Boundaries Not Included

Fueling Uncontainable Ideas
Blazing
New Paths
The UniversiTy of The futu re

For centuries, universities have made an unparalleled contribution to the expansion of knowledge and development of human potential. From health care to information technology to capital markets, university research has driven virtually every major innovation in the world, and universities have trained virtually every leader in every sector.

As information becomes more voluminous, accessible, and free, the role of the university grows even more important. While society presents a nearly infinite number of opportunities for people to learn, the university remains the primary setting where people learn together—vastly enriching the contributions that any scholar, scientist, engineer, or entrepreneur could make alone.

But we cannot be satisfied with methods of teaching, or learning, that were born out of different needs and different realities. In a world where technology is reshaping the very definitions of communication, education, and knowledge, universities must adapt, preserving the best of our traditions but also transforming inherited approaches to education and research to meet today’s challenges.

The university of the future will be defined as much by collaboration as it is by individual accomplishment, and as much by the opportunity to engage with problems as it is by the accumulation of knowledge. Deeply constructive partnerships across areas of expertise, between researchers and practitioners, and among students and faculty of diverse perspectives must be the norm rather than the exception.

In such an environment, the walls are low and the aspirations high, the solutions nimble and the breakthroughs profound.

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From the President

Partnering for the Future

There’s a uniqueness to Duke, and the impact it helps to shape, that is almost indescribable. The place, the people, the programs all work together to create not only great minds but great originality. The cross-pollination of ideas and the pursuit of self through different disciplines help every student, educator, and researcher evolve with a personal trajectory for success. Their achievements and shared discoveries move Duke forward—and help Duke move the world forward.

This collective impact has been possible thanks to the generosity and vision of our supporters. Your help has propelled our rise to the very top tier of universities. It has allowed us to attract some of the world’s finest faculty, build first-rate facilities, and launch model interdisciplinary institutes and global partnerships. We have opened the minds of a new generation of students—passionate world citizens who push humanity forward and blaze new paths in both research and education.

And yet, as quickly as we have risen to exceed expectations for today’s university, the world has grown vastly more interconnected. In ways that few people appreciated fifteen years ago, the Earth’s seven billion people now feel the pressures and the opportunities of sharing the planet ever more acutely. These changes have vast implications for everything from energy and the environment, to health and nutrition, to politics and peace. And, of course, for the university.

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“The challenges of our era are too significant to ignore, and Duke's capacity to address them is too promising to withhold.”
**OUR TIME**

Once upon a time, Duke was the new kid on the block. We lacked the heritage, the resources, and the unlimited self-assurance of many of our peer institutions. But because of our relative youth and flexibility, we developed a culture of collaboration and teamwork that presaged the kind of connections today’s complex challenges require. While other universities were building disciplinary strength bounded by high walls, Duke was drawing together its most creative thinkers to breach such boundaries. Through partnerships between engineering and medicine, we advanced the frontier of biomedical engineering. To better facilitate the connection of theory with practical and policy applications, we elevated our already outstanding Sanford Institute of Public Policy to Duke’s 10th school.

In striving for its own kind of greatness, Duke has not only risen to top spots in the rankings of U.S. undergraduate, medical, law, public policy, nursing, and business programs—and among world universities generally—but has become a place of enterprising agility. Duke is the kind of place that both helps to map the human genome and wins basketball championships. We graduate captains of industry, Pulitzer Prize-winning novelists, and pioneers in global health. And now, ours are the traits required for 21st-century problem-solving. Duke is poised to lead higher education into the future.

**OUR OPPORTUNITY**

For a top university in an evolving world, the need for advancement never stops. Not long ago, students could envision a fairly well-defined range of professions. Today, our graduates may change careers several times. They may have to work in different nations and cultural contexts, with partners trained in different skills and disciplines.

