

12 September 2007

MEMORANDUM

TO: Members of the Duke University Board of Trustees

FROM: John F. Burness

SUBJECT: Summary of Activities

The academic year is now well underway, with the campus enlivened once again by the return of students to class, exciting programs at the Nasher, and the start of the fall athletic season. As we approach the Trustee's Fall meeting and Founders' Day when **Pete and Ginny Nicholas, John Koskinen, and John Piva** will be honored for their extraordinary long-time leadership of Duke, and Assistant Professor of Statistical Science **Jerry Reiter** will be recognized for his exemplary teaching, I am pleased to provide you with a summary of selected events and developments at Duke since the Board's May meeting.

Leadership Changes

Nothing is more important to an institution than having strong people in leadership positions. Three deans have assumed their roles as the heads of major academic units since May. **David Levi** has succeeded **Kate Bartlett** at the Duke law school; **Blair Sheppard** has succeeded **Doug Breeden** at the Fuqua School of Business; and **Bill Chameides** has succeeded **Bill Schlesinger** at the Nicholas School of the Environment and Earth Sciences. All of these leaders bring a wealth of experience, energy, and vision to their new roles, and each in their respective fields epitomizes **President Brodhead's** theme of linking the knowledge created at the University to the service of society.

As you know, following **Sandy Williams'** promotion to senior vice chancellor for academic affairs, Chancellor **Victor Dzau** announced a few weeks ago that **Nancy Andrews**, Dean for Basic Sciences and Graduate Studies at Harvard Medical School, would succeed Williams as Dean of the Duke School of Medicine, effective 1 October. Dr. Andrews, an accomplished physician and research scientist, will be the first woman to lead Duke's medical school and, as far as I have been able to determine, the first woman to lead one of the nation's top-tier medical schools.

Steve Nowicki, formerly Dean of Natural Sciences in Arts & Sciences, has begun his responsibilities as the University's first Dean of Undergraduate Education. In his new position, Nowicki will work to better integrate the academic and social dimensions of the student experience. He will serve as Duke's principal spokesperson on undergraduate education and will be responsible for leading and coordinating all aspects of undergraduate life, including overseeing facility improvements that affect undergraduates' dining, residential, and recreational experiences and working with the Provost on the next phase of developing recommendations emerging from the current review of the undergraduate experience. (The interim report on the undergraduate experience is scheduled for publication in tomorrow's *Chronicle* and will be available online at <<http://www.news.duke.edu/reports/ugradexperience.pdf>>.) Dean of the Faculty of Arts & Sciences **George McLendon** has selected **Alvin L. Crumbliss**, a professor of Chemistry at Duke since 1970 and a respected teacher and researcher, to succeed Nowicki as the new Dean of Natural Sciences.

Provost **Peter Lange** has appointed Associate Professor **Scott Lindroth**, Chair of Duke's Music Department, to serve as the University's first Vice Provost for the Arts. In this new role, Lindroth will help Duke realize its strategic initiatives in the arts. As you know, Duke's strategic plan, *Making a Difference*, highlights the arts as one of six major themes. The creation of the position is timely, given the expected focus on the arts as a key component of our Central Campus planning.

We were sorry to lose Pratt School of Engineering Dean **Kristina Johnson** to John Hopkins University where she will serve as Provost and Vice President of Academic Affairs. **Robert L. Clark**, Chair of the Department of Mechanical Engineering and Materials Science and Thomas Lord Professor of Mechanical Engineering, has agreed to serve as dean until a national search for Johnson's successor has been completed. **April Brown**, Professor of Electrical and Computer Engineering and Senior Associate Dean of the Pratt School, is chairing the 12-person search advisory committee appointed by Provost Lange to help identify Johnson's successor.

Phail Wynn, longtime President of Durham Technical Community College, will begin as Vice President for Durham and Regional Affairs on 1 October on a part-time basis, and will assume his post full-time on 1 January 2008. Wynn will work closely with the community, city officials, local businesses, and the school system to create new partnerships and strengthen old ones, both in Durham and in the Research Triangle Park.

With the retirement of **Richard White**, the University Distinguished Service Professor Emeritus in Biology, as Executive Director of Sarah P. Duke Gardens, **William LeFevre**, executive director of Bartram's Garden in Philadelphia since 2001, has been selected as the first full-time executive director of the Gardens. LeFevre, a horticulturist, completed the Longwood Graduate Program in Public Horticulture at the University of Delaware and Longwood Gardens and served as projects manager for the Pennsylvania Horticultural Society's Parks Revitalization Project before moving to Bartram's.

Class of 2011

Constantly improving the quality of students' experiences at Duke is a major priority in *Making a Difference*. Central to achieving that goal is attracting the best and brightest students to Duke.

