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Minutes of the Regular Meeting of the Academic Council

Thursday, May 12, 2005, 3:30 – 5:05 PM

The minutes of the April 21, 2005, Academic Council meeting were approved by voice vote, without dissent.

Announcements

Nancy Allen (Medicine, Chair of the Council): Welcome to the last Academic Council meeting of this academic year. I have just a few announcements, mainly an update on the Faculty Climate Survey data. We did not have the installation of the thermometer outside the Allen building since Tallman didn't approve that aesthetically. But I have been getting at least daily or every other day messages from David Jamieson-Drake about the response rate. As of this morning we have a 48% response rate: 45% from medicine and 52% from the rest of the university. We will be sending out one more reminder to those individuals who have not yet responded and hope to increase the percentage. I asked David to put in the letter that will go out that MIT's response rate was 70%. So that's a challenge. Try to reassure your colleagues that this is a good thing to do and we do hope to improve the percentage significantly.

This is the last meeting of this academic year and at this time is also the end of several terms. The term of Pete Nicholas as chairman of the Board of Trustees has ended. I invited Pete here today to be with us since he has been such an important benefactor for the faculty and the university. Pete as you know is chairman of the Board of Boston Scientific. He has been a member of the Board of Trustees since 1993 and has served as chairman since 2003. He spanned the Keohane/Brodhead era. With his wife Ginny, he co-chaired the Campaign for Duke which raised over 2.3 billion dollars for Duke — including personal gifts for the Nicholas Faculty Leadership initiative — and is a major benefactor for the Nicholas School of the Environment. As faculty, we are privileged to work in an institution which values the advice of faculty and students as well as trustees or administrators; and where major committees, such as search committees for the president and the chancellor and others, and other important committees such as the Central Campus Planning Committee, include faculty, students, administrators, trustees, alums and all the constituencies that make us a progressive university.

I am reminded that Peter Burian, former chair of Academic Council, and professor of Classics, when he was thanking Pete for the wonderful gift 3 years ago defined *philanthropy* as love of humanity; and Peter Burian actually coined a new term at that time which I probably will not pronounce correctly (I was hoping Peter Burian would be here to help me — maybe Gregson [Davis] can). It's a made-up word, *philodidaskalos*, meaning lover of faculty. He actually had suitably imprinted t-shirts made up for the trustees 3 years ago. So we wish to present Pete a token [a framed certificate] of our appreciation for his good works... This says: *The Faculty of Duke University acknowledge with appreciation Peter M. Nicholas for his exemplary service, leadership and stewardship as a member (1993-2005) and chair (2003-2005) of the Board of Trustees, Duke University* — signed by ECAC, on behalf of the entire faculty.

Peter Nicholas (trustee emeritus): I want to thank you all very much. This is a very significant gesture to me; it means a lot. I'll hang this somewhere prominently. How often does the

chairman of the Board and a person who does what you do [addressing Nancy Allen] get to hug publicly here? (laughing) You've said it all and I think I really can't repeat it without being redundant, but I think there is an amazing sort of stewardship here with faculty understanding that you all have to have to be just as good as you can be in order to keep your part of the bargain to ensure that this place continues to improve. Resources will make no difference if they're not invested in the hands of people who are capable of appreciating what they can be used for. That is what distinguishes (it seems to me) the faculty here at Duke University. And partnership with all the different constituencies that doesn't mean you are push-overs. It doesn't mean you roll over. It doesn't mean we all agree. What it does mean is that we arrive through healthy discussion and debate, sometimes directly, one-on-one, sometimes through proxy discussions, at objectives and goals



for this place. And then we walk away and we try very hard to fulfill our part of that bargain. Look what's happened over the 20 or so 30 years I've been out here, and over the course of your careers here. Look what's happened. It's absolutely extraordinary. So, I think the partnership is one that has been very successful. I think it is one that will continue to be hugely successful and I have no question of the trajectory that we are on will continue under your able leadership, on your successor's leadership and on the basis of your great sense of obligation, responsibility to be really, really be good at what you do. So thank you for doing that and I'll see you soon. [Applause]

Fritz Mayer (Public Policy/ECAC): I have one other announcement that's not on the agenda. Before we go on, as vice-chair of ECAC this year it is my pleasure to say a few words on behalf of ECAC about our chair, who has mentioned that there are several terms ending. One of them is Nancy's. After three years, this is the last Academic Council that Nancy will preside over — the end of an era. I think this is unprecedented. As you will all attest she has done an absolutely marvelous job as chair. [Applause] I won't go on, there will be other occasions to honor her, but she has presided with such wonderful grace and patience and good humor and (I always find) great judgment about when to cut the conversation and move on (which is not such an easy thing to do).

