Thursday, February 21
Trustees arriving on Thursday afternoon had the opportunity to visit with the dean, faculty and students at the Sanford School of Public Policy.

Friday, February 22
The board meeting began with an executive session with the president, during which he briefed trustees on recent developments.

This was followed by meetings of the strategic task forces: “Activating the Global Network,” “Advancing Duke Science and Technology,” “The Future of Central Campus,” and “Next Generation Living and Learning Experience.”

For lunch, the trustees reconvened and paid tribute to the recipients of Rhodes and Marshall Scholarships: Kushal Kadakia, Ariel Kantor, Claire Wang, Julie Uchitel, and Shomik Verma. Next, Vice President for Students Affairs Larry Moneta, with Matthew Conley, T ’19, president of the Interfraternity Council and Katie McKinney, T’19, member of the Interfraternity Council Sexual Assault Prevention Team, briefed the board and responded to trustee questions on issues related to sexual assault and the recent survey on this topic. Finally, members of the President's Cabinet responded to trustee comments and questions on topics and issues of interest to the board.

Following lunch, meetings of standing committees were held. In the evening, trustees attended a panel discussion and dinner, hosted by Duke Innovation and Entrepreneurship, at The Bullpen in downtown Durham.

Saturday, February 23
After early morning meetings of the Audit and Compliance Committee and the Governance Committee, the final plenary session of the board was held. Under the leadership of President Price, trustees revisited the strategic framework and discussed how the board might best engage with the framework in the next year. Also, the board elected William Brody T’12 and MBA ’18 and Trey Walk, T ’19 Young Trustee Observers, effective July 1, 2019, and approved a revision in the Policy on Confidentiality of Corporate Records, appointments to the Employees’ Retirement Plan Board, and a naming.

After the meeting, the Committee on Honorary Degrees met.
Meeting Summary of the Audit and Compliance Committee
February 23, 2019

What were the major topics discussed?
- Review external audit plan update and KPMG independence, qualifications and staffing
- Discussion of data governance and compliance in an information sharing environment
- Discussion of FY20 Audit and Compliance Quality Assurance Review preparation

What were the major insights shared?
- FY19 External Audit Plan
  - High confidence in management expertise and internal control environment
  - Specialists, staffing, risk-based approach and scope consistent with prior years
- Data governance and compliance
  - Complexities, aspirations and shared responsibility for data governance and regulatory compliance
  - Tools, resources and approaches for managing, protecting and sharing data
  - Vision for future state that balances structural solutions and reliance on individual judgment
- Quality Assurance Review
  - Importance of selecting a respected firm to lead the engagement and securing peer team members with competency depth to provide valuable insight

What actions were taken?
- Accepted FY19 external audit plan as presented
- Accepted FY18 Uniform Guidance audit report as presented
- Confirmed updates proposed for the Audit and Compliance Committee charter

What are the next steps to be taken?
- Ensure internal audit plan links to data governance risks – to be presented for committee approval at the May 2019 meeting
- Engage nationally recognized firm to lead the Quality Assurance Review and expert representatives from peer institutions to serve on review team
- Amend Audit and Compliance Committee charter as discussed
What were the major topics discussed?

- The committee toured the new Karsh Alumni and Visitor Center and returned to the JB Duke Hotel to have a discussion regarding initial impressions and future opportunities.
- A discussion of Duke’s reputation (“Who Are We?”) and how it is measured internally and externally.

What were the major insights shared?

- Karsh Alumni and Visitor Center Tour - Ideas were shared regarding naming opportunities inside the center as well as for the center itself. Suggestions were proposed on how the common spaces available to the university could be used to encourage and promote inclusiveness of the entire Duke community, not just alumni. The center should showcase and incorporate Duke University history, provide information about the medical center, highlight alumni classes, and emphasize the global Duke community and international students.
- “Who Are We?” – Communication about Duke should feature our broader mission of solving world problems and focus on Duke’s goal of inclusiveness across the institution. Recognizing cultural shortfalls, identifying where we stand now, and how we move forward will be important in improving our reputation locally, regionally and globally.

