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Minutes of the Regular Meeting of the Academic Council

Thursday, March 27, 2014

Joshua Socolar (Physics and Academic Council Chair): Welcome to this meeting of the Academic Council. Each year we have an opportunity to hear from the president about the view from the ivory tower, or in our case, the moderately tall building made of locally quarried stone. And I'm pleased that President Brodhead is here today to continue this tradition of direct interaction with the faculty. I am not quite as pleased to tell you that it is also traditional for the chair of the Academic Council to speak to you on this occasion about the work of the Council this year and the issues we face going forward. I don't want to make you sit through a recap of the meetings you have already attended and the minutes you can read online. I'm not really sure that seven months in this job is enough time to accumulate wisdom worthy of airing publically, but I will make some brief remarks. Before we get too far along, though, I want to extend a warm welcome on behalf of the entire faculty to James B. Duke Professor, Vice Dean, and provost-in-training Sally Kornbluth (applause). You all know by now, Sally will succeed Peter Lange as provost on July 1st. And we look forward to your leadership and hope that you grow to enjoy this work as much as Peter seems to (laughter). I should remind everyone also, before he does it himself, that Peter is still the provost until July (laughter). And I'll also note that we'll reserve some time at our last Council meeting this year to thank him properly and wish him well.

So, the standard item on the agenda is the approval of the minutes. Can I have a motion to approve the minutes from the February 20th Council meeting?

(approved by voice vote with no dissent)

I now have an opportunity to summarize for you my own view of the issues that we as a faculty should be following and perhaps acting on. Actually, I want to start by emphasizing that you, the members of the Council and faculty in general, have an important role to play here. I'd be happy to hear more from you about issues that you would like to see on the Council agenda. And I want to remind you that you are also welcome to send me questions to pass on to the President, the Provost, or the Executive Vice President to be answered at a Council meeting. Peter mentioned to ECAC yesterday that he actually enjoys those opportunities to speak directly to the faculty, and he will probably enjoy even more watching Sally do it (laughter). So, please feel free to send me written questions to pass, anonymously if you like, to the Provost, President, or Executive Vice President. I would also be happy to receive questions that I can pursue myself, with ECAC, or through consultation with the relevant people. I only ask that you not bombard me with questions about parking. I assure you, they're working on it (laughter). Looking ahead to our April and May meetings, we will get updates from

the chairs of several committees: APC, UPC, and GPC. As our faculty governance system has evolved over the past 25 years, these committees have become the primary channels for faculty contributions to policies concerning academic affairs at the university. As far as I can tell, these committees are working well, largely thanks to Peter's interest in them and his responsiveness to concerns raised in them. It is important, however, that the broader faculty be informed about the issues that have been raised. Though we cannot all obtain the depth and breadth of the perspective one gets from serving on these committees, a general awareness of the issues is crucial for our collective discernment of those that require greater attention both in the committee meetings and in the broader forum of this Council. So we will hear from Alex Hartemink as chair of APC; Peter Feaver, chair of UPC; and Jeff Vincent, chair of GPC.

ECAC is also still working to finalize agendas for the April and May meetings. The two items that appear most pressing to me at the moment are: first, to get a report from the Advisory Committee on Investment Responsibility on their progress this year. You may recall that this committee was restructured this fall, thanks in large measure to the ideas brought forward by students involved in the DukeOpen project. Second, the recent decision by the NLRB to classify football players at private institutions as employees emphasizes the importance of keeping up with goings on in Athletics. We should hear a report from the chair of the Athletics Council, Jim Coleman, who happens to be an expert on the legal implications of this case as well. So we can look forward to that.

Regarding the activity of ECAC and this Council since September, the three items that have received the most attention here and also a number of faculty governance committees I serve on -- and that includes APC, UPC, GPC,

the Board of Trustees Academic Affairs Committee, the China Faculty Council, and the Liberal Arts Committee in China. Those three issues are: the number, size, and purpose of master's programs at Duke; the tasks that must be completed as DKU opens its doors; and the importance of a diverse and inclusive professoriate and broader campus culture. I really don't feel the need to go over these developments in detail here. The minutes of the January and February Council meetings contain excellent discussions of the relevant points. Regarding the first two items, I'll just note that questions raised within the Graduate School and here in Council have led Dean McClain to pursue a thorough study, now underway, of the implications of creating master's programs and bringing more master's students to campus.

And Executive Vice Chancellor Mary Bullock is actively seeking Duke faculty input on matters ranging from curriculum design to faculty governance structures at DKU and also from research infrastructure to faculty recruitment. I'd also say that I'm comfortable with the plans for opening DKU in the fall. There are clearly major issues to be worked out over the coming few years, which will be critical for DKU's long-term success. But I see grounds for optimism. I think it's okay to begin without having every last detail fully determined. There will necessarily be a sense on the DKU campus in September that some creativity and improvisation is required, but I see this as a good thing. The spirit of cooperation and shared responsibility among administrators, faculty, and even students, will create an exciting environment and, I believe, a real sense of accomplishment as the year proceeds and new buildings and other infrastructures come online.