It is a testament to all those qualities that when we discussed what are we going to do in this transition year — Should we ask Nancy to do a third year? Is that something people will go for? — Everyone agreed that that was the thing to do. There are obvious things that she has brought. She has presided at a time of great transition and was deeply involved in the search for the president and the chancellor and provided important continuity at this time as we've seen on ECAC. She's made a huge contribution to bridging the gap between the medical and university sides of the campus. She's been a persistent advocate on issues of diversity and the status of women at Duke, again on both sides of the campus. And she has been, and I confess from working closely with her, a vigilant, patient and yes tough advocate for the faculty and a great steward of our institutions of faculty governance. So we at this university owe her a debt of gratitude; in token of that we have a couple of presents. You will recognize Linda Lehman's hand in this in more ways than one. Those of you have served on ECAC know when the university administrators come to meet with us they are often presented with a little plaque that reads, "Have you remembered to consult the faculty?" And (depending on the administrators) this is placed more or

less prominently by Nancy in front of that person. As many of you know, Nancy is not yet ready yet to back to full time clinical work and she will be, I'm told, 1/3 time in the Provost's office (whatever third time means to Nancy) as Special Assistant to the Provost for Faculty Diversity and Faculty Development. In the provost's words, "She will help ensure that our commitments in those areas actually get followed through," which is great.

So we note that she will be at least a third of the time a member of the administration and for that reason we have commissioned this, on exactly 1/3 scale... (showing a small wooden sign). It says *Did you remember to consult the faculty?* She hardly needs it, but... [Applause].

Those of you who have served on ECAC know how much time is involved. Serving on ECAC is one thing, but being chair is a really remarkable commitment. [Turning to Nancy Allen] it has been a great pleasure for me and I know all of my colleagues over the last 3 years to work with you [Nancy]; we've looked forward remarkably to those 3 hours we spend every Friday with you and the administrators, and those lunches that Linda organizes for us. But we thought you might be lonely without us so as a way of remembering those happy times together, and because Linda knows you like pictures...[presenting a framed photograph of ECAC members during Nancy Allen's tenure as Council chair]. It's typical that we couldn't actually get us all together at time same time so it's in two batches here.

Nancy Allen: The knights of the round table! I certainly will remember to consult the faculty. That will not be a problem and if from your perspective it ever is, you need to tell me. I have one more presentation. I was going to hold it a little longer, but I will go ahead and finish up. And that is to thank the person who makes our Council work. It is so important to have someone who understands the duties of ECAC and the full Council, who holds the institutional memory in her head and in her file cabinets and can find the right pieces of paper. I would not have done this job when Rich Burton called me to ask if I would run for Academic Council chair without knowing that Linda would be continuing. And I understand that Paul probably feels the same way. It is a big job, sometimes it's a lonely job being in the tower on West Union by herself until John and I wander in, or on Fridays when there is all sorts of hullabaloo. But Linda handles it with grace. She knows what each of us needs. She know how to make the meetings run smoothly. I can't say enough, and neither could ECAC, to thank Linda. She just moved into a new house so we have a token of appreciation. This one is wrapped so she has the prerogative to unwrap it if she wishes. And the other thing she had asked me for a couple of months ago after the Trustee/Faculty Academic Council dinner where I was presented a caricature of myself - she asked me for a copy of this and I have not yet had it framed, but I have paper and photographic copies of this if you want to look at it — it's pretty funny. And Linda is in this so I will share these with her as well. Thank you. [General applause]

Nancy Allen: Alright, now back to the agenda. Nominations for candidates for earned degrees and thank you for all your patience.

Earned Degrees

All were approved by voice vote. The earned degrees are as follows:

DIPLOMAS DATED MAY 15, 2005

Summary by Schools and College

Trinity College of Arts and Sciences
Dean Robert J. Thompson, Jr.

