

Minutes of the Meeting of the Academic Council
Thursday, May 11, 2017

**Nan Jokerst (Chair, Academic Council /
Electrical and Computer Engineering):**

Welcome, everyone. Please go ahead and take your seats. I'd like to welcome you to our last Council meeting for this academic year. Our last meeting of the year is always bittersweet, in that some of you have terms that end today. Our meeting today is particularly noteworthy from the perspective of farewells because it is President Brodhead's last Academic Council meeting as President of Duke University, and it is my last meeting as the Chair of the Academic Council. I would like to thank those of you whose terms end today and to acknowledge how important your participation has been to our Council this year. Thank you for your time and commitment to faculty governance. To our returning and newly elected Council members, I hope you will enjoy and value your service on the Academic Council – you have a great opportunity to make a true difference in Duke's future!

ECAC ELECTION RESULTS

Jokerst: Before we go too far into farewells, let's look to the future. I would like to announce our three newly elected members to ECAC. First, I would like to thank all of our candidates who ran for election to ECAC. We truly appreciate your willingness to serve the faculty.

The newly elected ECAC members are:

Claudia Gunsch from the Pratt School of Engineering
Erika Weinthal from the Nicholas School of the Environment
Larry Zelenak from Law

Congratulations and thank you in advance for your time and efforts for the Council.
(applause)

They will be joined by our continuing ECAC members:

Don Taylor, Chair for 2017-19, Sanford School
Kirsten Corazzini, School of Nursing
Grainne Fitzsimons, Fuqua School of Business
Andrew Janiak, Philosophy and
Mari Shinohara, School of Medicine and Basic Sciences

Now, we must sincerely thank our departing ECAC members. I would like to recognize and thank the following faculty for their dedication and service to the Council -- they've spent a lot of time over the past two years on ECAC and Council matters:

Emily Klein, Nicholas School of the Environment
Josh Sosin, Classical Studies & History
Trina Jones, Law School

I'd like to thank them all. (applause)

Josh Sosin: Can I derail you for a second?

Jokerst: No motions from the floor, Josh.
(laughter)

Sosin: We can't quite see you, you seem not be to standing on your box.

Jokerst: My box got misplaced – you didn't take my box, did you? Oh, so this was a set up! I came here and my box was gone!
(laughter)

Sosin: You almost wrecked it by being so cool about it.

Jokerst: I was frantic inside so I made them take the screen away and I'm on my tip toes.
(laughter)

Sosin: Not for much longer. While I'm up here, I just want to offer a few words of gratitude to Nan on behalf of ECAC. Nan, don't worry, Sandra told me that we have a tight schedule today; she said, please Josh, no more than 20 minutes. (laughter) Also, under no circumstances was I to say things like, "I don't need to tell you that Nan is not one to hide behind the podium, or step up to a challenge, or that filling her shoes will be a very tall order" ... (laughter) I'm not saying any of those things, but only this: of all the faculty governance positions here at Duke, Chair of Academic Council is surely the toughest. I can only assume that that's why Nan gets to carry the giant medieval mace at graduation. (laughter). You get to see the Chair in action for about an hour and half a month. But the amount of work that goes on down in the lovely basement office day in and day out, consulting with faculty, administrators, students, and staff, taking the long view, cultivating trust and then keeping it, is staggering. Not just the scale of the work, but its nature, too. Council is the highest body of faculty representation and governance

here on the campus; but it and ECAC also play a crucial role as interface between faculty and the administration, which don't always share the same perspective on things. The Chair is the person who, for two years, gets to stand in the middle of all that, gets to carry in one hand the duty to advocate for our fiercely autonomous and also diverse faculty body, and in the other hand, that precious, even almost unique tradition of close, productive collaboration between faculty and administration that is so much the hallmark of Duke academic culture. That is no light thing to carry. But Nan has done so with grace and transparency, rigor, clarity of purpose, fairness of mind. Nan, I think I speak for all of ECAC when I say that it's been really a delight and an honor to help you shoulder the load. So ECAC would like to offer you this little stool that we've all signed our names on, not to give you the impression that you stand on us, (laughter) but in deepest gratitude for all that you've done for all of us here for these past two years, and with that particular kind of affection that's born out of the experience of achieving lofty goals by standing together. So Nan, from all of us to all of you, thank you very much. (applause)

Jokerst: Whoa, that's tall! (as she stands on stool) (laughter) So now I get to see how you feel standing here. Well Josh, I must say, thank you from the bottom of my heart. It has been an honor to serve with all of our ECAC members so thank you so much. I really was worried about not having that stool. I should have known it was a set up somehow.

