# External Review Report for THE KENAN INSTITUTE FOR ETHICS

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A Week At the Kenan Institute

On a Sunday night in the student programs wing of the West Duke Building, you might find Team Kenan undergraduates making final corrections on a new edition of *Encompass* magazine while others prepare lessons for their weekly mentoring session with local youth. At lunchtime the next day, you could join Kenan Institute for Ethics (KIE) faculty and Graduate Fellows as they discuss the ethics of incentives during their regular seminar. On Tuesday evening, you might see 30 first-year students gathering with four KIE faculty for a weekly dinner discussion. Meanwhile, throughout the week in the DukeImmerse lab space, you might find a group of undergraduates organizing their research strategy for a 4-week mid-semester trip to refugee camps in Jordan and Nepal.

On Wednesday, you could encounter faculty and practitioners from four countries and six disciplines outlining their book on regulatory responses to financial, environmental, and nuclear crises. Next door in the MADLAB space you could see a multi-disciplinary team of faculty and graduate students writing with colored markers on floor-to-ceiling whiteboards as they provide updates on projects at the intersection of moral psychology and neuroscience. And on Friday, you could hear our practitioner-in-residence coordinating the arrival of public, private, and NGO leaders to discuss a new policy report on business and human rights.

Kenan is the home that ties all this activity together.

At KIE, we pursue a two-fold commitment to exploring moral quandaries in everyday life and to addressing today’s thorniest ethical dilemmas in society and politics through undergraduate education and faculty-led research collaborations. We are committed first to ethical inquiry into how we should live and treat one another, about what’s good, right, admirable, or fair. What does it mean to be a young person developing a moral identity today? How can students balance a necessary questioning of assumptions with opportunities to fulfill meaningful commitments to people, places, and principles? How can they link learning and vocation and think deeply about their organizational, civic, and global responsibilities? These questions animate both the programs and pathways at KIE and our work with students across the university. They reflect our attention to exploring, critiquing, and repairing the ways of life, institutional settings, and common purposes that define our ethical responsibilities.

We are also committed to ethics as an arena of scholarly inquiry and practical application that engages multiple dimensions by drawing upon knowledge in multiple disciplines. It is a model of the direction in which education is evolving.”

—Richard Brodhead, President, Duke University; Chair, KIE Advisory Board
approaches and provides a home for faculty and graduate students across the university. We have sought to avoid an “ethics and” approach to teaching and research – ethics and law, for example, or ethics and the media – that often have little linkage to one another or to systematic or critical and empirical approaches to ethics. Instead, we explore the normative dimensions associated with a range of historical and contemporary social problems: from the ethics of credit scores and adversarial professions to the challenges posed by human trafficking and government use of private data. At KIE, scholars who ponder free will and evil are joined by colleagues who analyze what shapes ethical norms and behaviors and by colleagues who explore professional, political, and policy dilemmas. The results are a capacious view of ethics and embrace of diverse methodologies, a focus on issues rather than disciplines, and a commitment to normative conclusions.

We aim to make ethics a cornerstone of the Duke experience and to strengthen Duke’s emerging reputation as a model among research universities in its commitment to interdisciplinary ethics research, teaching, and practice. As a university-wide ethics institute housed under the Office of the Provost, the first measure of our work is in the variety of approaches and the depth of attention to ethical issues that permeate our collaborations and the campus as a whole. At the same time, our work is not unbounded. The Institute has developed through several distinct stages, building core strengths and linking them to strategic opportunities where we can leverage limited resources. As we approach our 20th anniversary, now is an ideal time to reflect on our mission, history, and strategy.

“KIE facilitated a discussion that could not have occurred in my home department. It exposed my research to other disciplines and introduced me to research agendas that substantively overlap with and methodologically complement my own.”

Barak Richman, Edgar P. and Elizabeth C. Bartlett Professor of Law and Professor of Business Administration

“The Institute substantially multiplies the impact of the philosophy department’s research, teaching, and outreach across the university and into the public sphere. Without it we probably would not have been able to recruit two senior scholars or recruit the strong grad students we secure in ethics.”

Alex Rosenberg, Chair, Philosophy
Mission, History, and Strategy

1995-2006: The “Go Everywhere, Do Everything” Era

In establishing the Kenan Institute for Ethics, Duke created an ethics initiative that was distinctive in its breadth and university-wide reach. Many ethics centers around the country focus on a specific profession or field of ethics, such as law or bioethics. Some of the most prestigious centers have missions primarily dedicated to supporting scholarly research. While recognizing the value of these efforts, Duke wanted to do something different: to create an initiative that would infuse the life of Duke students, faculty, and staff, “yet also have a clear focus outward” to the larger community, striving for a true “melding of theory and practice.”

