



**Minutes of the Academic Council & Annual Faculty Meeting
Thursday, March 19, 2026**

Mark Anthony Neal (Chair, Academic Council): Welcome everyone. Thank you for being here today which is also the Annual Faculty Meeting. We look forward to hearing from President Price shortly and to gathering for the reception afterward in the hallway. I, along with my ECAC colleagues, look forward to talking with you and meeting you if we have not had that opportunity. A quick update: The annual Academic Council election has concluded and on behalf of ECAC, I extend our congratulations to our newly elected members, some of whom are brand new to AC service. Though terms do not officially begin until the fall for new members, I hope some of you are here today, and if so, please plan to introduce yourself to me during the reception.

APPROVAL OF THE FEBRUARY 19 MEETING MINUTES

Next, we move to the approval of the minutes from our February 19 meeting, which were posted with today's agenda. Are there any corrections or modifications to those minutes?

[minutes approved by voice vote without dissent]

PRESIDENT VINCE PRICE AND HIS ANNUAL ADDRESS TO THE FACULTY

Neal: I'm pleased to welcome President Price to the podium for his annual address to the faculty. We will have time for questions following his talk which is entitled *Duke is Made For This*.

Vince Price (President): Thank you, Mark. Let me begin by thanking you for your leadership. And I'm grateful to all of the members of this Council for your service. Your ongoing work sustains the strong traditions of shared governance at Duke, built over generations by many, including [George Christie](#), whose passing we've mourned this year.

At this time last year, I spoke with you about the many challenges we face: dwindling public support of higher education and academic research; a precipitous decline in our primary sources of external funding; rapid introduction of new technologies, particularly artificial intelligence, that disrupt established practice; and a social, political, and cultural milieu characterized by instability and heightened conflict.

I talked then of our need to be prepared, not only to seek cost-reductions across the university, but also to re-imagine our work and consider how we might strategically realign around our highest priorities.

In the time since, we have continued to face challenges, and we will be hearing from Executive Vice President Daniel Ennis and some of our HR colleagues about how we're navigating some financial pressures in the executive session. But even as colleagues across the university continue adjusting to new ways of operating, I believe we have made important strides, and that's crucial for us to think about the momentum we have as an institution.

Indeed, as the name of our current fundraising and alumni engagement campaign signals, *Duke is Made for This*. Made for this moment of change and uncertainty; made for a world that will need, now more than ever, a liberal arts institution with our particular culture, sensibilities and expertise.

My confidence is reinforced by the many different people I encounter every week, both here on campus and in my travels.

I consistently hear from them that Duke is recognized for our remarkable forward momentum, and for making value-driven decisions that are positioning us for a brighter future.

My confidence is also grounded in the tangible progress we continue to make toward the five overarching priorities I articulated to this Council in my first annual address in 2018: Empowering our people; transforming teaching and learning; strengthening community; partnering with purpose in Durham and the region; and engaging our global network of alumni and friends.

Let me take each area in turn.

First, we are empowering our people. Times like these remind us that Duke is an

extraordinary university because of the students, faculty and staff who bring our missions to life. And even though circumstances have forced us to become smaller, we undertook our strategic realignment precisely to ensure we could continue to invest in our people.

Our students are the embodiment of our future. Notwithstanding constrained financial resources, we're expanding our commitment to making a Duke education accessible and affordable. Our annual expenditures on undergraduate student financial aid exceeded a record \$200 million this year. I'm especially proud that our initiative for students from the Carolinas and additional strategic measures have resulted in quite substantial increases in socio-economic diversity among our student body. And beyond financial aid, we're prioritizing support for first-generation students and those from lower-income backgrounds, to ensure that they can take full advantage of all Duke offers.