Bachelor of Arts 816

Bachelor of Science 363

Pratt School of Engineering

Dean Kristina M. Johnson

Bachelor of Science in Engineering 237

Master of Engineering Management	25
School of Nursing	
Dean Catherine L. Gillis	
Bachelor of Science in Nursing	--
Master of Science in Nursing	65
Nicholas School of the Environment and Earth Sciences	
Dean William H. Schlesinger	
Master of Environmental Management	90
Master of Forestry	4
Fuqua School of Business	
Dean Douglas T. Breeden	
Master of Business Administration	492
Divinity School	
Dean L. Gregory Jones	
Master of Theological Studies	13
Master of Divinity	110
Master of Theology	11
School of Law	
Dean Katharine T. Bartlett	
Master of Legal Studies	1
Juris Doctor	204
Master of Laws	86
School of Medicine	
Dean R. Sanders Williams	
Master of Health Sciences	55
Master of Health Sciences in Clinical Research	20
Doctor of Physical Therapy	35
Doctor of Medicine	74
The Graduate School	
Dean Lewis M. Siegel	
Master of Public Policy	38
Master of Arts in Teaching	2
Master of Science	31
Master of Arts	101
Doctor of Philosophy	149
TOTAL	3021

Executive Session: Honorary Degrees

Nancy Allen: We do have new business as I alluded to at the last meeting regarding honorary degrees. The Council will continue in Executive Session, but this part of the discussion will be included in the Academic Council minutes for the record. We have received a request from the Trustee/Faculty Committee on Honorary Degrees, chaired by trustee Bob Richardson, to increase the maximum annual number of honorary degrees from 4 to as many as 6 in addition to the commencement speaker. Thus, there could be a total of 7 honorary degrees to be awarded in a year as opposed to the 5 that have been allowed up until now.

For a bit of background, in the mid-1980's there was no limit to the number of honorary degrees to be awarded each year. At that time, the faculty felt that too many were being given out in a single year, thus diluting the significance of the Duke honorary degree. A committee

was formed with the result that 5 degrees including the commencement speaker should be the maximum. The university has followed that policy until now. The Trustee/Faculty Committee on Honorary Degrees, and President Brodhead, discussed the difficulty of selecting a slate of 4 recipients who embody excellence in varied areas of accomplishment while also representing racial, gender and geographical diversity. ECAC has discussed this request and agrees that a maximum of 7 would be respectable and would give President Brodhead flexibility in inviting candidates for the 2006 Commencement and beyond. This is also in line with the practices of our peer institutions. We will go ahead and ask for a vote on this today barring any substantial opposition.

The question was called and passed by voice vote.

President Brodhead: Newly arriving here, this is not my special wish, or not my unique wish, to expand the number, but the point of honorary degrees is this. You have 3,000 people you just voted for degrees — and I remember when I myself graduated I thought I was the highest form of human excellence! You saw all these people who were you-plus-30-years or you-plus-40-years. You really know the remarkable thing about yourselves: it really gives one a sense of the meaning of education and the meaning of the future of life ahead of you. The trouble with four is that there are all kinds and forms of human accomplishment that ought to be present in these lists. So it seems to me this increase would give us a little more of a chance to run a little more of a rounded sweep, because we have far more than four schools that are giving degrees (not that I think we should always have one from each school). But I do think we can take the number from 4 to 6 without risking a massive inflation of the credentials. Probably we won't be able to find that number of people — that is not the way it was worded. It doesn't require us to have that many. It only means we could give that many if we have that many to give.

Library Expansion

Allen: Thank you. We are now out of Executive Session. We are also changing the order of the agenda slightly to hear from Deborah Jakubs next. She will give us an update, as promised earlier in the year, on the Bostock and Von der Heyden Pavilion additions to Perkins Library.

Deborah Jakubs (University Librarian and Vice-Provost for Library Affairs): It's a pleasure to be back and talk with you today about the opening of the Bostock and the von der Heyden Pavilion. It's very timely for me to be here now because all of this will be happening in the Fall and many of you are going away for the summer or won't be around as much. So, I'm happy to be here to give you a little refresher on the planning that went into Bostock and von der Heyden; and then a timetable of the different phases of the Perkins project of which these are Phase 1.

[Referring to a slide] This is just a grim reminder of the actual state of Perkins Library: why we are looking into making some changes. The glorious orange carpet is one of my personal pet peeves and that will be gone. The dangling wires, the 'attractive' computer banks, that kind of thing. And the card catalog, which of course will be gone. The study areas and the stacks are not very inviting. So keep this in mind as we go through the presentation.

I don't know if everyone can see this, but this is the background to the Perkins Project. We had a Perkins Renovation Committee which was composed of administrators, faculty, librarians, and students. This is a list of the faculty who were a part of that committee: Caroline Bruzelius, Cathy Davidson, Gary Gereffi, Ann Marie Rasmussen, Helen Solterer, Robert Thompson, Peter Wood. At the time they convened they did not plan for an addition per se. They were talking about renovating the Perkins Library and got into very general questions of what kind of library facilities we need at Duke and out of that came the planning for the Perkins project. Just again a refresher for you on the schedule for this. We had many open meetings. There was a meeting with the Academic Council, some of you will remember that. This list of other bodies that were consulted about Perkins projects and needs for libraries. The fund raising

for Phases 1 and 1.2 which is the Bostock, von der Heyden, and then renovations for Perkins 1st floor. That's Phase 1. This shows you the major spaces that have been named including the Carpenter Reading Room which was already existing, but will be a new place now. And the Fish Grand Stairway which is named for Ed and Gretchen Fish who were major contributors. The Information Commons has been supported by a gift from the Duke Endowment. This is just again a refresher of the input that we gathered as part of the Perkins Renovation Committee process from many of you from administrators, from students (we had a very active group of students).