KIE began as the Kenan Ethics Program in the fall of 1995 and became an Institute in 1999. According to the Mission Statement:

The Kenan Institute for Ethics is a university-wide initiative at Duke University that supports the study and teaching of ethics and promotes moral reflection and commitment in personal, professional, community, and civic life. Our goals are:

- To create and sustain a strong focus on ethics at Duke University in teaching, training, research, and everyday life, encouraging ethical inquiry across the curriculum and moral reflection about campus practices and policies;

- To support creative innovation in the teaching of ethics at all levels, from K-12 through university, with particular attention to approaches that not only strengthen critical reflection, but also enrich moral imagination and inspire personal integrity and civic engagement;

- To develop university-community partnerships and institutional collaborations that address ethical challenges of public concern within and across communities.

When Richard Brodhead became President of Duke University and Chair of KIE’s Advisory Board in 2004, he likened its work to that of a “teabag,” infusing ethics across the university. In 2006, KIE joined six other interdisciplinary institutes as core components of Duke’s Strategic Plan, “Making a Difference.” This embrace reflected the Institute’s impact as a consultant, facilitator, and convener for ethics-related activities including strengthening academic integrity and research ethics, launching courses on ethical inquiry and programs in civic engagement, and collaborating with external partners on character education and business ethics.

As part of its own 2006 Strategic Plan, KIE also identified several weaknesses. In its early years KIE launched a myriad of activities and found itself spread too thin for true distinction. KIE’s origins

“...What is most meaningful for KIE Advisory Board members is the consistent impact of the Institute on the lives of Duke students. It is simply fantastic to end our board meetings talking with students who have had life changing experiences through their work with KIE.”

– Stephen Bear, Advisory Board Vice-Chair
more as a “do tank” than a “think tank” also meant that it lacked a clear research agenda. The absence of such an agenda limited its ability to fully engage faculty or to link theory and practice.

2006-2014: Building a Home for Ethics

A Complex Ecology: Multiple Missions, Stakeholders, and Partners

As a follow up to the 2006 Plan, KIE’s Advisory Board reaffirmed the Institute’s distinctive model while acknowledging that it presented a unique set of challenges. KIE, the Board observed, must continually strike a balance across three different spectrums:

- Breath and Depth
- Internal and External to Duke
- New Opportunities and Ongoing Commitments

The Board noted that the need to navigate across these spectrums is built into the multiple missions with which KIE is charged. Unlike a business, NGO, or even a university department, KIE cannot drop any of its main portfolio components of research, teaching, and public engagement. And unlike a traditional department, KIE is charged with operating as a catalyst for new innovations in each of these areas even as it must establish a stable intellectual profile and branded programming. The Board further observed that KIE’s multiple missions are reinforced by the Institute’s governance structure in which it reports to four different bodies: the Office of the Provost, a Faculty Council, an external Advisory Board, and the privately-held Kenan Fund for Ethics.

The Institute also exists in a larger ecosystem at Duke that encourages both local ownership and collaboration. There are, for instance, several school-based ethics centers as well as programs that have developed expertise in civic engagement, human rights, and neuroscience – areas we focus on from an ethics perspective. Their strengths enable KIE to partner on specific projects while developing our own distinctive profile. Multiple nodes of strength in an area at Duke are an important site of opportunity and cooperation.

The trick, then, for KIE’s second decade of work has been to serve its different missions in ways that reinforce one another while bringing greater focus to its overall profile. This challenge coincided with a shift from the Institute’s founding director, Elizabeth Kiss, to the new leadership team of Noah Pickus (director) and Suzanne Shanahan (associate director) in 2007. Under their direction, the Institute set a course to evaluate existing programs, link to the University’s major priorities, and engage a growing faculty community in shaping a distinct intellectual profile.

“I would not have come to Duke without the opportunity to do the kind of interdisciplinary work for which KIE is so well known. When I tell philosophers at other universities about MADLAB, they are extremely envious. When I wanted to teach a course where students write their own book together, there was no obstacle but only encouragement. All I can say is thanks.”

– Walter Sinnott-Armstrong, Chauncey Stillman Professor of Practical Ethics
New Directions: Evaluation, Alignment, Focus

Beginning in 2007, KIE evaluated and then spun off, closed-down, or merged programming in several areas. In one case, we successfully spun off to another entity a membership-based non-profit. In another instance, KIE helped incubate research-service learning at Duke, which was a key precursor to the development of DukeEngage, a university-wide signature initiative in civic engagement. In still other cases, we closed out programs that lacked feedback loops between theory and practice and that positioned the Institute too closely to an NGO or business model of operation.

Following its 2006 Strategic Plan, subsequently updated in 2009, the Institute tied its program development to the university’s strategic priorities of Interdisciplinarity, Globalization, and Engagement. The plan opens with the following: “From executive compensation and health care to professional responsibility and environmental regulation, ethical issues are at the center of every major challenge facing the nation and the world. To meet these challenges requires faculty, students, and practitioners capable of combining empirical and normative analysis in ways that frame new questions, bridge disciplinary divides, and advance fresh solutions.” It describes ethics as “inherently interdisciplinary; it requires a robust link between analysis and action; and core debates in the field are increasingly global. As such, a university-wide ethics institute is a powerful way to strengthen Duke’s identity as a center for innovation in its strategic priorities.”