Regarding the third item -- the importance of a diverse and inclusive professoriate and broader campus culture -- early this past fall,

conversations within ECAC identified the topic of diversity and inclusion as particularly deserving of faculty attention this year. Based on feedback we got from you through our Council Conversation and other communications, we brought a motion to this Council in February and you authorized the establishment of a faculty task force to work on a range of topics relevant to realizing the benefits of a diverse faculty and broader community. Our colleagues Maurice Wallace and Nan Jokerst, who will be rotating off of ECAC this summer, have agreed to chair the task force. So I would like to close my remarks now and turn the floor over to Nan and Maurice so that they can just give you a brief update on what's happening.

Maurice Wallace (English and African & African-American Studies/ECAC member): Thanks, Josh and I thank all of you. I want to first, on behalf of Nan and myself, express our deep appreciation and honor to co-chair this vital committee together, and we appreciate the trust of the Council as we go forward with it. We are especially inspired by the wide interest and support of the faculty from all parts of the university and the clear sign that the faculty is keen to take an ever more proactive approach to realizing the fullest potential for Duke excellence now and for years to come. As you know, we have committed to this task force the responsibility -- in the language of that motion Josh spoke of -- of "articulating a vision of a diverse and inclusive Duke University...examining our current position in relation to that vision and recommending action to move us forward." Helping ourselves as faculty chart a way forward will be the principle work of this task force, as we explore, through careful study and inclusive conversation, what the meaning and value of diversity and inclusion are at Duke. Although our work will be faculty-driven, we imagine getting on according to a broad vision of community and by a cooperative, if

still independent, ethic. Our aim is for substantive and enduring outcomes, documented and practiced. Diversity's ongoing meaningfulness to the university globally is as much of interest to us as its potentially productive provocations to the research and study we do as scholars and teachers. In any case, the work of the task force, as we see it, is in the forward looking interest of the next 50 years of intellectual life and work at Duke.

Nan Jokerst (Electrical & Computer Engineering/ECAC member): Our conversations on Diversity at Duke will inform the examination of Duke's current position and the actions that we will formulate to attain our vision. We envision that our work will include assessing our position, examining national trends, exploring the climate at Duke, and recommending best practices and actions moving forward. We look forward to working next year with incoming Provost Sally Kornbluth, Nancy Allen, Vice Provost for Faculty Diversity and Faculty Development, and the Faculty Diversity Committee, and with Ben Reese, the Vice President of the Office for Institutional Equity and his staff. We've had initial conversations with all of these parties, and we all have expressed interest in working together collaboratively. We'd like to thank the volunteers and nominators who have contacted us so far. Over 30 faculty volunteers have expressed strong interest in participating as members of this Task Force, and we have another 30 nominations in addition to our volunteers. Our goal is to formulate the structure and the membership of the Diversity Task Force by the end of April and to have initial meetings before the end of the semester. We would like to strongly encourage input on the part of every member of our community -- faculty, administration, students, and staff. As a first step, we have established a dedicated email address: diversitytaskforce@duke.edu. We encourage anyone to communicate with the Task Force, we

want you to share your thoughts with us via email, and we thank you in advance for your thoughtful participation. Thank you very much.

Socolar: Thanks very much, Maurice and Nan, for stepping up to do this important work.

I am now pleased to welcome President Brodhead to the podium for his annual address to the Faculty. I think you'll see from the range of topics he'll cover that the President has to keep up with a vast array of disparate issues. I have to warn you, though, that he may not be fully aware of the lifestyle of a modern professor. As I sat up late one night last week in my living room watching March Madness basketball out of one eye and working through my email on my laptop -- which included a note to the president -- he wrote back to me immediately congratulating me on still being at my "workstation" (laughter). I quickly wrote back to correct the apparent misimpression, but then I thought maybe I shouldn't have (laughter). Anyway, Dick, I assure you that the Duke faculty does work hard, even during basketball season, and that we are interested in hearing from you at all hours (laughter).

President Richard H. Brodhead: Well, that's a relief! Well there's so much to clear up before I start. First of all, this is my annual address from the moderately high tower built in locally quarried stone. I didn't think to put that on the slide, but I hope you're willing to interpolate it. And of course my satellite surveillance enabled me to know exactly where you were when I sent you that message, and of course English professors being given to irony among other figures of speech, think that's a perfect workstation. You know, I sent you back several other messages, and you answered them all very promptly and I was watching the same game as you (laughter).

And is it good or bad that neither of us ever alluded to that fact (laughter)?

Friends, for the last several years when the time came for this address there's typically been some single issue that has been so pressing for this community that I have made it the sole subject of my address. One year, I spoke about Duke's strategy in responding to the financial downturn. Another year, my subject was Duke's approach to international engagements. As we approached the beginning of the celebration of the fiftieth anniversary of the welcoming of the first black undergraduates at Duke, I gave a talk here on the history of Duke and race. Last year, I talked about the issue of college costs and the value of liberal arts education.

This year I've been waiting and waiting. But this year no single subject has turned out to clamor for attention to the same degree. And so with your permission, I thought I would talk a little bit about three issues rather than a lot about one. I remember learning in grade school that nouns are names for people, places, and things. In hopes of securing your attention through to the end, I propose that my topics today will be People, Places and Funds (laughter).

First, people. This spring I am completing my tenth year as the President of Duke. It is a notable fact that for this entire decade, I have worked with the same executive leadership team. Victor Dzau, Chancellor of Health Affairs, was hired a few months after me and started work at Duke on the same day. Peter Lange, the only provost I've known, I might say in an extraordinary display of monogamy (laughter). Peter Lange, the only provost I've ever known, had already been in office five years when I came to Duke. Tallman Trask, my only Executive Vice President, had come to Duke earlier yet, I think in 1995.