Dean of Undergraduate Admissions **Christoph Guttentag** reports that this year's incoming class is among the strongest Duke has enrolled. We received the second highest number of applications (19,207) ever, with 73 percent of the class (18,109) filled through the Regular Decision process. 3,203 applicants earned SAT scores of 1500 or higher and 321 applicants had scores of 1600—the latter a 16 percent increase over last year. The overall admit rate was a record low of 21.1 percent, a 0.1 percent decrease from last year. The middle 50 percent range of SAT scores for accepted students was 1400 to 1540. Consistent with our commitment to internationalizing the University, the incoming class includes the highest number of students from abroad—164 students from 38 countries. Students of color comprise a record 44 percent of the entering class, exceeding last year's record of 42 percent. In a year when some predicted Duke could experience a drop in applications, quality, and enrollment, the acceptance yield increased to 42.1 percent this year, actually leaving us over-enrolled by some 36 students, given our target of 1,665. It's an exceptionally strong group of students who, from many reports, already have begun to make their mark.

Dean of the Graduate School **Jo Rae Wright** was pleased that despite a decrease of 7.7 percent from last year in the total number of applications received, the Graduate School's selectivity has not suffered. Selectivity has ranged from 18-21 percent over the past five years, with 21 percent of applicants for Fall 2007 being admitted. Enrollment in the Graduate School increased this year to an expected high of 687, a 9 percent increase, with the international student body increasing to an all-time high of 40 percent, reflecting both the quality of our programs and Duke's greater international visibility.

Assessments of Quality

An article published by the journal *PS: Political Science & Politics* reminds us to approach academic rankings with a healthy degree of skepticism. The study suggests that there is no direct relationship between the general reputation of a department and its success at placing new Ph.D.'s, the latter being a bellwether measure of quality. The article noted that Duke's political science department was ranked 14th by the National Research Council, but seventh in placing new Ph.D.'s. Despite our skepticism about the validity of magazine rankings, we know that the general public often takes rankings to heart, so we can be pleased that, as usual, Duke has been well regarded in the latest *US News and World Report's* ranking of undergraduate programs at national universities with doctoral programs. Duke was number eight this year, its same rank as last year. Duke's School of Nursing continued its upward trajectory into 15th place among the nation's nursing schools, a jump from 29th in 2005. The Nursing School also ranked 14th for NIH funding for all schools of nursing in 2006. The Sanford Institute of Public Policy's faculty did well in a ranking by Academic Analytics, an independent research firm. The firm placed the Institute's faculty first in scholarly productivity among all U.S. schools of public policy and public affairs. In the well-regarded Leiter assessment, Duke's law school was ranked eighth in the country in terms of the number of citations, a well-recognized measure of scholarly impact. And, Fuqua's Center for the Advancement of Social Entrepreneurship (CASE) was ranked in the top ten of Best Colleges for Entrepreneurs by *Fortune Small Business Magazine*.

Development: Another Good Sign

The Trustees know that among his first initiatives, President Brodhead gave highest priority to strengthening Duke's endowment for financial aid to help ensure that students who qualify for

admission are able to attend Duke. Under Duke's need-blind admissions policy, Duke commits to provide a financial aid package that will make it possible for students who need financial support to attend the University. This year Duke has budgeted almost \$74 million for undergraduate financial aid alone. Unlike older institutions with which we compete for the best students and faculty, which have grown large financial aid endowments over time, Duke's undergraduate financial aid comes principally from the University's operating budget. This makes the Financial Aid Initiative's goal to increase our financial aid endowment by \$300 million so important to the University's ability to sustain its commitment to our need-blind admissions policy. Thanks to the leadership of Trustee **Rick Wagoner** and Trustee Emerita **Sally Robinson**, and especially the sustained support of The Duke Endowment, the Financial Aid Initiative had received \$232.85 million as of 8 September in gifts and pledges toward our goal. **Bob Shepard**, vice president for alumni affairs and development, says he is confident that we will achieve the Financial Aid Initiative's \$300 million goal by 31 December 2008.

The deans, Bob Shepard, Duke's Executive Director of Development **Ellen Medearis**, and our development staff should also be heartily congratulated for this year's record-breaking fund-raising success. In the year ending 30 June 2007, the University received \$380,059,931 in philanthropic gifts, eclipsing by approximately 11 percent the previous year's record total of \$341.9 million. As **Sterly Wilder**, Executive Director of Alumni Affairs, has noted, this record total is a strong statement of continuing confidence in Duke from alumni and friends of the University.

