

**Summary**  
**Meeting of the Duke University Board of Trustees**  
**May 10 - 11, 2019**

Thursday, May 9

Trustees arriving on Thursday afternoon had the opportunity to tour the Karsh Alumni and Visitors Center and the Hollows Residence Hall, which are scheduled to be open by the fall. In the evening, trustees attended a dinner that featured a program on the future of computing education at Duke.

Friday, May 10

The board meeting began with an executive session with the president, during which he briefed trustees on recent developments. Trustees also discussed the proposed plan for strategic thinking at board meetings in 2019-2020.

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 and trustees emeriti who were on campus for the weekend reconvened and heard reports from two task forces: Advancing Duke Science and Technology and The Future of Central Campus. Trustees also heard from Vice President for Durham Affairs Stelfanie Williams, who shared impressions from her first year at Duke. Finally, the president responded to questions from trustees and trustees emeriti.

Following lunch, meetings of standing committees were held. In the evening, trustees attended the annual dinner celebrating the retiring trustees and administrators.

Saturday, May 11

After early morning meetings of the Audit and Compliance Committee and the Governance Committee, the final plenary session of the board was held. Trustees heard reports from the remaining two strategic task forces: Activating the Global Network and Next Generation Living and Learning Experience. In addition, trustees heard from Vice President for Alumni Affairs and Development Dave Kennedy about his impressions of Duke in his first year and thoughts on development going forward. Finally, the board conducted routine business and heard an update from the Governance Committee during its first year of existence.

After the meeting, many trustees attended a dinner honoring the honorary degree recipients and attended the commencement ceremony the following day.

## **Meeting Summary of the Audit and Compliance Committee**

May 11, 2019

### What were the major topics discussed?

- Annual update on the compliance risk environment
- Discussion of fiscal year 2019 audit plan and compliance assurance plan results
- Discussion of internal audit and compliance assurance plans for fiscal year 2020, including linkage to institutional priorities and risks
- Discussion of the committee's annual self-assessment and fiscal year 2020 tentative agenda topics

### What were the major insights shared?

- Discussion of risk tolerance perceptions
- Importance of a balanced assurance plan across functional areas and assessed risks
- Committee charge

### What actions were taken?

- Accepted FY20 internal audit and compliance assurance plan as presented
- Accepted A&CC charter as presented

### What are the next steps to be taken?

- Follow-up discussion on the statement of values and culture
- Follow-up discussion on research excellence initiatives
- Adjustments to assurance plan based on outcomes of investigations
- Confirm that risks formerly considered as part of the committee are being addressed

## Meeting Summary of the External Engagement Committee

May 10, 2019

### What were the major topics discussed?

- The overall theme of the discussion was planning for the future with a deeper dive into key themes of philanthropy, university-community relations, and public opinion and the likely political landscape for higher education.
- A summary of the Activating the Global Network Strategic Task Force (AGN) final report and recommendations was provided by the chair of the task force.

### What were the major insights shared?

- Key issues for the future of fundraising include next generation philanthropy, generational wealth transfer, and impact philanthropy. Newer generations have a more socially driven focus and it will be important for Duke to focus events and giving opportunities to encourage connection. Since Duke has a younger donor base compared to other peer institutions, donor outreach should include multiple generations as well as educating current students and young alumni on the importance of lifelong philanthropy. In addition, donors have become much more socially minded and desire information and demonstration of community impact before they commit to philanthropic support. By mining our intellectual capital to demonstrate the impact we have in Durham and to show what Duke already does, Durham could become a microcosm of impact philanthropy.
- Key themes were identified related to university-community practices: civic engagement, service learning, anchor institutions, and equitable partnerships. The office is identifying emerging opportunities for focus areas including housing, early childhood development, STEAM workforce development, food security, and non-profit capacity. The Office of Durham Affairs will be focusing on identifying and recording existing Duke-Durham partnerships, connecting research to practice, and establishing strategies and success metrics jointly between the university and community.
- A review of current data shows that that public opinion and the political landscape affect all areas at Duke: philanthropy, community affairs, admissions, athletics, research, etc. How we respond to and address changing public opinion will be one of many determining factors in the success of the Duke brand and reputation.
- The AGN Task force final report and recommendations is not a vision or action plan, but a point of view to help Duke edge its way into the future and should be used as a resource to help set goals for future direction.