These have, I think in general, been good years for Duke, and while I know that administrators are by no means the sole cause, the stability and experience of the senior leadership team here has certainly contributed something to Duke's success. But nothing lasts forever, and this year, we knew, things would begin to change. Since the time when he accepted a third term appointment as provost, Peter Lange and I had looked to this year, his fifteenth, as the time when he would step down. Peter has done so much here for the modern history of Duke and has put his energetic mark on so many aspects of Duke that it would scarcely be too much to say of him, as the epitaph of the architect Sir Christopher Wren says in Saint Paul's Cathedral: If you seek his monument, look around you. *Si monumentum requiris, circumspice*; I often say that to Peter (laughter). So deep has his impact been that we've all had moments of asking, how could Duke be expected to survive without him?

But it's the mark of healthy institutions that they're built to withstand leadership transitions, and the great question mark we had before us at the beginning of this year has now been answered in a reassuring way. As you'll recall, after consultation with ECAC, I appointed a search committee in August. At Josh Socolar's wise suggestion, that committee and its chair, George Truskey, spent an hour of conversation with the Academic Council in September learning your hopes and fears. On that basis, a truly excellent document was drawn up articulating what Duke needed in its next provost. An outstanding pool of talent found this job attractive and identified themselves as candidates for the position. We tested the candidates against the institution's needs, and at the end, the choice turned out to be surprisingly easy.

Well okay, Sally, you're going to have to bear it all over again. Many of you know Sally

Kornbluth. I keep explaining to people, you'll like her when you know her, and they say, I've known her for fifteen years. Many of you know Sally Kornbluth, the James B. Duke Professor of Pharmacology and Cancer Biology, but since she is here for the first time in her new capacity as provost-elect, I hope you'll allow me to say a little bit about what the search found so compelling. Sally is first of all a scholar's scholar who has been widely honored for her research career, including with election to the Institute of Medicine. She has also been a devoted mentor, seeing twenty-five Ph.D. students through to completion of their degrees. I applaud that. As vice dean for basic sciences in the School of Medicine, she helped build a shared infrastructure for biomedical research first for the basic sciences and then also for the clinical departments. As she has taken on wider and wider responsibilities, she has won always high marks for her "people skills," especially her skills at listening as people articulate their needs and the creative problem-solving skills with which she welds people's separate ideas into something none of them quite suggested or envisioned, but that ends up benefiting them all. Add to her imaginativeness and problem-solving skills that she has an immense love for this institution and immense dedication to its values, and I think it will be clear why Duke will thrive with Sally Kornbluth as our new Chief Academic Officer. Sally, I am most grateful to you for being willing to serve.

So as I say, it has been long foreseen that this would be a year of a provostial transition. But though we knew that a change would be coming sometime fairly soon in the Health System, I did not foresee at the beginning of this year that that change too would arrive this year. But with the announcement that Victor Dzau will be leaving Duke to assume the presidency of the Institute of Medicine, Duke now faces a second succession issue. Victor has presided over extraordinary successes

for Duke Medicine. Victor has emerged as a powerful voice regionally, nationally and internationally for new solutions to deep health care challenges. And for a Duke to be chosen to head the IOM is, I think, a well-deserved honor for Victor and a significant honor for Duke. So I know you'll join me in giving him our thanks and congratulations.

But as with the provost, the prospect of a vacancy in such a key position can be a little anxiety-inducing. Why? Because it reminds us of just how broad and rare the skills are that will be needed in a successor. Let's start to innumerate them -- these are only the most trivial ones. The Chancellor for Health Affairs needs to be adept at understanding the business of health care and be completely in tune with the research aspirations of a world-class academic medical center, and he or she needs to understand how these potentially rival commitments to business and research can be made to serve and support one another as elements of a complementary whole. In addition, like the provost, the chancellor has to be deeply devoted to the existing world of academic research and education yet also unusually alive to the changing landscape in which these activities take place, and he or she has to be able to lead us in seeing how to protect the best of the present while also innovating in a way that will guarantee our success long-term.

It's daunting to draw up the list of such requirements in the abstract, but I'm actually pretty confident that when we look at actual people we will find somebody as capable of leading Duke Medicine for the future as Victor has been for the last stage of the road. In the coming weeks, I think within two weeks, I will be announcing a search committee for the chancellor position. It will have ample faculty representation from the School of Medicine's basic sciences and clinical departments. It will also have representation

from the School of Nursing, also from the university side. By custom given the institutional importance of this position, a trustee or recent trustee has chaired searches for the Chancellor of Health Affairs, and I'm very pleased to announce that Rick Wagoner -- well known to you all and the only head of trustees in the history of the world who ever gave a fantastic address to the Academic Council to my knowledge -- has agreed to chair the search. By custom also, we have had a distinguished academic as the vice chair in the search for the Chancellor of the Health System, and I'm equally pleased that Bart Haynes, former chair of the Department of Medicine and lead investigator on the multi-university grant in pursuit of the HIV-AIDS vaccine, has agreed to serve in this role.