It's one thing to raise the money and another to be sure it is invested wisely, both financially and programmatically. For the 12-month period ending 30 June 2007, we experienced a 25.6 percent investment return, thanks to strong and wise investment strategies by DUMAC president **Neal Triplett** and his team, as well as Trustee **Bruce Karsh** and the members of the DUMAC board. Preliminary reports indicate that this result would place Duke third in the nation among leading universities for the past year, and second in the nation over three, five, and ten years, respectively.

It's worth commenting on the success of Duke's Terry Sanford Institute of Public Policy in meeting many of its fundraising goals this year. Endowment gifts in support of the initiative to transform the Terry Sanford Institute of Public Policy into the University's tenth school totaled nearly \$16 million as of 30 June. Happily, the total includes \$10 million in support of the Duke Financial Aid Initiative. The school initiative, led by Sanford Director **Bruce Kuniholm** and incoming Sanford Board of Visitors Chairman **Adam Abram**, aims to raise \$40 million in endowment by 30 June 2009. As part of the move towards becoming a school, Sanford also welcomed its inaugural class of eight Ph.D. candidates this fall.

The National Institute for General Medical Sciences has awarded a \$14.5 million, five-year grant to establish a new national center for systems biology in the Duke Institute for Genome Sciences & Policy (IGSP). The center will bring together experimentalists and modeling experts from biology, statistics, computer science, mathematics, physics, and engineering to explore how the intricate biological networks that govern living cells operate at three different time scales: minutes, days, and millions of years. Their findings should be of use in understanding basic

biology and human diseases. The new center will be led by Paul Kramer Professor **Philip Benfey**.

Duke medical researchers continue to be in the forefront of discoveries that improve people's lives. One particular recent breakthrough, now in the form of a drug available in the market, bears mention as it not only will save lives but also provide a healthy return to Duke. We expect to receive about \$6 million in royalties this year from sales of Myozyme, marking the biggest tech transfer success in the Office of Licensing & Ventures program's 20-year history. Myozyme, developed by Duke Professor and Chief of the Division of Medical Genetics in the Department of Pediatrics **Y.T. Chen**, is used to treat Pompe disease, an inherited and often fatal disorder that disables the heart and muscles.

Duke Across the Globe

Since last we met, Duke's 2007 graduates have gone out into the world to apply their considerable skills and talents. I understand that Teach for America is the largest single employer of last year's graduates, with 54 of our graduates now teaching in schools with large populations of disadvantaged students. I expect that Vice President for Student Affairs **Larry Moneta** is pleased that the experiences of 32 of Duke's outstanding graduates have been documented on a new website developed by the Office of Student Affairs. The website complements the print publication "Duke Senior Stories: Profiles of Engagement," which you may have already seen. Both the web and print versions spotlight exemplary students who were actively engaged in intellectual endeavors, both in and outside of the classroom. You can find their stories at <<http://seniorstories.duke.edu/2007/>>. On a related note, last year's print publication of "Senior Stories" received a national award from the Council for the Advancement and Support of Education (CASE). It was one of several awards that communicators from Duke received from CASE this year, including an unprecedented third consecutive Gold Medal for newswriting that the University's Office of News and Communications earned. Kudos to Director of Media Relations **Keith Lawrence** and his colleagues.

The commitment to service exemplified by many of the students featured in Senior Stories was furthered this summer by DukeEngage, which will provide funding and faculty support to all undergraduates who want to apply their classroom learning to addressing societal issues at home and abroad. As you know, the program was endowed with \$15 million each from The Duke Endowment and the Bill & Melinda Gates Foundation. DukeEngage does not officially start until summer 2008, but students are already responding enthusiastically—some 300 first-year students showed up at a DukeEngage session in August to learn more about the program. In a DukeEngage pilot program, some 80 returning students spent this summer working on service projects in more than 15 locations, from Durham to the Ukraine. Let me cite three examples: Junior **Aneesh Kapur** and five other Duke students volunteered this summer at Sahara, a New Delhi-based NGO that offers support to a variety of marginalized populations throughout India. During the fall semester, Kapur and two classmates, with the help of **Kathryn Whetten**, Associate Professor of Public Policy Studies and Community and Family Medicine and Director of the Center for Health Policy and the Health Inequalities Program, began developing protocols for collecting research data among Sahara House's clients, many of whom are HIV-positive. With support from DukeEngage, they spent their summer in India, implementing their work and creating an HIV-awareness curriculum.

Back stateside, senior **Cart Weiland** interned with the urban planning and architecture firm Concordia in New Orleans. The firm is involved in the rebuilding of the city, including work on the master plan for New Orleans' schools and "green" architecture projects. Weiland and 18 other Duke students who were in New Orleans this summer through DukeEngage kept a blog of their experiences available at <<http://dukeengage2007neworleans.blogspot.com/>>. The group was advised by **David Schaad**, Adjunct Assistant Professor and Assistant Chair of Civil and Environmental Engineering at the Pratt School.

