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June 5, 2019

On behalf of the Board of Trustees, I am pleased to share with you the executive summaries from the reports of four strategic task forces: “Advancing Duke Science and Technology,” “Activating the Global Network,” “Next Generation Living and Learning Experience,” and “The Future of Central Campus.”

The task forces were created in May 2018 to advance priorities in President Vincent Price’s strategic framework (learn more about the framework [here](#)). The goal was to bring together trustees, administrators, faculty and students to engage in strategic thinking about key priorities of the university. The task forces met throughout the year. Their work will inform and advise the president and senior leadership as they consider future action on the issues covered by them.

I hope you enjoy reading about the visionary work of these task forces.

Sincerely yours,

A handwritten signature in black ink, appearing to read "R. Riddell", is centered below the text "Sincerely yours,".

Richard Riddell

# Advancing Duke Science and Technology Strategic Task Force of the Duke University Board of Trustees

## Final Report Executive Summary May 2019

### Executive Summary

Duke has long enjoyed a position as a pre-eminent global university, with many advantages and benefits that attract top scholars and students to conduct research and study here. Across all fields of knowledge, Duke has over time strategically invested in recruiting faculty, supporting students, and providing spaces for learning and discovery. The broad, fast-moving areas of science and technology are affording unprecedented opportunities to advance bold initiatives that benefit humankind everywhere. Moreover, despite several very significant faculty recruitments and investments from university and Duke Health/School of Medicine leadership in recent years, in this resource-intensive period, scientific departments and programs of peer universities have risen in their rankings compared to Duke. Increasing Duke's reputation and impact across science and technology fields is a top priority for the university, and the Advancing Duke Science and Technology Strategic Task Force convened during the 2018-2019 academic year to advise the president, provost, and chancellor for health affairs as they seek to strengthen select areas of science and technology at Duke University.

The task force addressed a range of topics, from strategies for recruiting and retaining top faculty, to areas of competitive advantage where Duke could build and expand in the near term, to considerations around funding a large-scale science and technology effort. The task force members provided varied and valuable perspectives and advice in the discussions, and the task force developed several key recommendations over the course of the year, which will aid in shaping future planning and action steps. Among the recommendations were to:

- pursue a range of approaches to recruiting and retaining top faculty, from hiring the best scholars regardless of field, to targeted hiring in select thematic areas
- build the framework and cases for a significant fundraising effort in science and technology
- drive the initial focus of science and technology efforts around three key pillars, with a foundational emphasis on fundamental Discovery Science
  - Leveraging AI+Health
  - Materials Science
  - Unlocking Biologic Resilience

Implementation is already underway in each of the recommendations, and continued progress and engagement of trustees and task force members will be key to the successful efforts to advance Duke science and technology.

Chair: Steve Pagliuca, Trustee

Vice Chairs: Sally Kornbluth, Provost

A. Eugene Washington, Chancellor for Health Affairs

# Duke Board of Trustees Activating the Global Network Strategic Task Force

## EXECUTIVE SUMMARY FROM THE FINAL REPORT

Alumni engagement should move from being a “department of” the university to being a “core function of the university.”

Since September of 2018, when President Price convened a task force to reimagine Duke’s relationship with its alumni, and set a goal of moving from “best in class” to “unique in class,” those words have been the guiding principle of the “Activating the Global Network” Task Force. Our report has been delivered to President Price and the full Board of Trustees, and we expect implementation to begin in the summer of 2019.

We know that today:

- The value proposition of the traditional higher-education experience is being called into question, despite the record number of applications elite institutions like Duke have seen in recent years
- The half-life of skills is shrinking, and current students will be doing jobs in twenty years that no one can even dream of today, and
- Online alternatives challenge traditional residential models.

In this environment, strategic bets in lifelong learning, career support, and mentoring are critical to staving off irrelevance. Relationships built while at Duke drive future engagement with the university, and Duke’s alumni community has the potential to play an out-sized role in realizing that vision.

We must activate the global network of alumni, students, faculty, staff, parents, and friends for Duke in order to cement its place as a powerhouse in an increasingly disruptive educational landscape.

With that, we propose a long term vision for the future where

- A Duke education is a lifelong endeavor, with many “returns” to the institution for further knowledge acquisition, reskilling, mentoring, and teaching.
- A transformational student experience sets the stage for a lifetime of engagement with the university.
- Alumni, students, faculty and staff are part of a cross-cutting, ever-evolving network.
- On-ramps for engagement are simplified and streamlined.
- The university is a partner in the careers of alumni, and in turn, the alumni community assists students in planning for, and identifying future, careers.
- The shifts in the value proposition (vs. the traditional approach) yield a new business model for higher education.

We characterize the vision as long term, because we know that the effort to realize it will be substantial and will compete with other equally important strategic moves the university must make. Therefore we recommend beginning with these small steps toward it:

- Communicate the vision to all administration leaders so that any future related efforts would be aligned with the vision; emphasize the opportunity to “lean in” to the vision with small incremental steps.
- Establish university-wide leadership of future steps to coalesce efforts across campus.
- Prioritize components within the vision; look for ways to creatively engage alumni in other task forces and initiatives.
- Continue relevant existing pilots for mentoring, career support and/or lifelong learning, tailored as necessary to align with the agreed upon long-term vision. Cease or revise any existing pilots that duplicate another or are not aligned with the vision.
- Establish a task force, aligned with the pilots, to consider new business models that could apply in a future where the vision is in place.