We're also investing in you, the faculty who propel our teaching and research missions and inspire us with pathbreaking scholarship—impactful work like that I witnessed recently in the lab of Professor Nanthia Suthana. There I met a military veteran who suffers from severe and formerly untreatable PTSD. Now he's finding life-changing relief from a novel, tiny implant capable of monitoring his brain activity, predicting when PTSD symptoms will occur, and proactively delivering interventions to short-circuit those debilitating symptoms.

Empowering this type of work requires continuous investment in faculty excellence, and our ongoing campaign has already raised over \$300 million for endowed chairs, with a goal of raising \$2.5 billion for faculty

support, including chairs, discretionary funds, and research support.

Another way we're investing in faculty is by supporting research translation and commercialization, moving discoveries from the lab into the market. Since 2020, this work has led to more than 1,600 invention disclosures and generated nearly \$500 million in licensing revenue—revenue distributed back to you, and your labs, departments, and schools to support further research and innovation.

And the world is taking note of your extraordinary achievements. Duke has been recognized among the top six institutions in the world in each of the first two years that the Times Higher Ed has published its Interdisciplinary Science Rankings. Over the past five years, 32 Duke faculty members have been elected to the American Academy of Arts and Sciences, and the National Academies of Sciences, Engineering, and Medicine. These new members represent fully 21 percent of Duke's living members of those distinguished honorary societies.

Our clinical faculty, too, are a critical part of Duke's mission. Duke University Health System is returning to a position of financial strength, thanks to our integrated physician practice, which has unlocked capacity for growth and expansion of our world-renowned academic medical center. Forward-looking projects—like a proton therapy center for advanced cancer care and our partnership with UNC to build the state's first stand-alone children's hospital—will ensure that patients here in Durham and throughout North Carolina will have even greater access to world-class care.

We're also making tangible progress on the second part of our strategic vision, transforming teaching and learning.

Our progress includes several recent, faculty-driven curriculum enhancements: the new Trinity College curriculum; the Pratt School's first-year design curriculum and Character-Forward initiative; the School of Medicine's new Patient-FIRST curriculum; and our new Center for Community-Engaged Scholarship which we talked about in a previous meeting of this Council. All of these ground our teaching in experiential learning opportunities and in professional decision-making contexts.

Duke continues to be distinguished by our interdisciplinary and experiential education programs such as Bass Connections and DukeEngage. The Data+ program has supported 140 projects over the past five years, ranging from advanced mathematical sciences to art restoration, with nearly a third of its projects in the computational humanities. And we're poised to implement recommendations of the 2030 Teaching Excellence & Innovation Committee, which will improve the ways we define, evaluate and support effective teaching and mentoring practices.

And as we confront both the opportunities and potential downsides of artificial intelligence, we're building on more than a century of excellence in liberal arts education, committed to asking the most fundamental questions, such as:

- How can we ensure that a generation of students who have always had instant access to information will also experience the power of deep scholarly immersion and reflection?
- How can we responsibly deploy AI and other tools to augment and deepen, not erode, our human capacities for rigorous inquiry and creative exploration?

- How can we preserve the thrill of intellectual discovery in a digital age?

As I recently shared with colleagues at the Franklin Humanities Institute, these are some of the questions we, as faculty colleagues, need to wrestle with as we look to the future of teaching and learning. And the report that was just issued and published out of the Provost's Office gives us some good guideposts in that work.

I'm also heartened by the progress we've made toward the third element of our strategic vision, which is nurturing a campus community where everyone feels supported in reaching their fullest potential.

We have now fully implemented the QuadEx undergraduate living and learning model, and while it is still being refined, it is succeeding in enhancing faculty engagement with undergraduates and fostering belonging and well-being from our students' earliest days on campus.

As we strive to be a community of people who embrace our differences and learn from our disagreements, we're providing structured opportunities for developing and practicing habits of constructive engagement. We're investing in new programs to help faculty advance constructive dialogue and integrate core values of pluralism, free inquiry, and belonging in the classroom.