Here in Durham, 27 students participated in a DukeEngage pilot program led by **Sam Miglarese**, Director of Community Engagement, and **Elaine Madison**, Director of the Community Service Center. Through the program, senior **Grant Smith** was able to continue his year-long project directed at preparing adolescents with Sickle Cell Disease for adulthood. Smith's Sickle Cell Disease Transition program was created in collaboration with the physicians and medical staff in the Duke-UNC Comprehensive Sickle Cell Center and with support from Smith's faculty mentor, Associate Professor of Medical Sociology, Departments of Psychiatry & Behavioral Sciences, Sociology, and Psychology **Deborah T. Gold**.

DukeEngage exemplifies Duke's joint commitments to providing our students with an exemplary educational experience and using the knowledge they gain to serve society. **Eric Mlyn**, the director of the program, is using this year to plan DukeEngage's implementation next summer. This important effort is aided by a national advisory committee chaired by Trustee **David Gergen**.

Central Campus

As you know, Duke students will have even more opportunities for interactive learning with the redevelopment of Central Campus. The selection of the architectural firm Pelli Clarke Pelli as master designer for the redevelopment project has received widespread praise. As you know, Pelli Clarke Pelli is a recipient of the national American Institute of Architects (AIA) "firm of the year" award in 1989, and Cesar Pelli received the AIA gold medal in 1995.

Executive Vice President **Tallman Trask III** has successfully negotiated an arrangement with the City of Durham to help ensure that Duke will have control of Anderson Street as a principal north-south spine of Central Campus, it being crucial to ensure that Anderson has the feel of a campus street. The Central Campus development is envisioned as an academic village that supports the intellectual and social growth of our undergraduate students and prepares them to interact, engage, and exchange with the community and the world beyond. It will be a home for the arts and interdisciplinary research centers on campus and will reflect Duke's commitment to sustainability, environmental stewardship, the presence of green space, and resource conservation. A minimum Leadership in Energy and Environmental Design (LEED) Green Building Rating System™ Silver certification is the target for all Central Campus construction, with some buildings to be identified for a higher goal.

The University's leadership in environmental stewardship and sustainability on our campus was further demonstrated this summer by President Brodhead signing the American College and University President's Climate Commitment. The Commitment pledges that Duke will eliminate campus greenhouse gas emissions over time.

The Trustees will receive an update on Central Campus at your meeting.

New Programs and Initiatives

The collaborative nature of Duke's approach to education was highlighted by Fuqua Dean Blair Sheppard's announcement that he is working in concert with senior leaders from the Divinity School, the Medical Center, Public Policy, Law, Arts & Sciences, the Nicholas School, and the Pratt School to develop a university-wide umbrella organization under which leadership development, research, and policy intersect in order to improve the quality of service leadership globally. The Duke Service Leadership Institute will be a mechanism not only to structure conversations in the university community around issues of the environment, faith, global health, education, and the arts, but also to engage major corporations, non-profit organizations, foundations, religious groups, and social entrepreneurs in meaningful activity around the world.

The Divinity School, under Dean **Greg Jones'** leadership, provides a strong example of how Duke continues to actively engage in service leadership. This summer, the Divinity School hosted a conference that brought together 40 doctoral-level theology students from across the United States to foster support among the group and provide guidance through the academic world. The School also hosted seminarians and graduate students in theology and religion from across the United States for the Hispanic Summer Program, a two-week ecumenical graduate program in theology and religion. The good work of the Divinity School will be expanded over the next seven years thanks to \$12 million in support from The Duke Endowment. The funds will be used to lead a wide-ranging effort that aims to assess, track, and improve the health of every United Methodist pastor in North Carolina. The Divinity School is collaborating with the Western North Carolina Conference and the North Carolina Conference of the United Methodist Church on the project.

Professor of Medicine and Community and Family Medicine and Director of the Global Health Institute **Michael Merson** reports a busy quarter for the Institute. In early September, the Global Health Institute's Center for Health Policy co-sponsored a conference entitled "Sustainable Community Development: Does the University Have a Role?" with UNC's School of Public Health. The conference featured keynote speaker William C. Richardson, recently retired President and CEO of the W.K. Kellogg Foundation and former President of Johns Hopkins University, as well as professors from both Duke and UNC. The Institute has also been instrumental in creating the Global Health P.L.U.S program. P.L.U.S. is a university-wide effort to leverage the surplus resources of DUHS and the know-how and resources from other areas of the University to improve global health. It allows Duke faculty or Duke-affiliated physicians directing or mentoring global health projects overseas to apply for free usable surplus medical equipment and supplies donated by DUHS. Duke neurosurgeon and Associate Professor **Michael Haglund** led the first project to benefit from the P.L.U.S. program. Haglund and his 28-member team took six tons of medical equipment to Mulago Hospital in Kampala, Uganda, and spent a week training Ugandan healthcare workers to use and maintain it while offering free surgery to more than 50 Ugandan patients. (Check out their blog at www.dukeinuganda.blogspot.com). Other projects in Kenya, Haiti, and elsewhere are currently in the planning stages.