This is our vision of what Perkins Library should provide, services needed to get access to what you use in your research and teaching, the importance of physical collections. There was a strong commitment on the part of the faculty on this committee to having *books* in the library which is always good. There was great discussion about inspiring students faculty — having the kind of facility that would inspire. It would make you want to go there and be there and study there and meet up with other people there. There was a great deal of complaining about the current facility: how it does not lend itself to many of the approaches that students are using to study now, group studies, carrels that are attractive. If any of you have seen the Perkins carrels you know they are tiny cells, very claustrophobic and not very attractive. They are not wired correctly. They are just not very comfortable.

We agreed that Perkins Library needs to be flexible, so that as technology presents us with new opportunities, and as people use resources in different ways, we will be able to adapt to those changes... This has been a long process dating from 2001. We're very happy to see it coming to fruition in the physical building of Bostock and von der Heyden. So, just to give you a sense of the phasing again. In Phase 1 we provided space so we can maintain library services throughout the whole process. (I just learned the other day that Ohio State is closing their library for 3 years and moving everyone out to a separate places all around campus, moving all the collections out; that's something we did not want to do; that's an entire generation of students who will not have access to the library and we certainly don't agree with that approach, which is why we're dividing this into phases.) So Phase 1.1 which actually should be followed summer 2003 to 2005. Construction of the new Bostock Library and the gateway connector link and von der Heyden Pavilion and those are the yellow areas on this slide. And Phase 1.2 which will begin when Bostock opens or sometime late this summer or early fall.

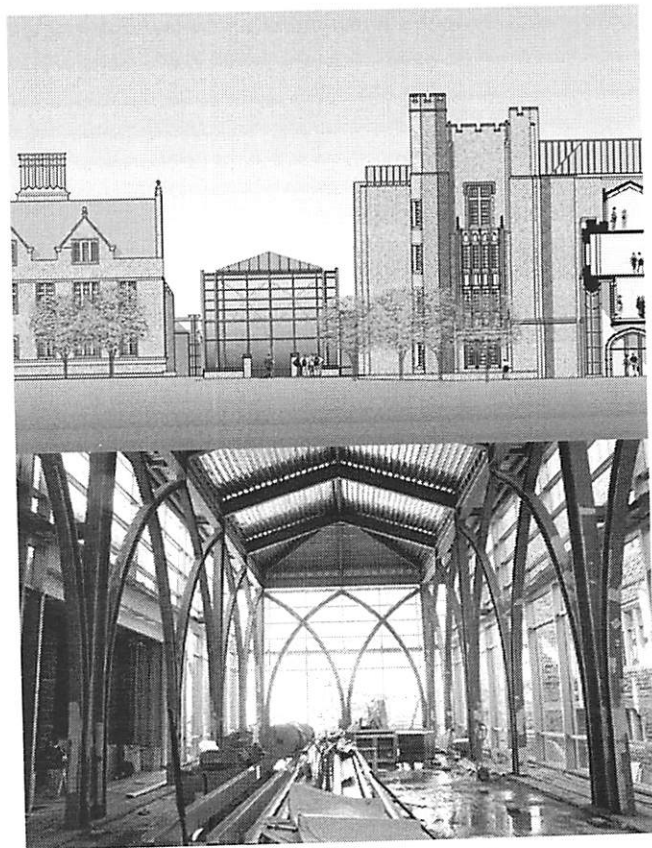
We'll be closing down the 1st floor of Perkins Library outside the exhibit areas, so the security area in back will be unavailable, and this will be the renovation of the 1st floor of Perkins — Phase 2 (all these phases depend on all the appropriate authorizations, of course) will be summer of 2006 to summer 2007, lower floor 1, lower floor 2 and floor 2 of Perkins 68 building also known as the basement and the subbasement (these are the new euphemisms for these floors). And Phase 2.2 is a renovation of the older part, where the special collections area is. Again, some lovely current pictures. Phase 2.3 will be the old Law or Languages building and the 3rd and 4th floor of Perkins. So that will finish off Perkins Building. Now throughout this process we're moving people to different places, different from their final homes. A number of departments are moving to Bostock, which will then move back to Perkins when the first floor of Perkins is ready. So, you'll need to bear with us on this, but also be conscious of the fact that we chose not to close the library entirely.