Five years ago, we introduced a campus-wide culture survey that marked the first time all internal constituents—faculty, students and staff—were asked to share their experiences and perspectives on life at Duke, and it has motivated us to seek new pathways for staff career advancement. Data from our second campus culture survey,

administered in 2024, indicate we're making positive progress in the lived experience at Duke. But there is more to be done. This January marked the fourth year that began with more than 300 university leaders coming together for a day-long retreat focused on achieving inclusive excellence as a university, and at the department and unit levels.

The arts are also a vital aspect of building community, and with the leadership of Vice Provost Deborah Rutter, former Director of the Kennedy Center in Washington, DC, we're extremely well positioned to expand the role of the arts on campus, in the Durham community and beyond. We've implemented recommendations of the 2019 Arts Planning Group and invested in key campus assets such as the Nasher Museum; the Sarah P. Duke Gardens; and our newly restructured Center for Documentary Studies.

Duke Athletics is another fundamental contributor to community. As the landscape of intercollegiate athletics continues to change at a bewildering pace, we are committed to ensuring that Duke provides a world-class student-athlete experience and that athletics continues to serve as a positive influence on the university's national and global reputation.

Our investments in excellence are yielding clear results in this domain as well. We are now the first school in ACC history to win conference championships in football, and men's and women's basketball, all in the same academic year. And we should all be proud that Duke holds one of the nation's leading Graduation Success Rates, and that our student-athletes have led the Atlantic Coast Conference in ACC Honor Roll selections for 36 of the past 37 years. So, we do define excellence on and off the field.

The fourth element of our strategic vision is partnering with purpose to advance health and well-being in Durham and the region.

As our hometown and region experience tremendous growth, we're taking new steps that are in direct alignment with our core missions and that seek to ensure that all residents benefit from regional advancement.

One is the Durham Early College of Health Sciences, which welcomed its first class of ninth graders last August. This pioneering high school is a collaboration among Duke, Durham Technical Community College, and Durham Public Schools, with funding from Bloomberg Philanthropies. The school provides pathways directly to healthcare careers at Duke while also building our region's healthcare workforce.

We are living up to our Climate Commitment. We've now expanded our goals for reducing our operational impact to include not only carbon, but also waste, water, transportation, and food, and our Health System is being incorporated in climate and sustainability goal planning for the first time.

And this week, we've formally launched HomeGrown, a transformative initiative that represents a \$200 million commitment to our community over the next three years.

Through HomeGrown, we're aligning Duke's core business operations with the economic health of our region, with measurable goals across several priority impact areas:

- Through employment at Duke;
- Through purchasing from local businesses;

- Through our construction projects;
- And through investment, by partnering to increase housing supply and by expanding homeownership pathways, particularly for our own staff.

We are making specific commitments in each of these areas, with public reporting and with measurable goals.

The fifth element of our vision for the future is activating our global network of alumni and friends, through programs to support their lifelong growth and by engaging them as partners in advancing our educational, research, and service missions.

Our campaign, Made for This, is the first in Duke's history to have explicit objectives for both fundraising and alumni engagement.

Last month, I spent time with some of the 500 alumni and friends who visited campus as part of Women's Weekend. This summer dozens of alumni will return to Duke for the third installment of the Forever Learning Summer Academy. There, they will indulge their love of learning in week-long courses on topics including Boccaccio's "Decameron," and Lincoln and the Civil War.

Last year alone, over 25,000 Duke alumni attended events and programs like these around the world, and more than 14,000 volunteered their time to support our students or their local communities. Over 33,000 alumni made a gift or pledge last year to support our work as a university. This is why our campaign has been so incredibly successful from a philanthropic perspective. Just one year into its public phase, it has already become, by a wide margin, the most successful fundraising effort in Duke's history.

Empowering people; transforming teaching and learning; strengthening community; partnering with purpose; and engaging our global network of alumni and friends. Owing to extraordinary efforts across all five of these priorities, we are today well positioned to lead even—perhaps especially—in tumultuous times.

