped turn the conference into a peaceful and constructive event and denounced the anti-Semitic implications of the column. I used the occasion to discuss the dangers of prejudice and the disindividuating, dehumanizing logic by which it works, noting that “the habits of mind that allow people to stereotype Jews are the same ones that allow them to denigrate blacks, gays, and other objects of prejudice.” I amplified these comments two days later in an address to the Academic Council, where I again praised Duke’s Jewish students for the mature manner in which they had organized educational programs, and reiterated that anti-Semitism – and prejudice in general – has no place at Duke.

Although I wish the student editors had shown better judgment, we do not censor *The Chronicle* or punish student authors for their words, a point I made repeatedly to those who wrote to demand such action. The aftermath was instructive. In his next column, the same young man wrote: “I wanted to start a dialogue about human suffering, but instead I ripped open old wounds, to fuel the very anti-Semitism that caused them. For this, I am deeply sorry. It is my failure as a columnist, and as a student.” In other words, the student learned from his actions, which is what is supposed to happen at universities. Although these past several weeks have been difficult, they have provided all of us with a chance to deepen our awareness of the dangers of prejudice, the importance of free speech, and the need for mutual tolerance. Creating an atmosphere where students respect each other and learn from each other is a major part of education at Duke.

One document I found to be quite encouraging was a statement endorsed by the leaders of a wide range of student organizations at Duke under the aegis of the Intercommunity Council. They came together not only to decry the stereotyping and discriminatory language that surfaced in the column, but also to emphasize the importance of Duke’s providing an inclusive and welcoming community for all its members.

In the wake of these events, I have continued to meet and correspond with students, community groups, and Jewish faculty members to sort out fact from fiction and fear from reality, and just to listen. These conversations have been an important part of my education about Duke and have helped me and others in the administration to appreciate some underlying issues that we now are attempting to address. These range from the need to strengthen and reinvigorate our Judaic Studies program to a number of issues of concern to student life – from the need for a full-time rabbinical presence and stronger kosher dining options, to expanded opportunities for students to participate in Study Abroad programs in Israel. We believe that we can generate external funding for many of these initiatives, and I have asked Vice President for Alumni Affairs and Development **Bob Shepard** to work closely with me in doing so.

Finally, we know that as a result of the conference and the column, we need to reach out to Jewish alumni and the Jewish community more broadly. I have submitted a column to the *Menorah*, a publication of the local Jewish federations, and I will be writing one for a major national publication as well. A presentation about these issues to the Board of Visitors of Arts

and Sciences and the Sanford Institute was very well received, and, following it we have had suggestions to take it, or a variation of it, on the road. We likely will do this. It is a fact of life that perception becomes reality and it will be important for us to move aggressively to correct any misimpressions from recent events that Duke is not welcoming to Jewish students. We hope to enlist our currently enrolled students in this process. Many of them have told me that while they are upset over the column in *The Chronicle*, they have found Duke to be a welcoming and supportive school.

Center for Interdisciplinary Engineering, Medicine and Applied Sciences

Last week we celebrated the official opening of the \$97 million Center for Interdisciplinary Engineering, Medicine and Applied Sciences (CIEMAS), a four-building, \$97 million complex that doubles the Pratt School's teaching and research space, providing new facilities for the medical school and the Institute for Genome Sciences and Policy, among others. Community members, key donors, and industry leaders celebrated the grand opening highlighted by a provocative talk by Duke alumnus and Pratt benefactor Michael Fitzpatrick, and a thought-provoking panel discussion on the future of innovation involving Dean Johnson, Chancellor Dzau, Duke alumnus and CISCO CEO John Chambers and GlaxoSmithKline Vice Chairman Bob Ingram.

CIEMAS is the future of higher education writ small – if you can call 322,000 square feet small. Or maybe I should say that the future of higher education is CIEMAS writ large: here is space for research and learning whose very design fosters interdisciplinary collaboration with a strong bent toward the practical.

The people who inhabit CIEMAS are daring to think big, challenge the status quo, consider policy through the lens of science and science through the lens of policy. The shared facility is itself a miracle of clever functioning: part of the excitement in our community has to do with its being Duke's first LEED (Leadership in Energy and Environmental Design) research building, featuring roof membranes that deflect solar energy, motion-sensing lighting controls, and a hidden 70,000-gallon cistern to capture rainfall for landscape irrigation.