Just to give you a contrast with some of these lovely Perkins photos, this is some of the depictions of the von der Heyden Pavilion and Bostock itself. The von der Heyden Pavilion we do expect to be opening around the time of classes — so that it will be a the new Perk, I guess is one way of putting it. It will be a place for coffee, food, meetings, the kind of activity that goes on in the Perk. And if you walk through that area, you know how heavily used that is. This will be a larger space, by about I think another third or so. I don't have the exact number of seats, but it's definitely larger. And then Bostock you may be familiar with this from some of the publicity that has gone out. This is the Fish Grand Stairway, which is about finished, from the outside. This gives you a sense of where Bostock is kind of nestled into the campus. And I hope that all of you who have walked by there have the same very positive impression that I do about the way the architecture has been kept loyal to the Duke style. [Here are] some of the new services and things that we expect to be in Bostock. Bostock is a kind of redesigned library for the 21st century, a development of the Information Commons which allows a much broader use of multimedia and assistance from librarians as well as technical staff in the kind of work that we find students doing now, where they do one thing in the library and then they run to the OIT cluster and the bring all their stuff there and they do something else there. So this will make it much easier for them to do their work in one place.

Just to give you a sense of the location of some of the services. The Center for Instructional Technology (CIT) will be on the lower floor. The first floor will house public services and the Information Commons and the second floor will have a new International Area Studies department and the East Asian collection with a very nice reading room that will be open; it's not just for people doing international work.

One thing about Bostock is the array of really marvelous study areas, both for group study, for individual study, for comfortable or more easy-chair type study and also tables and for those who prefer to be sitting at a table. Some of the features of Bostock, in addition to the International Area studies reading room, there is a 2-storey reading room on the 3rd floor which is open to the 4th floor, and this where the activities for the dedication of Bostock and von der Heyden will be held. I'll get to those in the next slide. There are office and spectacular tower reading rooms and really nice carrels many of which have windows.

Just to give you a sense of some of these dates. Our original idea was to open Bostock for the first day of classes and I hope you all read the letter that I sent out that described the progress that we've been making and the fact that we would be open the first day of classes. There have been a few delays and so we've concluded that rather than trying to kind of follow a moving target, we would pinpoint an exact date that would enable us to do the kind of moving that needs to be done over a course of a couple days of people and materials. Thus October 11 is the



The von der Heyden Pavilion

date of occupancy: that's when the doors will be open. It's right after Fall break so we'll actually do the movement of people and their computers so it will be ready on October 11.

The dedication will be on November 11 of 2005 and it will consist of several panel presentations that will involve faculty and students from campus. Also, our architect, Geoff Freeman from Shepley Bullfinch will be participating in the panel session on the Library as a Learning Place. When the details are finalized on that I'll be communicating the information to you. We want it to be a campus-wide celebration. We also plan to hold a number of events specifically for students, possibly some concerts in the area, some things that our student representatives to the dedication committee have indicated would be of interest to them. Robert Darnton, who has been a leader in the development of this history e-book project which is a joint project of the ACLS and the American Historical Association, will be our keynoter.. And we will have receptions and tours, of course.

For those of you who might be interested in statistics on circulation and the use of the libraries physical collections, I can just tell you there has been a constant rise in our gate counts. The number of people coming into the library has increased very dramatically. The actual circulation of materials, what we reshelved just from last year to this year has increased by over 100,000 physical items. Part of the reason for this is that electronic access to bibliographic citations stimulates the use of print materials so people are going to find things that they may not have known about before. So we're not moving in a purely digital direction. If you have any questions I'd be happy to answer them. Thank you very much. [Applause]

University Priorities Committee: Annual Report

Nancy Allen: Thank you very much Deborah. We look forward to an exciting autumn with that opening. We appreciate your time. The next item on the agenda is to hear the annual report from Jim Cox on behalf of the University Priorities Committee. The charge to this committee, when it was set up originally two years ago, was that Jim would come at the beginning of the school year and give us an idea of what the committee might do for the coming academic year and then he would come back in April or May and tell us what they actually did. So if anyone's paying attention you can check off what has happened.