Indeed, this moment of profound ferment offers, at least to an enterprising and ambitious institution like Duke, an opportunity to ascend in the next century even more so than in our remarkable first 100 years.

I'm grateful to have had this opportunity to serve as president as we crossed our centennial threshold; and guided by our strategic vision, I look forward to working with you to secure our trajectory for an even brighter future.

Thank you very much. (applause)

Neal: If there are any questions, please feel free to use the microphones.

Cam Harvey (Fuqua School of Business): Thank you for the address, and I would like to congratulate you on the reappointment for your third term.

Price: Thanks. (applause)

Harvey: I have a question generated by AI. Is that okay? I'm joking. (laughter)

Price: I've got an answer generated by AI. (laughter)

Harvey: Perfect. My questions are about the future, and in particular, in terms of the fundraising topic that you touched on. Given the situation we are in – the environment with cutbacks in federal funds for our

research mission, it is increasingly important to generate money from private donations. This question is not about an update on the campaign, which I think you already gave, or about the accomplishments over the last few years, which we are all very proud of. My question is whether the funding targets are sufficiently ambitious. Specifically, what might Duke do to land the really big gifts? I come from the University of Chicago. I know, historically, the largest single gift to Duke, I believe, was in 2023 from the Duke Endowment. That was \$100 million. The same year the division that I attended at the University of Chicago, received a \$100 million gift just to support the PhD program in that division. Then two years later, another \$100 million arrived to support one of their master's degrees. What can we do to get a larger and transformational gift? Also, \$100 million gifts that I mentioned are not transformational. So, the same division received a transformational naming gift. What aren't we doing and what can we do better to increase the chance of obtaining transformational gifts? And I want to make it very clear that when I say “we”, I include the faculty.

Price: It's a great question, and I assure you it's one that we – myself, Alec (Gallimore, Provost), and the development team think about a lot. As you point out, it is the case we've done well in philanthropy, but frankly, not as well as we ought to be doing. There are a couple of different explanations for this. We are young. If you look at some of those very large gifts, they're given by octogenarians, basically. Our alumni profile is different and generally younger. The press is pretty much preoccupied by publishing rankings of universities and how many billionaires they produced. You won't see Duke, frankly, in the upper echelons of those lists. It's not because we don't produce fantastic alums. We do. But it has to do with

demographic trends in many respects. That's part of it.

Another part of it is that we do very well, as I mentioned, with smaller gifts. All of our schools are dependent on annual fund giving. And I'm proud that the annual fund giving is reaching absolutely record highs, I would say, for every one of our schools, especially schools like Trinity. That's critical. Those funds are day in and day out, a critical part of their budgetary planning. But it's a different kind of giving, right? It's not the kind of giving that will produce those transformative gifts. What are we doing about it? We are doing a couple of things. One is that Alec, the deans and others are working with different faculty groups to help identify target areas and pull together some plans that are audacious, and that hasn't been done enough at Duke. The Development Office has hired someone specifically to do network research to build out our contacts among non-alumni potential donors. We do very well with our alumni base, but we do very little outside of our alumni base and parents. By the way, in recent years, parents of Duke students have really stepped up with some incredible gifts, not at the scale that you're describing, but quite significant even in comparison to our most generous alumni donors.

But the question is, how can we take the story of Duke and take our ambitions in specific areas and put them in front of the people that we know have resources and are committed to those same goals and objectives? And we're developing the structures to help us do that more effectively. We have tried to hone our work in a variety of areas to identify those specific initiatives we've already attached ourselves to as a university, and we've been very aggressive. I talked about the gift that the Bloomberg Philanthropies provided to