We are fortunate to have visionary deans like **Kristina Johnson** and Dean of the School of Medicine **Sandy Williams** who have built something better than any one person could have imagined alone, and administrative leaders like Provost **Peter Lange** and Executive Vice President **Tallman Trask**, who not only shared their vision but helped it become a reality. We are also fortunate to have alumni and friends of equal vision such as Jeffrey Vinik and Patty and Michael Fitzpatrick, who have made this extraordinary facility possible through their generosity. Huge strides will be made here in genomics, bioengineering, nanofabrication, photonics, integrated sensors, materials science, and other disciplines. New products and treatments will be invented, new policies and processes and understandings vetted, rejected, refined, and accepted.

The Fitzpatricks have generously added to their already considerable financial support for Duke and the Pratt School, and it gave me great pleasure to be able to announce at the dinner on Friday night that I would be pleased to recommend to the Trustees in December that Duke name this

remarkable facility the Fitzpatrick Center for Interdisciplinary Engineering, Medicine and Applied Sciences in recognition of their transformative philanthropy.

Administrative Appointments

Chancellor for Health Affairs **Victor Dzau** has given considerable attention to issues of patient safety during his initial months at Duke, and I know he was very pleased with the result of a national search for Duke's patient safety officer. Dr. **Karen Frush**, chief medical director for children's services at Duke University Hospital, has been selected to this key post as the Health System's first-ever chief patient safety officer. Reporting directly to Chancellor Dzau, she will develop a comprehensive patient safety program that crosses all components of the health system, providing leadership in strategic planning, analysis, development, implementation and measurement of patient care quality, and safety initiatives. Dr. Frush's plans include the creation of a Patient Safety Center to further the clinical understanding of the science of safety, also furthering education and outreach.

A different kind of safety and security has been the topic of a number of Trustee discussions in recent months. Over the past few years, it's become apparent that in addition to a number of substantive issues concerning safety and security on campus, we have not been as effective as we need to be in developing a strategic communications program about safety issues. One of the key steps the Duke Police has taken is to appoint a senior public information officer. Following a national search, **Leanora Minai** has become the Duke University Police Department's first full-time public information officer and official spokesperson. Coming from St. Petersburg, Florida, where she spent a decade as metro crime reporter for *The St. Petersburg Times*, Minai will work with our police, student affairs, and other offices to develop communication strategies designed to improve student/police relations, explain security developments to the community, educate our community on proper safety practices, and participate in formulating new crime prevention strategies.

With Bob Shepard's appointment as vice president for alumni affairs and university development, there have been a number of significant promotions within University Development. As you know, Bob named **Ellen Medearis**, who served ably during the Campaign for Duke as director of leadership and major gifts, to succeed him as executive director of university development. In that capacity, Ellen will lead a staff of about 100, including both direct fund-raisers and those who support them. She will also coordinate fund-raising strategies with senior development officers of all Duke schools and programs. Ellen, in turn, has made two noteworthy appointments:

Hank Woods will replace **Sterly Wilder** as director of the Duke Annual Fund when she succeeds **Laney Funderburk**. Laney will retire on January 1 after 20 years as our alumni affairs leader. Hank has worked in a number of capacities since he came to Duke in 2000, and we are confident that he is the right person to build on the success of the Annual Fund – which reached a record \$21,577,000 last year.

Ann Gleason, who has worked closely with Ellen as associate director of major gifts and as a major gifts officer, will fill the vital role of director of major gifts. Ann's responsibilities include the identification, cultivation, and solicitation of prospects capable of gifts of \$100,000 and more, as well as the leading of regional and national volunteer efforts.

Awards and Honors for Scholarship and Research

Our faculty continue to be recognized for their pioneering scholarship and research. Let me cite some examples from across the university. In celebration of the newly expanded and revised edition of Ruth F. DeVarney Professor of English **Cathy Davidson's** *Revolution and the Word: the Rise of the Novel in America*, the Franklin Institute is hosting a panel discussion later this week. Cathy plays many leadership roles at Duke including her capacity as vice provost for interdisciplinary studies, and it's wonderful to recognize her continuing scholarly leadership. I will be honored to take part in this celebration, along with faculty colleagues from the Duke and UNC English departments.