Before we move on to the business of our meeting, I would like to reflect on the past two years of our Council, and particularly thank the Provost and the President for working in partnership with the faculty. Your transparency, engagement with the faculty to discuss programs and processes in the formative phase, to revise those plans based

upon faculty input, and to respect and implement faculty-initiated processes and programs have enabled us to take advantage of strategic opportunities and address challenges in ways that neither of us could have achieved alone. Thank you on behalf of all the faculty at Duke.

APPROVAL OF APRIL MEETING MINUTES

Jokerst: Let’s now move to our agenda by beginning with the approval of the April 20 meeting minutes.

(Minutes approved by voice vote without dissent)

APPROVAL OF EARNED DEGREES

Jokerst: In accordance with the University Bylaws, I will now call on representatives from the various schools and Trinity College for recommendations of approved candidates for various degrees. These lists will be forwarded by the Provost for approval by the Board of Trustees at their meeting tomorrow.

The Graduate School

Dean Paula D. McClain

Doctor of Philosophy	215
Carolina Duke Program in German Studies – PhD	2
Master of Arts	174
Master of Fine Arts	12
Master of Arts in Teaching	3
Master of Science	152
DKU – Master of Science	11

School of Medicine

Dean Nancy C. Andrews

Doctor of Medicine	107
Master of Health Sciences in Clinical Research	17
Master of Health Sciences in Clinical Leadership	1

Master of Science in Biomedical Sciences	41
Master of Biostatistics	31
Master of Health Sciences	96
Doctor of Physical Therapy	73

School of Law

Dean David F. Levi

Juris Doctor	222
Master of Laws	92
Master of Laws, International and Comparative Law	12
Master of Laws, Law and Entrepreneurship	10
Doctor of Juridical Science	2

Divinity School

Dean Elaine A. Heath

Master of Arts in Christian Studies	17
Master of Theological Studies	28
Master of Divinity	127
Master of Theology	3
Doctor of Ministry	4
Doctor of Theology	3

School of Nursing

Dean Marion E. Broome

Bachelor of Science in Nursing	70
Master of Science in Nursing	36
Doctor of Nursing Practice	27

Fuqua School of Business

Dean William F. Boulding

Master of Business Administration	447
Master of Management Studies	116
DKU – Master of Management Studies	49

Nicholas School of the Environment

Dean Jeff Vincent

Master of Environmental Management	156
Master of Forestry	2

Sanford School of Public Policy

Dean Kelly D. Brownell

Master of International Development Policy	24
Master of Public Policy	66

Pratt School of Engineering

Dean Ravi V. Bellamkonda

Bachelor of Science in Engineering	296
Master of Engineering Management	62
Master of Engineering	12

Trinity College of Arts and Sciences

Dean Valerie S. Ashby

Bachelor of Arts	608
Bachelor of Science	625

**TOTAL NUMBER OF DEGREES EARNED:
4051**

Jokerst: Thank you. And on behalf of the faculty, our warmest congratulations to our graduates.

EXECUTIVE SESSION: VOTE ON HONORARY DEGREES FOR 2018

Jokerst: I will now call our meeting into Executive Session for our next agenda item. This means that all those who are not members of the faculty must leave the meeting. If you are a member of the Duke faculty, please stay in the room. For those of you who must leave, we will welcome you back in about eight minutes when we exit Executive Session.

(Executive Session for the purpose of approval of Honorary Degrees 2018)

MEETING RETURNED TO OPEN SESSION

VOTE ON STRATEGIC PLAN

Jokerst: I now call Provost Kornbluth and Susan Lozier to the podium to speak about the revisions made to the Strategic Plan based on feedback she received from our April 20th meeting and in emails following the meeting. We will vote on the Plan following this discussion.

Sally Kornbluth (Provost): You'll be happy to know that we did not prepare any further comments on this plan. We're open to any further questions or comments people may have had on revisions. But if not, we are ready, hopefully, for your endorsement.

Jokerst: Thank you Sally and Susan. We will now vote to endorse the Strategic Plan.

(Motion to endorse the Strategic Plan approved by voice vote without dissent)

Jokerst: Thank you. The Strategic Plan will go to the Board of Trustees for endorsement at their meeting tomorrow. (applause)

VOTE ON REVISIONS TO APPENDIX N IN THE FACULTY HANDBOOK

Jokerst: We will now vote on the proposed revisions to Appendix N in Duke's Faculty Handbook which we talked about at our last meeting. Are there any questions before we proceed to the vote?