Duke has been preparing for decades for the complex challenges now before us. Before anyone knew just how interconnected the world would be, Duke was intertwining disciplines, learning methods, and people—because we believed that was the path to a world-class university. Now the world’s needs and Duke’s strengths intersect. This is our time.

We would never have achieved such growth and development were it not for our own supporters’ demonstrations of collaboration and teamwork. Investments 10, 20, and 50 years ago enabled Duke to be the institution it is today. Now we must keep advancing. The challenges of our era are too significant to ignore, and Duke’s capacity to address them is too promising to withhold.

**HOW WE CAN MOVE DUKE FORWARD**

Our campaign aims to capitalize on the special history and culture Duke has developed to train the leaders our future requires: bold thinkers and problem-solvers who are adaptable to rapid change and engaged with the complex issues facing society. By focusing our investment and expansion in three areas—enriching the Duke experience, activating Duke’s power for the world, and sustaining Duke’s momentum—we can give Duke’s talented students, faculty, and medical practitioners opportunities to advance ideas, make new connections, and move the world forward.

Richard H. Brodhead
President
The Duke experience is extraordinary. Part magic. Part hard work. Part boundless opportunity. These forces combine to create fuel for thought, propelling students on personal and professional trajectories that are unparalleled. At Duke we have no greater purpose — or joy — than developing an enduring passion for inquiry and creativity among our 6,500 undergraduates and nearly 7,800 graduate and professional students. We help students dream, discover, and dare to act in ways that last forever.
How will you expand horizons for Duke students?

> EXPERIENTIAL LEARNING
> INNOVATION AND ENTREPRENEURSHIP
> THE RESIDENTIAL EXPERIENCE
> THE ARTS
> DUKE ATHLETICS
FOR THE HUMANITIES, A LAB WITHOUT TEST TUBES

Most college students don’t have the chance to craft a new law. But a group of Duke undergraduates worked closely with professors and law students to create a statute designed to protect Haitian women from violence — a law that they hope will soon be adopted in Haiti.

That effort was just one of the many projects that have come out of Duke’s innovative Humanities Labs since they were started in 2010 and then expanded with a grant from the Andrew W. Mellon Foundation. The program is an experiment in humanities education that brings together professors, graduate students, and undergraduates to work on problems and projects related to a central theme. The first lab focused on Haiti. Newer labs examine the role of borders in society and the problem-solving potential of digital games.

Participants in each Humanities Lab bring to bear their knowledge of history, anthropology, art, law, engineering, and more as they consider problems such as how to track the distribution of aid funding, or how a mobile phone app can help refugees find resources or reconnect with family. And like a science lab, the purpose of these labs isn’t just to explore — it’s to produce results. That phone app will be tested in a refugee camp in Jordan.

The Humanities Labs bring students and faculty from different disciplines together to work on problems related to a common theme. From left to right: Lauren Zalla, a cultural anthropology major; Deborah Jenson, a professor of romance studies; Julia Gaffield, a graduate student who discovered the only known original copy of Haiti’s Declaration of Independence; Joyce Wu, a graduate student in romance studies; Laurent Dubois, a professor of history and French; and Jacques Pierre, a visiting lecturer who teaches Haitian Creole.

HOW WILL YOU EXPAND HORIZONS FOR DUKE STUDENTS?

Experiential Learning

The most exciting educational offerings at Duke are interactive: law students working in a clinic to help real clients, undergraduates conducting tests in the labs of world-renowned scientists, and young engineers piloting designs to address the National Academy of Engineering’s Grand Challenges for the 21st Century. Each summer, DukeEngage, our flagship civic engagement program, gives hundreds of undergraduates a chance to apply what they’ve learned in Duke’s classrooms to assist communities in Durham and around the world.

Through the campaign, we’re seeking support to strengthen curricular and co-curricular programs that give students throughout Duke’s 10 schools the opportunity to develop their talents by solving real problems.