What actions were taken?

- A motion was made to approve the naming resolution put forth on the agenda. The motion was seconded and the committee unanimously approved the resolution.

What are the next steps to be taken?

- A suggestion was made for committee members to submit answers to the questions proposed on the agenda topics which would be shared in advance of the meeting to embolden scheduled discussions.
- The committee should collect information from the other committees/task forces regarding the impediments and opportunities regarding Duke’s reputation and frame it in a visual format to assist in communicating with the local community and beyond.
Meeting Summary of the Governance Committee
February 23, 2019

What were the major topics discussed?

- Feedback on governance changes.
- Annual surveys, including survey of board performance and surveys of standing committee and strategic task force performance.
- Annual review of bylaws and committee charter.
- Qualifications for chairs of standing committees and strategic task forces.
- Chairs and vice chairs of standing committees for 2019-2020 and process for trustee membership on standing committees and strategic task forces in 2019-2020.
- Criteria for election of trustee emeriti and nominations of trustees emeriti.
- Confidentiality of Corporate Records policy revision.
- Board composition and building the pipeline, including a review of the current trustee prospect lists, discussion of feedback from the homework assignment, an update from the ad hoc Subcommittee on Pipeline Diversity, and a discussion on the process for selecting DAA presidents.
- Governance Committee update to full board in May.

What were the major insights shared?

- As task forces are completing their work, need to ensure that next steps are known and need to manage expectations that honor the many ideas.
- Seek to increase participation by trustees in the annual survey of board performance.
- Periodic review of trustee policy on athletics.
- The skill sets and qualifications necessary to effectively lead a standing committee and strategic task force.
- The committee needs to determine a process for re-election of a board chair and add it to the process for selection of chair that was adopted by the board following the 2018 governance review.
- Need to ensure that active trustee prospects are being cultivated by the president, trustees, and others as appropriate.
- It was recommended that the DAA also use the attributes sought in trustees when selecting their presidents.

What actions were taken?

- Approval of the annual surveys, including survey of board performance and surveys of standing committee and strategic task force performance.
- Endorsement of the qualifications of chairs of standing committees and strategic task forces.
- Endorsement of the criteria for election of trustee emeriti.
- Recommendation to the full board in May of nominations of new trustees emeriti.
- Recommendation to the full board the approval of the Confidentiality of Corporate Records policy revision.
- Change in status category for certain trustee prospects and the addition of new prospects to the list.

What are the next steps to be taken?

- Administer surveys of standing committee and strategic task force performance.
- The ad hoc Subcommittee on Pipeline Diversity will continue to do its work and it is anticipated that recommendations and proposed next steps will be presented at the next meeting of the Governance Committee.
- Plan Governance Committee update to full board in May.
What were the major topics discussed?

- Reimagining Doctoral Education (RIDE) Report and discussion: The RIDE committee was formed to review the state of doctoral education at Duke. The committee studied peers, conducted national inquiries, inventoried current opportunities at Duke, held focus group meetings with stakeholders, and conducted surveys to create a balanced picture of doctoral education at Duke. The RIDE report is comprehensive, thoughtful and honest.

- Mental health support for students.

- How can we achieve better mentoring and advising? This is a critical issue, and one which should be a part of all faculty service requirements. How can we best provide faculty training on how to be a good mentor? Should all such training be directed at faculty? Are there other, equally important and perhaps better situated, intermediaries that can support the mentoring/advising function for doctoral students?

- Complexities around time to completion.

- How, if at all, should Duke be responsive to market indicators of value for doctoral education? For example, if few jobs (academic or non-academic) are available for graduates at meaningful salaries, should Duke continue to admit, train and graduate significant numbers of such graduates? How can we prepare our students better for non-academic careers? We need to identify key employers (for profit, non-for-profit, etc.) of doctoral students and discuss their needs.

What were the major insights shared?