- Examine the need for technology and the cost to develop, as well as the costs of moving forward without it.
- Examine the need for, and cost of, a highly empathetic, market-responsive approach to meet needs of alumni, students, faculty, and staff in future where the long-term vision is in place.
- Consider university-wide structural approaches needed to prioritize alumni engagement and to bring coherence to career development, co-curricular programming, mentoring.
- Consider ways to engage the entire university community—alumni students, staff, faculty, parents, and friends—in mapping a strategy to realize the recommendations made in this report.

We believe, done well, an interconnected community of alumni, students, staff, faculty, parents and friends can be a differentiator for the university.

**EXECUTIVE SUMMARY FROM THE FINAL REPORT OF THE  
NEXT GENERATION LIVING & LEARNING EXPERIENCE STRATEGIC TASK FORCE  
DUKE UNIVERSITY BOARD OF TRUSTEES  
May 2019**

Ours is a campus of unmatched beauty, surrounded by nature, and enriched by the spirit of its inhabitants. Indeed, our residential experience has become a foundation of the Duke Difference. Responding to President Price's charge, the NGLLE task force considered how we might continue shaping Duke's bounty into living-learning experiences that will transform our students' lives.

We are fortunate to consider this question at a time when our residential experience is strong. We are not in crisis, but there are several gaps in residential life that render a status quo position untenable. The task force agreed that we are well-positioned for change and our process should be guided by the goal of moving Duke from good to great. Our charge was broad and our time was limited, but we engaged the community widely to develop options that can guide future efforts. Accordingly, our vision for Duke's next generation living-learning experience involves:

- Organizing our existing houses into vibrant neighborhoods, which allows us to create larger, more diverse communities.
- Offering two dimensions of community, including an expanded set of interest groups, clubs, and activities, and exposure to difference.
- Enhancing faculty engagement, which serves as the foundation of students' academic, social, and cultural exploration of the university.
- Determining how selective groups relate to housing, via a future multi-stakeholder task force.
- Developing life skills learning modules, covering topics including personal discovery, well-being, citizenship, life and career skills.

We also propose a set of enhancements that might amplify our core options:

- Expand affinity options, irrespective of how selective groups relate to housing.
- Align SLG policies and practices with core Duke values, via excellence initiatives.
- Engage alumni for student mentoring, networking, and program implementation.
- Build a multi-level social calendar to create a common set of Duke experiences.

We recommend that the administration convene a series of multi-stakeholder committees to: 1) Finalize and implement the Next Generation Residential Life Experience; 2) Optimize student-faculty interaction in residential life; 3) Develop a four-year life-skills learning modules; and 4) Implement pilot programs in 2019-2020.

## The Future of Central Campus Strategic Task Force Executive Summary of Report

The Future of Central Campus Strategic Task Force was established by the Board of Trustees to develop a plan for the use of Central Campus. The buildings on Central Campus, used for student housing for decades, have served their useful purpose and will be demolished beginning in the summer of 2019. The land is bordered on the north by Erwin Road, west by Trent Drive, east by Swift Avenue and south by Campus Drive. The land consists of approximately 60 acres located between downtown Durham and Duke's West Campus.

Duke is fortunate to have a large, expansive campus. Many potential building sites remain on West Campus, and to a lesser extent, East Campus. The Central Campus area has been studied several times over the last 15 years. The potential for development is great and can serve the university well into the future. Depending on what is built and the density of development, several million square feet of buildings could be added.

Using the president's strategic framework and the provost's strategic plan and the notion of being opportunistic as a construct for the task force research and discussions, the Task Force considered potential uses of the property that would best serve the university. The task force discussed several potential programming needs and emerging trends, and from these discussions established the following findings and recommendations:

- *Central Campus is a valuable asset and should be reserved for future strategic and opportunistic uses supportive of and consistent with the university's mission.*
- *There is no compelling opportunity that warrants immediate development of the land.*
- *Duke should retain ownership of the land.*
- *The land should not be eroded with smaller one-off uses, but rather held for developments of significance that use portions of the campus in phases that will achieve strategic objectives.*
- *The current financial commitments of the university do not allow for investment in development of the land at this time.*
- *The university should develop the land in a manner that conforms to existing Master Planning Principles.*
- *Redevelopment of Central Campus should be in a manner that enhances the university's capacity to fulfill its mission, including as a part of the local and regional community.*
- *The university should define a process for vetting potential compelling ideas which would allow for input and analysis as to where the physical need should be sited.*
- *Current anticipated needs (i.e.: student housing, research and technology facilities, etc.) have the potential to be served elsewhere on campus or off-campus.*
- *Reserve six acres for Duke Gardens to support expansion.*
- *Create additional parking on a portion of the land to serve as a placeholder. Ensure that the entire area is properly maintained and aesthetically acceptable.*
- *Memorialize the task force's work to inform future considerations and decisions regarding Central Campus.*

The Central Campus Task Force concludes that the land referred to as Central Campus is a gem, a most valuable asset of the university. It is strategically located and should be carefully planned and developed only for the most compelling opportunities that will benefit the university over a long period of time and realize the highest potential of the land.