### What actions were taken?

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

### What are the next steps to be taken?

- A summary of outcomes and conclusions regarding suggestions/ideas discussed during the past year's meetings will be distributed with the final minutes from the May meeting.

## Meeting Summary of the Governance Committee

May 11, 2019

### What were the major topics discussed?

- Feedback on plans for strategic education and strategic task force follow-up.
- Board organization, including standing committee trustee assignments and board officers for 2019-2020, process and timing for standing committee assignments in 2020-2021, and two presidential committees with trustee appointments - Advisory Committee on Investment Responsibility and Athletic Council.
- Trustee onboarding and orientation, including feedback from 2018 program, orientation program for 2019, and mentors for incoming new trustees.
- Exit interviews, including the process and reports from the retiring trustees.
- Results of the standing committee and strategic task force surveys of performance.
- Planning for next year, including additional education or training for trustees, a possible board retreat, and additional suggestions.
- Report and recommendations from the *ad hoc* Subcommittee on Pipeline Diversity.
- Revisions in committee charters, next steps for annual survey of board performance, and possible topics for Governance Committee meetings next year.

### What were the major insights shared?

- Need to ensure that the work of the strategic task forces is followed-up on and appropriately placed for advancement.
- Communicating the work of the strategic task forces to the Duke community.
- Suggestions for the trustee appointments on the Advisory Committee on Investment Responsibility and Athletic Council.
- Earlier and staggered dissemination of trustee manual to new trustees.
- Need to do a deeper dive of the standing committee and strategic task force survey data.
- The trustees would benefit from deep dives on certain topics - one topic being an educational session on the health system.
- Offsite retreats are most beneficial when there is a top strategic issue to discuss and when associated with another school.
- The board should strive to be as diverse as the community it serves.
- Need to have a more diverse trustee pipeline and cast a wider net for sources.

### What actions were taken?

- Endorsement of the process and timing for standing committee assignments in 2020-2021.
- Approval of the new trustee orientation program for 2019.
- Endorsement of the proposed mentors for the new trustees.
- Approval of Governance Committee charter revisions.

### What are the next steps to be taken?

- Administer annual survey of board performance and share results with the board.
- Analyze standing committee and strategic task force survey results and follow-up, as necessary.
- Further discuss the recommendations of the *ad hoc* Subcommittee on Pipeline Diversity and decide next steps.
- Develop work plan for committee meetings in the next year, including creating a chart of the standing, annual items that need to go before the Governance Committee and timing for each.

## Meeting Summary of the Graduate and Professional Education and Research Committee

May 10, 2019

### What were the major topics discussed?

- **Doctoral Education Finances:** A small group consisting of Associate Professor Lori Bennear, Associate Dean Shanna Fitzpatrick, Associate Vice Provost Chris Freel, and Assistant Vice Provost Hunter Stokes were commissioned to perform a high level analysis of doctoral education finances at Duke, including where available comparison data from peer institutions. The goal was to understand Duke's investment in doctoral education and gain a better understanding of: time to completion, degree outcome data, health care costs, external funding of tuition, and student services utilization. With 12-month stipend changes coming in 2022, it is important to understand tradeoffs across investments so that departments and schools can make informed decisions.
- **Research Integrity:** The Duke Office of Scientific Integrity (DOSI) supports many programs and initiatives to advance responsible conduct for research at Duke. One of the main topics of DOSI is the Advancing Scientific Integrity Services and Training program (ASIST) which develops programming to maintain and improve the culture of scientific integrity at Duke. The ASIST program is working with faculty and staff to develop and administer mandatory training for Responsible Conduct of Research (RCR) and assisting in implementation of software solutions to promote best practices in research integrity (electronic laboratory notebooks). Since the fall of 2018, these efforts have been tremendously successful.
- **Science and Technology Task Force Debrief:** The Science and Technology committee on the Duke Health side has just extended its first offer from a pool of 15+ serious candidates. The process for recruiting joint department hires however, needs to be coordinated earlier on in the process due to the complex requirements of both departments. The next steps for the committee include trustee engagement, strategic hiring, and continued planning and fundraising.