Jim Cox (Law/UPC chair): Well our charter calls for a fairly large committee. For some background, here are the people who served on the committee:

UPC

Faculty Membership

Professor Julie Britton (Fuqua)
Professor Peter Burian (Classical Studies)
Professor Jim Cox (Law)
Professor Emily Klein (NSOE & Earth Sciences)
Professor Bruce Kuniholm (Public Policy)
Professor Tom McIntosh (Cell Biology)
Professor Barry Myers (Biomedical Engineering)
Professor Tim Strauman (Psychology/Soc&Health)
Professor Robert Whaley (Fuqua)
Professor Christina Williams (Psychological & Brain Sciences)

Others:

Dean George McLendon
Dean L. Gregory Jones
Mr. Pasha Majdi (DSG)
Ms. Heather Dean (GPSC)

Ex-officio:

President Richard Brodhead
Chancellor Victor Dzau (via Dr. S. Williams)
Provost Peter Lange
Senior VP Tallman Trask III
Professor Nancy Allen

We met 14 times this year. I think I only cancelled one meeting... There is also a subcommittee that met 3 times so far. Next week we have the budget subcommittee meeting. A little bit about last Fall: I explained to you the committee has now just completed its second year of existence and I thought one of the challenges of this committee, if it's going to become a viable institution, is to develop a culture. I think we made substantial progress this year. It took awhile for it to gel and part of that has been the terrific cooperative spirit I think we've gotten out of Peter's [Lange] office and Tallman's [Trask] office and studying for some heuristics that were used

in trying to identify some matters that have come up. I think that's worked very well. I told you in the Fall we going to try this and it worked out well. The idea would be that somewhere between 4 and 6 weeks before trustee meetings, we would be looking at the resource and priority items that would be going to the Board of Trustees. We would also have circulated to us the agenda for this budget working group...

One issue is about trying to figure out where the funds are going to come to address Duke parking: a big number out there that needs to be — met assumptions we make regarding the type of parking structures you're going to have — and so we spent some time on that. We also spent less time on many of the items here and I'd be glad to answer any questions about this.

The budget subcommittee has tried to identify some areas we thought were worthy of further exploration. That committee is made up of Julie Britton (Fuqua), Bob Whaley (Fuqua), Emily Klein (School of the Environment), and myself. We've had luncheon meetings. And our first challenge there was to get a better grasp, first of all, on the sort of priorities and setting of resource commitments that goes on within the academic sector. From there, we moved into the question about dealing with the issue of the level and history of school reserves.

The area we're now focusing on is 3 areas of keen interest there in the central management area, Tallman's area. As I said we have a meeting next week and again in the fall. Again the question is to learn about some very sensitive budgetary issues here. We spent a fair of time this year also just familiarizing the committee members with an information base about how again resource and priorities are set in a decentralized budgetary system. We have a delicate balance: wanting to provide deans with the right incentives so we don't need a budget faculty member, who is outside the department, overlooking them. But there is some need to see what critical questions were being asked. So that's what we spent time on this year.

I think the committee is in the process of evolving. I think it's evolving a nice culture and certainly there's a great cooperative spirit that exists between both the administration and the faculty. And also I want to say that not on the list here are two individuals who have been very helpful to us: Hof Milam in Tallman's shop and Jim Roberts in Peter's shop. They were active players in the process. I'd be glad to take any questions.

Nancy Allen: Thank you Jim. I do agree that that committee is settling in and has a good working relationship with Tallman and Peter and others. And we have seen some pretty amazing information come through and excellent discussions. I noticed that Earl Dowell is not here to hear your report and to ask you very tough questions; I hope that Earl would be pleased with the efforts that have been made this year with the budget and finance subcommittee and the work that the faculty is doing there and the openness with which that spirit exists. I'll now call on Tim Strauman, chair of the Academic Programs Committee (APC).

Academic Programs Committee

Tim Strauman (Psychology: Social and Health Sciences): Thank you Nancy. I will not read the report. I will however second Jim's comments about the nice culture on the other committee. I must say it's my favorite committee because it's the one I'm not chairing so I appreciate that. We have a terrific group of people and one of the things I want to do is to tell you who they are, so that they can get some public recognition for the extraordinary amount of work that they did. Tim Bollerslev, Blanche Capel, Pat Casey, Craig Henriquez, Randy Kramer, Mikhail Krishtal, Chris Moorman, Laurie Shannon, Josh Socolar, Helen Solterer and Grey Wray. And we are ably assisted by Sharon Peters who also does a terrific job. I submitted the details of the work that we've done and I'm happy to answer questions about any of our particular reviews. But basically this year we did double duty, particularly in the second semester, because in addition to reviewing the individual departments and programs, which is our bread and butter, we also began to participate in the strategic planning process. And the members of the committee put in extraordinary numbers of hours and their creativity was quite impressive. Basically what I

can tell you is we have already been through the reams of data that your individual units put together. And I must say we were impressed with it. We did come across some pretty blatant sales pitches here and there. But in general people seemed to do a pretty good job of evaluating strengths and weaknesses in a way that at least seemed to have some base validity. We were charged with the task of going through those materials and trying to come up with a sense of our relative strengths and weaknesses now that we've reached the end of one strategic plan and are working towards another: What kinds of investments did we make, in terms of the academic intellectual focus of the campus, that worked out? Which ones didn't work so well? And, more importantly, how should we make the transitions in the next strategic plan? What kinds of opportunities should we be pursuing? As a faculty-focused group I thought that was a particularly important activity. And so we did in fact give it priority.

