

Summary
Retreat and Meeting of the Duke University Board of Trustees
February 28-29, 2020

Thursday, February 27

Trustees arriving on Thursday afternoon attended a tour and introduction to Centennial Campus at North Carolina State University in Raleigh. Centennial Campus is one of the region's most successful public-private partnerships and a center for innovation and education. The tour—in advance of the Friday session on collaborative activities of the area research universities—was an opportunity to learn more about NC State's initiative with industry.

Friday, February 28

After an opening executive session with President Price, trustees spent the day in the Research Triangle Park (RTP). The focus of this third session of strategic education on research, translation and commercialization was the RTP. In the morning, the group heard an update on the future of RTP and learned about the efforts of the State of North Carolina in attracting industry to the area. Participants toured two innovative companies in RTP, G1 Therapeutics and United Therapeutics. The lunch session featured a panel, moderated by Trustee Bob Penn, with leaders of the area's research universities, focused on collaborative activities among the universities. In the afternoon, participants received an introduction to RTI International, one of the world's largest independent research organizations, and a briefing on the life sciences sector at the North Carolina Biotechnology Center.

In the evening, trustees and guests attended a dinner that featured a panel, moderated by Vice Chair Bill Hawkins, on industry collaboration with area universities.

Saturday, February 29

After morning meetings of the standing committees, trustees met in plenary session, which began with a discussion on the lessons learned from the RTP retreat and a look ahead to the final strategic education session in May. After taking action on recommendations from committees, the board meeting concluded with an executive session for open discussion among trustees. After the meeting, the Faculty-Trustee Committee on Honorary Degrees met.

Meeting Summary of the Audit and Compliance Committee

February 29, 2020

What were the major topics discussed?

- Strategic discussion on funding agency directives, including pending updates to the Higher Education Act, and their impact on compliance programs for academic campus operations.
- Report by Protiviti representatives on the internal audit and compliance program quality assurance review outcomes and the management response regarding continuous improvement opportunities
- KPMG presentation on the FY20 external audit plan

What were the major insights shared?

- Emphasized importance of planning for evolving regulatory and compliance program priorities and balancing obligations with expectations
- Expressed interest in culture and compliance as elements of senior leader annual goals

What actions were taken?

- Accepted the report on internal audit and compliance program quality assurance review
- Accepted FY20 KPMG independence, qualifications and staffing and the FY20 external audit plan
- Accepted the FY19 Uniform Guidance audit report
- Accepted the FY19 NCAA agreed upon procedures report

What are the next steps to be taken?

- Continue updates on sustaining and building upon research excellence initiatives
- Monitor management response and action plans associated with the quality assurance review
- Consider update to the full board regarding pending changes to the Department of Education's Higher Education Act

Meeting Summary of the External Engagement Committee

February 29, 2020

What were the major topics discussed?

- The February meeting key topic was engagement with the world specifically looking at plans for building a lifelong engagement framework for alumni affairs and development. Strategic questions were presented to the committee and the majority of the meeting was spent in discussion on current progress and future plans.

What were the major insights shared?

- Results from the December summary of the Fact-Question-Aha!-Action sheets were shared with the committee members.
- Currently, Alumni Affairs and Development operate separately from each other in engaging students, alumni, faculty, staff, parents and friends. Using results from working groups and a staff survey, and, in part, from the recommendations of the Activating the Global Network (AGN) Report, a strategic goal for Alumni Affairs and Development going forward is development of a shared vision built around the idea of lifelong engagement to create a more effective organization and create a customer-centric experience. The committee held a discussion around the strategic questions presented and shared insights.
- Planning for the next comprehensive campaign, which coincides with Duke's centennial is underway.

What actions were taken?

- A motion was made to approve the naming resolution put forth on the agenda. The motion was seconded and the committee unanimously approved the resolution.
- The chair of the committee summarized the Guidelines for Committee Effectiveness and asked for any comments on the current meeting structure of the EEC.
- Committee members were asked for any suggested revisions to the External Engagement Charter. None were offered.