To fulfill these aspirations, the Institute pursued several distinct strategies:

- Enhancing its research base with significant hires in moral theory and social science inquiry and appointing a cohort of Senior Fellows from across Arts & Sciences and the professional schools.
- Expanding its programming footprint to Europe, the Middle East, and Asia and creating curricular and co-curricular pathways for student engagement.

- Shifting from an exclusively direct-service model of public engagement to include partnerships with think tanks, NGO’s, and government agencies.

The 2006 and 2009 Plans also bolstered faculty leadership of key initiatives. This process began in 2006 by identifying a core intellectual agenda focused on three themes: moral education and development, organizational ethics, and civic and global ethics. These themes gradually took on more specific forms as faculty leaders emerged: programs in Moral Attitudes and Decisions and in Regulation and Governance were launched in 2010; in 2011, programs in Global Migration and in Human Rights coalesced long-standing work in these areas; and in 2012, the Religions and Public Life initiative emerged. Other projects, such as several currently at the intersection of ethics and humanities, continue to emerge from KIE’s “big tent” model of faculty leadership.

Three kinds of faculty are now associated with KIE: 1) Jointly appointed faculty and senior leadership: Wayne Norman (philosophy), Kieran Healy (sociology), Walter Sinnott-Armstrong (philosophy), Noah Pickus (public policy), and Suzanne Shanahan (sociology); 2) Senior fellows and core faculty collaborators who lead individual projects or co-direct core areas (approximately twenty in total, encompassing the Schools of Law, Divinity, Business, Environment, and 6 departments in Trinity College of Arts & Sciences); 3) Faculty Council members who provide advice and leadership and approve joint appointments.

Taken together, our post-2006 strategies have served to maintain a role in university-wide infusion for KIE while enabling us to build a home that projects a distinctive profile among ethics centers. The results can be seen in five major areas.
Five Accomplishments

1. Established five concrete areas of interdisciplinary expertise: Moral Attitudes and Decisions, Regulation and Governance, International Human Rights, Global Migration, and Religions and Public Life. These areas define KIE’s current intellectual profile, coordinate faculty and student research collaborations, and generate innovative educational programs and public outreach. While not precluding other areas of inquiry, these program areas have expanded faculty engagement in KIE from across the College of Arts & Sciences and the professional schools and harnessed a diverse cohort of joint appointments and senior fellows.

2. Launched innovative academic, co-curricular, immersive, and international educational programs. These programs reach approximately 1,000 students annually and, over several years, provide intensive experiences for 100-200 students. Students can participate in a single program or course, thus ensuring a breadth of student involvement, or they can make the study and practice of ethics a pathway through their entire education by linking together several programs. These programs and pathways meld curricular and co-curricular experiences and reach from pre-matriculation to post-graduation. They include intensive group and individual student research and service placements stretching from North Carolina to Europe, the Middle East, and Asia. In addition, students can participate in vertically integrated research teams, Bass Connections partnerships, law school-like clinics, and incubator labs.

3. Forged partnerships to shape policy and practice. To better facilitate our public engagement, we established collaborative projects with think tanks, universities, ministries and municipalities, and schools and institutes across Duke. These collaborations take different forms. Our convening function – bringing together public, private, and NGO leaders to focus on specific issues – ranges from partnerships with the Securities and Exchange Commission to the UN Working Group on Business and Human Rights. Policy interventions have involved collaborations with the Brookings Institution and the Center for Responsible Lending. Consulting projects include lectures, assessments, and training programs for private firms and government officials. Direct service initiatives carried out by students vary from a K-12 tutoring program to a small business development program for women.

4. Expanded and diversified financial support. We have significantly increased and diversified our portfolio of individual, foundation, and university resources. KIE’s Advisory Board transitioned to include financial support as part of its role and 100% of Board members now provide unrestricted operating support. In addition, the Institute has secured significant gifts for endowment and for targeted areas of support, creating named funds and securing bequests. We have collaborated with deans and department chairs to ensure support for several joint appointments and faculty leaders who have generated grants from a diverse array of major funders. We have also leveraged additional university resources by creating model programs that advance Duke University’s strategic priorities.

5. Highlighted ethical issues for a university-wide audience. The Institute convened public discussions to assess the normative dimensions of major institutional commitments. Our annual Kenan Distinguished Lecture in Ethics and Ethics Film Series attract large audiences from the campus and community. We offered grants for staff, student, and faculty initiated projects, supported ethics book clubs for departmental staff, and linked the artistic and ethics communities. We provided ethics training programs for students, led analyses of the ethical cultures of major university divisions, and collaborated with professional schools on curricular reform. We lead the university-wide Academic Integrity Council and our faculty played prominent roles on university bodies focused on ethical issues such as university investments and liberal arts in China.