I want to extend my thanks to those of you who had the unenviable task of producing those documents, because I know, as a department chair, that's not always an easy thing to do. So, in addition to the regular review work that we do, where we're juggling something like 16-17 different units around campus at any one time, we reviewed 3-4 proposals for new Ph.D. programs. We dealt with some issues having to do with how interdisciplinarity is implemented at Duke and how units like departments relate to units like centers and institutes. We are the people who review the Common Fund proposals. So to those of you who got funded, congratulations! And to those of you who didn't get funded...And at this point we will be continuing with the strategic planning process. My understanding is many if not most of the folks on the committee will actually be continuing through next year although I think that actually has to be voted on formally.

Allen: They've been asked.

Strauman: They've been asked — terrific. Hopefully the ones who are smarter than me actually managed to think quickly enough to come up with a reason not to. No, everyone who is involved in the planning process I think became very excited by the prospect and we feel like we've begun something and actually most of us would prefer to be able to stick with it. I just want to thank my colleagues on the committee for their exemplary work this year and if any of you want to know a little more about our activities that's fine. I'm happy to answer any questions. Thank you.

NCAA Certification

Nancy Allen: Thank you Tim. I guess there might be people out there who would want to speak to the Provost to get their name on the list for some future time on this committee. The last item on the agenda is to hear from Vice President Larry Moneta to further our understanding of the NCAA certification process. Larry gave us a preview last month and we did have in your packets a document about the process and the preliminary results and Larry can give us even more information.

Larry Moneta (Vice President for Student Affairs): Thank you. I realize I'm between you and the end of the year so I won't take up too much of your time. I won't repeat what's provided in the Executive Summary about the basis for the report. I don't know who has chosen to print off the full report. I brought a copy for someone you could have as a door prize. We're still at 99 pages. I'm convinced by the time we're done we will have exceeded 100 pages. I want to acknowledge Dr. Chris Kennedy, Senior Associate Athletic Director, who was the report writer and bore much of the weight of actually producing the document. Two of the three committee chairs are here. I'm going to ask them to just say a quick word on the work of their committees. (Dr. Ruderman couldn't join us she has a family emergency she had to leave for.) But I will say on her behalf the Academic Integrity Committee does not focus on academic integrity in the sense that our judicial process considers it. It really is a review of the extent to which athletes are admitted and progress as students within the institution, both in terms of their academic

progress and their eligibility under NCAA regulations — and the extent to which they graduate at a rate consistent with the graduation rates of students at large. So essentially it asks us to review our own processes for ensuring that our athletes are students first and athletes second.

As the executive summary notes, we've satisfied all criteria — in fact better than the national norm; we are graduating athletes at the 90th percentile and beyond. Admissions criteria were reviewed consistently. We monitored eligibility. We've added considerable academic support to ensure that our athletes are able to satisfy all their academic obligations.

The report notes two areas of concern. One is that the continuing changing in course scheduling creates considerable pressures on our athletes, as it does on many students. But particularly for our athletes — to be able to manage their obligations and their ability to take certain courses, to major in certain areas — that is something that I think the athletic department as well as Dean Thompson's office and others are constantly reviewing, trying to ensure that we don't prevent athletes from being able to participate as scholars in any particular discipline or major. The second perhaps even greater concern is the growing gap between the admissions criteria for students at large and athletes. As we continue to improve the selectivity of our undergraduate student body, as measured by SAT scores and other measures, we see a fairly significant trajectory of enhancement of the student body at large, but the trend is fairly flat for athletes. The gap between the athlete preparation, particularly in tier 1 sports, and the student body at large is growing. It hasn't had impact on our graduation rates, which would be the ultimate measure; but, as Dean Thompson, particularly, knows (as he's looking at that data probably more than anyone) it's cause for concern. And there are efforts underway even now to address that, to try to look at both the admissions processes, but also the continued support for athletes, to ensure that we don't see as an outcome reduction in the graduation and performance rates of our athletes. Let me ask Dr. Kathleen Smith who chaired the Rules Compliance committee if she would say a word about their work.