What are the next steps to be taken?

- The committee completed the items on the Fact-Question-Aha!-Action sheets in response to the meeting and feedback will be summarized and provided to the chair and administrative liaisons.

Meeting Summary of the Governance Committee

February 29, 2020

What were the major topics discussed?

- Review of draft trustee prospect priorities document.
- Pipeline and identification, including review of feedback on existing trustee prospects list, review of current trustee prospects list, and discussion of top trustee prospects.
- Standing committee trustee assignments and board officers for 2020-2021 and trustee appointments on presidential committees.
- Process for confirming strategic task forces and trustee assignments to strategic task forces.
- Annual review of bylaws.
- Review of the following: Governance Committee charter, annual surveys, process for exit interviews from young trustees, plan for Governance Committee meeting in May, policy reviews, and draft agenda for June meeting of the chairs of the boards of visitors of the schools.

What were the major insights shared?

- Trustee prospect priorities will evolve over time and as trustee retirements occur. The trustee prospect priorities document should be reviewed by the committee at least every other year and should be amended as needed.
 - It is unlikely that any one person will possess all desired attributes or address all priorities.
 - The potential for board and committee leadership and executive management experience is important when looking for prospective trustees.
- Confidentiality and discretion is imperative in cultivating and recruiting prospective trustees.
- There was a general consensus in the feedback from the committee on the existing trustee prospects.
- Need to continue the discussion of top trustee prospects.
- It is important that all standing committees have strong trustee representation and participation.

What actions were taken?

- Endorsement of the trustee prospect priorities document with minor revisions.
- Change in status category for certain trustee prospects.
- Endorsement of the standing committee trustee assignments and board officers for 2020-2021 with possible minor revisions.

What are the next steps to be taken?

- Finalize trustee prospect priorities document and re-distribute to Governance Committee and eventually distribute it to the full board.
- Continue discussion of top trustee prospects.
- Finalize standing committee trustee assignments and board officers for 2020-2021 and bring to the full board for approval at its May meeting.
- Finalize trustee appointments to presidential committees for 2020-2021.
- Finalize changes to the bylaws and bring to the full board for approval at its May meeting.
- Administer surveys of standing committee performance.

Meeting Summary of the Graduate and Professional Education and Research Committee
February 29, 2020

What were the major topics discussed and insights shared?

- **Duke Continuing Studies:** The Continuing Studies program has been formally moved under the purview of the Office of the Provost. Executive Vice Provost Jennifer Francis is leading the deep dive effort to understand the strengths and challenges of the unit, and to begin a transition of the unit to be more hybrid in their delivery (i.e., combination of online and face-to-face learning). The larger plan is for continuing studies to expand to include lifelong learning for alumni and to provide the digital support structure to assist schools and other units within Duke.
- **Digital Education:** Duke Learning and Innovation has worked with faculty and schools over the past five years to create more than 150 online education projects. Additional infrastructure, dedicated support staffing, and collaborative partnerships across the University and Health System would allow Duke to have a robust platform for digital education and scholarship. In concert with the work in continuing studies, efforts will be focused on developing content that can be bundled into modules and repurposed across a wide range of learners.
- **IT infrastructure:** The vision for an expanded and more digitally focused continuing studies unit requires major IT infrastructure, particularly in the area data repositories. Tracy Futhey and her team are working on the creation of a searchable catalog of online programming across the University. The Office of Informational Technology is also working on more centrally supported tools, particularly to support departments such as Continuing Studies.

What are the next steps to be taken?

- The committee would like to revisit the topic of digital education again, with a more narrow focus, and additional benchmarking information about what our peers are doing.

Meeting Summary of the Resources Committee

February 29, 2020

What were the major topics discussed?