support the high school here in Durham, which is fantastic. But we're also spending a lot of time with Bloomberg Philanthropies, because they also support student aid, and they have a number of climate-focused activities, and we're spending time with them. They have nothing to do with Duke, to be clear. Mike Bloomberg has been extraordinarily generous to his alma mater. If you look at their fundraising statistics, they're pretty impressive because of one person. But that doesn't mean we shouldn't have access to that one person if he cares about what we're doing. So, we're doing that more effectively. We haven't hit the paydirt yet, but this takes "friend-raising." This takes more effective communication and the kind of blocking and tackling that we have been doing for quite some time. More than anything else, it takes an inspirational idea, the spark of a truly novel idea that you can carry forward. Let me give you an example of that. We have talked about where this institution is going in AI. Our approach, which is not to build another school, department or series of programs that dive into AI, but instead, to think about how AI extensively connects to all of the disciplines in critical ways, opens up an avenue for very transformative gifts, not necessarily to support AI or computing, but to support, you know, computing in the arts, or to support computing and finance. So, those are the areas where we need to start driving our energy. It will take a lot of collaboration with the faculty. So, more to come. But I would say that Alec is working closely with the lead development team. Chris Clarke (Sr. Associate Vice President and Chief Development Officer) is heading our campaign and pulling the academic side of the house directly into these discussions about development, because that's been a missing link that Duke has not in the past driven all that effectively.

The final thing is that we have one of the world's great health systems at Duke. It has almost no history of philanthropy, which is crazy when you think about it. So, we are mobilizing a lot of resources about how we take what is an incredible, inspirational and lifesaving operation that has distinguished itself already in critical ways. Let's make sure that anyone who has the resources to fuel the next generation of treatments in cancer, cancer vaccine work, or any kind of work that touches our research or clinical care activity is thinking about Duke. We're not as evolved as I'd like to be at this juncture, but we are evolving, and we have to evolve. The other matter has to do with finding partnerships that are not purely philanthropic but might also be an alternative to federal funding to fuel the research enterprise. This is less straightforward. It can be fraught as it relates to intellectual property and a lot of other things. But our corporate sector here in this nation is going to have to begin making more investments in R&D as our federal government cuts back on those investments. How that's done and who the academic partners are of those enterprises is an untold story. But, it's a great set of questions.

Prasad Kasibhatla (Nicholas School of the Environment): You mentioned Duke's leadership in the Climate Commitment. A few years ago, Duke announced that we'll be carbon neutral by 2024. We achieved that by reductions of 30% or 35% emissions and buying offset to 65%. Now Duke quietly since then, has changed that language to say we will be carbon neutral in 2024 and not by 2024. My understanding is that we'll be carbon neutral this year, but not anymore from next year onwards. I'm willing to guess that most people don't know that. I wonder how we can rationalize that given our language that we're leaders. It's obviously difficult to continue to be carbon neutral. I

think it's worth saying that publicly. I don't think that's been said publicly. So, I'm just wondering what your thoughts are on that.

Price: We're not taking our foot off the accelerator in terms of decarbonization. In fact, to the contrary, we're trying to drive that forward more aggressively as we articulate targets. In this case, targets are the 2050 targets. Toddi Steelman (Vice President and Vice Provost for Climate and Sustainability) and a number of others have been working on that. The question is, what role do carbon offsets play in achievement of those goals? Do we want to achieve carbon neutrality through the use of those offsets? And is that the first and best use of those dollars, or should they be used otherwise to support decarbonization? So, that's the debate we're having. We're having a number of other debates. We're pulling the Health System into this, which also changes the picture dramatically. But it's the right thing to do, because we're all one entity – Duke Health and Duke University. So, that's essentially where we are in a nutshell, and we're trying to resolve those issues. When it comes to energy use, I'm proud of what we've been able to do. We've been able to reduce energy consumption even as we have increased the square footage on the campus at a dramatic rate. One of the things we're doing going forward is limiting our appetite for more square footage and thinking about renewal of existing facilities and repurposing of the space we have, which is itself wholly consistent with the Climate Commitment. And I can tell you, it's really driven a lot of our capital planning. So, it's a big part of the conversation when it comes to our capital planning. At the same time, in rough terms, we're dependent on Duke Energy for about a third of our energy supply. And it's not directly within our control. We can advocate, and we do it aggressively and partner. It's the other two

thirds that we really have to control and continue to drive at. So, project after project, as we think about, for example, the data center that we're bringing online to support the work in computing has entailed a detailed conversation about energy consumption, trying to drive down our carbon footprint. So, that's where we are. There's no retreat from our carbon neutrality goals. The question that we're grappling with is, how do we deploy, or should we deploy those carbon offsets as a strategy to get to that number as opposed to actually driving operationally that consumption to a point where it's sustainable?