Kathleen Smith (Biology): There are really two areas that we considered: First is the general governance on campus. COIA asked us to demonstrate that governance for athletics is indeed a shared responsibility of multiple bodies, showing that both the board of trustees, the president, campus bodies as well as the Athletic Department were involved in important decisions. And I think we were able to document that with many examples. The second aspect of it was really showing that we have all of the structures in place to actually obey the enormous variety of NCAA rules — the book of NCAA rules about 3 times this thick and considerably less well written. We have also have a great deal of effort to make sure we are following all these rules. We've looked at our structures in place and noted that since our last review we have hired a full time compliance officer, we've put on line certain computer material that really went through specifically how we monitored this. I think that in terms of these two areas we are really meeting all of the expectations of the NCAA.

Larry Moneta: And then Dean Sue Wasiolek who chaired the Equity and Student Welfare Committee.

Sue Wasiolek (Assistant Vice President, Student Affairs): I don't have really anything significant to add to the Executive Summary. I think it speaks for itself. The name of the subcommittee is Equity and Student Athlete Welfare, and needless to say we looked at gender and racial equity issues and then looked more broadly at student athlete welfare issues. How do our student athletes perceive their undergraduate experience, particularly their athletic experience, since Judith's subcommittee really looked at their experience as students? Since the last certification, we've really seen significant improvement in the area of support for our women athletes, particularly supporting them from a financial-aid standpoint, a scholarship standpoint, but also looking at all the other areas of their athletic experience, whether it be travel or program support, salaries for coaches, equipment, uniforms, medical support, locker rooms, whatever the case might be. And in all areas we found significant improvement and enhancement. For all of our

athletes in the area of medical training, housing, dining and academic services we found that we provide them with the highest quality. When looking at racial equity issues we looked very specifically at our staffing from a coaching perspective, as well from a support-staff perspective, and we have increased our minority representation in these areas to 11% since the last certification. The goal is to really have that reflect the racial proportionality of our student athletes and so the goal at this point would be around 14%. We've made great strides. We still have a ways to go.

And then finally from a student athlete welfare standpoint, after talking with our student athletes we interviewed members of the Student Athlete Advisory Committee as well as having a focus group of minority athletes. We found that they feel as though the programs that generally support them have also increased. Particularly, the life skills programming as well as the academic support and the facilities that are there for them. You'll note in the Executive Summary there are a few areas of improvement that we are suggesting, but beyond that we have really not found any significant deficiencies.

Larry Moneta: So fundamentally we have much of which to be proud and we've identified some areas that will require additional vigilance — which will be noted in our report and provide a foundation for continued attention on campus. The full report is available to all of you. We've created a website, that's noted on the Executive Summary, with one-click access to the report and a place to send individual comments. We've received some comments. People have asked about this as a foundation for discussion about NCAA practices in general. But it's important to clarify that though there are opportunities for that discussion, this isn't forum for that. This is where we review our own practices relative to the general expectations for student-athlete performance. We certainly welcome comments about NCAA rules in general and can refer them to the appropriate committee, but we'd ask in particular for those of you are concerned about how does Duke run its athletic program and how do we do it relative to general expectations that you would take the time to review the report from that perspective. There is a wealth of data with tables in quite significant detail. We certainly welcome your reflection and reaction. With that we'll take any questions.

Nancy Allen: Thank you Larry and Kathleen, Sue, Chris and Judith (in absentia) and all of the folks who have served on the various committees. Because obviously just for Chris to write the thing probably took hundreds of hours. The other place that this Council has interfaced with NCAA-rule issues is through our participation in the Coalition on Intercollegiate Athletics (COIA) which will continue its work. It's a coalition of many schools and universities across the country. It made a little bit of progress and we have participated and will continue to do so. So again, thank you for that.

I know you [LM] are presenting this to the Student Affairs Committee of the Board of Trustees tomorrow to get their input also and we are grateful. I will not delay the end of this meeting much longer so you can get out into the nice weather. I do wish to thank all of my faculty colleagues not only for serving on this Council over these past three years that I've served as chair, but also to my ECAC colleagues and to all of you who have served on many, many, many other committees and put in the time that I think is very worthwhile in making our university a better place. So, thank you very much. [Applause] The next meeting according to Linda is September 22 so we'll see you in this room then. And I look forward to handing the gavel over to Paul Haagen.

The meeting adjourned at 5:05 PM.

Respectfully submitted



John Staddon

Faculty Secretary, June 15, 2005