Because new pathways for teaching often require innovative spaces, we’re also seeking support for projects like a new learning center for the School of Medicine, which will feature advanced patient simulators and state-of-the-art classrooms with moveable walls to accommodate team-based activities.
More than 50 percent of Duke undergraduates complete an intensive, faculty-mentored research project before they graduate.

Duke's 10 schools provide extraordinary opportunities for students to engage deeply with what they're learning, inside the classroom and out.

**DukeEngage**
Since the inception of DukeEngage in 2007, more than 2,000 undergraduates have extended their education through service experiences in communities across the U.S. and in nearly 70 nations around the globe.

**Field Education**
Each year, the Divinity School places more than 300 students in field education locations across the state, nation, and world.

**Internships**
At the Sanford School of Public Policy, internships are a vital part of the curriculum at both the undergraduate and graduate levels.
Since the Duke Start-Up Challenge began in 1999, the number of student teams participating each year has swelled from around 40 to more than 150.

STARTING WITH BIG IDEAS

An engineering undergraduate with a passion for dance used her technical know-how to improve the centuries-old design of a ballet shoe. Three graduate students, inspired by a new energy markets class at the Nicholas School of the Environment, thought up a novel way to store energy in water towers. After teaching English in a low-income school in Ghana, a history major created a plan for distributing solar lights to areas of the world with no access to electricity. These are a few recent standouts in the annual Duke Start-Up Challenge, where more than 150 student teams compete each year for a $50,000 prize to get their businesses rolling.

As students polish their plans, Duke’s growing array of programs and organizations help foster entrepreneurial thinking. Young innovators can take advantage of programs like the Fuqua School of Business’s Program for Entrepreneurs or the Start-Up Ventures Clinic, where law students provide advice about the legal structures for setting up a corporation. Members of InCube live together and cheer each other on as they develop their companies. These programs make it much easier for students who want to start a business out of a residence hall, or who simply want to learn a few things about how to approach the future with a spirit of invention.

HOW WILL YOU EXPAND HORIZONS FOR DUKE STUDENTS?

Innovation and Entrepreneurship

Few things are more exciting than unleashed potential, unbridled optimism, and the feeling that creative solutions can be realized. That’s why in 2010 the university announced a campus-wide initiative in innovation and entrepreneurship. Through the campaign, we’ll expand educational opportunities that encourage innovative thinking and add new teachers and mentors who are serial entrepreneurs. We’re also seeking philanthropic investments to provide student and faculty innovators with the expertise and seed funding they need to transform great ideas into commercial and social enterprises.

Start-up activity is blossoming in Durham and in the Duke community. We have the potential to join regions like Boston and Silicon Valley as a driver of innovation.
A rich residential experience has long been the centerpiece of the Duke experience. Over the past decade, the renovation and expansion of the Perkins Library complex, the opening of the West Campus Plaza, and the addition of new facilities across the campus have created more opportunities for both structured and spontaneous connections among students and faculty.

Now we’re continuing our movement forward with renovations to existing residential halls, the opening of a new dorm on West Campus, a transformational renovation of the West Union, and the reintroduction of a house-based residential system. This new system builds on the best of our ‘80s housing model, dividing West and Central Campus residential space into “houses” where students can live from sophomore through senior year. Some houses will be associated with selective living groups; others will develop their own personalities over time. But all students, after their first year on East Campus, will have the opportunity to form lasting relationships and communities for their remaining three years at Duke.

In recent years the university has been working on ways to connect students’ intellectual, social, and residential lives in ways that inspire organic and meaningful interactions. From construction and renovation efforts to the launch of a new Duke house system, we’re making it easier for every student to identify with and be a part of a community. These connections will enhance students’ experiences at Duke—both socially and academically.