### What were the major insights shared?

- The Graduate School offers a childcare subsidy, a financial hardship grant, a graduate school parent group, and several workshops to assist graduate students. The low number of graduate students receiving federal loans (about 4%) shows the extent to which these programs are successful. Health care, however, remains a significant cost to a graduate student when they have a spouse or family.
- The Office of Scientific Integrity is well resourced in terms of content development and dissemination, but could use additional resources in the area of investigation monitoring. With 2,800 faculty, it is important to develop faculty at several levels of leadership that can assist in monitoring and take ownership of these challenges. Community development and culture change is important to address issues of research integrity and compliance.

### What are the next steps to be taken?

- As implementation progresses, the committee would like to revisit the Reimagining Doctoral Education topic.
- The committee would like to review topics on the Professional Schools.

## **Meeting Summary of the Resources Committee**

May 10, 2019

### What were the major topics discussed?

- FY 2020 Capital Budget
- FY 2020 Operating Budget
- Development Planning – Philanthropic capacity for the President’s Framework Priorities
- Extended financial planning through FY 2024
- Duke’s Workers’ Compensation Program
- High performance building framework
- Project for graduate student housing

### What were the major insights shared?

- Considerable progress is reflected in the FY 2020 operating and capital budget with incremental proposed spending below recent historical levels, including compensation
- The current year financial results and FY 2020 operating budget reflect financial stability in the short-term
- Long-term modeling shows the need for continued cost containment and/or rebalancing of resources
- Targeted philanthropy will be critical to optimizing the impact of the next campaign

### What actions were taken?

- The committee recommended to the board to approve the FY 2020 Capital Budget and FY 2020 Operating Budget
- The committee recommended to the board to approve withdrawals from certain endowment funds and special reserves
- Hot Water Plant #2 - the committee recommended to the board to authorize construction and the financing plan
- Chapel Drive Improvements Project – the committee recommended to the board to authorize construction and the financing plan
- Library Services Center Module 4 - the committee approved project initiation
- The committee recommended namings for board approval
- The committee reviewed proposed construction projects for the future
- The committee approved adoption of the High Performance Building Framework
- The committee approved the Resources Committee Charter

### What are the next steps to be taken?

- Provide trend line data on building costs over time (maintenance, facility renewal, etc.)
- Provide information regarding the different cost experience between Duke University and Duke Health System related to Workers’ Compensation
- Provide further detail on quasi endowment balances and purposes in the context of requested drawdowns
- Execute on the financial strategies discussed throughout the year, with continued discipline within the responsibility center management framework of the university, interventions as necessary to force further cost discipline and/or rebalancing of resources, and targeted and well-coordinated fundraising focused on the university’s highest priorities

## **Meeting Summary of the Undergraduate Education Committee**

May 10, 2019

### What were the major topics discussed?

- The committee revisited its February discussion about student wellbeing at Duke – what the issues are and suggestions for addressing them.
- Committee members reviewed recommendations for upcoming meetings in the 2019-2020 season.

### What were the major insights shared?

- There continued to be great enthusiasm for making improved student wellness and resilience a more significant priority at Duke.
  - The committee suggested that the strategy be cultivated jointly by Gary Bennett and Mary Pat McMahon, the incoming vice provost/vice president for campus life.
- The committee recommended tapping into the existing expertise around the university (e.g., What Now? pilot courses and the Duke student data gleaned from the Resiliency Project) for incorporation into whatever plan is determined.
- It was also noted that the committee should consider what cultural and structural features of the Duke context might be considered to improve student well-being.
- The committee expressed interest in the development of a co-curricular experience focused on life skills -- “Duke 101”.
  - Such an experience would require consideration of content, pedagogy, delivery modality, and a plan for integrating the course into students’ academic paths.
- Curriculum revisions might be warranted; there is no immediate timetable, however, for the faculty to resume curriculum discussions.
- The report from the Next Generation Living and Learning Task Force was well-received, along with the recommendation to establish several smaller, campus-based task forces.

### What are the next steps to be taken?

- The committee will follow up on the recommendations from the Next Generation Living and Learning Task Force.
- The committee is also interested in discussing the student-athlete experience; plans for the spring 2020 arrival of the Duke Kunshan undergraduates; and the progress on improving pre-major advising to help students better navigate their academic experiences.