- Culture change at NIH and NSF regarding grant funding, and growing importance to both of having broader set of opportunities and trainings available to doctoral students

- Formalizing the process for advisor/advisee and mentor/mentee. Mediating conversations on expectations, and having mentee give feedback on their mentorship. Better accountability and professionalism regarding mentors.

What are the next steps to be taken?

- Committee looks forward to receiving more information on time to completion, peer comparisons and graduate education economics at the May board meeting. Would also like to revisit the RIDE topic at the fall board meeting, as implementation progresses.
Meeting Summary of the Resources Committee  
February 22, 2019

What were the major topics discussed?
- Affordability/undergraduate financial aid
- FY 2020 tuition and fees recommendation
- The challenges of finding the appropriate balance between tuition rates, aid commitments, and academic investments
- Duke’s debt capacity
- FY 2020 Long Term Pool spending rates
- Lilly Library renovation/addition project
- Duke University healthcare plan

What were the major insights shared?
- The committee endorsed financing select capital projects using external debt, acknowledging that such actions may entail a downgrade to the university’s credit rating(s)
- Addressing the affordability/undergraduate aid challenges will require a combination of options
- Middle income families at Duke are at the greatest risk with the rising cost of education
- The impact of the financial aid program, as shown over the past 25 years, highlights that, on average, a lower percentage of our students’ and their families’ resources need to be dedicated to the cost of a Duke education than 25 years ago
- Restraining tuition increases actually reduces the net cost of a Duke education for families who can afford to pay while providing less financial resources to the university to fund financial aid for needy families and other priorities
- The historical and projected effective Long Term Pool spending rates, including annual withdrawals from special quasi endowments, are not sustainable over the long-term

What actions were taken?
- The committee recommended for board approval the Employees Retirement Plan Board
- The committee approved project initiation and authorized proceeding with design of the Lilly Library renovation/addition
- The committee recommended for board approval the proposed FY 2020 tuition and fees with the message to university leadership to find a way to constrain annual increases in the years ahead

What are the next steps to be taken?
- The committee emphasized the need for discipline going forward in using debt as a funding lever only if solid funding structures are in place on new capital projects
- The committee encouraged the administration to position capital investments with the rating agencies as transparently and prudently as possible to avoid or delay a downgrade
- The committee focused on cost containment across the institution as necessary to address challenges related to undergraduate financial aid and ongoing tuition increases
- University leadership should communicate to the deans, faculty, and other university constituents that a way must be found to bend the cost curve of the university, thereby better constraining the annual tuition increases
Meeting Summary of the Undergraduate Education Committee
February 22, 2019

What were the major topics discussed?
- What is the state of well-being at Duke and beyond?
- What are we and others doing (and what might we do) to improve students’ well-being?
- How should we move forward?
  Can we make a demonstrable impact?
  What are the right types of solutions (e.g. cultural, curricular, programmatic)?
  How should we measure success?
  How should we prioritize this effort relative to other strategic needs?

What were the major insights shared?
- The predominant challenge concerns students feeling overwhelmed and “burned out.”
- Data demonstrate that the emotional health challenges faced by Duke students mirror those of students at peer schools.
- Duke is taking a number of steps to confront emotional well-being at the population level, as opposed to clinical treatment strategies directed towards individuals with clinical conditions like depression and anxiety.
- A panel of students shared some of the ways they made friends and coped with stress, such as joining an intramural rowing team or a weekly knitting group – or leading a tea ceremony group.
- Finding a welcoming living situation on campus ranked as very important to general well-being. Students who did not live in a selective living group said they had struggled to find community.
- A panel of faculty and staff from various parts of the university shared their work in developing specific interventions to aid student development. These included programs through the Duke Wellness Center, the You@Duke project, Williams LifeSkills, and WearDuke. There was mention of the pilot series of first-year seminars designed by Kenan Ethics and Trinity College called “What Now? The Duke Guide to Happiness, Purpose and Well-Being.”