“Living and working in Kathmandu profoundly affected my personal and professional development. As the youngest member of the UN World Food Programme in Nepal, I learned a great deal about independence, flexibility, and how to address ethical challenges that are around every corner.”

– Virginia Dillon, ’15
Program Areas

Each of KIE’s five major program areas develops its own unique portfolio of research, educational innovation, and policy and public outreach. Some areas focus first on new research collaborations, while others begin with new modes of teaching or new approaches to public issues. In some instances, these initial foci remain the core of the project, but many extend into other domains.

Thus, what begins as a faculty research project could turn into a new set of courses. KIE faculty member Walter Sinnott-Armstrong’s research agenda in neuroscience and moral philosophy, for example, led to a wildly popular new course on neuroethics co-taught by KIE Faculty Council member Scott Huettel. Or to give another example, KIE Senior Fellow Luke Bretherton’s new research on faith-based organizations has led to a new course on interfaith understanding of usury and debt.

We also see how a project that is initially focused outward on the world of practice leads to new research initiatives. Our work on refugee resettlement inspired by Practitioner-in-Residence Fiona Terry started with the goal of providing policy advice to partners in Nepal and the United States. It has since evolved into a more tightly honed research project producing more than a half dozen honors theses as well as a set of conference papers and journal articles. And sometimes student programs lead back to policy and practice. Designed as a civic engagement project for students, KIE’s DukeEngage Dublin program has helped shape policy debates and community programming in Ireland.

Program areas have different substantive foci and strategies of engagement. While the Institute seeks to ensure that its overall portfolio encompasses research, teaching, and practice, and to find synergies among them wherever possible, we embrace the natural diversity within each of our program areas. Faculty energy is the key driver for both the emergence of and crossing-over among program areas.

**Moral Attitudes and Decisions**

The Moral Attitudes and Decisions program explores how social, cultural, neurological, and biological factors shape our moral attitudes, decisions, and judgments. It works at the intersection of psychology, neuroscience, philosophy, and sociology, and includes researchers from medicine, psychiatry, and political science.

The centerpiece of this program is the MADLAB: a vibrant research workshop co-directed by Walter Sinnott-Armstrong (KIE and philosophy), Phil Costanzo (psychology and neuroscience), and Stephen Vaisey (sociology). It involves more than 8 faculty and post-docs and...
12 graduate and undergraduate students who meet regularly to discuss works-in-progress and recent literature and to generate new empirical work. The MADLAB is a model research community in which participants conduct experiments on issues that include moral conformity, intentions, virtue, implicit moral attitudes, psychopathy, scrupulosity, the use of moral language, and the nature of sexual morality.

The group has collectively produced over a dozen publications, taught five courses, secured more than a half dozen extramural grants, and collaborated with six departments or institutes across the university. It has hosted more than ten scholars from around the world, including Daniel Dennett, David Batson, and Julian Savulescu. In 2014, David Pizarro (Cornell) joined the MADLAB for a semester as the Nannerl Keohane Distinguished Visiting Professor.

A major new $2 million grant will support 3 annual two-week summer seminars that bring together philosophers and neuroscientists who study many of the same big questions about free will, morality, human nature, perception, knowledge, and consciousness. The goal is to change both philosophy and neuroscience by stimulating new interdisciplinary courses and programs at numerous universities. After studying the field outside their expertise, fellows will form interdisciplinary teams that will design their own experiments and report back to the next year’s seminar. Each seminar will close with a two-day public conference involving leading figures from both disciplines. Expected outcomes include the training of 60 fellows who will produce 20 original research papers and a collection of classic and contemporary readings on neuroscience and philosophy for undergraduate and graduate courses in various departments.

A second major grant supports the Measuring Morality project, which aims to create a Rosetta Stone for researchers interested in moral constructs and moral differences. Led by KIE Senior Fellow Stephen Vaisey, the first phase involved fielding a survey of 1,500 adults in the United States designed to understand the interrelations among moral constructs in order to systematically explore moral differences in the U.S. population. In a second phase, select items from the survey will be included in the fourth wave of the National Study of Youth and Religion, a study of the religious lives of teenagers and young adults. This will allow a network of collaborators across multiple universities to trace how experiences in the formative adolescent years shape the moral perspectives developed by American young adults.

Another area of study focuses on education for moral and civic responsibility. In partnership with Dartmouth College, the University of North Carolina at Chapel Hill, and the University of Notre Dame, KIE is leading a three-year, Teagle Foundation funded project to understand how a liberal arts education fosters moral and civic responsibility across the nation. The project is led by Suzanne Shanahan (KIE and sociology) and addresses two interrelated needs in the field: delineating frameworks that guide ethical and moral decision-making and identifying educational practices that promote moral and ethical development. These questions

“My affiliation with KIE was an important part of my recruitment from Berkeley and remains an important part of my current Duke experience. I have more interdisciplinary interactions through KIE in a typical month than I had during three years at Berkeley.”

