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Dear Duke Alumni, Parents, and Friends:

I send you greetings from Duke and best wishes for 2008. Over the winter holidays, this campus is beautiful but a little quiet. But when the students return, we are again surrounded by the animation and activity that make this such an exciting place.

On one recent weekend, with the Cameron Crazies back in force, Cindy and I cheered on this year's exciting men's basketball team, and the next day witnessed the retirement of the jersey of Lindsey Harding, only the second person to be so honored in the history of Duke women's basketball. That same day, Marian Wright Edelman, founder of the Children's Defense Fund, spoke to a full house in Duke Chapel at our Martin Luther King Day commemoration. That evening I had a living room full of freshmen from the East Campus Council and learned of their friendships, their excitement in their studies, and their plans to take full advantage of this place. A typical weekend at Duke! Supporting and building on Duke's strengths is inspiring work, and it's a privilege to be president of this great institution.

Let me catch you up on a few recent developments.

Financial Aid

As you know, Duke has a commitment to offering top-quality education to students of high talent and promise regardless of their family's financial circumstances. About four of every ten undergraduates receive need-based financial aid. In December, we announced a series of enhancements that will make Duke significantly more affordable to low- and middle-income families. Beginning in academic year 2008-09, Duke will no longer require a parental contribution for families earning less than \$60,000 per year. In addition, the university will reduce loan requirements for virtually all need-based aid recipients and eliminate loans entirely for families earning less than \$40,000 per year. These enhancements will reduce the financial burden for some 2,500 Duke students and their families.

We are able to make these new investments in student opportunity thanks to strong earnings on the university's endowment and the generosity of donors to the Financial Aid Initiative. Since 2005, Duke has been engaged in a university-wide effort to raise \$300 million in endowment for financial aid. With a year to go, we have raised more than 80 percent of this goal—but we want students and families to begin to reap the benefit now, rather than wait for the campaign's completion.

On a related note, I am delighted to report that Duke has seen the highest number of undergraduate applicants in its history this year. 20,300 have applied to date, almost 6% more than last year and 20% more than the number from five years ago.

Duke Engage

A significant accomplishment of the past year was the creation of the program DukeEngage. Duke students are active and inventive by nature, and we believe their education should develop the whole of their creativity, not classroom skills alone. Examples of student initiative abound on campus—let me mention a couple. Last winter, two students had the idea of hosting a campus-wide party to celebrate our handsome new library facilities. 2500 undergraduates, graduate and professional students, faculty, staff, and trustees met and mingled at this delightful event. This fall, we opened a new residence called the Smart Home. Students devised the systems for the house, pressing themselves toward the highest levels of technological efficiency and environmental sustainability. The house is designed so next year's residents can modify or remove the systems and reinvent them anew.

Through projects like these, students learn that the real goal of classroom study is not to do well on tests but to build their powers, powers they can apply in inventive fashion to solving problems in the world. The DukeEngage program will extend this opportunity to every Duke undergraduate. Starting with last year's entering class, Duke has promised to make available placements and funding for undergraduates interested in using their academic training to address contemporary challenges in real-world settings. In pilot programs last summer, Duke had 90 students working with urban youth issues in Durham, tackling reconstruction problems in New Orleans, assisting with microfinance and education projects in Kenya, and addressing health challenges in New Delhi and Tanzania. As this program expands, it will link Duke students to a local-to-global network of service opportunities. We are grateful to two great friends of the university—The Bill and Melinda Gates Foundation and The Duke Endowment in Charlotte—for funding this important program.

The "Duke Difference" and New Academic Leaders

No program on this scale exists at any other institution. DukeEngage makes sense at Duke because it builds on a core Duke strength: our habit of putting academic inquiry at the service of real-world problem solving. This "Duke difference" crosses all our schools and takes a hundred forms. I find this blend of intellect, entrepreneurialism and service when I see the Nursing School bringing new knowledge to the care of aging populations; or when Duke colleagues are asked to bring their expertise in science, law, and social policy to advise on environmental issues around the world; or when Duke engineers conduct research toward the creation of a low cost, handheld, solar-powered device that can make a fast diagnosis of malaria; or when Duke faculty from business, medicine, and divinity convene a global dialogue on the health worker crisis in sub-

Saharan Africa, which has 26% of the world's health burden but only 3% of its trained health personnel.