Biochemist **Homme Hellinga** was one of only nine researchers selected as an inaugural recipient of the National Institutes of Health Director's Pioneer Award. The award – an unrestricted grant of \$500,000 per year for five years – was established “to encourage exceptional researchers and thinkers from multiple disciplines to conduct high-risk, high-impact research related to the improvement of human health.” Professor Hellinga's research on designing and engineering proteins aims at developing a new technology of “synthetic biology,” in which scientists construct tailor-made organisms for a variety of tasks, including use as “biological sentinels.” Such sentinels could find wide use in medical and environmental applications, and engineered proteins could provide the basis of detectors for explosives, toxic agents, pollutants, or molecular markers of disease.

I know the Trustees will be pleased that Chancellor Dzaou has received yet another prestigious award, the Max Delbrück Medal for 2004 by the Max Delbrück Center for Molecular Medicine in Berlin. Dr. Dzaou received the award for his decades of research on regulatory factors in the cardiovascular system and in therapeutic management of congestive heart failure and hypertension.

Two Duke primatologists, **Andrea Katz** and **Charles Welch**, have been recognized for their 15 years of leadership in developing the 800-acre Parc Ivoloina conservation center and zoo in Madagascar. They were named “Chevaliers de l'Ordre National” by the Malagasy government in recognition of their conservation, education, and training efforts on behalf of environmental protection in Madagascar. Katz and Welch work closely with international sponsors, including the Madagascar Fauna Group, a consortium of zoos, NGOs, and the Duke Primate Center, which coordinates conservation efforts for Malagasy animals.

In work supported by grants from the American Heart Association and the U.S. Department of Veterans Affairs, cardiologist **Brian Annex** and his colleagues have shown that they can stimulate the body to produce its own naturally occurring growth factors to promote blood vessel growth into tissue damaged by peripheral arterial obstructive disease. These findings could offer

a new approach to treating the disease, which rivals coronary artery disease in its prevalence and health impact.

And in a discovery that could give physicians more control over the actions of medications, researchers led by **Bruce Sullenger** of the department of surgery have developed a novel drug pair – a potent anti-coagulant with a matched “antidote.” The finding – funding for the research on which was provided by the National Institutes of Health (NIH), the American Heart Association, and Duke’s Department of Surgery – could open up a new approach to developing medications: instead of identifying agents to treat the side effects of existing drugs, researchers could develop matched drug-antidote pairs at the beginning of the drug development process to help control drug activity in patients.

Funded by the National Science Foundation and Duke University, a team of Duke biologists led by **Zhen-Ming Pei** have discovered that the air pollutant nitric oxide acts as a plant hormone to delay flowering in plants. Although their findings are basic in nature, Pei believes that the massive amounts of nitric oxide emitted as air pollutants from burning fossil fuels could affect the ecologically and biologically critical process of plant flowering. The team published its findings in the journal *Science*.

Pratt School of Engineering students have added another honor for their prowess at designing robots. Led by Pratt School staff member **Brian Burney** and faculty advisor **Jason Janet**, the students’ – Kevin Parker, Andrew Meyerson, and Julien Finlay – wall-climbing, book-sized autonomous vehicle which the team named “Walter,” drove up a challenging vertical course to win first prize at the International Conference on Climbing and Walking Robots, sponsored by the European Community. A grant from the Lord Foundation supported development of the Duke wall-climbing robot itself, and the technology used to provide the robot’s “tornado in a cup” vacuum was developed on a grant from the DARPA Microsystems Technology Office. This prize follows the recent prize to another Pratt student team for the most innovative design for their flying-saucer-shaped underwater robot at the international 2004 Autonomous Underwater Vehicle Competition.

Not to be outdone by her students, Dean Kristina Johnson has once again been recognized for her research accomplishments. The Society of Women Engineers (SWE) has given its highest honor, the 2004 SWE Achievement Award, to Dean Johnson for her outstanding contributions to the field for more than 20 years. As you know, her research and teaching have included holography – the creation of three-dimensional images with light wave interference patterns – along with optical and signal processing, liquid crystal electro-optics, and affixing a novel variety of liquid crystals to silicon to create new types of miniature displays and computer monitors.

An \$11-million National Cancer Institute grant awarded to researchers at the Duke University Institute for Genome Sciences and Policy (IGSP) and their colleagues will support the development of experimental and computational methods to help scientists understand how genes interact with one another to cause cancer. The five-year grant – which will involve geneticists, clinicians, and statistical scientists – exemplifies the interdisciplinary research focus of the IGSP. **Joseph Nevins**, the Barbara Levine University Professor of breast cancer genomics

and director of the IGSP's Center for Applied Genomics & Technology, said the researchers will focus on genes that operate in regulatory pathways that normally govern orderly cell growth but which have been shown to spur cancer growth when they malfunction and escape normal controls. The program will also serve as a training ground for young investigators at the interface of biology, genomics, and computational sciences across many departments at Duke.