– Stephen Vaisey, Associate Professor of Sociology
are inextricably linked to questions of assessment in an ethics institute and to improving the ability of colleges and universities to prepare students to deal effectively with questions of meaning, purpose, and responsibility.

**Regulation and Governance**

**Regulation and Governance** assesses normative frameworks for the evaluation of regulatory policy — trade-offs between the environment and jobs, drug safety and innovation, technocracy and public accountability — and the evolving politics, operations, and culture of regulatory institutions, their interactions with regulated businesses and other interest groups, and the outcomes of regulatory decision-making.

Regulation is fraught with ethical tensions that affect everyone, every day. Yet too often regulation is framed and discussed in narrow ways. This program seeks to broaden the discussion by including a wider array of disciplinary voices and building conversations across the divides of regulatory policy domains. It focuses on research and teaching collaborations across schools and engaging with regulatory protagonists and with scholars globally.

The **Rethinking Regulation** project is the most visible collective initiative in this area. It is led by KIE Senior Fellow Ed Balleisen (history and public policy), Lori Bennear (environment, economics, and public policy), Jonathan Wiener (law, public policy, and environment), and Tim Buthe (political science and public policy). It encompasses over 40 faculty members and more than 20 graduate, undergraduate, and professional students who are part of a network from Duke, NC State, and UNC Chapel Hill.

The group meets for a monthly seminar, provides graduate student awards and research mentorship, and has created new graduate, professional, and undergraduate courses as well as research opportunities and summer internships for undergraduates. Indeed, helping students to understand the role regulation plays in shaping how ethical dilemmas are perceived and addressed is a core aim of the project. The group has received grants from the Smith Richardson Foundation, the Tobin Project, and Duke’s Office of the Vice Provost for Interdisciplinary Research.

Regulation participants engage policy makers through roundtable discussions at Duke and in Washington, D.C. and by hosting visiting practitioners. Visitors have included policy makers such as Christopher Hart (National Transportation Safety Board), Sally Katzen and John Graham (Office of Information and Regulatory Affairs), and U.S. Representative David Price, as well as scholars of regulation such as Daniel Carpenter and David Moss. Starting in 2014, the project, in collaboration with Duke’s Trinity College of Arts & Sciences and the Fuqua School of Business, will provide residential George C. Lamb, Jr. Fellowships for outstanding scholars of ethics and regulatory governance.

A major current focus of this project is in the area of recalibrating risk. Funded by the Smith Richardson Foundation, 14 experts from the U.S., Japan, Great Britain, Germany, and Norway are ex-

“The Kenan Institute has been my primary bridge to colleagues across Duke. Through Kenan, I have co-organized a conference with the Sanford School of Public Policy on organ donation; co-edited a book on risk and regulation with colleagues from history and the Nicholas School of the Environment; and met collaborators, in sociology, theology, philosophy, bioethics, medicine, and business.”

— Kimberly D. Krawiec, Katherine Robinson Everett Professor of Law
examining how oil spills, nuclear accidents, and financial crises shape regulatory analysis and policy making. This initiative will result in an edited volume of essays and outreach activities that seek to affect the way regulators think about, plan for, and respond to crises moving forward. Other areas of interest to this group include adaptive regulation, competition policy, and regulatory strategy in emerging economies.

Another major cluster of research involves projects at the intersection of Business and Organizational Ethics. One key area focuses on popular and quasi-academic frameworks for identifying and justifying beyond-compliance obligations (e.g. CSR, corporate citizenship, sustainability, triple bottom line, and stakeholder theory). A public outreach component included a conference on best practices for compensation committees, co-sponsored by the Heyman Center for Ethics, Public Policy, and the Professions at the Sanford School of Public Policy. Senior leaders from Morgan Stanley, Ernst & Young, Bloomberg L.P., the AFL-CIO, and the Wall Street Journal were in attendance. KIE faculty have also organized a series on ethics in sports and collaborated with the Department of Athletics and the Coach K Center on Leadership and Ethics at the Fuqua School of Business on programming for coaches, team captains, and executives.

A second strand of work focuses on the moral dimensions of the consumer credit market and on taboo, stigmatized, or otherwise morally controversial markets. Faculty members have coordinated a multi-stakeholder initiative on organ donation to address the imbalance between supply and demand in organs for transplant. Outputs include a special law review issue and public commentaries.

The Duke Human Rights Center at KIE is home to an interdisciplinary international human rights community of more than four dozen faculty and graduate students at both Duke and UNC Chapel Hill. Working across schools and departments, the central mission is to promote faculty-led collaborations that both transcend traditional boundaries and bridge the often separate spheres of research and policy in international human rights, directly engaging graduate and undergraduate students in scholarship and practice. Critical to research and engagement in this area is the development of strategic partnerships with international governmental and non-governmental organizations. Shaping public debate and policy-making is an important objective of faculty and student scholarship and engagement.

