

Summary
Meeting of the Duke University Board of Trustees
December 2-3, 2022

Friday, December 2

The board meeting began with an executive session, during which the president and members of his cabinet briefed trustees on recent developments. Trustees also approved a resolution of tribute to Provost Sally Kornbluth and elected her as Provost Emerita effective January 1, 2023.

After the opening executive session, trustees along with administrators, faculty and students, participated in the second of four sessions this year of strategic engagement focused on the upcoming comprehensive fundraising campaign. The yearlong program aims to build a shared understanding of the campaign and its goals and priorities. The second session began with a discussion of how Duke Health leverages the Duke University Health System (DUHS), the School of Medicine, and the School of Nursing to create a world-class academic and health care enterprise. In the discussion moderated by Dr. Gene Washington, chancellor for health affairs, Dr. Craig Albanese, executive vice president and chief operating officer for DUHS; Dr. Mary Klotman, dean of the School of Medicine; and Dr. Vincent Guilamo-Ramos, dean of the School of Nursing, shared their missions and top fund-raising priorities for the campaign. Leaders from Duke Alumni Engagement and Development then presented an update on campaign messaging and shared the overall campaign brand story. Finally, Judith Kelley, dean of the Sanford School of Public Policy; Jerry Lynch, Vinik Dean of the Pratt School of Engineering; and Edgardo Colón-Emeric, dean of the Divinity School, engaged in a series of “pitch” sessions to further hone messaging related to core fund-raising priorities.

In the afternoon, trustees participated in meetings of the standing committees.

Saturday, December 3

The board meeting began in regular session with a tribute to Provost Sally Kornbluth. The board received an update from Kimberly Hewitt, vice president for institutional equity, and Abbas Benmamoun, vice provost for faculty advancement, on progress around advancing racial equity at Duke. There was a discussion/update on the Duke Science and Technology (DST) initiative, including a presentation by Professor Charlie Gersbach. In addition, trustees received a brief update on Duke Kunshan University (DKU). After taking action on recommendations from committees, the board meeting concluded with an executive session for open discussion among trustees.

Meeting Summary of the Audit and Compliance Committee

December 2, 2022

What were the key takeaways?

- **The Office of Audit, Risk and Compliance's (OARC's) internal audit and research assurance plans are progressing on target. Both audit and compliance teams are now fully staffed. Recruitment efforts are being made to hire a compliance program director.**
- **The Vice President for Research and Innovation acknowledged important milestones and progress toward research compliance maturity goals. Accomplishments and future goals were highlighted for each of the seven elements of an effective compliance program.**

What were the major topics discussed?

- OARC program updates and related recruiting.
- Sponsored programs structure, culture and risk presentation detailed progress made over the past year with evidence and advancement of an effective research compliance program made through seven components building toward the culture of compliance and one Duke.

What were the major insights shared?

- The committee encouraged timely movement on OARC's program updates and recruitment to ensure continuity of services. They also stressed the importance of ongoing assessment to ensure the changes are effective.
- The chair appreciated comments and reflections regarding compliance structure and programs. The committee recognizes core values come from leadership and aligning these values will take time to enact change.
- The office of research and innovation has shown continuous improvement with many advances and efforts to balance compliance risk and research burdens.

What actions were taken?

- Approved appointment of KPMG FY23 audit and the related FY23 engagement letter, as presented.
- Approved appointment of KPMG for FY23 non-audit services, as presented.

What are the next steps to be taken?

- In future engagement letters, KPMG was asked to include a list of non-audit services in the annual engagement letter. Management will provide a list of estimated fees for types of services on non-audit matters. Fees are variable and therefore the committee suggested a cap amount should be referenced with a provision for the audit committee chair to approve amounts above that cap.
- The committee requests a quarterly update report and/or regular updates regarding IT security and privacy, even if no issues are present.

Meeting Summary of the External Engagement Committee

December 2, 2022

What were the key takeaways?

- Duke has a role to play as a partner in workforce and economic development, particularly through the strategic priorities identified for community impact. The Office of Durham and Community Affairs shared a demo of the new Duke Partnership Platform, a recommendation of the Duke and Durham Today and Tomorrow Strategic Task Force, developed to connect Duke and community partners better. The platform will help leverage information and resources across the campus and communities to have a greater impact.

What were the major topics discussed?