(Revisions to Appendix N approved by voice vote without dissent)

PRESIDENT RICHARD BRODHEAD'S ADDRESS TO THE COUNCIL

Jokerst: Today we are honored to have President Brodhead address our Council for the last time as President of Duke. Welcome, President Brodhead.

Richard Brodhead (President): I was expecting you would get to me about 4:40pm and I would have plenty of time to get in character for these remarks but it comes about so abruptly because you're just zipping through the agenda. I'll just say a few things. 13 years ago, your then-president-elect was invited to share some impressions with the Academic Council. 13 years having raced by, today I rise to take my leave as President. What to say in this valedictory occasion? The chief thing I would say is just, thanks. Thanks to the university I've been entrusted with the privilege of representing and thanks to the faculty who've shared governance of this great school. I worked in close cooperation with seven ECAC leaders and Academic Council Chairs, and I see them sitting here, it's really uncanny. (laughter) The most United States Presidents that were ever in the same place at the same time was five, wasn't it? So actually this is really like, what am I going to say? I will thank every faculty member who has participated in governance by citing the names of these seven in order. Nancy Allen, my first, Paul Haagen, Paula McClain, Craig Henriquez, Susan Lozier is sitting out of place (laughter), Josh Socolar, and the inestimable Nan Jokerst. You've been hard workers and wise advisors and when I've done my job well, it has been with lots of thanks to you guys. Now I would say a word about faculty service more generally. Long ago, I wrote an essay in which I said something I still think is quite profound. (laughter) Namely, universities don't exist in order to be administered. They're administered in order to create a space where their much more vital functions, research and teaching, can be performed by people who are free to ignore the underlying domain of institutional process. In good universities, the great majority of the faculty and students have precious little detailed acquaintance with how the university actually works. This obliviousness is a mark

of success and not of failure. It is proof that the institution has succeeded in creating a largely free space that can be filled with our central activities: inquiry, reflection, interrogation, exchange, discussion, and the rest. So far, so good. But unless the university is content to be run by enlightened despots, and the trouble with enlightened despots is they're always on their way to becoming unenlightened despots, (laughter) or at best to be succeeded by unenlightened despots, unless the university is content to be governed by enlightened despots, then some subset of the faculty has to assume the burden of learning the deep ways of the institution and taking responsibility for the choices that define the institution's future. If Duke enjoys good faculty governance, it's because of the quality of the faculty who have stepped up to this task and the seriousness with which you've taken on this responsibility. In this body and in the many committees you and your fellows have served on, Duke faculty have served not just as watchdogs, which is not the highest function of the faculty, but rather as active and constructive partners in thinking the university forward. One of Duke's differential strengths is the strength of its culture of shared governance and for all who have helped strengthen this culture in my time, I thank you most sincerely. This is a good time for a presidential transition. The university is in good shape. Major institutional projects, many of them have either been completed or reached a milestone where they can now advance confidently to the next stage. The rebuilding of the Duke campus is substantially complete. Faculty and trustees have solidly supported advancing to Phase II of the DKU project. The Duke Forward campaign has reached and far exceeded its \$3.25 billion goal. As of today, it has reached \$3.72, in other words, it's almost \$500 million in excess of its goal. And we also have a strong, stable leadership team in the

university, both in the Allen Building administration and in the schools, to assist a new President. So, as they say, it's all good. Since farewell speeches always sound a note of caution, all the great ones do, Washington talking about the dangers of political parties, I think he might have been right about that, (laughter) or Eisenhower's dark words on the military industrial complex. I will make my bid to be historic by offering two words of admonition. First, there is an issue that is critical to the success of the university that doesn't principally arise as a faculty issue and so it may escape from your consideration and this is the issue of access to higher education. One of the deepest missions of a great university is to be engines of social opportunity, places that give the talented young the experience of broad-based challenge, exploration, discovery, and self-discovery that allows them to deliver the full measure of their talent to the life of their times. A major statistical study, I'm sure you all read about this, it was covered in the Times and elsewhere, released this spring, showed that the best colleges do substantially equalize post-graduation success for students who come from radically different economic backgrounds, and that's great. But the same study also underlined that the path to college remains profoundly unequal and growingly unequal in this country, with high income still correlating too perfectly with high investment in educational opportunities starting at or before birth, thus also high preparation for college, thus high orientation to college and all the things that follow along with that. Working against this deeply established social bias takes institutional commitments and large amounts of money. When Keith Brodie died, did some of you go to his memorial service? You heard me say a fact that I only learned when he died, which was, when Keith Brodie became President in 1986, that's not the dark ages. In 1986, 20%