In September, we officially launched a university-wide diversity website <www.diversity.duke.edu>. Professor of Political Science and ECAC Chair **Paula McClain** made the original recommendation to Provost Lange, who charged a working group, including McClain, Vice Provost **Nancy Allen**, Vice President **Ben Reese**, and Associate Vice Provost and Associate Dean **Jacqueline Looney**, with the task of bringing this to reality. The site provides an excellent way for prospective students, parents, alumni, and trustees, as well as current students, staff, and faculty to learn about and celebrate the many aspects of diversity at Duke.

Duke-Durham

The Duke-Durham Neighborhood Partnership has been for the past 10 years an exemplar of the University's commitment to engagement with our host community. This commitment will be extended, thanks to The Duke Endowment's award of \$777,500 to underwrite a number of ongoing projects, including affordable housing programs, leadership training opportunities for local nonprofits, and after-school tutoring and enrichment programs aimed at closing the achievement gap among K-12 students.

This summer, the Duke-Durham Partnership, with support from President Brodhead and The Duke Endowment, sponsored a trip to Guatemala for 26 teachers from Durham Public Schools with which the University partners. Each of the teachers works in schools with large Latino populations. The Partnership also supported the inaugural summer session of Student U, through which Durham middle school students attend a free, six-week academically intense summer program taught and led by students from Triangle area high schools and from Duke and other area colleges. The Partnership also led its summer session of BOOST (Building Opportunities and Overtures in Science and Technology), a multi-dimensional program for elementary and middle school teachers and students designed to excite under-represented minority students about science and inspire them to pursue careers in medicine and other biomedical professions. Professor of Pediatric Cardiology and Dean for Medical School Admissions **Brenda Armstrong** oversees the BOOST program, with support from schools liaison **David Stein** from the Office of Community Affairs.

Awards and Honors

Duke alum **Dr. James W. Holsinger, Jr.** (M.D. '64, Ph.D. '68) has been nominated by President Bush to serve as U.S. Surgeon General. Dr. Holsinger's nomination is currently pending before the Senate Committee on Senate Health, Education, Labor and Pensions Committee.

Robert J. Lefkowitz, James B. Duke Professor of Medicine and Biochemistry and Howard Hughes Medical Institute Investigator, is one of four winners of the 2007 Shaw Prizes. The "Nobels of the East," as the annual awards are also known, are worth \$1 million each and are given by the Shaw Prize Foundation in Hong Kong in recognition of achievement in academic and scientific research. This is the latest of many international honors Professor Lefkowitz has received for his pathbreaking research that identified how "chemical messengers" are received and interpreted by certain cells in the body. This information has helped researchers to develop even more powerful medications for an assortment of illnesses, including high blood pressure, congestive heart failure, and schizophrenia.

Stefano Curtarolo, Assistant Professor of Mechanical Engineering and Materials Science at the Pratt School of Engineering, won a coveted Faculty Early Career Development (CAREER) award from The National Science Foundation (NSF). For related materials work, he also recently won an Office of Naval Research Young Investigator award. Curtarolo is developing computational tools to predict the recipes for advanced materials for just about any high-tech job, from the automotive, aerospace, or marine industries to nanotechnology and future sources of energy.

R. Edward Coleman, M.D., Director of Nuclear Medicine, Professor of Radiology and Vice Chair of the Department of Radiology, was awarded the 2007 Georg Charles de Hevesy Nuclear Pioneer Award for his contributions to the nuclear medicine profession. He was recognized for his efforts in advancing molecular imaging and clinical applications of positron emission tomography (PET), PET/computed tomography (CT), and radionuclide therapy. SNM is the world's largest society for molecular imaging and nuclear medicine professionals.

Nursing School Dean and Vice Chancellor **Catherine Gilliss**, D.N.Sc., R.N., F.A.A.N., has received a Lifetime Achievement Award for Research from the International Society for Family Nursing. Gilliss was recognized for her outstanding contributions to family nursing research and leadership in family nursing. Gilliss also recently received a doctor of human letters, *honoris causa*, from the University of Portland.

