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Memorandum

To: Academic Council

From: Peter Lange 

Re: Creation of the Sanford School of Public Policy

In March, 2005, I charged a task force to consider transforming the Sanford Institute and the Department of Public Policy Studies in Arts & Sciences into the Terry Sanford School of Public Policy. This task force met extensively over the next 5 months and after thoughtful deliberation, enthusiastically recommended that it was in the strategic interest of the University to create such a School. This recommendation was discussed by the Academic Priorities Committee in April 2006, and the Academic Council in its April and May meetings in 2006. Specifically, at its May meeting, the Council endorsed the strategy for this transformation and defined the time table for subsequent review:

**“Be it resolved, the Academic Council endorses the strategy presented at the April 20, 2006 meeting to transform the Institute and the Department of Public Policy Studies in Arts and Sciences into the Terry Sanford School of Public Policy at Duke University, subject to achieving specific financial fund-raising benchmarks, specifically that \$40 million dollars in new funds be raised for the School on or before the end of the 2008-2009 fiscal year. Formal authorization to create the Terry Sanford School of Public Policy at Duke University will be subject to review by all relevant faculty committees and the Academic Council, although that review should be limited to consideration of whether changes in circumstances between now and the time of the review require a re-evaluation of the advisability of transforming the Institute and Department into a School.”**

In December 2007, the Faculty, Graduate and Professional Schools Affairs Committee discussed the recommendation to create the Terry Sanford School of Public Policy. The committee responded with great enthusiasm, commending the Institute leadership on both their plans and vision. The committee was aware that it would need to reaffirm its commitment prior to the full board considering a resolution to create the School.

The adopted timeline requires the Academic Council to carry out its review at two of its spring meetings, followed by the final affirmation by the Board of Trustees in May. In order to enable the Academic Council and Board to carry out its thorough review, current progress towards attaining stated benchmarks will be examined at our upcoming meeting.

In planning for the launch of the School, there has been modest, yet strategic, growth in the tenure/tenure-track faculty; from 25 prior to the discussion of creating a School to 28.5 in the fall of 2008, and a projection of 31.5 by the fall of 2009 and the official launch of the School. The ability to achieve the goal to double the size of the tenure/tenure-track faculty is tied to raising the endowment for the School.

As indicated in the Council's resolution presented above, we had set an endowment target of \$40M. As articulated in the attached financial analysis, fund-raising efforts have been successful (\$30.1M), but we have fallen short of the target. We remain hopeful a total of \$40M will be raised in the near future. A careful financial analysis affirms that a financially viable, academically dynamic freestanding School of public policy can be created at Duke University with a \$30.1M endowment without compromising the interests of Arts and Sciences and with every prospect of enhancing the standing of the university as a whole, both at home and abroad.

We have given great thought as to whether we should wait until the benchmark is reached or if we should launch the School with a smaller endowment and grow the size of the School as resources materialize. The reasons for creating the Sanford School remain as compelling today, if not more so, than they were in 2006. By connecting the resources and human capital of a great international university with the global community, the creation of a new School furthers Duke's commitment to put knowledge in the service of society. The attached executive summary reiterates the vision for the School. We strongly believe this is the right time to move forward with the creation of the Terry Sanford School. Duke University has achieved significant momentum in the field of public policy and we should capitalize on our forward movement.

APC, UPC and the Faculty Graduate and Professional School Affairs Committee of the Duke Board of Trustees endorse moving forward with the creation of the School. We look forward to discussing our plans for the creation of the Terry Sanford School of Public Policy. If the Council approves creation of the Terry Sanford School of Public Policy, we will ask for final approval by the Board of Trustees at its May meeting.