I am expecting the search to begin in April. I'm expecting it to conclude late in the year 2014, with the new appointee taking office as early in the year 2015 as we can possibly arrange. Victor will remain in office through June thirtieth. And of course that will leave a gap of some months -- not years but some months -- so I should say something now about interim arrangements. I do not plan to appoint an interim chancellor. I don't think that makes much sense, and I haven't spoken to anyone else who thought it did. Instead, Bill Fulkerson will have broad leadership on the health system side and Nancy Andrews on the School of Medicine side, both of them will report to me during the interim, and I will participate as needed in the making of system-wide decisions with, of course, plenty of advice from them and others. Duke Medicine is in excellent shape to weather this transition, and all parties are committed to making things work. So by this time next year, I hope I am able to introduce to you, I hope and trust I will be able to introduce to you, the new Chancellor of Health.

In truth, universities renew themselves

through change, and for all the anxieties change can inspire, at the end of the day, leadership changes are a chance for institutional renewal. I think we have to proceed on that basis and in that confidence. I now want to turn to address another dimension of institutional change and renewal, and this one involves our physical setting. Isn't it amazing how I did that (referring to slide)? The campus at any major university is the result of a long, complex process of accretion, but that doesn't mean that change is constant or continuous. In general, changes in the built environments of universities track the ups and downs in the larger economy. With the infusion of James B. Duke's transformational gift in the 1920s, Duke sprouted the Georgian campus on East -- there it is under construction (refers to slide) -- and the Gothic campus on West, including the newly-founded School of Medicine and the Duke Hospital. So that's what it looked like when it was finished, you know, after a few years of construction. We've never experienced the physical remaking of Duke on anything like a comparable scale -- I once read in the archive that at the time when the West Campus of Duke University was being built it was the largest construction project taking place on the North American continent. And after this prodigious start, for reasons I supposed we understand, Duke added little for several decades. Oh, we know what this is, the construction permit, right? from 1928. Seven million dollars -- oh, those were the days (laughter). So as I say, a lot was built and then after that, what was built here in the thirties? What was built in the forties? What was built in the fifties? Not very much, but what was added, be it said, was not always built to the highest or most eternally enduring standards of construction or taste. The seventies and eighties, financially hard times at American universities, gave Duke the Bryan Center and the Central Campus apartments: not exactly Duke Chapel.

When I arrived in 2004, there were cranes everywhere. It was one of my first and dominant impressions when I came to this university. In fact, building off the unprecedented prosperity that galloped along from the mid-nineties through 2007 or so, with occasional punctuations, Duke was then in the middle of the second-largest physical transformation in its history. Almost every school got more adequate, more handsome, and more contemporary space through this process: Engineering, the high end of Engineering used to be Hudson Hall, at this time you remember when Engineering's Fitzpatrick CIEMAS Center was dedicated in the fall of 2004; we are meeting in the first major addition to the Divinity School -- I'm showing you a picture of Goodson Chapel upstairs -- beautiful things were built at this time. This addition was completed in 2005, the same year that the Sanford Institute added Rubenstein Hall. The Nursing School, previously housed in parts of five separate structures, got a proper home of its own for the first time in 2006. Arts and Sciences added the French Science Center in 2007. The Law School, whose building was once unkindly likened to an average Midwestern high school forcibly crossbred with a branch bank (laughter) -- this (referring to slide) was before the branch bank was forcibly conjoined with it, you had to go around the back to see the hybrid result -- the Law School completed its major renovation and expansion in 2008. That's better.

As it opened the door to growing academic excellence in our different units -- because the point is that the buildings made it possible for the other changes that we all had in mind -- this time also saw the building of shared structures that drew the university together in new ways and that enriched all of our common life. The renovation of Perkins Library, including the addition of the Bostock Library and the von der Heyden Pavilion, all that work completed in 2005. That took

Duke's central knowledge repository and carried it forward many decades in a single bound, giving Duke the state-of-the-art services for information sharing and knowledge-creation facility and causing a revolution in student study, and thus presumably intellectual life. Remember the announcement when Perkins reopened that student use of the library increased 40% in a single year. What did they used to do around this place (laughter)? The Nasher Museum, also completed in 2005, gave this community high-end access to the experience of art that has enhanced our lives and put Duke on the artistic map. Remember the year that we had the exhibit at the Nasher called "El Greco to Velázquez," based on the research of our own faculty colleague, now the director of the Nasher, Sarah Schroth. That gave a new kind of news to the world about Duke. Remember it was listed, I think, in the Times as one of the ten most important art shows of the previous year. You know, they didn't used to say that about Duke before then. I want you to go, if you have not been, go on your way home to the Nasher to see the exhibit hanging there now, "The Archibald Motley: Jazz Age Modernist" show. It is similarly based on the research work of a Duke faculty member, in this case Rick Powell. When it leaves Duke -- it starts here -- it will go to the Los Angeles Museum of Contemporary Art and then finish it's run at the new Whitney facility in New York city. Duke did not used to figure in these plot lines, if you may remember. And it never did and it never would had it not been for the construction of the Nasher.

