

**TO:** Paula McClain  
Chair, Academic Council

**FROM:** Warren M. Grill  
Chair, University Priorities Committee

**RE:** Annual Report of UPC Activities for 2008-09 Academic Year

**DATE:** April 29, 2009

### **University Priorities Committee**

**Charge:** To work with senior administrators to define University and academic priorities and ensure the University's annual and long-term budget reflect these priorities.

#### **Membership:**

##### **FACULTY**

Ana Barros (Civil Engineering), ECAC Representative  
Alon Brav (Fuqua)  
Mary Champagne (Nursing)  
Liz Clark (Religion)  
Chris Counter (Pharmacology & Cancer Biology)  
Warren M. Grill (Biomedical Engineering), Chair  
David McClay (Biology)  
Tom Metzloff (Law)  
John Payne (Fuqua)  
Lynn Smith-Lovin (Sociology), APC Chair  
Paula McClain (Political Science) Chair, Academic Council

##### **ADMINISTRATION**

Richard Brodhead (President)  
Scott Gibson (Executive Vice Dean, School of Medicine)  
Peter Lange (Provost)  
Hof Milam (Vice President for Finance)  
Jim Roberts (Executive Vice Provost)  
Victor Dzau (Chancellor), Sally Kornbluth (Vice Dean for Basic Sciences)  
Tallman Trask (Executive Vice President)

##### **DEANS**

Bill Chameides (Nicholas)  
Tom Katsouleas (Pratt)

##### **STUDENTS**

Jordan Giordano (President, DSG), Lauren Maisel (Vice President Student Affairs, DSG)  
Alethea Duncan (President, GPSC)

## **Summary of Activities 2008-2009:**

September 15, 2008

- Reviewed proposed changes in Non-endowment Investment Payouts
  - Allocation and Funding of Community Goods
  - Discussion of Impact of Economic Environment on University Finances
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- Discussion with ECAC of Faculty Pooled-Equity Plan to Mitigate Financial Conflict of Interest

September 29, 2008

- Review of Financial Foundations for Public Policy Becoming a School
- Review of Progress and Plans for New Campus
- Review of Agendas for the Board of Trustee Meetings
  - Business & Finance
  - Buildings & Grounds
- Review of Graduate School Finances

October 27, 2008

- Discussion of Financial Planning in Context of Economic Downturn
- Discussion of issues surrounding the cost of undergraduate education and financial aid
  - Provost's Presentation "Balancing Academic Investment and Affordability"

November 10, 2008

- Review of DUMAC Management of University Endowment – David Shumate

December 1, 2008

- Review of University / Unit Budget Planning Process and Timeline
- Discussion of Financial Planning in Context of Economic Downturn

January 26, 2009

- Review of Financial Planning Issues
    - BoT Activities: Executive Committee and Feb 7 Retreat
    - DUMAC Performance and Spending Rate
    - Schools (including undergraduate tuition and fees)
    - Academic and Administrative Support
    - SIP/Central Resource Needs: Capital, Program, Operations
    - Liquidity and Debt Strategy
  - Discussion of University Priorities
    - Capital Projects
    - Academic Programs
    - Strategies / Trade-Offs in Balancing Operating Budget
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- Participated in BoT Executive Committee Financial Retreat

February 9, 2009

- Discussion of Board Finance Retreat
  - Discussion of Next Steps in Financial Planning and Communications
- 
- Participated in formation of Faculty Expert Review Committee of Endowment Financial Strategy

February 23, 2009

- Update on Sanford Institute becoming a School
  - Review of Agendas for Upcoming BoT Meeting
    - Committee Agendas for B&F and F&E
    - Board Update on Financial Outlook and Proposed Responses
  - Discussion of Faculty Review of Financial Strategy
  - Administrative Restructuring Process
- 
- Participating in Duke Administrative Reform Team

March 16, 2009

- Update on Faculty Review of Long Term Pool Investment Strategy
- Discussion of Retirement Incentive Program for Non-Exempt Employees – Kyle Cavanaugh
- Discussion Preparations for America Recovery and Reinvestment Act (Stimulus Plan)
- Update on Duke Administrative Restructuring Team

March 30, 2009

- Budget and Financial Planning Processes
- 09/10 Budget Preparation
- Work on 10/11 and Beyond -- Academic and Financial Planning
- Faculty Involvement at the School Level
- Duke Administrative Restructuring Team

April 13, 2009

- Review of Operating Budget and Expense Reductions of Units in PAMC
- Communication of UPC Discussions and Topics with Broader Faculty Constituency

April 27, 2009

- Review of BoT Agendas
- Discussion of Strategic Planning Process
- Review of 09/10 and Elements of Expense Reduction