## Meeting Summary of the Activating the Global Network Strategic Task Force

May 10, 2019

### What were the major topics discussed?

- The task force received an update on pilot projects undertaken by staff to test key concepts emerging from the task force report. There are seven projects supporting lifelong learning, career development, and volunteer engagement, including: Coursera for Duke alumni, student profiles on alumni.duke.edu, an alumni job board on alumni.duke.edu, career and professional development webinars for alumni, the Duke volunteer portal, Duke Magazine podcast, and an AI-Powered mentoring solution.
- President Price reflected on the findings of the task force report.
- Working in small groups, task force members discussed additional advice to share with President Price and the administration, which areas the university should prioritize, and whether there are any hazards that might present challenges.

### What were the major insights shared?

- All of the pilots faced common challenges in their implementation. Duke's highly decentralized structure presents a challenge to projects that aim to build university-wide infrastructure. In order to scale, the technology challenges surfaced by the pilots will need to be addressed.
- In his remarks, President Price emphasized the evolutionary nature of the task force's work. Acknowledging the connection between the work of this task force and the Next Generation Living and Learning group, he spoke of the changing nature of liberal education, and how Duke should continue to find ways to leverage alumni as form of adjunct faculty and mentors. Duke should think about ways to blur the boundaries of the primary constituencies that make up a university. Commencement is the beginning, not the end, of a person's relationship with Duke. Acknowledging the need for resources and technology solutions, President Price suggested that implementation teams would be formed to examine the recommendations made in the task force's report.
- In terms of advice to the administration, the task force highlighted:
  - the need to develop and share a vision across the university,
  - to begin contemplating future technology infrastructure to supports the vision, because this will be a major undertaking
  - the need for alignment across task forces and other efforts (e.g. computing initiative).
- In considering which areas to tackle first, the task force suggests several areas to prioritize:
  - Mentoring
    - Building a "mentoring mentality" in current students that would carry over to alumni life
    - Continuing to further existing mentoring programs and link them under common university visibility and resources.
  - Shared Career Resources
    - An enterprise-wide database linking all career centers, with an easy interface for alumni and parents.
  - Lifelong Learning Content
    - Thinking creatively and beyond traditional "courses."
    - Curating learning content from across the university in one place.
  - Expand (and fund) Current Pilots
    - Further pilots should also be considered.



- The task force emphasized the need for a diverse, university-wide response to the report, and cautioned against pushing this effort into specific existing departments too quickly, because of the perception that new leadership, structure and accountability may be required for this new emerging vision.

What are the next steps to be taken?

- The task force report has been submitted to the administration for review.
- The powerpoint for the Board presentation will be revised to add more detail so that it can be useful to the President/administration's future work.

## Meeting Summary of the Advancing Duke Science and Technology Strategic Task Force

May 10, 2019

### What were the major topics discussed?

- Ideas and planning around reimagining computational education and dramatically enhancing and improving Duke's computer science capabilities. This was the focus of a trustee dinner program the evening before.
- The importance of recognizing and promoting discovery science as foundational for scientific research, and underpinning all other areas of the science and technology effort.
- Understanding of biologic resilience, the third of three areas of initial focus for the science and technology effort (along with AI + Health and materials science, which were presented at the February 2019 task force meeting).
- The strategy and timeline around raising funds for science and technology, and the continued participation of task force members in development and planning.
- Brief review of the draft recommendations of the task force.

### What were the major insights shared?

- With the help of task force members and development office staff, Duke administrators are overseeing the development of a clear vision/goals statement and stories to describe the science and technology efforts to a broad audience. This will help members of the Duke community to understand the efforts, enhance buy-in, and engage donors and partners to reach the goals and objectives.
- The science and technology effort will be focused initially on three areas where Duke has demonstrated strength – AI + Health, materials science, and biologic resilience – all built upon a recognition of the foundational importance of discovery science.
- Duke is already recruiting new faculty in science and technology, evaluating both the quality of their work and how they will fit into the Duke community. The mentorship experience and potential of faculty candidates for contributing to such an experience are also important, given that strong faculty mentoring helps to ensure high levels of research, and faculty and student development.
- It will be important to continue Duke's commitment to interdisciplinary research and study, which has proven beneficial not only in advancing research, but also in attracting new faculty and students. The science and technology effort should also emphasize support for faculty and students who work in ways that truly benefit and serve society.
- Planning by the development office is underway for fundraising around science and technology. Trustees and task force members will continue to be instrumental in identifying and involving people within and beyond the Duke community to review the stories and messaging and to help raise funds necessary for success.
- As an additional component of the science and technology effort, administrators are developing plans for new programming around computational education, with an overall goal to graduate students who are computationally literate, integrating quantitative studies into the liberal arts curriculum while also including ethics as an important element of the educational experience.