In sum, the Duke we take for granted was in significant measure built in relatively recent times. Most of the Duke we take for granted was built at two times: the late twenties, early thirties, and in the period 2002 or so to maybe 2008 or 2009. For reasons you may have the wit to invent or discover, this building boom stopped fairly abruptly in 2008. For

the next several years, with very few exceptions, one of them at Fuqua, the cranes vanished from the university side of campus. But since the health care sector of the economy traveled on quite a different trajectory from the rest of the economy, even during the severe economic downturn, building did continue at Duke, but it took place now almost entirely on the medical side of the house. So that we would see its legacy, for instance, with the stunning creation of the Duke Cancer Center, completed in 2010 and the Duke Medicine Pavilion. Here you can see the cancer center swooping around to the medical pavilion. And then maybe we could even take a step back, so now you see the cancer center dead ahead and the new medical pavilion off to the right and then in the gap between them, the new space -- it used to be a railroad track that took coal past the beds of hospital patients, you'll remember. Look on Google Earth, it is still called Coal Pile Drive. It is gone, the tracks are gone, and now this is a lovely walkway leading down to another new building from this time, the Trent Semans Center for Health Education. Both the medical pavilion and the Trent Semans Center having opened last year.

Here let me stop and say what I want you to remember when you've forgotten everything else I've said, namely that to my mind, building a building can never be a goal of a university. Buildings are means, and they are not ends. A university should have a strong presumption against sinking resources in the building of physical entities unless there is a strong case that the things that are our real ends -- those are things that have to do with research, with teaching, the work of knowledge-creation, the work of education broadly considered -- unless a strong case can be made that the things that are our real ends can't be reached except with the help of a physical structure. The boast, I think, Duke deserves to make about our second big build-

ing boom is not just that we raised the standards of construction and architecture, though we did both, the boast we deserve to make is that we met that test before we made capital investments.

I thought it was worth emphasizing that point because somewhat to my surprise, and possibly also to yours, all of a sudden, a little unexpectedly, we find ourselves in another building boom. I'd like to think -- and so just to draw the lesson of what I was saying -- I'd like to think that for every building project now taking place at this university, Duke could give a concise and convincing explanation of not just what is going up, but what that facility will facilitate: what high end of the university mission can be reachable only by that means.

So I'm going to give you a little tour. Maybe you've already been to all of these buildings, but if you haven't you can put yourself on the magic carpet and leave your workstation temporarily, and I'll take you on a tour. So I'm going to begin with the new environment building that's being built; it sticks out the back of the LSRC, you can see it this way from Circuit Drive. This building is going to be dedicated next month. The Nicholas School of the Environment is the single Duke school that did not benefit from the last building boom. The new building will give long overdue expansion space to a school that's currently massively overcrowded. And quite as important, it will allow the three academic units that were brought together when the Nicholas School was founded to lead a fully unified and physically integrated life for the first time starting this spring. Okay, this is still the environment building (referring to slide). No people in it yet because it isn't open. Okay, so now you're back on your carpet. Now you're going on Circuit Drive, I believe you're going south on Circuit Drive, and now you get to the corner of Towerview and you take a left

toward the Fuqua driveway. What would you see across the street? You would see the main academic building addition added to this campus in the entire decade of the 1960s, the remarkable Gross Chem (laughter). When I had occasion to look up the press clippings from the opening of this building in 1968, I learned, somewhat to my amazement, that it was said to be designed in the "modern Gothic" style -- Gothic becoming "modern," apparently, by substituting heavy, dark, and low for the light, airy, and aspiring -- the traits we used to know. Well, every university has its Gross Chem. But implausibly yet wonderfully, even Gross Chem has now been touched by the magic wand of transformation. New windows now let light and life into a structure that used to have the forbidding air of a tomb. Inside -- remember you'd go inside and there was an atrium but it was like, "space of death," you know (laughter)? Like had anyone ever gone into that space? If so, they'd been incinerated (laughter). So you'd just walk into this totally dead, empty space, there it was. It's been transformed. It's now become what? It's become an attractive space, a bustling interaction space, drawing people together across the many cross-school initiatives that now have found a home in the former Gross Chem. Things like the Energy Initiative, things like the Innovation and Entrepreneurship Program, things like the "big data" project, things like the Social Science Research Institute. So now think of Gross Chem -- it has an extraordinarily strategic location on campus; it's right practically at the junction, certainly in the neighborhood, of the Law School, Sanford, Fuqua, Science, Engineering right nearby in the other direction. With those as neighbors, the refurbished Gross Hall has the capacity to be the innovation center our campus never had before, an experimental space, not owned by anybody, accessible to everybody, where new questions can be explored drawing faculty and students together in new configurations,

right at junction of the crossroads of Duke's separate schools.

So now I'm going to skip to East Campus. You have to put your carpet in a different gear for the moment, then we'll come down. If you have not done so, you really must as soon as you finish attending the Archibald Motley Exhibit, you have to go to Baldwin and attend some concert. If you can't think of any other Beethoven's Ninth is being played there on April fifth. That might be suitable (laughter). Baldwin forms the focal point of East Campus in the same way that the Chapel forms the focal point of the West Campus. And as you know and as this picture shows, Baldwin has always had a lovely, dignified appearance. But as with many upon many an ancient Duke building, once you walked through the door, the whole thing fell apart. Linoleum not stylish since the fifties, I know because it covered my childhood playroom, linoleum not stylish since the fifties covered the floor until two years ago; black plastic bags, never stylish to my knowledge (laughter), shut out the light from the very gracious dome that one didn't even know existed because of the bags; plus this hall that functioned as a concert hall was an absolute graveyard for sound. If you wanted to see looks of despair on people, you could meet somebody right after they gave a concert or performance in Baldwin auditorium. I give Tallman Trask the lion's share of the credit for transforming Baldwin into the jewel it is today. While perfectly preserving the traditional exterior, a new concert hall has been built inside that's strikingly beautiful and has state of the art acoustics, acoustics tuneable night by night in response to the different forms of music that are being performed. The Baldwin renovation was recently honored with -- you have to listen carefully to this -- with the Excellence in Construction Award of the Associated Builders and Contractors group. This is the first such national award any Duke renovation project ever got.