Chancellor Victor Dzau was honored recently when Harvard Medical School established a \$2.75 million professorship of medicine in his name. The endowed professorship was created in recognition of Dzau's significant contributions to Harvard and Brigham and Women's Hospital (BWH). The incumbent must be an outstanding physician scientist and leader in cardiovascular medicine.

Scholarship and Research

Researchers at the Nicholas Institute for Environmental Policy Solutions have been active in the hot topic of climate change. Institute Director **Tim Profeta** testified before the U.S. Senate and provided analysis to Senators Joe Lieberman (I-CT) and John Warner (R-VA) that was used in drafting a new climate change bill to reduce costs associated with limiting U.S. greenhouse gas emissions and provide oversight to the new emissions permit trading market.

Nicholas School Professor of Ecology and Chair of the Environmental Science and Policy Division **Ram Oren** reported that the decade-long Free Air Carbon Enrichment (FACE) project he leads has revealed that while North Carolina pine trees that had been bathed in extra carbon dioxide did grow more tissue, only those pines receiving the most water and nutrients were able to store significant amounts of carbon to offset the effects of global warming. These results suggest that proposals to bank extra CO₂ from human activities in such trees may depend on the vagaries of the weather and large-scale forest fertilization efforts. FACE is funded by the Department of Energy.

Down the hill at the Pratt School of Engineering, researchers have uncovered a missing link in scientists' understanding of the physical forces that give DNA its famous double helix shape. In a study published online by Physical Review Letters in July, Associate Professor of Mechanical

Engineering and Materials Science **Piotr Marszalek**'s team reported the first direct measurements of the forces within single strands of DNA that wind around each other in pairs to form the complete, double-stranded molecules. The work was supported by the National Science Foundation and the National Institutes of Health.

Building on another kind of success at Pratt, Assistant Research Professor of Psychological & Brain Sciences **Laura Smart Richman** and James B. Duke Professor of Psychology and Neuroscience **Wendy Wood** are launching a study of successful women engineers at Duke and other universities in the Southeast to discover how they navigate their world. With funding from a National Science Foundation Challenge grant, Richman and Wood will investigate the question: "What makes women excel in this profession, and what can we do to promote it?"

J.A. Jones Professor of Mechanical Engineering **Adrian Bejan** and Vice Provost for International Affairs and Professor of the Practice in the Department of Sociology **Gilbert Merckx** co-edited an ambitious new collection of essays in the text *Constructal Theory of Social Dynamics*, which was published in June by Springer Science+Business Media. The 355-page text features 18 essays by an international group of social scientists exploring the constructal underpinnings of everything from urban development and racial segregation to the development of written language.

Assistant Professor of History and Women's Studies **Felicia Kornbluh** released her new book *The Battle for Welfare Rights*. The work chronicles the efforts of the National Welfare Rights Organization, the largest membership organization of low-income people in U.S. history, to advocate for a guaranteed income in the 1960s and early 1970s.

Government Relations

The North Carolina General Assembly has completed its work and among budget items affecting Duke, legislators approved an \$8.7 million increase in financial aid for North Carolina undergraduate students attending Duke and the state's other independent colleges and universities. The State Contractual Scholarship Fund will increase by \$3.2 million to provide \$1,350 per student, and the Legislative Tuition Grant will increase by \$1.6 million, for \$1,950 per full-time North Carolina student. Among budget provisions important to Duke Medicine, Medicaid reimbursement was increased by 50 percent of inflation, except for outpatient hospital services, which will continue to be reimbursed at 80 percent of allowable costs.

Due in large part to Duke's efforts, legislators approved an exemption in state gun laws in order to permit armed armored car guards and other security guards to continue providing needed services for educational campuses and academic medical facilities. Duke was also instrumental in securing an amendment in the state driver's license law that is of considerable importance to our graduate students and visiting faculty. The amendment will allow visa-holding international students and faculty to obtain a North Carolina driver's license. This is a necessary form of identification for accessing many community services, including leasing an apartment and obtaining residential utilities. **Paul Vick**, Associate Vice President for DUHS Government Relations, and **Ann Lore**, State Government Relations Representative, deserve credit for the work they do in monitoring and influencing legislation in Raleigh that is of importance to the University community.

In Washington, the Senate passed a comprehensive reauthorization to the Higher Education Act (HEA) in late July. Early proposals associated with increased government involvement with transfer of credit, institutional accreditation, and cost reporting were improved during the development of the legislation and eased many of Duke's concerns with the legislation. Changes in the bill to the federal loan programs could have an impact on Duke's lending activities. Under the Senate bill, there will be an increase in reporting requirements involving loans and the elimination of the School as Lender program, in which Duke has been a participant. Many of these changes are in response to New York Attorney General Andrew Cuomo's investigation of loan programs at America's colleges and universities. The House is likely to produce companion legislation this fall.