Through the campaign, we’re creating new spaces for dining and interaction in the West Union and surrounding neighborhood. We’re also seeking support for two new residence halls, one on East Campus and another on West. Their addition will allow us to renovate older campus housing without decreasing the number of beds. Ultimately, the new facilities will expand campus housing so more seniors can enjoy the benefits of living and learning together.
ELEVATING THE ARTS FOR ALL

At the Pinhook in downtown Durham, the crowd is spilling out into the street. The main attraction? The Grammy award-winning Kronos Quartet is in town with composer Steve Reich, whom the Guardian called one of the “handful of living composers who can legitimately claim to have altered the direction of musical history.” Duke professor Stephen Jaffe, a noted composer in his own right, is moderating a conversation to kick off their week-long residency on campus. It’s a stay that will include both the world premiere of a new Reich piece and a public performance of a Duke student’s original composition.

In addition to musicians, participants in Duke’s Visiting Artist-in-Residence Program have included prominent choreographers, dancers, playwrights, printmakers, composers, and filmmakers. Whether they stay for a week or a semester, Duke gets to showcase new works of cultural importance, and students, faculty, and the public have the chance to connect directly with notable artists and creators. Recent visitors have included leading Odissi dancer and choreographer Sujata Mohapatra, renowned playwrights such as China’s Nick Yu, and new-genre artists like Amy Caron.

How will you expand horizons for Duke students?

The Arts

With new majors in dance and visual studies, the launch of our first master of fine arts degree, and about 70 student organizations focused on arts and media, it’s safe to say that the arts have taken center stage at Duke. Students have visited the Nasher Museum of Art more than 80,000 times since it opened in 2005, and undergraduate admission applications accompanied by arts-related portfolios have more than doubled in recent years.

To continue to advance the arts as an integral part of the Duke experience, we’re seeking investments in curricular offerings, museum exhibitions and acquisitions, performances, and visiting artist programs. We’ll create new learning opportunities and showcases for undergraduates, build fellowships for graduate students, and recruit faculty with expertise in both traditional and new artistic media.
Our nationally ranked athletics programs have been a vital part of Duke for generations. In fact, James B. Duke said he wanted his university to have both a hospital and “a good football team,” and the first facility to go into service on West Campus was a football stadium. Today, Duke Athletics remains a major connecting point for our students and alumni, fostering a community spirit and helping to drive our reputation.

Through the campaign, we are seeking support for operating resources to sustain our commitment to athletics and to recruit and support the very best student-athletes and coaches. We are also embarking on a major renovation project that will bring key facilities, including Wallace Wade and Cameron Indoor Stadium, up to the modern standards of an elite athletics program without compromising our history and tradition.
Blazing New Paths

ACTIVATING DUKE’S POWER FOR THE WORLD

In our increasingly complex world, the challenges and opportunities in global health, energy, the environment, patient care, and other fields are both vast and exhilarating. We have developed and will create the types of interdisciplinary educational programs needed to train the leaders our world needs. Building on these investments, we will continue to push the boundaries of possibility and bring sustainable, scalable solutions to the Durham community and the world stage.
How will you help Duke blaze new paths?

> GLOBAL HEALTH
> MEDICAL DISCOVERY AND PATIENT CARE
> ENERGY
> THE ENVIRONMENT
> INTERDISCIPLINARY RESEARCH
> DURHAM AND THE REGION
WRAPPING BIG SOLUTIONS IN SMALL PACKAGES

Duke undergraduates may have helped solve a major international problem: high infant mortality from AIDS in developing countries. Many HIV-positive mothers in rural areas deliver their babies in the home rather than in a medical facility, making it difficult to get newborns the necessary anti-retroviral drug that can prevent the transmission of the virus.

Robert Malkin M.S.E. ’90, Ph.D. ’93, a professor of the practice in engineering and an affiliate faculty member in the Duke Global Health Institute, challenged the students in his Developing World Healthcare Technology Lab to develop a method for packaging the drug for distribution in rural communities. The result, which looks like a ketchup packet, is on track to save countless lives. The Pratt Pouch, as it’s called, won a $250,000 grant from the U.S. Agency for International Development for the 2011 “Saving Lives at Birth” Grand Challenge. Since then, thousands of Pratt Pouches have been manufactured and are starting to be distributed to HIV-positive pregnant women for testing.