The award was given for the best renovation project between ten and a hundred million dollars -- let me only point out, that's a fairly big span of dollars (laughter); it might include rather different, let's just say, cats and dogs or snails and mammoths could be in that category. Our project was fifteen million dollars and it must have beat projects that cost 99.2 million dollars, and Tallman, our hats' off to you. So that's one compliment, but at the opening concert in September, I heard a compliment that touched me quite as deeply: a faculty member who was performing in that concert told me afterward that Carnegie Hall was the only other hall he had ever played where every musician could distinctly hear every other musician, so good were the acoustics. Now if you need me to say it, these things matter and not only in an ornamental sense. People's minds are opened and their powers of attention and appreciation are decisively expanded by the experiences they have in universities. Thanks to the Baldwin renovation, Duke now has one more place where people might routinely experience the revelatory power of excellence, an education, in this case artistic education, that's going to touch thousands of students, faculty and community members year after year after year as a result of the work that was done here.

I told you about the environment hall, I told you about the redone Gross Chem, I told you about Baldwin, I now take up two last projects that are at the very center of the campus. You have all seen the massive crane towering over Perkins library, and with a well-trained guide, you might have had a chance to glimpse the very large hole that is located where the innards of the 1928 Perkins Library buildings used to be, there it is. This is called a gut and repair job -- is that the term? Something like that, okay. Don't some of you practice minimally invasive surgery? This is not that (laughter). This latest bit of

construction is going to complete the Perkins renovation that's been going on basically since about 2003. It's going to create new study spaces, new means for retrieving and sharing Duke's vast collections, and -- most interestingly -- it will create a new place for people to encounter Duke's extraordinary and growing archive of primary source materials. As with Baldwin, the library's classic and familiar appearance is going to be lovingly preserved on the outside. When we're done a person driving up to campus will not know that anything ever happened, just as when you go to East Campus you don't have any sense that anything happened there. They're going to lovingly preserve the outside while also creating state of the art facilities on the inside. These buildings are going to give a message. People already are getting this message on the campus. The message these buildings give is that education has something to do with conservation and something to do with preservation and something to do with innovation -- these two things not understood as rivals or competitors, but as two sides of the same coin, or front and back of the same building if you want to put it that way. And when the Duke campus gives people the idea that this school is about the marriage of conservation in the highest sense and innovation in the highest sense, I think that will just be a spectacular signature identity for this campus.

So that was the library, now if you cross the Chapel Quad from the library, you come to another piece of surgery underway that's going to write that message in a comparably central fashion. West Union is the central shared space at Duke, but if you ever toured its quite confusing floorplan, you know that this building was built though a hodgepodge accretion of architectural elements that were then aggravated by incoherent if not random space assignments. And then further -- what's the word I want -- further aggravated by one

of the most astonishing withdrawals of loving attention that any building ever had visited on it, right? I mean, heartbreaking, right? The chance to radically rehabilitate West Union gave us a chance, not just to think that building over, but to think over the whole precinct that runs up the Plaza and over to the Bryan Center. It's given us a chance to think how could that whole area be coherently redeveloped to give maximum benefit to student life. If you have braved the construction and followed the detours -- I know some of you did because I saw you at lunch over there today -- you've seen the first fruits of this project because some of them are already done. These include, first, the Bryan Center, shorn of its gloomy exterior panels to create light, visibility, and an air of modernity, and reorganized such that prime space is given to the most heavily used activities, which I promise you was not true with the way it used to be organized. So you have a newish Bryan Center at one end of it. Another thing that has been created is the truly beautiful Penn Pavilion, in the short term a swing space for dining displaced during West Union construction, and in the longer term, a large, central, flexible events space of the sort this university has long needed. Bryan Center, Penn Pavilion, and now a third -- the first fruit of this project is the expansion of the West Union plaza. If you frequent lower Manhattan you know why I call this our High Line. So what has now been created is an expansion of the outdoor space that's proven so successful as our pedestrian Main Street since the time it opened in 2006. I actually ran into this while walking on my way to the Bryan Center once upon a time (referring to slide).

Life at the new Duke. The Bryan Center, the expanded plaza, and Penn Pavilion are all just the preludes, or warm up acts, for the main event: the construction that will restore and renovate West Union's great historic spaces -- the great hall and others -- that will replace

its incoherent core with well-designed new places for gathering and dining, and that will open the whole for maximum connectivity both to the plaza and to a new garden space that will be created on the lower level extending over to Kilgo Quad. This isn't quite a final drawing (referring to slide) and it's got too many ribs around the side, but it gives you the idea. It will be a perfectly traditional gothic u-shaped building that will have this sort of glass house in the middle for going in and out from the plaza: places to eat, places to have a coffee, places to see and be seen, and all the things that follow from that. Tallman will, if you like, get up and show you the plans in detail. I offer this without having warned him in advance (laughter), but actually I could do it. But my point is here again we are still involved in the building of this university. This university is not done; we're still in the act of building it. But the point of our building of it is, we're not trying to add snazzy amenities or expensive gewgaws, we're trying to do things that will help us fulfil the deep mission of this place.