As you probably know, Attorney General Cuomo has also recently raised questions about Study Abroad programs, alleging, as he did with student lending, that some study providers offer improper inducements to institutions and administrators to help influence the choices students make for Study Abroad programs. Five Study Abroad providers have been subpoenaed, including some that have approved programs with Duke. As with our lending practices, Provost Lange asked the Office of Internal Audits to review our practices and procedures. The review confirmed our confidence in the integrity of Duke's Study Abroad operations.

Duke's appropriations priorities have experienced a mixed bag of success so far this year. In terms of education programs, a handful of programs, notably Pell Grants and international education programs, received increases from the House of Representatives. Unfortunately, the Senate did not follow suit, instead providing flat funding in these two areas.

In the area of federally funded academic research, the House and the Senate provided increases for the National Science Foundation and the Department of Energy's Office of Science. The National Institutes of Health received a minimal increase and both the House and Senate approved reductions for the defense research accounts. In addition, one of Duke's defense appropriations priorities, the Medical Free Electron Laser program, is slated to receive a significant cut in funding from both chambers, which could potentially affect operations at the Duke Free Electron Laser Laboratory.

Another issue of concern arose out of the House Defense appropriations bill. A troublesome provision capping the negotiated rate of reimbursement for indirect costs of defense basic research at 20 percent was inserted into the House version of the bill. It is unclear why this provision was placed in the bill, but it is most likely rooted in misconceptions about how these rates are negotiated and what these costs entail. Fortunately, the Senate measure does not contain a similar provision and a politically-sensitive advocacy effort is underway to ensure this language is removed from the final legislation.

Senator Max Baucus (D-MT), chair of the Senate Finance Committee, recently announced his intention to introduce an education tax bill in October. Details of the legislation are still largely unknown, but there is concern the legislation will propose to implement a government-dictated endowment payout rate for schools with endowments worth more than \$500 million and introduce more restrictive investment policies regarding hedge fund investments from colleges and universities. Earlier this year, it was believed that Senator Baucus would propose to scale

back Section 117(d) of the IRS code, which allows institutions like Duke to provide tax-free tuition assistance to employees and their dependents. We now understand that it is not in the draft legislation. Chairman Charles Rangel (D-NY) of the House Ways and Means Committee has not indicated an interest in pursuing such an agenda. Nevertheless, the Senator's interest and ability to generate publicity around these issues will continue to keep **Chris Simmons**, Associate Vice President for Federal Relations, and his colleagues in our federal relations office busy through the rest of the session and into 2008.

Over the summer, President Brodhead traveled overseas and also spoke out on a controversial proposal that could restrict academic freedom at universities in the United Kingdom. In late June, President and Mrs. Brodhead traveled to Venice to attend the Duke MBA international retreat, which included a gala dinner honoring retiring Fuqua Dean Doug Breeden's leadership at the Fuqua School of Business. They also joined Duke in Venice students on a Brenta river trip and spent time with students participating in Sam Miglarese's Duke in Venice class. In another area of international involvement, President Brodhead released a statement in July <http://news.duke.edu/2007/07/rhb_boycott.html> in which he strongly condemned the vote of Britain's University and College Union to move forward with a proposal to boycott Israeli academic institutions and scholars. Brodhead said that he viewed "the proposed academic boycott ... as a threat to all institutions of higher education." We've been gratified by the positive response to the statement from Israeli officials and others who care about academic freedom and free speech.

Duke Athletics

It was another very strong year for Duke Athletics and athletes. On the strength of a 3-peat National Championship in women's golf, the Blue Devils ranked eleventh in the final 2007 United States Sports Academy Directors' Cup Standings, and third among private institutions, behind only Stanford and the University of Southern California.

The women's golf team collected its fifth NCAA Championship with a 15-stroke victory in Daytona Beach, Florida, while the field hockey, women's lacrosse, and men's lacrosse squads advanced to the NCAA Final Four. The Blue Devils registered three Atlantic Coast Conference (ACC) tournaments and five ACC regular season titles on the year. Duke women's golf, men's soccer, and men's lacrosse garnered tournament crowns, while the volleyball, women's basketball, women's lacrosse (tie), men's soccer and men's lacrosse teams registered ACC league regular season titles. Five Blue Devils teams finished in the top-ten of the national rankings, while four Duke teams earned Number One national rankings during the season—women's basketball, women's golf, men's soccer, and men's lacrosse.

Several Duke athletes received individual honors, including:

Christie McDonald received the Wilma Rudolph Student-Athlete Achievement Award, which honors student-athletes who have overcome great personal, academic, and/or emotional odds to achieve academic success while participating in intercollegiate athletics. McDonald recovered from surgery to remove a brain tumor in the spring of 2006 to return to the soccer field for her sophomore season.