Kasibhatla: Why not do both – that is continue to stick to our pledge of being carbon neutral while at the same time work towards driving down our own carbon footprint?

Price: Part of it is when you bring the Health System into play, you could sequester the university and say, “Okay, that part of the institution is carbon neutral.” But we're a \$4 billion university. It's a \$7+ billion Health System enterprise. So, it wouldn't be right to say we have achieved carbon neutrality and we're going to achieve it, because they weren't even really part of that plan originally. Toddi would be happy to come in and have a conversation about where we are in this planning. All I can say is that our goal is setting attainable objectives and driving institutional behavior toward a set of 2050 goals that are not less ambitious, but more ambitious than what we laid out in 2008 or so targeting 2024.

Robin Kirk (Cultural Anthropology): Thank you very much. And I want to echo the thanks that other people have given for this presentation. I wonder if you could comment on plans for the contract with DKU (Duke Kunshan University). You

haven't mentioned that in your statement. I know there have been some questions asked in the Arts & Sciences Council about freedom of expression on campus. Could you comment more on what Duke's plans are for renegotiating that contract?

Price: I have nowhere near the level of expertise that Provost Gallimore has on these issues, so I'll just ask him to indicate with body movements whether what I'm saying is, in any sense, off the mark. But we're still early. We're in the phase where we have to contemplate negotiation on the next phase of that agreement for DKU. And we're firmly committed to advancing a liberal arts institution in China. It's easier said than done for all kinds of reasons. We continue to have a faculty committee here, as well as people on the ground at DKU that monitor academic freedom to make sure that the assurances we have are upheld. And I would say reasonable academic freedom, because it's a different system in a different part of the world. So, that remains front and center in everything that we're doing. Mark Anthony visited the campus recently, and it is remarkable. I would invite any member of faculty to go over and spend some time. It much more resembles an American liberal arts institution in every respect than what you would expect to encounter based on what you hear about the Chinese government and concerns about academic freedom, etc. The students who travel here from DKU to study are extraordinary students. Many of them have done undergraduate work here. We want to maintain all of that. We're doing a couple of things. The vision has been shaped less by advanced scientific research and technological collaboration of the sort that our government here in the US will not tolerate, which created a lot of friction and challenge and guided us toward areas where we can do advanced level research that's less

contentious. In this next phase of the negotiation, the purpose of the whole enterprise has shifted, in some sense, from what I think our colleagues there had in mind, which was maybe an advanced science and technological enterprise, to something that is a liberal arts institution. But we're committed to that, and it's performing at a very high level. Alec and his team have been in regular conversations. But you can imagine when the faculty there, the students there, the parents who have sent their students to DKU hear about Duke is negotiating the next phase of operations at DKU, it's a question of sustainability of the enterprise. We do remain committed as an institution to advancing DKU and staying with it. It's less than an if and more how we move forward.

Betsy Albright (Nicholas School of the Environment): Thank you again for joining us today. I have a follow up comment from Prasad and a question. Following up on Prasad's question, I served on the what's called the CRRAAC committee – the Carbon Reduction Resource Allocation Advisory Ad Hoc Committee.

Price: Yeah, it had a lot of 'A's. (laughter)

Albright: And several 'R's. (laughter) We were tasked with answering the question that Prasad posed in terms of offsets or net zero. And we wrote a report in May of 2025, and that report has yet to be released. I just want to encourage the administration to release our recommendations in our report, which I think would help inform the whole Duke community on the process we went through in our deliberations.