So just to say something about this building and that, the central core tenant of residential education is the belief that a community of engaged, spirited, intelligent people educate each other all day long, stretching and inspiring each other through every encounter, including those that are marked "academic," those that we call "extra-curricular," and those that might be labeled merely "social." The challenges to higher education that have become so noisy in recent years typically refer to that ideal of education as totally passé, surely you've heard this, there won't be such things as place-centered universities in five years, if that. But in truth, current trends are increasing the value of what I'm describing; they are not diminishing it. When "everything" can be learned online, there will still be profound things that can only be learned face to face. That people can only learn when

living people interact with other living people in the fullness of their living humanity. I would just ask you, how many people in this room can trace their current life or some major transformation in their personal or intellectual career that took place because of something some teacher or classmate said or did when you were in college, some spark that they struck, some experience that they opened up to you, some attention that they paid? In the world at large, the vibrant, successful places are the ones that offer the richest chance for people to collide with one other. Places that give the chance for people to bump into each other in person and interact with each other in unprogrammed ways.

Schools like Duke have the precious potential to anchor education in personal interaction across a massively diverse community of talent and experience. But we should not take for granted that this will happen automatically because we are Duke or because we have a beautiful campus. To recognize that potential for education, we have to create the enabling conditions for interaction. We have to create collision spaces. We have to create places that are sufficiently attractive that any student or faculty member in the university might be drawn there any day, at any hour, with no particular plan, for no particular reason, in confidence that they will run into somebody they know or somebody they sort of know or somebody they may be about to begin to know because that's the kind of thing that happens in collision spaces. For all the beauty of this campus, Duke has never had an overabundance of such unowned, collision space of the sort that I am describing, though every recent construction project has tried to add that kind of space, and whenever it's been added it's always instantly been successful. CIEMAS, Twinnies, right? You don't run into people in labs but you run into people across labs in Twinnies. The Law School? Star Commons. Jo Rae Café in the Trent

Semans Building, or the Nasher Café at the Nasher. The restored West Union will be Duke's chance to put that sort of space at the literal center of the campus on a scale that can accommodate the whole of this community, saying to everyone who cares to look, "come to Duke and step into a space of endless connection and interaction, a place where people live together and learn together in the most profound possible way."

So you got my message about People -- this is the review session, right? You got my message about people, which is transitions aren't scary, transitions are renewing! And now you got my message about Places: we're building, but it's not about the building. And now to close, I will turn to you and remember my third subject: funds. I made it sound before as if is the building trends on campuses follow the movements of the larger economy in some fairly direct way and in general they do. But when you say that the account leaves out a crucial intermediary, and in our case that intermediary is philanthropy. In public universities, building trends tend to track the generosity of legislators with the taxpayers' money. In private universities, private generosity tends to be the crucial variable and enabler. Think back with me. No James B. Duke, no Duke. No James B. Duke, no East Campus, no West Campus. No Ray Nasher, no Nasher. No Michael and Patty Fitzpatrick, no Fitzpatrick Center. No Roy and Merilee Bostock, no Bostock. I could go on.

Duke's last great wave of building was borne on the back of the Campaign for Duke, which raised \$2.3 billion up through its successful completion in the year 2003. And Duke's new buildings benefit from help from our friends in more or less the same way. The West Union project, Baldwin, and when we get to it, the renovation of Page Auditorium -- all those were made possible by a gift from The Duke Endowment, the private foundation in Char-

lotte that was established by James B. Duke. Rubenstein Library, the rare book and archive facility that is now being created inside Perkins, was enabled by the generosity of David Rubenstein, current chair of our Board. Penn Pavilion was named after -- not the state of Pennsylvania -- but rather Robert and Katherine Penn of Dallas, people who have extraordinary devotion to the ideal of student community and wanted to create the space to make that possible.

When we officially launched the Duke Forward campaign in September 2012, we had already recorded gifts and pledges totaling \$1.3 billion on our way to a \$3.25 billion goal, you remember that. I am thrilled to announce that earlier this week, we crossed the \$2 billion mark. I wrote this speech about ten days ago, and at that point there was a part that said, "it is my great regret that I am unable to inform you" but then this past Sunday something happened (laughter), and all of a sudden we're above two billion. Now of course, who cares until we get to three (laughter). As significant as the dollar total, the Duke Forward campaign has had extraordinary success in bringing the case for Duke and the vision of Duke's future out to our alumnus and parents and friends. Since launching the campaign on campus in 2012, we have taken its message to nine major cities with crowds that have broken all records for Duke events, often by considerable amounts. We had more than five hundred people for about eight or ten hours in our company in San Francisco, also in Los Angeles. We had a thousand people in New York and had to turn others away because of the fire marshal and the skimpy accommodations available at Lincoln Center. A thousand people. We had more than four hundred in Chicago. We had about two hundred and fifty in London. The biggest event Duke has ever had in Miami was a hundred and sixty people, we did one about five weeks ago that had three hundred and twenty peo-

ple. And the whole point of these things is, people don't just come, they come for a day of events that give people truly inspiring exposures to the work being done by Duke faculty and students from every school. And when people have been there and have listened to these things for two or three hours, they are so jazzed that the hotels have been almost unable to get them to leave at the end of the evening, or even as morning approached. I'm grateful to everyone, faculty and students, who have participated in these events, because they have done something that is both beyond -- and logically prior to -- the raising of actual funds. They've shared the intellectual excitement of what we're doing here and thus they have reminded our friends and donors of this university's ongoing trajectory -- a story they can help create, a mission they can help us to fulfill, through their investments in this university.