Shannon Rowbury became the first Blue Devil women's track & field member to claim NCAA Champion honors as she ran a 4:42.17 mile at the NCAA Indoor Championship.

Amanda Blumenherst (women's golf), **Matt Danowski** (men's lacrosse), and **Lindsey Harding** (women's basketball) each were named National Player of the Year. Harding was also selected as the National Defensive Player of the Year and was the first player chosen in the WNBA draft. In an impressive showing, Blumenherst made it to the finals of the U.S. Amateur tournament this summer. As previously reported, **Chas Salmen** (indoor and outdoor track and cross country) won a Rhodes Scholarship, while **Alison Bales** (women's basketball) received the Lowe's Senior Class Award. Fifteen Blue Devils were selected Academic All-America/National Scholar Athlete, a total of 30 student-athletes were selected All-America during the season, and three were Freshmen All-America honorees. Duke boasted 54 All-ACC selections, and a total of 107 Blue Devils earned ACC All-Academic team honors.

The success of our student-athletes is attributed to many factors, and surely outstanding coaching is one of them. Four coaches were selected ACC Coach of the Year—**Dan Brooks** (women's golf), **John Danowski** (men's lacrosse), **Gail Goestenkors** (women's basketball), and **Jolene Nagel** (volleyball).

Duke athletes not only excelled on the playing fields, but in the classrooms as well. For the 20th consecutive year, Duke led all Atlantic Coast Conference schools on the 51st annual ACC Academic Honor Roll. The Honor Roll is made up of those student-athletes who participated in a varsity-level sport and registered a grade point average of 3.00 or better for the full academic year. Duke student-athletes compiled a 3.1 cumulative grade-point-average during the 2006-07 school year, and 20 of 26 varsity teams compiled a cumulative grade-point-average of 3.0 or higher for the 2006-07 academic year.

Duke also placed first among all NCAA Division I universities in the fifth annual NCSA Collegiate Power Rankings. NCSA's Collegiate Power Rankings rate colleges and universities comprehensively based on student-athlete graduation rates, academic strength, and athletic success.

As the 2007 fall sports campaign kicked off, the Blue Devils have already received national accolades as four teams have been earned high national preseason rankings—Men's Soccer (2), Field Hockey (4), Volleyball (18), and Women's Soccer (22).

Memorials

Several current and past leaders at Duke passed away in recent weeks, and I should not miss the opportunity to remind everyone of their contributions to Duke.

Elizabeth "Jody" Clipp, Professor of Nursing, Associate Dean for Research Affairs in the Nursing School, Associate Director for Research for the Geriatric Research, Education and Clinical Center, VA Medical Center, and a nationally recognized researcher in the field of gerontology, died on 5 August at the age of 57. Clipp was recognized across disciplines as an outstanding scholar. In 2006, Duke University awarded Clipp The Bessie Baker Distinguished Professor of Nursing. In April of 2007, Clipp was given the Distinguished Contributions to

Nursing Science Award from the School of Nursing for her accomplishments as a nurse scientist, and, in May, the building that houses the nursing school's research faculty was formally re-named the "Elizabeth C. Clipp Research Building" in her honor.

Marcus E. Hobbs passed away on 12 August at age 98. Hobbs was one of the rare individuals to spend his entire academic career at the university, receiving his undergraduate, masters, and doctoral degrees at Duke, prior to being appointed to the chemistry department faculty in 1936. Not only was Hobbs an influential Duke chemistry professor and administrator, he was also instrumental in the creation of Research Triangle Park, the Research Triangle Institute now known as RTI International (RTI), and the growth of Duke as a national research university.

Golf coach **Rod Myers**, the Blue Devils head coach since 1973, died on 30 March. While at Duke, Myers coached 16 All-Americans, 24 All-ACC selections, and three ACC individual champions. His athletes had 30 tournament wins, the ACC title in 2005, and seven trips to the NCAA Championships.

John F. Richards died on 23 August at age 68. Richards was a pioneer in the study of non-traditional areas of history at Duke University, including contributions to the scholarship of Mughal India, South Asian economic history, comparative world history, ecology and deforestation in South Asia, world environmental history, and opium production and trade in the British Empire. In 2003, Richards helped found the American Institute for Afghanistan Studies, a non-profit organization that supports research in the history and culture of Afghanistan and promotes scholarly ties between the United States and Afghanistan.

Each of these leaders represented the best of Duke.

I hope you find this summary of selected highlights to be useful. There are so many other items I could have reported. As always, please do not hesitate to contact me if you'd like additional information about any of the items in this report.