- Durham's labor market disparities.
- The vision of the work highlighted within the Duke and Durham Today and Tomorrow Strategic Task Force (the Task Force) Report, including information about strategic community impact planning and an update on the task force recommendations implementation to date, specifically the Duke Partnership Platform;
- A lightning round sharing perspectives on opportunities for institutional coordination to support purposeful partnerships in Duke's second century. The interactive discussion included three Duke leaders representing academia, healthcare, and university operations.

What were the major insights shared?

- Highlights about Durham County jobs and workers.
- The Task Force report offered five recommendations: adopt a statement of purpose for community engagement, build a digital platform, create strategic councils, plan for a center for civic and community engagement, and develop a set of indicators to measure success. Three of the five recommendations are in development: a housing strategic council, one of five councils to be developed; a center on community engagement; and the Duke Partnership Platform.
- As noted within the Task Force report, university-community partnerships will benefit from greater coordination within the institution. Efforts are underway to enhance connections, structurally and programmatically, between community affairs with the core missions of the university.

What actions were taken?

- The committee unanimously approved the resolution for the proposed naming put forth on the agenda.

Meeting Summary of the Governance Committee

December 2, 2022

What are the key takeaways?

- **Given the numerous upcoming planned retirements from the board, the committee will continue to identify and cultivate potential trustee prospects for future service on the Board of Trustees.**
- **The committee is committed to diversifying the board's pipeline.**

What were the major topics discussed?

- Presentation and discussion of Duke Alumni board president finalists.
- Prospect review, including review of feedback on new potential trustee prospects, review of nominations of new potential trustee prospects, review of current trustee prospects list, and discussion of top trustee prospects for 2023 and 2024.
- Discussion of succession planning for standing committee leadership.
- Initial discussion of planning for strategic engagement at 2023-2024 board meetings and a possible offsite board retreat.

What were the major insights shared?

- The committee greatly appreciated the partnership and collaboration with the Duke Alumni board nominating committee on the process for the selection of Duke Alumni board president.
- There was consensus in the feedback from the committee on the new potential trustee prospects.
- It remains the committee's highest priority to identify and cultivate potential trustee prospects for future service on the board
 - Need to continue to develop a shortlist of trustee prospects for 2024 and also begin to create a short list for 2025.
 - Continue to focus on diversifying the board's pipeline, including gender, race/ethnicity/culture, and age.
- The committee was supportive of the general direction of the initial plans for strategic engagement by the board in 2023-2024 and thought an offsite board retreat would be beneficial.

What actions were taken?

- Added individuals to the current trustee prospect list.
- Approval of the updated trustee prospect priorities document.
- Approval of the updated areas of expertise categories.

What are the next steps to be taken?

- Share the updated trustee prospect priorities document with the board.
- Gather feedback from the committee on current trustee prospects.
- Survey the board for standing committee preferences in 2023-2024.

Meeting Summary of the Graduate & Professional Education and Research Committee

December 2, 2022

What were the key takeaways?

- **Through the Office of Research & Innovation (OR&I), Duke is supporting high-impact research, improving its culture of research integrity and compliance, enhancing Research Translation and Innovation, and facilitating greater collaboration with external organizations.**
- **Seed funding initiatives are having a powerful impact. These internally funded interdisciplinary research groups help Duke faculty develop promising ideas, launch major research undertakings, foster partnerships with external entities, and build a foundation for larger external grants and public impact.**
- **The appointment of an Associate Vice President for Research & Innovation focused on social and behavioral sciences, humanities, and the arts will be a voice for non-science disciplines within OR&I and foster two-way communication and outreach with faculty.**

What were the major topics discussed?

- Ongoing strategies to help faculty launch and carry out exciting, more complex research projects, including work to further key aspects of the Strategic Framework, as recommended by the Report of the Team 2030 Strategy Group;
- The challenges of leading complex interdisciplinary research projects and the heavy burdens borne by faculty who have been PIs of such projects, which have received significant internal seed funding as well as significant subsequent recognition and impact;
- The importance and value of project managers and Bass Connections teams and the ways they contribute to high-impact research at Duke; and
- Key themes for supporting and amplifying research excellence through the upcoming campaign, including hiring faculty, hiring project managers, and supporting graduate student fellowships.

What were the major insights shared?

- Ongoing challenges for supporting research include expanding access to data resources, facilitating data analysis, creating centralized data infrastructure, and providing project managers for large, complex projects.
- Strategies for retention of faculty who are active in research include bridge funding, quality of trainees and colleagues, new technology, facilities, infrastructure, and support in grant administration. Duke should also explore a more rigorous exit interview process to understand the drivers of faculty turnover.
- Faculty research excellence is heavily dependent on the participation of graduate students, who are no longer finding the value proposition as attractive as it once was. Duke will need to think strategically about ways to reinvent the graduate student experience to enhance the value proposition.