This is the final lesson, you can tell I'm almost done. Just as we're building, but it's not about the buildings. We're fundraising, but it's not about the money. I told you what our target was, but the best -- you know I have some experience in this by now -- the best sell I have figured out how to make to any possible donor is not to talk to them about the dollars because the dollars aren't the goal. That's what you want to remind people; we have a dollar goal, but that's not the goal. Dollars are the means to our real goal, which is always something in the domain of education. And really if you look at the totality of the campaign I make it sound as if our main purpose is to raise money, but I don't think that actually the capital part of the campaign is more than about ten percent of the money we're trying to raise. Our primary goal here will always involve the investment in people. We're seeking support for faculty -- the funds to draw top minds and help them reach new heights in teaching, research, and clinical care. We're seeking support for students --

that's to say, the means to fund our commitment to make Duke financially accessible to all students of high talent, regardless of family background. That commitment, which is expensive, is central to our notion of what a university can be -- a diverse community of people brought together by their potential, not by their means -- and to what a university should do -- namely, help our students live up to that potential and release it to the world. Our financial targets, then, have a real and a human goal, which is to continue to populate Duke with the kind of faculty and kind of students who bring its mission to life. With your help, we've created a vision of education that people everywhere are finding very compelling these days and are eager to invest in. Now it's time to take that vision and make it a reality. And in that process, there's work for us all to do. My thanks for your attention (applause).

Socolar: Can you take a few questions?

Brodhead: Of course! Construction questions? Pictures of me in a hardhat (laughter)? You know, you experience construction mostly as irritation, right? Something is blocking you or it used to be so beautiful and now there's this blue canvas all over the library. And of course for students, if a building is under construction for two years, that's half of your college life. One of the few advantages to reaching a later age is that these periods go by faster than they used to (laughter). But also you realize that actually it's only the construction that brings you out at the thing the construction was for, the thing that made it worthwhile. And I do think that that is the interesting story of Duke: it's not the buildings we've made, but the ideas we've had that buildings help make possible.

Earl Dowell (Mechanical Engineering): I have to say, that was the most substantial and informative presidential address I've

heard in the last thirty years or so.

Brodhead: How insulting to the previous nine! (laughter).

Dowell: No, I think you can claim all thirty. So we thank you for that, but there must be on occasion a moment of, if not anxiety, at least concern on your part about an issue or two. So if you looked at higher education in general and Duke more specifically, what would worry you going forward?

Brodhead: Well, there'd be two parts to it. I said at the end that the most important thing for me isn't the buildings; it's the activity of knowledge creation, intellectual discovery, and the activity of transmission or teaching. You can have anxieties for both of them, right? We know that a lot of the kind of research that we are good at in this university requires levels of funding to make it possible, and we know that those have been in danger in recent years. This past year a compromise was found such that the worse of the sequester didn't happen, but actually the logic of sequester is still in place and will be until this country finds some way to address the imbalance of investment toward old people as opposed to toward the future by dealing with entitlements. So that's a worry of mine, that even people who are fairly pro-education are never going to be able to -- we know, look at the investment in the NIH. Some years it goes down less than others, but the constant dollar of the investment has gone down significantly over time. I worry about our country in those conditions. But I also worry about the university. And I will say -- although I have given you extraordinarily eloquent explanations of the real issues involving the cost of education, which aren't what you read about in the press -- I do also worry about the cost of education. You know, when you see what the median family income is in this country, its two things. Duke is not

the problem; if you can get into Duke, we'll make it affordable for you. But the world in which people have already drawn the conclusion when they're seven years old that they shouldn't think about this place is a place where people have talked themselves out of opportunity. I'm sorry, I'm a product of the post-World War II, the expanding economy where people knew you need to invest more for more people in education, in research, in those things that have fueled a lot of developments that we take for granted. And the real deep question for me is, what's the next fifty years going to be like? And I think that we're doing great at the moment, but I'm not sure that the larger picture inspires total optimism. I think it's full of cautions. Well, that answer was so gloomy no one dares ask me any more questions (laughter), is that right?

Socolar: It appears so. Thanks very much.

Brodhead: You know what you should do, Josh? You should arrange a field trip for one of these meetings. Instead of -- you know, it's a beautiful day and we're in this room, like the only room on campus that doesn't have windows -- well, it's not the only one (laughter). Why don't you get some buses and take us all on a tour of the places I've just described? It's actually extraordinarily interesting, and I would say, most of us only get to see the part of it that we're involved with when it's under construction. And so to get a sense of the whole picture, you know, how many people drive up Circuit Drive? How many people know that there is a new building that is the new environment building? You can't see it if you -- yeah, you do (laughter), but that's just you (laughter)! Tina, you're such a show off. So Josh, arrange that okay? (laughter) Thanks everybody (applause).

Socolar: Tallman, can we fit that in the Academic Council budget?

Tallman Trask (Executive Vice President):
Sure, one bus (laughter).

Socolar: Okay, thanks everybody for being here. I hope you'll join us in the hallway back here for a reception.