of the undergraduate students at Duke were on financial aid. Let that figure sink in for a minute. This was, no other way to put it, a rich person's school. 80% of the people did not qualify for need-based aid; this was, just frankly, a rich person's school. By the end of Keith's presidency, the number of students on scholarship had risen to 40% and it is now north of 50% of students receiving some form of support, need-based aid, merit, or athletic scholarship. I'm proud that Duke has raised over three-quarters of a billion dollars for financial aid access across all schools during my presidency. Unless we want to go backward, Duke must continue to prioritize financial aid in both fundraising and in budget allocations. The President, the Provost, the deans and faculty governance participants will continue to need to solve complex optimization problems among competing missions and priorities. That's what governance of universities is all about. But please remember, if we don't budget for the goal of keeping this university's opportunities wide open to students from every income and origin, we will not get the answer right. Let that weighty caution burn itself into your mind. My second caution is simply this: as academics, we all deeply believe in what we do. If you didn't believe that what you do is the most important thing in the world, you should not have been hired to the faculty of this university. We all believe that what we do is immensely important. And so when we envision the future of the university, we always make generous provision for the continuation of the things we are personally committed to. Since protecting long term reflection against the vagaries of short term fashion and economic circumstance is one of the key functions of universities, this is a good thing, as far as it goes. Left unchecked, it can lead to inertia and missed opportunity. If I could pick a single example of Duke faculty governance working at its very highest level, I would of

course single out the deliberations on Duke Kunshan University. This was not an incremental step in something we already did, it was a brand new step. It was considered as a high-risk, high-reward venture based on an estimate of strengths Duke could develop by projecting our model of education in a leadership form in the largest country in the world. Do you know one reason our competitors are not launching anything like DKU? It is because their cultures of faculty deliberation would never have permitted such a departure from the inertial orbit. You did, I believe, the right thing. You asked questions, you insisted that every question be answered fully and transparently, you argued, you weighed the pros and the cons, and when, and only when, you were satisfied, you then indicated that you were willing to take a carefully-calibrated gamble. As my last word, I would ask you to preserve this beautiful feature of Duke faculty culture. Duke will always be prudent, no danger of that, but Duke will not advance on the basis of risk-aversion alone. Faculty governance will continue to be a strength of this university to the extent that it perfectly blends caution with a well-tested will to innovate. The subtitle of our capital campaign, I still think sounds right after all these years, it is partnering for the future. Colleagues, it has been a pleasure and an enormous honor to serve as President of this university, but universities aren't the work of individuals. They're the work of large communities working on deep, shared aspirations across long periods of time. Everyone knows, something unbearable for my administrative colleagues, is that every day I am treated as if I am personally responsible for every good thing that has happened at this university. But even I acknowledge that some role must have been played by Tallman and by Sally, I see Mike Schoenfeld, and the deans, and the directors of institutes, and the many others. (laughter)

In the relay race of Duke University history, I have run my leg of the race and will now strive to complete my term by handing the baton to my successor in hopes that he can run as fast or faster. I thank you for your fellowship in the creation of this great university. Thanks. (Applause and standing ovation)

Fortunately I've prepared several encores. (laughter)

ACADEMIC COUNCIL RECOGNITION OF BROADHEAD

Jokerst: Thank you for that wonderful speech. We will conclude our Council meeting today by honoring President Broadhead as we bid him farewell from the faculty.

First, I'd like to take a short walk down my memory lane. I joined Duke in 2003, just a year before Dick came on board, and I began to lead the design, build, and upfit of Duke's Nanotechnology Shared Facility. In fact, Dick, when we had our Duke welcome festivities as you joined us, I was one of three faculty members who gave an address to welcome you. Little did you know that we would be there together at your Duke beginning, and here I pop up again at your Duke farewell! Like a bad rash, I'm back again and again... (laughter) And Dick was so game, he visited the Nanotechnology facility when it was finished, and here he is – dressed in our cleanroom suit! Snappy dresser! (refers to slide) Wow, Dick, I must say, you are tall! And maybe it was really long ago - I had a lot more hair back then! (laughter)