- Management's planning in response to COVID-19 and areas most impacted by market declines.
- Tuition and fees increases and impact on public perception, financial aid, and "donut hole" families, who are close to but do not qualify, or qualify for very little, need based aid.
- Management's controls and strategies used to contain labor costs.
- Duke's competitive employee benefits and associated costs, and the role they play in recruiting and retaining faculty and staff.
- FY 2021 Long Term Pool spending rates.

What were the major insights shared?

- Tuition increases provide unrestricted resources to the schools to sustain Duke's academic quality and competitive position.
- Significant programmatic adjustments would be necessary to significantly alter the tuition growth trends of the industry; however, the market continues to demand programs and services provided by Duke and other premier research universities.
- Budget growth rates will vary by school and institute, reflecting new investments and alignment with strategic priorities of the university.
- Newly created data analytic tools are designed to aid Duke's decentralized leaders in managing workforce-related costs.
- Duke has maintained one of the lowest fringe benefit rates among its peers while offering a highly competitive benefits package that provides an advantage in the recruitment and retention of faculty and staff.

What actions were taken?

- The committee recommended to the board to approve
 - Naming
 - Gilbert Addoms HVAC and Sprinkler Upgrades – additional construction funding
 - Central Generator Plant #4 – long lead time equipment
 - Amendment to an Endowed Scholarship Fund
 - Amendment to a Professorship Fund
 - FY 2021 tuition and fees
- The committee approved
 - Chilled Water Storage Tank - project initiation (change in site selection)
- The committee endorsed the proposed Long Term Pool spending rates for FY 2021.

Meeting Summary of the Undergraduate Education Committee

February 29, 2020

What were the major topics discussed?

- Changes to Duke's approach to sexual misconduct prevention and strategy.
- Implementation of Next Generation Living & Learning Experience (NGLLE) initiatives.
- The current state of Duke's well-being programming and opportunities for enhancement through a broader population-based approach.

What were the major insights shared?

- The Arts & Sciences Committee on Faculty-Student Interaction (FSI) submitted recommendations to the Dean of Trinity College and the VP for Undergraduate Education to improve undergraduate advising. The recommendations are closely aligned with the NGLLE recommendations for greater faculty engagement beyond the classroom.
- Duke Student Affairs and the Office for Institutional Equity (OIE) are preparing for new federal guidelines for governing sexual assault on college campuses. The revised guidelines will be released soon and will likely take effect shortly after release.
- Campus sexual misconduct is a complex issue that requires a population-based approach, including administration forging strong partnerships with student groups seeking to effect change. Student Affairs and OIE are leading an effort to make tangible progress and encourage organizational change with existing stakeholders.
- The Office of Undergraduate Education and Student Affairs continue to implement the initiatives recommended by the NGLLE Task Force. In Fall 2020, East Campus houses will be linked with residences on West, a co-curricular program for sophomores will be instituted, and a faculty affiliates program to increase faculty-student interaction outside of the classroom will be piloted.
- Measures of student well-being and mental health show declines amongst Duke students over the past decade, in alignment with national and with CoFHE peer trends. Through a population-based approach, OUE and SA seek to deliver more strategic and less reactive interventions to students at the appropriate point-of-care, including through strengthening community supports.
- A student panel shared their experiences navigating Duke's well-being resources and programming. They suggested initiatives to increase students' awareness of resources, better match students with college advisors and mentors, and build communities that affirm students' identities and experiences.

What actions were taken?

- Committee members expressed strong support for the many changes being implemented, as well as those still under consideration, by the Vice Provost of Undergraduate Affairs and the Vice Provost/Vice President of Student Affairs to improve the undergraduate experience

What are the next steps to be taken?

- In May, revisit the NGLLE working groups' plans and progress toward implementing the housing link option, co-curricular sophomore program and faculty affiliates program in Fall 2020.
- Invite Christoph Guttentag, dean of undergraduate admissions to a future meeting to discuss the admissions process.