Toward this end, the program convenes a regular “Conversations in Human Rights” workshop that brings together policy makers, academics, and students for discussions on issues ranging from human trafficking and religious freedom to economic sanctions and the disenfranchisement of Haitians in the Dominican Republic. The program also hosts an annual fellow in international human rights, organizes art exhibits, hosts conferences, and facilitates a vibrant undergraduate group committed to developing human rights programming on campus.

“It was amazing to meet with mining company representatives, government officials, and the local nomadic herders to understand each group’s interests and concerns. Without a doubt, witnessing the efforts to reconcile business interests with human rights concerns is an experience I will draw upon throughout my career.”

– Brianna Nofil, Steven and Janet Bear Post-Graduate Fellow

“As an anthropologist working on issues of migration, citizenship and the ethics of state governance, I would not have had occasion to work with colleagues in law, history, and social science if not for KIE. And KIE’s commitment to pedagogy cannot be understated. It has generated important opportunities to work with ‘serious-minded’ students in rigorous programs.”

– Laurie McIntosh, Department of Anthropology
Next year there will be two new vertically integrated faculty, graduate student, and undergraduate research teams. One team, led by KIE Senior Fellows Ruth Grant (political science and philosophy) and Malachi Hacohen (history and political science), will explore the emergence of the term genocide through the papers of Raphael Lemkin. The second team, led by Suzanne Katzenstein, will explore the use of economic sanctions to redress human rights abuses in a variety of countries. This project will work directly with NGOs in a set of African and South Asian countries.

Core thematic areas of interest also include:

**Business and Human Rights:** Activities include multi-stakeholder workshops that gather business, NGO, and academic leaders and produce and disseminate policy reports. Collaborations include a partnership with the UN Working Group on Business and Human Rights in which a recent Duke graduate joined KIE for a year to provide support for the five members of the UN group’s work in Geneva and Mongolia.

**Minority Rights:** Programs focus on issues such as the tensions between minority and human rights in Europe and the relationship between human rights and LGBT advocacy. The Mellon Foundation, Bass Connections, and Humanities Writ Large support these projects. Partners include the Centers for European, Canadian, and Islamic Studies at Duke and the Interdisciplinary Center in Herzliya, Israel. Outputs include policy reports, edited volumes, and curricular materials.

**International Institutions:** Of central importance to the Institute's work is a concern for how international institutions promote or thwart human rights. Efforts here are captured well by the current work of Senior Fellow Larry Helfer (law). Helfer spearheads a project helping the Economic Community of West African States, the East African Community, and the Southern African Development Community improve their ability to address human rights issues in the courts. In addition, KIE partners with the Center on Genomics, Ethics, Law, and Policy and the Franklin Humanities Institute on the use of DNA to combat human trafficking.

**Global Migration**

Global Migration focuses on the normative, cultural, and policy dimensions of immigration and citizenship in the United States and abroad, international displacement and forced migration, refugee camp life, and third-country resettlement. Led by scholars from public policy, sociology, global health, and cultural anthropology, the program builds on a small, intense set of faculty interests at Duke and focuses on external partnerships and student engagement.

**Immigration and Citizenship:** Global Migration produces workshops, conferences, and lectures that bring together scholars from law, public policy, the social sciences, and the humanities. Topics range from federalism in the U.S. and internal migration in China to issues of loyalty and identity in Europe and Israel. These projects draw on faculty at Duke and UNC Chapel Hill as well as from faculty engaged in KIE’s work on religion.
and human rights. Publications include a special issue on immigration, governance, and citizenship in the Journal of Constitutional Law and Public Policy and contributions to journals and edited volumes on comparative integration policy.

In 2009, KIE's Brookings-Duke Immigration Policy Roundtable produced a bipartisan report outlining a new immigration agenda. Participants represented think tanks, community organizations, the media, consulting firms, and academia, and included observers from the White House and Capitol Hill. The Smith Richardson Foundation, the Annie E. Casey Foundation, and six other institutions and foundations funded this work. The final report was sent to administration officials, members of Congress, think tanks and advocacy groups, scholars, and foundations. We formally promoted the report in several venues including at the Brookings Institution and the Council on Foreign Relations, and it received extensive media coverage.

**Refugees and Resettlement:** KIE’s work related to the refugee experience has 3 primary components. First is a series of service-learning projects working with locally resettled refugees — predominantly Bhutanese, Iraqis, and Montagnards — including a refugee-mentoring program, a women’s collaborative, and monthly informational workshops for newly arrived refugees. Second is community based research focused on the impact of displacement on the well-being of Bhutanese, Iraqis, and Syrians. Using a life story interview method, teams of faculty and students from KIE, Duke’s Global Health Institute, and the Department of Asian and Middle Eastern Studies have been collecting refugee narratives in Nepal, Egypt, Jordan, and Durham. Monologues of these narratives are presented on campus and in local high schools as well as on the web. Research projects include studies on the role of religion and faith-based organizations, changing perceptions of success, access to health care, and mental health.