Well, back to the present. A few months ago, I was faced with a dire dilemma – how to honor Dick Broadhead, what token of our respect to give to him as we bid him farewell? Dick is such a man of letters, all letters, in fact, what letters could we possibly give to

him, when he has them all? Ah! We thought we were so clever – we immediately thought of a first edition of Moby Dick. Dick, don't get too excited yet, since when we found out the cost of said first edition, we thought we had to either add it to the budget of the strategic plan or give it up. (laughter) Although I did find one on eBay for \$29.99. Do you think it's real? Ok, on to Plan B. Should we get Dick a little glass thing that he can carry around and cherish forever? Nope. Hmm, is there any great book that you haven't read? What book could we possibly give to you that you haven't already read – or would read again and again and again? And then, inspiration (or maybe a rock from above) struck – what did Dick and Cindy plan to do when they leave Duke? Well, one of the things they said was to spend more time with their two-year-old granddaughter. So what better parting gifts to give than our favorite children's books that you and Cindy can read to your granddaughter, again and again and again. (laughter) And any of you who are parents, you are laughing right now. I am joined today by, as you noted already, all of the former Chairs of the Academic Council who served while you were President, Dick. They are here today as part of our celebration of your time at Duke. We have each chosen for you our favorite children's book that we hope you will enjoy reading to your granddaughter in the years ahead. I will call each former Council Chair to the podium for a short remembrance and presentation of their book.

Nancy Allen (Rheumatology and Medicine / Academic Council Chair 2002-05): Thank you, Nan. So, Dick, I was supposed to have ended my term in 2004, just before you started. However, my colleague Paul Haagen decided he would put forward a motion to extend my term one year to help in the transition. So I agreed to that joyfully, I think, and kept on for that year, which was really a pleasure. I first met you at an undisclosed

location, I don't think I'm allowed to say where, when I served on your search committee. Then I was honored to be asked to be on a panel at your inauguration with very esteemed people. I felt a little bit out of place because it was Reynolds Price, John Hope Franklin, Coach K, Stanley Hauerwas, and me. So we each had a few minutes for remarks and one thing I remember the most is John Hope Franklin saying that he had had a dream that his students camped out in front of the chapel for his class. That was wonderful. I'm not sure they ever did that. (laughter) I also was honored to serve as Chair those three years, in part because I was only the second woman ever to do that. The first had been Anne Firor Scott 25 years earlier. If you look at our lineup today, it's really girl-boy-girl-boy-girl-boy-girl. (laughter) When we did a lineup for Nan (Keohane), I was the only woman of course. The height went from very tall to me. I think it went from me, up, up, up. Don, good luck. We had some challenges and fun times, of course, during that first year with you. You are no despot. On to my presentation. *Make Way for Ducklings*. This has many meanings. There is a beautiful map of Boston Commons in here that you could have framed for your granddaughter at some point. This happens to be the 75th edition. It was a Caldecott Medal winner in 1942. So even before you arrived on the scene. I'll just read my inscription: "Dear Dick, please enjoy reading this classic to your granddaughter. Our children, Peter (Pratt '09) and Dorothy (Bennington '09), twins, loved it. Thank you for all you've done for Duke and for working with the Academic Council and the faculty since 2004. Best wishes for your next adventures." (applause)

Paul Haagen (Law School / Academic Council Chair 2005-07): You've heard from several people about their warm memories of the time that they were able to spend in their

initial meetings with Dick and the kind of things they were able to accomplish. I stand here, I think, with Dick, desperately hoping to forget the two years that we spent together (laughter) and my choice of book will in some degree reflect part of that time. It was an extraordinary couple of years. I think we handled it with as much grace as possible under the circumstances. And it was an extraordinarily collaborative time under difficult circumstances. The book that I've chosen is a book that I have great affection for and that has a lot of connections. 155 years ago, Lewis Carroll, Charles Dodgson, rowed along the Godstow Reach with Alice Liddell and told her this story of Wonderland. A wonderland, as we know, invokes this gothic wonderland, and it also involved a trial. A trial at which was shouted, "sentence first, verdict afterward." But I feel a deep personal connection to that Godstow Reach because 110 years after Dodgson rowed along the Godstow Reach, I also rowed along the Godstow Reach with much more energy and much less literary merit in my college's first 8. Then 85 years ago, Alice was brought to Columbia University to receive an honorary degree and that is just a few blocks from Dick's granddaughter. So, in keeping with Dodgson's love of mathematics, of playing with words, of playing with ideas, of the wonderful chaos of the trial, I wanted to present you with *Alice's Adventures in Wonderland* with a new set of drawings by a New York artist. (applause)

Paula McClain (Political Science / Academic Council Chair 2007-09): Dick, working and serving alongside of you has been a joy, a learning experience, and fun. Dick has a tremendous sense of humor, which sometimes you weren't sure it's there. You had to kind of think about, is this a joke or not? (laughter) But I served with Dick first as a faculty member and then as Chair of Academic Council. As Chair of Academic

Council, it became very clear that Dick believed in faculty governance. I think, coming from Yale, it was kind of a shock. Because Yale doesn't have a similar faculty governance structure.