HOW WILL YOU HELP DUKE BLAZE NEW PATHS?

Global Health

In 2006, Duke took a critical leap forward with the establishment of the Duke Global Health Institute. Today, we’re on our way to realizing several ambitious goals, including making Duke a world-recognized authority in global health, training the next generation of global health leaders, and helping reduce health disparities in underserved populations around the world through research and policy engagement. We have partner sites in six locations around the world and offer educational opportunities to graduate and undergraduate students from across the campus, including one-third of entering medical students.

Our path forward is clear. To advance our leadership in global health, we’re seeking philanthropic support to add global health faculty throughout the university, increase the number of international partners and global health sites across the world, bolster our cross-campus research collaborations, and expand educational opportunities for students. Collectively, these investments will extend our capacity to address global health challenges.
Duke Medicine is world-renowned for bringing fresh insights to medical science and providing the highest level of care available to our patients. Our researchers and clinicians are moving medicine forward — working side by side to translate breakthrough discoveries into better methods of disease treatment and prevention. Duke is one of the largest biomedical research enterprises in the nation. We are a leader in cord-blood transplantation and a pioneer in conquering childhood diseases. Our researchers have made fundamental discoveries about stem cells that pave the way to a new era of regenerative medicine. And our scientists are pioneering targeted vaccines for brain, breast, and other cancers — developing innovative genomic profiling techniques to predict and prevent disease.

Through the campaign, we are advancing our research and service missions by seeking support for basic and translational research, as well as promising early-stage research. These funds will fuel the next generation of discoveries that will improve the lives of people worldwide. We are also seeking philanthropic investments in an expansion of Duke’s patient care facilities to support personalized care, take advantage of new technologies, and meet the growing needs of families across our region.

Teams across Duke’s campus — in medicine, engineering, and beyond — are taking steps to improve cancer diagnosis, strengthen treatment, and personalize patient care.

**BEATING CANCER WITH EARLY DETECTION**

For cancer patients, early detection can mean the difference between life and death. But many types of cancer are virtually undetectable in early stages, and a number of detection methods are so invasive or uncomfortable that patients avoid testing. Duke innovators at the medical center and the university are working — often together — to address these problems and find new solutions. And the unique approach of the Duke Cancer Institute, which unites clinical care and research efforts around cancer under a single umbrella, makes the translation of research into treatment that much easier.

A few recent examples of research with lifesaving potential:

**A CANCER FLASHLIGHT:** A team of Duke researchers developed a thin wand that shines short bursts of light — much like a flashlight — and detects misshapen or larger-than-normal cell nuclei. It has the potential to provide doctors with biopsy-type information for colon cancer without the need to inject dyes or remove tissue.

**MINE DETECTION:** Technology developed by Pratt School engineers to detect undersea mines may soon be used by doctors to identify cancer cells. The software can rapidly sift through hundreds of microscopic images containing millions of cells to accurately pinpoint abnormalities. It is currently being tested on kidney cancer tumors.

**CANCER SPIES:** Using nanotechnology, Duke researchers have found a way to inject tiny silver nanoparticles into the walls of individual cells. The particles act like cancer spies, finding their way to the cell nucleus and reporting back vital information. This advance could lead to a diagnostic test that identifies the warning signals of cells that are starting to turn abnormal.

HOW WILL YOU HELP DUKE BLAZE NEW PATHS?

**Medical Discovery and Patient Care**

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Within a decade, we can make Duke a recognized national leader in the field of energy — bridging the gap between theory and practice, and producing graduates who are some of the most sought-after thinkers and innovators in the field.