Geoffrey Wainwright, professor of Christian Theology at Duke Divinity School, has been invited by the Vatican to give the opening address on behalf of the non-Catholic churches of the West. Organized by the Pontifical Council for Promoting Christian Unity, the occasion will mark the 40th anniversary of the Second Vatican Council's decree on ecumenism. For the past 20 years, Wainwright has chaired, on the Methodist side, the doctrinal dialogue between the World Methodist Council and the Roman Catholic Church.

Seven outstanding leaders from the around the world arrived at Duke on October 1 to spend a month on research relating to the development of civil society. The 2004 Joel L. Fleishman Civil Society Fellows studied issues ranging from ethical issues in health care in India and the effects of democratization on South African NGOs, to job creation in the rural Southern United States. The Fleishman Fellows program provides a select group of leaders from domestic and international non-profits, non-governmental organizations, foundations, government, and socially responsible businesses the opportunity to pursue academic research under the guidance of professors at Duke's Terry Sanford Institute of Public Policy.

Sara E. Miller, associate research professor in the Department of Pathology, has been elected president of the Microscopy Society of America (MSA), the oldest and largest microscopy society of the world. Founded in 1942 as the Electron Microscopy Society of America, it metamorphosed into the Microscopy Society of America in 1993 as its members had begun to use additional methods such as confocal microscopy, scanning probe microscopy, x-ray microprobe, and numerous other means for analyzing specimens.

Fuqua School Professor **Arie Y. Lewin** was the Distinguished Lecturer for the Annual Uppsala Lectures in Business, October 5-7, at Uppsala University, Uppsala, Sweden. Lewin, the 21st lecturer of Uppsala Lectures in Business, presented three lectures, which will appear in a forthcoming volume.

Jackson W. Carroll, a 1956 graduate and the Divinity School's Ruth W. and A. Morris Williams Jr. Professor Emeritus of Religion and Society, was presented with the 2004 Distinguished Alumni Award on October 11. Carroll is project director for *Pulpit & Pew: Research in Pastoral Leadership*, a major study based at the Divinity School and funded by Lilly Endowment, Inc. The annual award recognizes graduates of the Duke Divinity School for their service to God, the church, and the community. Established in 1973, it is the highest honor given by the Divinity School Alumni Association.

Professor and chair of the department of biology **Philip Benfey**, James B. Duke Professor **Joseph Heitman** of the department of pharmacology and cancer biology, and professor of

neurobiology **Miguel Nicolelis** have been elected as Fellows of the American Association for the Advancement of Science, the world's largest scientific society.

Professor Nicolelis has also received the Segerfalk Foundation Lecture Award from the medical faculty at Lund University, Sweden, in recognition of his contributions to neuroscience. He will deliver the annual Segerfalk Lecture in Lund on May 12. Several previous winners of this award have gone on to receive the Nobel Prize. In another recognition of his pathbreaking research, *Scientific American* magazine has named Nicolelis as one of the top 50 people in the world to exhibit outstanding technology leadership, citing his research with macaques and robotic arms. His research has been funded by the Defense Advanced Research Projects Agency.

Dr. **Harvey Jay Cohen**, director of the Center for the Study of Aging and Human Development, has been selected as the 2004 recipient of the Donald P. Kent Award by the Gerontological Society of America (GSA). This honor is given annually to a GSA member who best exemplifies the highest standards for professional leadership in gerontology through teaching, service, and interpretation of gerontology to the larger society.

Rachel Schanberg, director and founder of the Duke Cancer Patient Support Program, won the inaugural Professional Women's Network Inspiration Award from the Greater Durham Chamber of Commerce. Schanberg was recognized for her work on behalf of women in and out of the workplace, her service to the Durham community by inspiring others through her leadership, and her efforts to help other women to learn and advance.