I'm pleased to report that Duke's new crop of academic leaders includes men and women of high accomplishment with a keen appreciation of Duke's unique strengths:

- Nancy Andrews, the new dean of our School of Medicine, comes to us from Harvard Medical School, where she was dean for basic sciences and graduate studies. An internationally renowned physician-scientist, Nancy is the first woman to lead one of the nation's top ten medical schools.
- William Chameides, the new dean of the Nicholas School of the Environment and Earth Sciences, is a distinguished scholar of atmospheric science and climate change with deep experience at the interface of science and policy. Before coming to Duke, Bill was a faculty member at Georgia Tech, then chief scientist at Environmental Defense.
- David Levi, the new dean of the School of Law, served as Chief U.S. District Judge of the Eastern District of California, where he was a national leader in legal reform and civil procedure.
- Blair Sheppard, the new dean of the Fuqua School of Business, taught at Fuqua before leaving to help create Duke Corporate Education, which has served clients in 80 countries and been repeatedly ranked the world's best executive education program by *Business Week* and *The Financial Times*.

Duke is able to lure this order of talent because people feel the excitement of Duke's special promise. We've made an important leadership appointment from inside, as well. At Duke there has been no single person responsible for articulating and supporting our overall vision of undergraduate education. We created such a position last winter, and I'm delighted that Steve Nowicki has agreed to fill the post of Dean of Undergraduate Education. Steve is a noted evolutionary biologist and one of Duke's most successful and devoted teachers, and a faculty member with an unequalled rapport with student life. (Steve has won minor fame playing the trombone in the Duke pep band and facilitating the Blue Devil's surfing on the floor of Cameron.)

Athletics Planning, Football, and New Coaches

We have new leadership on another side of campus, as well. This fall we revised the athletics mission statement to underline Duke's vision of athletics as part of the university's continuum of excellence. Almost all our teams continue to be nationally competitive. In the Collegiate Power Rankings, a measure combining team success, graduation rates, and the university's national academic standing, Duke ranked Number One again last year, a singular source of pride for us.

Building on that overall success, we made a major change this fall in football. David Cutcliffe, our new football coach, comes to us from Ole Miss and Tennessee, where he coached both Eli and Peyton Manning. He has assembled a strong new coaching team and thrown himself into the culture of Duke, and I predict great things in the years

ahead. David joins a number of other outstanding coaches recently recruited to work with our student-athletes: Joanne P. McCallie, the new coach of women's basketball, who led the program at Michigan State; O.D. Vincent, men's golf coach, who joins us from UCLA; John Kerr, who was soccer's national player of the year while playing for Duke and returns here from a successful run as coach at Harvard; and John Danowski, who took our men's lacrosse team to the national championship game last May.

French Family Science Center and Future Campus Development

After something of a "building boom" in recent years, Duke opened only one major new building this fall: the \$115 million French Family Science Center, a state-of-the-art facility designed to promote collaborations across the sciences and to integrate teaching into advanced laboratory research. But there are big plans on the horizon, and we are hard at work developing a replacement for Duke's existing Central Campus. Our goal here is to build something architecturally as memorable as the rest of the Duke campus that will serve to house our students and draw together the student community, while also improving student services, increasing facilities for the arts and humanities, and promoting new connections between intellectual and social life.

Given the importance of getting this project right, we reopened the master planning process last year and interviewed leading architects from around the world. The firm of Pelli Clarke Pelli was the unanimous and enthusiastic choice, and Cesar Pelli and his colleagues are now frequent visitors to Duke. With their help, we are engaged in a major rethinking that will give the new campus far greater connectivity to East and West and take fuller advantage of the highly successful Nasher Museum of Art, which was not in place when the planning started. The project will respect and take advantage of Duke's natural setting. It will also aim for the highest standards of environmental sustainability, an issue we are also addressing comprehensively across the university.

In closing, I'd like to offer a word of thanks. Duke alumni serve this university in a thousand ways—through financial support, by participating in career fairs and conducting alumni interviews, and many more. But the most fundamental work you perform is as ambassadors, bringing word of this great university to those who may not know it well. For every help you give, you have our thanks. There's much to be proud of and great things ahead.

Best wishes,



Richard H. Brodhead
President