Energy

Across the globe, the demand for energy resources is growing. Both emerging and established economies are feeling the pressure on their political systems and on the environment. To help address these interconnected challenges, Duke is launching a campus-wide energy initiative that will draw upon our strengths in policy, business, law, environment, engineering, and the physical and life sciences to make Duke a recognized center for addressing energy problems, offering solutions to decision-makers, and educating the kinds of energy leaders our world needs.

Through the campaign, we’re raising support for new faculty positions, funds for research activities and policy engagement, and resources to bring top experts to campus. We’re developing a shared energy curriculum across multiple schools, creating multi-school research teams, expanding engagement opportunities for undergraduate and graduate students, and examining complex policy issues.
Partnering for the Future / 19

Saving Lives by Clearing the Air

Half the world’s population cooks using traditional stoves that deplete natural resources, harm the environment, and are detrimental to the health of those who use them. This isn’t an issue that makes headlines, but it’s estimated that over 2 million people die each year from the damaging effects of these poorly ventilated cookstoves, making them a leading cause of pulmonary disease in the developing world.

A dedicated team of Duke social scientists, biomedical researchers, and environmental scientists is working to address the problem. Through a collaborative project at Duke, professors, graduate students, and undergraduates are helping to overcome the barriers that prevent families from adopting safer cooking methods in impoverished regions in India. The work they’re doing could be used as a model in other developing countries, improving the health of women and children while reducing damage to the environment.

Replacing old cookstoves with newer, clean-burning models has the potential to save 2 million lives a year.

The Environment

Our world’s myriad, daunting environmental challenges require a new breed of leader: passionate individuals skilled at working in teams and thinking across industry lines. Duke is committed to training these leaders and carrying forward the fundamental research and policy work that will inform their efforts.

Over the past two decades, we have made significant investments across the campus, building strength in environmental policy, energy education, engineering, the sciences, corporate sustainability, and environmental law. We have also taken many steps to “walk the walk” of sustainability. These include a Climate Action Plan to reduce emissions from campus energy use, a pledge to achieve LEED certification on all new construction, and an innovative waste-to-energy project for the Duke Carbon Offsets Initiative—all supporting our commitment to become carbon-neutral by 2024.

Through the campaign, we’re seeking philanthropic support for environmental education and research activities, including efforts relating to environmental health, water, climate change, environmental genomics, corporate sustainability, and campus sustainability.
Miguel Nicolelis leads the team that may one day make it possible for quadriplegics to walk again.

**TAKING BIG STEPS IN NEUROSCIENCE**

It used to be that a major spinal injury meant a lifetime in a wheelchair. But thanks to the work of a team of Duke researchers, that may not always be the case. Led by Miguel Nicolelis, professor of neurobiology, the team has successfully trained a monkey to move a robotic arm using only its brain. Hundreds of microelectrodes attached to the monkey’s brain provide a two-way connection that gives it the ability to both manipulate objects and receive sensory feedback on things like texture. This brain-machine interface is a step toward the development of a full-body robotic vest that will allow severely paralyzed patients to move their limbs while sensing when their foot hits the ground or their hand grasps a doorknob. Students and faculty from disciplines ranging from computer science and engineering to psychology and physics collaborate on projects in Professor Nicolelis’s lab, developing and refining technologies with the potential to change lives.

**HOW WILL YOU HELP DUKE BLAZE NEW PATHS?**

**Interdisciplinary Research**

Elite research universities like Duke produce some of our culture’s most significant research—research that solves problems, advances knowledge, and changes the way people see the world. While Duke’s planned initiatives in global health, energy, and the environment will be among our most visible campus-wide efforts during the campaign, we will continue to seek significant support for important faculty-led research efforts across Duke’s ten schools and seven interdisciplinary institutes, in topics ranging from education and human development to the brain sciences.