Third, KIE’s longstanding work in Ireland is a collaboration with a dozen migrant and refugee led organizations in Dublin, with the Ministries of Justice and Integration, and with the Dublin City Council. Work in Dublin focuses on how to promote access, create effective mechanisms for integration, and increase public understanding. Projects include a mentoring program for refugee youth, a civic engagement initiative that places high school aged refugees in government and community based organizations and promotes college preparedness, and a summer institute (supported by Google and O2) for disadvantaged Irish and migrant teenagers. Other outputs include developing new national legislation regarding female genital mutilation, helping design local migrant councils, and a partnership with the Irish police to track patterns of racial and ethnic violence.

**Religions and Public Life**

**Religions and Public Life** examines the interface between different traditions of religious belief and practice with issues such as public health, the environment, welfare provision, schooling, development, immigration, urban regeneration, and security. Launched in 2012-13, this new program is a collaboration with Duke Divinity School and Trinity College of Arts and Sciences. Seeking
to strengthen attention to issues at the intersection of ethics, faith, and the public sphere, it is cultivating strategic collaborations between more than 30 faculty university-wide. The program offers new graduate and undergraduate courses, a website, public lectures and book projects, and policy engagement projects. Led by faculty in divinity, religion, and global health, main areas include:

**Humanitarianism, Poverty, and Aid:** Building on critical synergies with our work in international human rights, this project addresses philosophical and theological critiques of altruism, humanitarianism, and development and examines alternatives to market-driven and state-centric visions of welfare provision and public health. It gathers scholars, clergy, and aid organizers to explore the connections of such alternatives to church-based initiatives and how the globalization of religious and democratic movements shape relations between churches in the Global South and Western faith-based development agencies. The primary lens through which these issues are brought into focus and addressed is that of global health. A related project, “What Are Hospitals For?” assesses the role of Christian hospitals as public institutions in Africa.

**Interfaith Intersections:** Work in this area encompasses several projects examining issues in Judaism, Islam, and in interfaith relations. A Mellon Foundation supported project in collaboration with the Center for European Studies at Duke explores new comparative global approaches to the study of Jewish and Muslim communities. Another project examines how cultural production breathes new life into older religious forms with a focus on Islam and the media. A third project brings together clergy, lay leaders, philanthropists, and scholars as part of a book project to identify ways in which research on organizational innovation can help revive Jewish organizations and communities. A lecture series focuses on the Jewish tradition and human rights. And with support from the Golieb Foundation, a student program engages the civic and political dimensions of interfaith relations and seeks to develop curricular offerings and student opportunities.

**Religion and the Environment:** A collaboration among the Nicholas Institute for Environmental Policy Solutions, Duke Divinity School, The National Religious Partnership for the Environment, and KIE, this initiative brings together Christian communities in the Southeast region of the United States to engage congregations in addressing issues at the intersection of ethics, faith, and the environment. A parallel initiative explores with African partners matters of land and community in Africa under the larger rubric of notions of “creation care.”

“**The Kenan Institute has been the place on campus where I go for conversation on religious and political questions. For religion, Kenan is the place where academic and theological consideration of religion converge; for politics, it is where humanities faculty encounter policy making, and lose their rarified and self-righteous stance.”**

– Malachi Hacohen, Fred W. Shaffer Associate Professor of History, Political Science and Religion
“Kenan, perhaps better than any other Institute, has integrated curricular offerings with co-curricular education, infusing the study and practice of ethics in a holistic way, in and outside the classroom. At Kenan, students truly live through learning and learn through living together as they pursue common research questions.”

— Lee Baker, Dean of Academic Affairs, Trinity College of Arts & Sciences

**Educational Programs and Pathways**

IE has established itself as a leader of pedagogical innovation and experimentation at Duke, especially with regard to merging academic and experiential opportunities and connecting the classroom to the world. Our programs reach approximately 1,000 students annually and, over several years, provide intensive experiences for 100-200 students. Students can participate in a single program or course, thus ensuring a breadth of student involvement, or they can make the study and practice of ethics a pathway through their entire education.

**Project Change:** Co-sponsored by the Duke Women’s Center, Project Change is an immersive pre-matriculation leadership experience in which participants live in Durham and work with three local non-profit organizations serving at-risk youth.

**FOCUS on Ethics, Leadership, and Citizenship:** A cluster of four courses for 30 first-year students, FOCUS allows participants to develop an understanding of the concept of citizenship — its historical origins, ethical implications, and contemporary global challenges. Bringing together philosophy, public policy, sociology, law, and history, students explore citizenship through the lenses of the current immigration debate, refugee law and policy, programs of corporate responsibility, and the rise of new forms of global governance.