Price: Sure, I appreciate that. And I've talked with Toddi Steelman about this. The process of identifying that 2050 set of goals and objectives has taken longer, frankly,

than she would like, but for reasons that are authentic. It is complicated to get this done. I very much appreciate the patience of the faculty who worked on that committee. They have done great work. I haven't myself poured through any of this, but from my conversations with Toddi, my sense is that the work was deeply collaborative, super thoughtful and very helpful. It's just taking us longer. And I think to the point, from Toddi's perspective, we're probably trying people's patience, but it's not by design, but I appreciate that. And I definitely appreciate your service on the committee.

Albright: Thank you. I enjoyed it. I appreciated you going through the goals and the pillars. The three you mentioned that spoke to me were Climate Commitment, Artificial Intelligence and the HomeGrown, particularly affordable housing. I'm wondering if you're thinking of those as siloed pillars, or are there innovative, creative ways that we could cross those and think about not only affordable housing, but affordable green smart housing, obviously meeting the needs and listening deeply to the Duke and Durham communities. And how we can think of these innovatively.

Price: It's a wonderful suggestion. Absolutely, I don't think of these as five siloed areas. They all run together, right? If we think about that activation of our global network as an example, it's a network that we can build. We have access to people who are struggling in their own communities with many of these issues. If they have great ideas that we should be applying here in Durham, we should pick them up and apply them, crossing those particular missions – our Climate Commitment, our commitment to Durham and in the region, and our desire to advance communities in a profound way. These are things that absolutely go hand in hand. The other expression of this you heard

when we talked about our global strategy, is that it's not coincidental. Again, we're not exclusive. We're not saying when Duke goes out into the world, these are the three things that will animate what we're doing. But what we are saying is, as we think about our global footprint, it makes sense to think about our Climate Commitment and how we can drive realistic solutions to our climate challenges, build more resilient communities, at the same time we're thinking about our commitments in global health. I see Chris Beyrer (Director, Duke Global Health Institute) here. Those are clearly intersecting, as you see pockets of heat and extreme weather around the globe producing perhaps novel forms of disease. Then the third piece, which is sustainable economic development, is a driver of all of it. [HomeGrown](#) is a good example of how we're trying to be a good citizen, an institutional citizen. Think about how the way we do business can either drive toward accomplishment of those higher-level goals, or at the very least not get in the way. But when you think about the synergies you just described, there's a tremendous opportunity. I'm grateful that you raised it. We should all be thinking about it. The great thing about Duke is that we are less siloed in these places. And I think faculty are able to recognize that the action – the exciting challenges as well as the exciting solutions – oftentimes sits in the in-between spaces. So, we should definitely drive there. No question in my mind.

Neal: As a quick reminder, it has been mentioned a few times in this body, the Provost will be updating the Academic Council on the state of DKU, and that will come in May. If you have questions and concerns, please return, if you are not a member of the Academic Council. We will now move on to the executive session for the last two items of our meeting. As a

reminder, for those of you who are not members of the faculty, we would ask you to leave at this point in time.

EXECUTIVE SESSION: HEALTH CARE BENEFITS UPDATES

EXECUTIVE SESSION: PROPOSED HONORARY DEGREES FOR THIS SPRING'S COMMENCEMENT CEREMONY

Following conclusion of the executive session, Chair Neal ended the meeting with these remarks:

Neal: One last personal thing, shortly before our meeting in February, I was sitting at the Duke University Hospital, because my youngest daughter was being induced. I left the hospital to come here for the meeting. So, I'd like to publicly thank Sandra Walton, Jennifer Xiao and Daniel and his chief staff Landy Elliott for making it capable for me to do what I need to do – be responsible to this body and also be the father and grandfather outside of this space. Meeting is adjourned. Thank you. (applause)