Brodhead: It was different! (laughter)

McClain: But he understood the traditions of Duke, the importance of faculty involvement in the decision-making at Duke. And he appointed me as Dean of the Graduate School. The first African-American dean of one of the ten colleges. And I have appreciated him in that role for his unwavering commitment to graduate education and his support for the Graduate School. It has been much appreciated. Now, my book is a book that both of my grandsons love and it's called *Brown Bear, Brown Bear, What Do You See?* It is a book that you use for children for them to learn colors. My seven-year-old grandson has now kind of grown out of it but my two-year-old grandson just really loves this. It goes through a series of things of what do you see, the red bird, the green frog, or whatever. But there is a part in here where it says, teacher, teacher, what do you see? And it's, I see my students looking at me. So I have rewritten that to, President, President, what do you see? I see my faculty looking at me. Dick, we're going to miss you. (applause)

Craig Henriquez (Biomedical Engineering / Academic Council Chair 2009-11): So Nancy was the second woman to assume the role, and I was the first engineer way back in 2009. I think you'll remember those times because I think that was the last time that you and I both had facial hair, 2009. It was also the time we did start the discussion which ended up being a seven-year discussion of Duke's establishment of a campus in China. That happened in 2009. It was also a time right after the economic decline and we heard a lot from DART, which

I still contend is the worst acronym in the lexicon of Duke acronyms, (laughter) Duke Administrative Reform Team. That was a time where I thought the university did a remarkable job of weathering a very difficult economic challenge and we got through it probably better than most universities and that's a credit to your leadership in making that happen. There was also a time that you indulged me in a failed attempt to basically renew an old tradition of having a university faculty meeting at an off-site location in an attempt to draw more faculty to the meeting. As you know, it did not work, although I thought it was a great opportunity. And I did notice that you mentioned it, at least tangentially, in your book, so I appreciate that. Then I indulged you and your office of a new university tradition which was to have the Academic Council Chair become the University Faculty Marshal and that happened in 2010. So I was the first guinea pig to be the Academic Council University Faculty Marshal. It was at that moment, as I was carrying the mace around in full regalia, that I realized when or how Presidents earn their money. It's in this week. This is the week that Presidents earn their money. So you follow Dick around and he is going to do three baccalaureate services, he's going to host a party for the Board of Trustees, he's going to have a party for the honorary degree recipients, he's probably going to go to a picnic or two with the students, he's going to host graduation, and then a brunch at the end. And so this is a marathon that only Dick knows how to do with great class and humor and it's remarkable to watch you in action under those circumstances. Now I'm going to give you my book and I must preface it by saying that I was given specific instructions about this book, which was to give a book that reflected my area of study. (laughter) So as a good engineer, I followed instructions to the letter. If I was going to give you my favorite children's book, it was going to be *If*

You Give a Mouse a Cookie, because I thought that cleverly embodied how faculty and administration work together. (laughter) But instead I have another book. Unfortunately it's hard to find a book about biomedical engineering. (laughter) You have to understand this. So I scoured the Internet and I found this book which is called *Jessica's X-Ray*. (laughter) *Jessica's X-Ray* is a delightful story of a young girl who breaks her arm, realizes that her parents have lost their health insurance, and builds an x-ray machine from eBay. (laughter) That's actually the next version that's coming out. Actually, Jessica goes to the hospital, she learns about the many mysteries of biomedical engineering contributions to the health system. (laughter) She learns about the x-ray, the CT scanner, the MRI machine, and the ultrasound machine. It has a lot of wonderful pictures and what I liked about this book as an engineer is that it had questions for the reader and has a solution set at the back. (Laughter and applause)

Brodhead: You always have to look at the answers first!

Jokerst: Thank you, Craig. I'm sorry you're the only one who fell for the whole, find a book from your profession thing. The rest of us ignored it.

Susan Lozier (Nicholas School of the Environment / Academic Council Chair 2011-13): Thank you, Nan. I also did not follow instructions. Actually, I didn't see those instructions, so they were easy to ignore. Dick, I have very fond memories of working with you when I was Academic Council Chair. I always found you very gracious, accommodating, and inspirational. I also found you at times, like Paula, very funny. But just at times. (laughter) But there is one small matter that I think we need to clear up before I feel 100% comfortable with