### What actions were taken?

- No action items for this meeting.

### What are the next steps to be taken?

- University leadership will continue to advance the science and technology effort with the development office, and will remain engaged with key members of the task force moving forward.

## **Meeting Summary of The Future of Central Campus Strategic Task Force**

May 10, 2019

### What were the major topics discussed?

- Emerging trends in entrepreneurship and innovation at Duke.
- The importance of health data science relative to information, knowledge, and Duke's future.
- The draft report to the Board, and discussion of format for potential public release.

### What were the major insights shared?

- The "flipped classroom" approach served the Task Force well. An important component of this was adequate materials in advance to facilitate members being prepared for the discussion.
- There are several opportunities to stimulate innovation and entrepreneurship using a multidisciplinary approach across the Professional schools.
- Programs exist to promote student entrepreneurship in order to improve patient outcomes in developing countries and to increase patient self-care.
- There are several areas where data science can be a catalyst for innovation and growth for DUHS.
- Data will be used in the future to predict "unplanned visits" to DUHS, using historical indicators to assess low and high risk patients.
- Partnership or joint venture may provide growth opportunities, and access to larger patient database.
- Large tech companies are entering the health care space, such as Microsoft, Google, Amazon.
- A potential future opportunity for Central Campus could be research technology.

### What actions were taken?

- Task Force agreed that it will finalize the draft report by June 30, 2019.

### What are the next steps to be taken?

- Update the report with the discussions and insights from May 10 meeting.
- Prepare an executive summary suitable for public distribution.

## Meeting Summary of the Next Generational Living & Learning Experience Strategic Task Force

May 10, 2019

### What were the major topics discussed?

- Reviewed the task force's final report and accompanying slides, as well as the estimated resources needed to implement recommendations.
- Discussed potential *No Regret Moves* that the new VP for Campus Life and the administration can initiate in the upcoming 2019-2020 academic year.
- Identified metrics that could be used to measure outcomes.
- Recommended the need for three future task forces to complete the work of the NGLLE task force; discussed oversight and implementation of these committees.

### What were the major insights shared?

- There was general consensus that the NGLLE task force had met its charge by providing options to the administration that will guide the development of a stronger residential life system.
- The task force recommended a diverse neighborhood system that would include more faculty engagement programs, a four-year life-skills curriculum, a multi-level social calendar, and opportunities to engage with difference in meaningful ways while also increasing access to affinity programs. In order to fully realize this model the task force concluded that three new implementation task forces should be enacted, comprised of a diverse group of stakeholders.
- While the task force recommended engaging more stakeholders before making significant changes to the residential life model, it was determined that several pilot programs should be implemented during the upcoming academic year. Some of the suggested pilots included: Sunday night dinners, a sophomore orientation to west campus, assigning faculty fellows to houses, and a campus-wide service event.
- The task force discussed the need to install appropriate metrics to measure outcomes. To do this they recommended incentivizing students to complete surveys, and choosing surveys that are easy to complete and capture data that accurately reflects the student experience.

### What actions were taken?

- Ian MacMullen, the new Assistant Vice Provost for Undergraduate Education, was introduced as the administrator who will oversee the implementation of the new task forces.

### What are the next steps to be taken?

- The NGLLE Task Force Chairperson presented the key findings and recommendations to the full Board of Trustees on May 11, 2019.
- The Board of Trustees Standing Committee on Undergraduate Education will work with the Vice Provost for Undergraduate Education, the Deans, and the new VP for Campus Life to monitor the progress of the NGLLE recommendations.
- The NGLLE Task Force will meet two times in the next year to review progress.