Over the past decade, Duke’s research expenditures have more than doubled. The university is now among the top 10 research institutions in the U.S., according to data from the National Science Foundation.
At Duke, we believe that our mission to tackle the world’s biggest challenges starts at home. That’s why we continue to broaden the university’s role as an advocate and partner for economic development and quality health care in Durham and the region. We also give students countless opportunities to make a difference in Durham schools and neighborhoods, preparing them to become tomorrow’s leaders in their own communities.

Through the campaign, we will sustain and grow the Duke programs that serve Durham and the region, and will continue to awaken in Duke students the joys and rewards of service to the community.
Fueling Uncontainable Ideas

SUSTAINING DUKE’S MOMENTUM

Our ability to act on our exciting aspirations depends on the vibrant, diverse, and exceptional students and faculty who make up Duke. It’s the interaction of such talent and perspectives — planned or serendipitous — that spawns ingenuity and understanding. The third part of our campaign seeks to strengthen and expand the support and recruitment of the world’s finest faculty and students.
How will you keep Duke on a trajectory for continued success?

> FINANCIAL AID
> FACULTY EXCELLENCE
> DUKE ANNUAL FUND
How will you keep Duke on a trajectory for continued success?

FINANCIAL AID

An excellent university requires excellent students from all walks of life. Duke is one of a limited number of universities that admits U.S. undergraduates without regard for financial circumstances and then meets 100 percent of their demonstrated need. We also support virtually all doctoral students, assist many other graduate and professional students, and provide need-based aid to top international undergraduates. Duke’s Financial Aid Initiative from 2005 to 2008 was dedicated exclusively to financial aid and raised $308 million for this important purpose. But as the cost of sustaining our financial aid obligations continues to rise, we must continue to seek endowed support for the next generation of Duke students.
**FACULTY EXCELLENCE**

Faculty at Duke not only teach and mentor our students, they actualize our ambitions. Duke faculty shape research programs, advance new fields of study, and draw promising peers and students to our campus.

Thanks to Duke’s rapid ascent and reputation, we’re able to hire a caliber of faculty we might not have been able to attract a decade ago. Professors who come to Duke are excited by the prospect of working across boundaries to find solutions to complex problems. They know this is a place where they can teach and connect in new ways.

But to support and retain the world’s top senior scholars — and to ensure we can compete for the most sought-after young scholars — the deans of our 10 schools need new endowed faculty chairs. Through the campaign, we’re seeking significant philanthropic investments to address this fundamental need. We’re also seeking endowment to support the directors of academic and research centers throughout our schools and within the libraries.

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**DUKE ANNUAL FUND**

Expendable gifts to the Duke Annual Fund and other unrestricted contributions give the university the flexibility and security to seed new ideas while continuing to meet our most strategic goals. Annual Fund dollars help sustain core commitments, like financial aid and faculty excellence. These flexible dollars also allow us to expand the reach of some of our most exciting programs. Through the campaign, we aim to increase unrestricted giving among alumni, parents, and friends to help strengthen the excellent programs we have in place and to invest in innovations we’ll be celebrating five and ten years from now. Donor support for the Duke Annual Fund fuels all of the priorities that move Duke forward.
Duke Forward

Through a comprehensive fundraising effort, we aim to raise $3.25 billion by June 30, 2017, to advance shared priorities that cross Duke’s 10 schools, far-reaching university programs, and our renowned health system.

**OUR CAMPAIGN**

**BOUNDARIES NOT INCLUDED**
ENRICHING THE DUKE EXPERIENCE

- EXPERIENTIAL LEARNING
- INNOVATION AND ENTREPRENEURSHIP
- THE RESIDENTIAL EXPERIENCE
- THE ARTS
- DUKE ATHLETICS

**BLAZING NEW PATHS**
ACTIVATING DUKE’S POWER FOR THE WORLD

- GLOBAL HEALTH
- MEDICAL DISCOVERY AND PATIENT CARE
- ENERGY
- THE ENVIRONMENT
- INTERDISCIPLINARY RESEARCH
- DURHAM AND THE REGION

**FUELING UNCONTAINABLE IDEAS**
SUSTAINING DUKE’S MOMENTUM

- FINANCIAL AID
- FACULTY EXCELLENCE
- DUKE ANNUAL FUND
Many thanks to the thousands of volunteers who are dedicating their time and energy to this campaign and to the members of our Campaign Steering Committee who are leading this important effort.