What are the next steps to be taken?
- Committee members liked the idea, demonstrated by the faculty panel, of bringing together more Duke colleagues from different fields to collaborate and share best practices.
- They agreed that parents and faculty would need to be key partners in such an endeavor.
- There was general consensus that the committee would like to consider recommending that student wellness and resilience be made a more significant priority at Duke.
Meeting Summary of the Activating the Global Network Strategic Task Force
February 22, 2019

What were the major topics discussed?
• Prior to the meeting, task force members conducted stakeholder interviews with alumni, students, faculty, staff, and external thought leaders. Each member brought a summary of their key observations from these interviews to the meeting.
• The task force then worked in small groups to elucidate common themes and key points from the range of stakeholder interview feedback.
• Ahead of the April deadline for preliminary report submission, core ideas for the report were debated and discussed.

What were the major insights shared?
• The proposed structure for the report includes a description of the current and future states (what would it look like if we met our goals?), ideas/challenges (how do we get there?), followed by strategic benefits (what will happen as a result?).
• Discussion coalesced around the need for an institutional approach to engagement across the interdependent-but-distinct areas of lifelong learning, career support, and mentoring. Linking to the findings of the Next Generation Living and Learning task force will be important.
• The need to leverage technology more effectively to unify pockets of engagement and drive more and better relationships between alumni, faculty, staff, and students was reiterated. Also key: the development of a mentoring culture across campus that invites alumni participation.
• We discussed a need for an empathetic, “customer-centric” approach to meet needs of alumni, students, faculty, and staff when considering resources and the institutional impact of our recommendations.
• Building a culture of lifelong learning and mentoring represents a potential disruption for faculty and a challenge to the current model.
• Task force members had the opportunity to share additional topics they believe are important to include:
  o Competitive landscape. Duke is not the only university thinking about this.
  o Disruption on the horizon. Is Duke positioned well?
  o Organizational implications at the university level. How do we structure ourselves for success?
  o Broader implications outside of Duke
  o Differentiators/deal breakers
  o Changing our value proposition to a lifelong engagement model
  o Career management
  o Implications for current students
  o Aligning incentives for faculty and staff

What are the next steps to be taken?
• A sub-group of the task force will be mobilized to review preliminary outlines and drafts of the report. Our next meeting will take place on May 10, with at least one virtual meeting scheduled for early April.
• A second joint call with the Next Generation Living and Learning task force will take place in mid-March.
Meeting Summary of the Advancing Duke Science and Technology Strategic Task Force
February 22, 2019

What were the major topics discussed?
- The discussion focused on addressing questions from the task force about how the research themes were identified: Why is the research important? Why is Duke the best place to conduct this work? What resources are needed to enable Duke to truly excel in these areas?
- Pairs of Duke faculty from different departments provided a summary of their work and addressed the task force’s questions in the following areas: neuroscience, data science, genetics/genomics, and materials science. The discussion focused on the importance and applicability of their work, how the Duke environment supports their work, and what resources are needed for them to continue to excel.

What were the major insights shared?
- Duke has clear strengths compared to its peers that the university can promote and take advantage of in advancing science and technology; these include the emphasis on collaborative, interdisciplinary research and teaching; physical proximity of people across the university, especially between the campus and health system; an environment where creative thinking is valued and encouraged; and infrastructure to support entrepreneurship, licensing, and commercialization.
- Recruiting, hiring, and retaining the best people, who also fit well with and contribute to the collaborative culture of the institution, is key to advancing science and technology. The strategy of how many and what ranks of faculty are needed will vary across fields; some need more junior faculty, to build a strong pipeline of future leaders, while others need more top experts in particular fields or techniques.
- Building and arranging space to facilitate research collaborations is also important to advancing science and technology, as is investing in the latest technology. Duke has opportunities to capitalize on collaborations between the campus and health system to digitize and analyze health care data; this has the potential to transform patient and health care, but is a time-consuming and expensive prospect.
- The environment for top scientists is very competitive, and Duke is regularly competing with other universities and corporations to attract and retain the best faculty. Duke is also working to develop partnerships with corporations, to hopefully reduce the competition and benefit both.