Marie Lynn Miranda, the Gabel Associate Professor of the Practice in Environmental Ethics and Sustainable Environmental Management and director of the Children's Environmental Health Initiative at the Nicholas School, will serve as principal investigator and director of a new Duke Center for Geospatial Medicine. **Jonathan H. Freedman**, associate professor of environmental toxicology at the Nicholas School, and **Marcy C. Speer**, associate professor at the Center for Human Genetics and the Departments of Medicine, Molecular Genetics and Microbiology, and Biostatistics and Bioinformatics, will serve as the center's co-directors. The Nicholas School of the Environment and Earth Sciences has received a \$1.78 million National Institutes of Health grant to launch the Duke Center for Geospatial Medicine, where Duke scientists will study the interplay of genetic, environmental, and social factors that drive children's health outcomes. Beginning with a project to examine the causes of neural tube defects, researchers tell us they will be working on advancing methods that could be applied to studies of other childhood health problems such as autism, asthma, ADHD, and obesity, as well as adult conditions such as Parkinson's disease, Alzheimer's disease, psychiatric disorders, and cardiovascular disease.

Finally, I am pleased to report that Duke Ph.D. and Chilean President **Ricardo Lagos** will deliver this year's Commencement address on May 15. Lagos is known for his long opposition to the military regime of General Augusto Pinochet, and was jailed in 1986 after an assassination attempt against the military strongman. After Chile's return to democracy in 1990, he served as education minister and public works minister, working for educational reforms to improve access

to education, as well as for improvements to the highway system. Lagos was elected to a six-year term as president in 2000.

Construction Update

While we celebrate this wonderful new facility for engineering and medicine, it's appropriate to think of other major projects now underway. Executive Vice President Trask and Vice President for Campus Services **Kemel Dawkins** report that both the Divinity School addition and the first phase of the Perkins Library expansion are on schedule and on budget. This, of course, is music to a president's ears. The Duke stone work is nearing completion on the Divinity project, and in the library the mechanical, electrical, and plumbing rough-ins have been completed as well.

Dean **Kate Bartlett** is pleased that the foundations are being poured for the Law School addition and renovation, and scientists – primarily in Arts and Science, but also across the campus – are equally happy that the foundation is nearing completion for the French Science Center. Other projects that are moving toward completion include the Sanford Institute expansion and the new East Campus Residence Hall, each of which is having its roof put in place as I write this.

And, of course, the Nasher Museum of Art is continuing to progress. As you know, the Duke Museum of Art has been closed since May, as **Kim Rorschach** and her team are packing the current collections in preparation for the opening of the Nasher next fall.

Safety and Security

The safety of everyone on campus remains a high priority, and Vice Presidents Trask and Dawkins, and Chief **Clarence Birkhead** have continued to collaborate on maximizing the efficiency and effectiveness of our police operations and other campus safety measures.

Operation High Visibility, in which Duke University Police Department officers have stepped up patrols of our residential campuses, is earning high marks from the campus community. *The Chronicle* reported favorably this month on what it called “wholesale changes that will shift the burden of large-scale campus security to the university infrastructure.” The integration of security units, the use of contract officers, and a greater emphasis on crime prevention are three moves that are taking us beyond a law enforcement model to concentrate on the overall perception and reality of maintaining a safe place to learn and work.

As you know, we were saddened to learn that a student who had reported an assault near the Duke Forest on October 22 had fabricated the incident and has left school. *The Chronicle* has reported extensively about this incident, and the Duke police and the administration have received considerable praise from students for the sensitive way the issue was handled. This retraction does not mitigate our concern for safety or the need to pursue change aggressively, and we will continue to do so.

Chief Birkhead has also been meeting with many student groups, including the Graduate and Professional Student Council, to discuss safety issues. In addition, our police are working with

campus units to help ensure that our employees take appropriate precautions. For example, a model program began within Campus Services last month in which every unit employee is required to participate in an hour-long security orientation that focuses on personal, workplace, co-worker, and community safety. The program teaches employees to be aware of their surroundings, report suspicious persons and activities, and to partner with fellow employees to keep our community safe. Participants discuss scenarios and talk about ways to respond when they see a crime in the making. We expect to roll out this orientation to more departments and students this year with the help of the police department's new public information officer, Leanora Minai.

Duke and North Carolina

We've known for some time that while Duke's national reputation has risen in the past decade, we have paid less attention to how Duke is viewed in its own backyard. With new leaders coming on board, it seemed appropriate to take stock of what North Carolinians, including state legislators, think of and know about Duke's many contributions to the State of North Carolina. We wanted to see what residents view as strengths and weaknesses, how much they know about Duke, and how people responded when they were given more information about the university. Peter Hart of Hart Research Associates in Washington, D.C., who has conducted similar public opinion polls for other universities, conducted a statewide survey of alumni, state opinion leaders, and the general public and focus groups in three regions – Charlotte, the Triad, and the Triangle – during the spring of this year. They also polled Durham leaders and residents.