all these accolades coming your way. You may recall that, during my first Council meeting in September of 2011, in a nod to the Yale English professor turned Duke University President, I recited a poem, one of Walt Whitman's. At that same meeting, Dick got up and he said how much he appreciated the fact that a poem had been recited at an Academic Council meeting and he promised me on that day that he would one day, in front of the Council, return the favor and recite some lines of verse from geophysical fluid dynamics. (laughter) So six and a half years later, to the best of my knowledge, Dick, you have not kept that promise. So today I'm going to give you the opportunity to be a man of your word. So I have brought something for you to recite in front of the Council. (laughter) Lewis Fry Richardson was a 20th century English mathematician and physicist in meteorology, and he's known for developing the modern mathematical techniques for the weather forecasting we have today. He wrote a ditty which today we will refer to as a poem, that describes what those of you in Engineering and Physics know as the turbulence cascade, which is where large-scale motion moves from large scales increasingly to smaller and smaller scales until it meets its eventual fate as viscous dissipation. And so, Dick, would you please indulge us and read this in front of Academic Council so you can keep this promise I've been waiting on for six and a half years?

Brodhead: Is it log?

Lozier: No, it's not.

Brodhead: Row, row, row, your boat, gently down the stream... just kidding. (laughter) "Big whirls have little whirls that feed on their velocity and little whirls have lesser whirls and so on to viscosity." (applause)

Lozier: Promise kept, six and a half years later. I realize that I may have inadvertently caused the record to show that the last thing that Dick Brodhead said to the Academic Council was something about little whirls and bigger whirls and lesser whirls so I apologize for that, Dick. My book follows that theme. Not the theme of fluid dynamics, but the theme of poetry. The book I have selected for you is Frederick by Leo Lionni. Those of you who know this book, the Caldecott book winner celebrating its 50th anniversary, know that Frederick is the little mouse who, at the end of the summer, has collected all these poems in his head to share with his little mice friends who are nearing the end of their hibernation. So I have written in the beginning: "Dear Dick, here's to the poetry in our lives and the poetry we bring to the lives of others. With fondness, Susan Lozier." (applause)

Josh Socolar (Physics / Academic Council Chair 2013-15): So I figured by the time it got to me, most of the things that I would want to say would have been said already. But I do just have a couple things to add. From being Chair of Academic Council, one of the real pleasures of the job is to get to see the variety of events that happen in the name of Duke and to watch our leaders and particularly our President make Duke look good in one form or another. The President has to make Duke look good to a wide variety of audiences, students at convocations, faculty in forums like this one, the Board of Trustees, donors in various events around the country, et cetera. One of the real pleasures of being Chair of the Academic Council that Craig alluded to briefly is that you get invited to the dinner for honorary degree recipients. That's a place where Dick is the emcee and you have these people of just tremendous accomplishment coming to Duke and it's a real opportunity for them to leave with a really good feeling about the

place. Dick is just a master of running that event. He introduces everybody, he makes gracious and witty comments when people are done, and I'm just sure that all of these people go away feeling both appreciated and impressed with Dick and with the school and that Dick's contribution to that is really critical in setting the right tone. That's just one example. In all these other places, I think the same qualities are in evidence. The other thing I wanted to mention that occurred during Dick's tenure here, which he actually chose to reflect on in his address to the Council while I was Chair, is the transformation of the campus physically. Dick, if you think back to 13 years ago, this place looked very different. Actually, during the last few years, the pace of development of new buildings has been just astounding. We shouldn't underestimate Dick's role in making all that happen, along with Tallman (Trask). It extends from the Medical School to the Nicholas School to Baldwin Auditorium, to the West Union and all the way to China. I think it will be looked upon as a really important and impressive era in the development of the university. Okay, I also followed instructions to some extent. So the book I have for you is this one, it's called *Freight Train* by Donald Crews. It's a book that is helpful for teaching perhaps the most important skill to a future Duke student, and I'm speaking of course of how to satisfy as many distribution requirements as possible with a single course. (laughter) This also is a book about learning your colors, which I take to be a Natural Science topic. (laughter) And just in case it's not clear that it's a Natural Science topic, there's a lab that goes with it. There's a prism for you. You have to supply your own flashlight. It, of course, is about quantitative studies. You can count the cars as they go by. It's about Social Sciences. It's about the distribution of goods in an industrial society. It's about civilizations. This is a steam engine, which is representative of a

historical civilization that no longer exists but might be interesting to study. It's about arts, of course, I mean, it's a picture book. (laughter) And it also satisfies multiple modes of inquiry, it's about science technology in society, it's about ethical inquiry, it's a beautiful thing and awe-inspiring but does run on coal. And it of course will produce a wonderful small group learning experience for you and Jane. I wanted to also emphasize that it can work for you as a cross-cultural inquiry. The very title, *Freight Train*, it was inspired by a train that runs in northern Florida. But to me, that's close enough to the Piedmont and North Carolina and the very title of the book calls to mind the iconic song written around the corner here, "Freight Train" by Elizabeth Cotten. So I think this can be your opportunity to teach your granddaughter about the Piedmont, which is now a culture that you understand and know and have spent a lot of time working with the city of Durham and learning about how things are done here and so I hope that it gives you that opportunity. My inscription reads: "Wishing you many opportunities to explore with your granddaughter the colors and rhythms of life, and to learn from each other. She's lucky to have a wise and caring teacher. All the best." (applause)