What actions were taken?
- No action items for this meeting.

What are the next steps to be taken?
- Focus at the May meeting on how to best position science and technology in an effective and impactful fundraising platform and communications strategy, to raise funds to support the needs across the thematic areas.
What were the major topics discussed?
- Review of charge, workplan, call to action, goals and principles, and options.
- Benefits and risks of varying residential life options.
- How we might integrate the following into the residential experience: faculty engagement, alumni and graduate student support, curricular programming, and building community over dining.
- Review of key decisions and next steps.
- Debrief of meeting format and content.

What were the major insights shared?
- The chair and co-chair met with President Price who confirmed that the task force’s strategy and direction are in line with his vision and charge.
- Any options likely need to be discussed among a broader group of university stakeholders (particularly diverse student groups), prior to implementation.
- The residential models will aim to provide each student with multiple dimensions of social interaction.

What actions were taken?
- Two residential models were proposed, each of which incorporates social selectively in varying ways. Each model will be structured to meaningfully incorporate faculty engagement, curriculum, community over dining and alumni and graduate student networks.

What are the next steps to be taken?
- Task force members will email Hallie Davis-Penders their perceived benefits and risks of the proposed residential models by Monday, March 4, 2019. They will also provide feedback on options that have a specific focus: faculty engagement, neighborhoods, curriculum, alumni and Duke community network, and multiple layers of social life.
- Members will provide feedback on the terms used in the proposed residential model.
- Task Force chair and co-chair will begin to project costs of both options.
- VP for Student Affairs, Larry Moneta will provide an inventory of faculty engagement programs that have been successful.
- Task force chair will reach out to Agnes Scott College to learn more about their Peak Week curriculum.
- A task force call will be held during the third week of March 2019.
- The Activating the Global Network taskforce will provide the NGLLE task force with an update on their progress March 14, 2019.
- The NGLLE task force report will be submitted April 15, 2019.
Meeting Summary of The Future of Central Campus Strategic Task Force
February 22, 2019

What were the major topics discussed?
- Emerging trends in data science, healthcare and education.
- The role of Duke in the regional and global community.
- The importance to data science relative to information, knowledge, and Duke’s future.
- The timeline for deliverables and memorialization of the task force’s work.
- Interim uses of the land including parking, Duke Farm and proposed permanent use for the expansion of Duke Gardens.

What were the major insights shared?
- The task force agreed that a number of points of consensus have developed among the members.
- The use of Central Campus should be driven and directed by the Strategic Framework.
- Future uses of Central Campus should be compelled by the university mission and be strategic.
- The use of Central Campus in several “chunks” may allow for more adaptability and flexibility over time.
- “Brick and Mortar” if not used strategically and with adaptability may be limiting.
- Data, information and knowledge should be integrated across programs and services for the community, state, and region.
- Duke can play a strategic role in improving health and wellness within “homes and neighborhoods,” not just healthcare.
- Programming should not only consider “what to do” but also “who are we doing it for” and “what do they need?”
- Duke can have a larger influence on public education in and around Durham.
- Duke has a large influence on local economies where facilities are built and/or moved.
- Philosophy, principles, and values should drive decisions regarding Central Campus.
- Many of the task force’s ideas and discussions will need to be considered as the future unfolds; the task force’s work to date needs to be documented and actively retained going forward.
- The task force should provide a foundation to guide the evaluation of future use scenarios, using a principle-based process.

What actions were taken?
- Task Force agreed that it will wrap up its work by June 30, 2019.

What are the next steps to be taken?
- Provide governing principles as guidance on future decisions regarding Central Campus.
- Identify process for evaluating future ideas.
- Look into inviting an additional guest speaker to the May meeting to build on discussions of emerging trends that could drive decisions on the use of Central Campus.
- A draft report will be circulated to all members for review and comments.