As Senior Vice President **John Burness** reported to the Executive Committee, the main take-home message was that the various constituencies hold Duke in very high esteem for the quality of its research and teaching, and as a vitally important provider of high-quality health care for the people of our state. Across the board, among the many valued and respected educational institutions in North Carolina, Duke ranked at the very top in evoking a positive assessment – even though the surveys were conducted in March during the ACC Tournament, when college loyalties are perhaps their strongest!

It's clear that among the general public, Duke University and the Duke University Medical Center are viewed as one – and that the more one uses Duke's medical services, the more highly one thinks of Duke in general. Forty-two percent of the respondents or their families in a statistically valid statewide survey reported they have received medical treatment at Duke. Of those, nearly three in four rated their care as excellent and an added 20 percent rated it as good.

The one thing that all constituencies cited as the most important improvement Duke could make was to provide more scholarships for North Carolina students. They didn't want Duke to lower its standards to admit more in-state students, but if those students qualified, they wanted Duke to make available the resources to allow them to attend. Thus, we learned we need to do better in disseminating our message about need-blind admissions – and of the particular interest we already take in North Carolina students.

While we are continuing to assess the findings, **Susan Kauffman** in John Burness' office put the information to immediate use. Since so many people know relatively little about Duke's contributions to North Carolina, Kauffman, who edits our 2003-2004 annual report <www.yearinreview.duke.edu>, has highlighted six major ways that Duke and the medical center directly benefit North Carolina economically, medically, and socially through affordable housing programs, through research, and by offering scholarships to North Carolinians. Kauffman also led an effort to redesign the Web site for the Duke-Durham Neighborhood Partnership to make it easier for people to learn more about our many partnerships with Durham and the positive local impact that Duke is having on Durham.

Duke in the Community

Duke hosted more than 300 middle school students from Durham public schools in October at our fourth annual School Days, an effort to give local youngsters a taste of college life that has turned into a wonderful tradition. More than 30 Duke students guided groups of young teens who have the smarts but may lack family encouragement that would make them consider college. Duke faculty presented academic sessions ranging from tours of the hyper baric chamber to moth dissection in the biochemistry department. The day has proved such a success that with my encouragement, the Office of Community Affairs is going to offer a similar experience for the children of Duke hourly employees as part of a pilot project in February.

The Duke-Durham Neighborhood Partnership's support for schools near campus garnered an important state recognition in October. The Governor's Education First Partnership Awards recognize private sector excellence in helping improve public schools. The award nomination, which praised the Neighborhood Partnership for adopting seven schools and channeling academic resources to them, noted that more than 500 Duke volunteers serve in Durham schools while Duke subcontractors donate over \$100,000 a year on building and grounds projects in the partner schools. On hand to accept the award were **Michael Palmer, David Stein, and Sarah List** of the Office of Community Affairs, and Toni Hill and Cory Hogans, principals of two of our partner schools – Forest View Elementary and Morphed Montessori Elementary, respectively.

Devon MacWilliam, a recent Duke graduate, helped the Office of Community Affairs compile a list of various ways that Duke organizations are volunteering in Durham. Though we know it's not yet fully comprehensive, it is quite impressive: more than 35 Duke departments or schools participate in some way, whether through service-learning courses in the Kenan Institute for Ethics, the Sanford Institute for Public Policy or the Program in Education, or through Fuqua or Duke Law student advisors who counsel local nonprofits or provide legal advice to community organizations. About 60 student organizations perform service in Durham, whether to people who are ill, financially insecure, or in need of a mentor or tutor. Copies of the report are being distributed widely in the community, including to local government officials. We plan to expand and update this document, called the "Community Engagement Inventory," which can be found on-line at <<http://community.duke.edu>>.

Meanwhile, 25 current MBA students will serve as non-voting board members of 13 Triangle area nonprofit groups as part of a new program under The Center for the Advancement of Social Entrepreneurship (CASE) at Fuqua, led by managing director **Beth Anderson**. “Fuqua on Board” matches students with non-profit groups to serve during the course of the academic year. They work closely with a board mentor, participate in meetings, and complete a consulting project for the organization that draws on their business skills and experience. CASE is being financed by a \$2.5 million grant over five years from The Atlantic Philanthropies, which will be matched over 10 years by \$2.5 million from Fuqua’s budget and money to be raised by the school.