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Ways to Give

You can support the priorities of the campaign through outright gifts, deferred gifts, or a combination of both. Let us work with you and your financial advisors to develop a gift plan that meets your personal and philanthropic goals.

OUTRIGHT GIFTS
The most common types of outright gifts to Duke are contributions by check, credit card, or stock. You can make a secure gift online, or notify us of plans to transfer securities, at dukeforward.duke.edu/give. Duke may also accept outright gifts of real estate, artwork, gifts-in-kind, closely held business interests, and other assets.

MATCHING GIFTS
Many companies and foundations will match the value of charitable gifts made by employees and their spouses, board members, and retirees. To find out if a particular company or organization matches gifts, consult our matching gifts database at dukeforward.duke.edu/matchinggifts.
**LIFE INCOME GIFTS**

A life income gift can provide future philanthropic support for Duke, a current income for you or others, and a meaningful income tax deduction. Life income gifts can often provide an income stream comparable to that received from non-charitable assets. These gifts may be established during your life or as part of your estate plan to provide for a loved one. Two of the most popular forms of life income gifts are the charitable gift annuity and the charitable remainder unitrust:

**A CHARITABLE GIFT ANNUITY** provides a fixed income for life. The payout rate is determined at the time the gift is made. Donors may also choose to defer income for a period of years, resulting in a larger immediate tax deduction and higher payout once payments begin. A “deferred payment gift annuity” can be a useful retirement planning tool for younger donors.

**A CHARITABLE REMAINDER UNITRUST** provides an income that fluctuates with the market. The payout is based on a percentage of the fair market value of the trust assets as determined annually (typically on January 1). Donors who create a unitrust at Duke can have their trust managed in a way that mirrors the university’s endowment investments.

**REAL ESTATE OR RETAINED LIFE ESTATE**

You can generate a current income tax deduction by giving a home or farm to Duke, while retaining the right to use the property during your lifetime.

**CHARITABLE LEAD TRUSTS**

A charitable lead trust can be used to transfer assets to future generations at a significantly reduced gift and estate tax cost. The trust typically makes a fixed payment to Duke for a specified term, measured either by someone’s life or by a selected number of years, with the balance of the trust assets at termination passing to children, grandchildren, or a family trust. Depending on the structure of the trust, you may be able to support Duke in a very significant way at little or no after-tax cost to family.

**WILLS OR REVOCABLE “LIVING” TRUSTS**

Some of the most transformational gifts in the history of Duke have come in the form of a bequest contained in a person’s will or revocable (living) trust. Your bequest can help build tomorrow’s Duke and create a lasting legacy of support. Please notify Duke’s Office of Gift Planning of your deferred gift plans so we can both recognize your generosity and help ensure that your wishes are met.

**RETIREMENT PLANS**

Naming Duke as a primary or contingent beneficiary of a retirement plan (e.g., IRA, SEP, 401[k], 403[b], ESOP) may be one of the most tax-efficient ways to include Duke in your estate plans. If left to an heir, retirement plan assets may be subject to taxes; if left to a charitable organization, these assets are exempt from estate and income taxes.

To learn more about how a gift to Duke can be part of a smart financial plan, explore dukeforward.duke.edu/waystogive or contact Duke’s Office of Gift Planning at (919) 681-0464 or gift.planning@dev.duke.edu.
Thank You

Duke is uniquely positioned to take a leadership role in creating the university of the future. Thank you for partnering with us to move Duke forward.
Explore the campaign by school or priority at: dukeforward.duke.edu
Partnering for the Future
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