Jokerst: And me, 2015-17. Dick, it has been an honor and a pleasure to work with you these past two years. It's been a grand journey with an unbeatable partnership that yielded so many deep discussions and conclusions, including new processes for faculty interaction with the administration, approval for a new undergraduate degree at Duke Kunshan, and many forward-looking changes to our Faculty Handbook these past two years. Now it's time for us to leave our solid existence, and yield to magic, and to ponder the world outside of our walls. I hope that you and Cindy delight in the book that

I'm going to give you today. It's a classic book written in the 1920s by Cicely Mary Barker. It's *The Complete Book of Flower Fairies*. I also ignored my own instructions and this has nothing to do with my profession at all. I went in to all of my books, we have a huge library at home, and I picked the most well-worn book that I could find. This is a book that my daughter, who turned 16 just last Sunday, still loves to curl up with on a cold winter's day and look at the pictures of the fairies dressed in their flowers and the small poem at the bottom about that flower. I know Cindy likes to garden and so you and she and your granddaughter can go look in the garden for these magical creatures. I will say, the poems are pretty cheesy (laughter), so they're nothing compared to what Susan Lozier gave you, but, for a two-year-old, they love it. I hope that you and Cindy enjoy this book enormously and that you enjoy it with your granddaughter as much as my daughter and I have enjoyed it. (applause)

Brodhead: Just so that my last word will not be "viscosity," (laughter) I hasten to say, this was like the gift of the magi, except even better. Seven instead of three! Plus I got to receive all these presents. I am indeed a grandfather of a two-year-old. She is named Jane because her parents lived on Jane Street in New York. She has loved books and she learned how to turn a page as one of her first accomplishments. Her other grandfather is a basic scientist and so all these works of engineering and physics and everything will be right up her alley, I'm sure. For me, this whole exercise illustrates something that I do feel pretty strongly about. Universities are big, abstract institutional structures. But at the end, they are people and relationships among people. It seems to me, to have each of you come up and to think what you have meant in my life and how you have enriched my life through but separate from the activities we have engaged in, that's a great

gift. But I also love the fact that these are meant for the future, for the instruction of the future. So again, I thank you for my great years." (applause)

Jokerst: Thank you, Dick. To complete our remembrance, I would like to quote a farewell from a fuzzy, wise, beloved bear: "How lucky I am to have something that makes saying goodbye so hard." From Winnie the Pooh, by A. A. Milne.

Thank you, Dick, for all that you have done for Duke. We wish you and Cindy the very best in the years ahead. (applause)

TRANSFER OF POWER TO ECAC FOR THE SUMMER MONTHS

Jokerst: Okay, don't run off. We still have one more item of business, sorry.

Speaker: Appendix P. (laughter)

Jokerst: No, we already did that this year. At this point in our meeting, we transfer the power of the Academic Council to ECAC for the summer months. Bear with me, and then we can go have some wine. Our bylaws state that the Academic Council meet monthly during the academic year from September to May. At other times, the Chair or ECAC or ten members of the Council may call a meeting. In recognition of the fact that it could be difficult to convene a meeting of the Council during the summer months, the Christie Rules provide that this Council can delegate to ECAC the authority to act in a consultative role to the Administration when the University is not in regular session.

ECAC now offers the following motion:

Whereas, the Christie Rules provide that at the last meeting of the Academic Council in any given academic year, the Council may

delegate to the Executive Committee of the Academic Council the authority to appoint a committee of at least three Council members to serve in a consultative role to the Administration when the University is not in regular session, and whereas the Christie Rules note that this committee should normally consist of members of the Executive Committee of the Academic Council if they are available, ECAC recommends to the Academic Council and moves that the authority to create such a committee be delegated to the Chair and Executive Committee of the Council, and that such a committee once formed would remain in operation until the first day of the fall semester of the 2017-2018 academic year.

(Transfer of power approved by voice vote without dissent)

Thank you, the May Academic Council meeting is now adjourned. I hope you will join me and President Brodhead in the hallway for our reception.