Washington Update

Last month, we had the pleasure of welcoming two distinguished members of Congress to Duke’s campus: Senator Elizabeth Dole (R-NC) and Congressman Barney Frank (D-MA). Senator Dole was a keynote speaker during The Coach K and Fuqua School of Business Conference on Leadership, in which Trustee John Mack was also featured, and Congressman Frank keynoted the tenth anniversary celebration of the Center for Lesbian, Gay, Bisexual, and Transgender Life, as well as the grand opening of the Center’s new digs.

With the 2004 election season now behind us, we look forward to working with both the continuing members and the newest members of the North Carolina delegation: Congresswoman-elect Virginia Foxx R-5th), who filled the seat vacated by U.S. Senator-elect Richard Burr; and Congressman-elect Patrick McHenry R-10th), who will succeed the retiring Cass Ballenger. Two Duke alums – Bob Inglis in South Carolina and Daniel Lipinski in Illinois – were also elected to Congress; two West Virginia members of Congress and Duke alums – Shelley Capito and Nick Rahall – were also reelected.

Finally, the Office of Federal Relations will be hosting the first ever District Directors’ Day event at the end of November, bringing state and district directors serving the North Carolina delegation to campus to educate them about Duke and showcase aspects of this institution of interest to their constituents. So far, the response has been positive, and we look forward to building new relationships with these key staffers.

We are beginning to plan for my visits to Washington to meet with the North Carolina delegation and other congressional leaders as well as officials in the Bush Administration after the first of the year.

Athletics

The 2004 Fall Sports season is coming to a close with highlights of the fall including an ACT Championship by the women’s cross country team and a second straight Final Four championship appearance in field hockey. The Blue Devils cross country team, coached by **Kevin Jermyn** picked up their first conference championship in school history in College Park, Maryland, on October 30. The Duke women had never finished higher than fourth place as a team.

Coach **Beth Bozman**'s field hockey team advanced to its second straight championship game, again against defending champion Wake Forest, following wins over UNC and then Michigan State in the semifinals. Seven Duke players – the most ever – were named to the STX/National Field Hockey Coaches Association All-South Region teams. Director of Athletics **Joe Alleva** and I attended the NCAA final. Duke lost to a powerful opponent, but we had a fabulous season and should be very proud.

After posting successful regular seasons, the soccer teams have done well in the NCAA Tournament. The women's team owns a 15-8 record and enjoyed one of the biggest victories in school history by defeating second-ranked Virginia in the second round before losing in the Sweet 16 to tenth ranked UCLA. Senior **Casey McCluskey** led the Blue Devils this season with 16 goals and 40 points as she was named ACT Offensive Player of the Year.

After leaping to No. 1 in the nation during the season, the Duke men's soccer team hosted the first round of the NCAA Tournament, and defeated Coastal Carolina by a 3-0 score. This win advanced the team to second round play later this week. The Blue Devils (15-5) earned their ninth bid in the NCAA in the last 13 years and the first since 2002.

Despite a season ending loss to Carolina, the football team has shown positive signs during head coach **Ted Roof**'s first full season with the Blue Devils. Two weeks ago, the Blue Devils stunned bowl-bound Clemson 16-13 one week after Clemson had upset Miami. The team has played a large number of freshman and sophomores who will be more experienced next year and our recruiting class is impressive, so there is good reason for hope that the team will continue to improve.

The volleyball team concluded its regular season in third place with a 20-10 overall record and a 10-6 league mark under the direction of **Jolene Nagel** of the ACT tournament in the semifinals by Maryland.

Another highlight of our fall season has been our top-ranked juggernaut in women's golf, which collected five victories in five tournaments played. The reigning National Player of the Year, Dukie **Liz Janangelo**, broke an NCAA record with her nine-under-par round of 62 on the final day of the ACC/SEC Challenge. For the second straight year, the Blue Devils, under Coach **Dan Brooks**, won the 2004 Hooters Collegiate Match Play championship as they cruised to a 3-1 victory over third-seeded Arizona State.

Joe Alleva and his staff have had a strong fall and with basketball season beginning, the attention of the campus and the basketball world turns to Cameron.

As always, there is much more one could share, but I hope I've managed to convey some sense of the exciting semester now in full swing. Please let me know if you have any questions.

Cindy joins me in wishing you a wonderful Thanksgiving holiday with family and friends.