What actions were taken?

- The committee thanked Provost Kornbluth for her transformational leadership at Duke and her service to the GPER committee and wished her a successful tenure as president of MIT.

What are the next steps to be taken?

- None.

Meeting Summary of the Resources Committee

December 2, 2022

What were the key takeaways?

- Emerging infrastructure renewal funding proposal is critically important.
- The FY23 projected GAAP operating result, excluding unplanned investment support, reflects a modest GAAP operating deficit..
- The School of Medicine's financial outlook with approval of a new strategic academic support quasi fund is sustainable in the near-term and will provide the School with time to develop a plan to address financial imbalance in the School's central funds.

What were the major topics discussed?

- Endowment spending rate planning and potential options to fund resources for infrastructure renewal.
- School of Medicine long-term financial plan update and creation of a new strategic academic support quasi fund to bridge the School to a more sustainable financial position.
- Capital project updates, including Lilly Library expansion and renovation (schematic design); Reuben-Cooke renovation (feasibility study); and renewal planning for research/lab space.

What were the major insights shared?

- Emerging infrastructure renewal funding proposal, while in very early conceptual stage, has the potential to provide important financial support..
- The School of Medicine has begun internal discussions with department chairs regarding how the School might move to a more sustainable central funding model.

What actions were taken?

- The committee approved initiation and design funding for heat recovery chillers at utility site 1.
- The committee recommended to the full board to approve:
 - Creating a new School of Medicine strategic academic support quasi fund
 - Withdrawal of annual assessments from certain quasi-endowment funds
 - Bequest challenge initiative - authorizing quasi withdrawals as matching funds

What are the next steps to be taken?

- Endowment spending planning and the conceptual infrastructure renewal funding proposal will be further developed and brought back to the committee in February for further review/discussion.

Meeting Summary of the Undergraduate Education Committee

December 2, 2022

What were the key takeaways?

- **The increase in both generalized and acute mental health needs is prevalent across the country, both among the current college-age population and in middle and high schoolers. The increase pre-dates the pandemic, but the pandemic exacerbated these trends.**
- **Duke's approach to mental health and wellness is both proactive and responsive, intending to help students build strategies for maintaining healthful habits and relationships but also able to support students in crisis. Duke's model relies on collaboration among practitioners, researchers, and administrators.**
- **Belonging is strongly linked to positive mental health and student success outcomes. QuadEx supports student well-being by supporting feelings of belonging for all students.**
- **Overall, Duke students report a return to pre-pandemic feelings of belonging. Survey data from students living in residence halls demonstrate increased feelings of community, acceptance, and safety.**

What were the major topics discussed?

- Dr. Jean Twenge, the author of iGen and expert on generational differences, youth mental health, and their intersections, presented trends in college student mental health and gender identity. Subsequently, Vice Provost Gary Bennett and Vice Provost/Vice President Mary Pat McMahon moderated a conversation between Dr. Twenge and the committee.
- VP Bennett and VP McMahon moderated a Panel on Duke's approach to supporting mental health and well-being.
- Dr. Molly Weeks, Director of Research for the Office of Undergraduate Education, presented recent data from surveys to Duke undergraduates on their experiences with feelings of belongingness, loneliness, academic engagement, and other domains.
- Chair Pelham led a synthesis of the conversation, thanked the committee members, and closed the session with a preview of the next meeting.

What were the major insights shared?

- Nationally, rates of loneliness, depressive symptoms, and major depressive episodes have increased significantly, more than doubling among Generation Z (GenZ) before the onset of the pandemic.
- Counseling services and staff are crucial resources, but more is needed to address the above increase. Duke's distinct approach has been successful with its intentional connections and holistic integration of mental health and well-being services within the student experience, leveraging CAPS for acute needs.
- Cultivating belonging is a protective factor for emerging adults, particularly for individuals who hold historically marginalized identities, and QuadEx's approach to building community and developing belonging has shown success.

What actions were taken?

- N/A

What are the next steps to be taken?

- VP Bennett and VP McMahon will use the themes raised in the discussion to explore opportunities to further incorporate mental health and well-being supports into QuadEx and other aspects of the student experience.
- Additional efforts to communicate Duke's mental health and wellbeing approach and available resources are underway and will be shared with the committee in the future.