**DukeEngage Dublin:** Each summer eight students are placed in small organizations that work on a range of issues related to migration and civic engagement. Placements range from direct service

**Sample Student Pathways**

![Diagram of student pathways](image-url)
On my first day I had no idea what ethics was. I was expecting to be given a bulleted list explaining how to lead a good life. Within the first 15 minutes, I realized this wasn’t what I was going to get. Now I embrace the questions that I used to see only as bothersome and overwhelming.

– Michael McCreary, ’12
**Bass Connections Teams and Kenan Clinics:** Over the past 5 years Kenan has developed a number of vertically integrated research teams through our work on moral attitudes and on refugees. In collaboration with Bass Connections, KIE is further developing additional teams. A group of 4 faculty and 10 students has partnered with the Jordanian Health Aid Society to explore the impact of forced migration upon the mental health of refugees in the Middle East. Next year, Kenan and Bass will sponsor four teams on projects ranging from the moral judgments of stimulant users to debates around live organ donation in Africa. Additionally, we will be launching a new clinic that collaborates with human rights NGOs to examine the efficacy and impact of economic sanctions.

**The Kenan Moral Purpose Award:** This award is given for the best undergraduate student essay on how a student’s core beliefs have been tested, transformed, or confirmed while at college. Established in honor of the Institute’s 15th anniversary at Duke, the award now includes students from the University of North Carolina at Chapel Hill, thanks to a partnership with the Parr Center for Ethics.

**Bear Post-Graduate Fellows:** Bear Fellows develop, design, and administer programs for students inside and outside the classroom. They promote community engagement with Durham, facilitate Project Change and Re-FOCUS trips, curate the Ethics Films Series, manage the Campus Grants program, write the Kenan Insider blog, and explore their own professional development. In previous years, we’ve had a student partner with the UN Working Group on Business and Human Rights as part of this fellowship.

**Graduate Arts Fellowship:** In 2013, KIE began offering a fellowship for students enrolled in Duke’s MFA in Experimental and Documentary Arts program. The fellowship encourages art students with interests in the area of ethics to deepen this connection through engagement with the faculty, fellows, staff, and students at KIE. Responsibilities for the fellowship include curating an exhibit and mentoring undergraduates who develop a public art project.

**Monday Seminar and Graduate Fellows:** KIE convenes an interdisciplinary group of Graduate Student Fellows and faculty for a weekly seminar. Speakers include external experts, local scholars, and seminar participants. The program recruits younger graduate students from across the disciplines, with the goal of encouraging a long-term interest in research topics and questions of relevance to KIE’s mission. Current fellows also participate in other KIE events. Past fellows are welcome to attend the seminar series, and some have presented their dissertation work. The speaker series and fellows program contribute to a collective intellectual life at KIE.

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“I can often guess correctly as to which students in my ethical theory course are associated with Kenan. They are distinguished by their enthusiasm and seriousness of purpose.”

– David Wong, Susan Fox Beischer & George D. Beischer Professor of Philosophy

“Kenan’s capacious understanding of ethics and its connections across the university laid the foundation for the appointment of an exceptionally talented young human rights advocate. She is now working with Kenan on activities that will benefit undergraduate and professional students.”

– Laurence Helfer, Henry R. Chadwick Professor of Law
### SELECTED COURSE OFFERINGS

#### FOCUS: ETHICS, LEADERSHIP AND GLOBAL CITIZENSHIP

**JUST THINKING**  
Wayne Norman, KIE/Philosophy

**MIGRANTS, MANAGERS, AND MULTIPLE CITIZENS**  
Noah Pickus, KIE/Public Policy

**RIGHTS, REFUGEES, AND RESETTLEMENT**  
Suzanne Shanahan, KIE/Sociology

**GLOBALIZATION AND CORPORATE CITIZENSHIP**  
Dirk Philipsen, KIE/Arts & Sciences

#### DUKE IMMERSE

**GLOBAL MIGRATION AND ETHICS**  
Laurie McIntosh, Cultural Anthropology

**REFUGEE POLICY AND PRACTICE**  
Amber Pearson, Kenan Institute

**DISPLACEMENT AND GLOBAL HEALTH**  
Nadia El-Shaarawi, Kenan Institute

**FIELD ETHICS**  
Suzanne Shanahan, KIE/Sociology

#### ETHICS CERTIFICATE PROGRAM

**THE CHALLENGES OF LIVING AN ETHICAL LIFE**  
Peter Euben, KIE/Political Science/Classics, Ruth Grant, Political Science/Philosophy

**DISCUSSIONS IN ETHICS: VOCATION & PURPOSE**  
Noah Pickus, KIE/Public Policy

**TABOO MARKETS**  
Kieran Healy, KIE/Sociology

**ETHICS CAPSTONE**  
Walter Sinnott-Armstrong, KIE/Philosophy

#### PROVOST’S UNDERGRADUATE TEAM TEACHING INITIATIVE

**PARTNERING AND PARENTING**  
Brian Hare, Evolutionary Anthropology, Suzanne Shanahan, KIE/Sociology

**NEUROETHICS**  
Walter Sinnott-Armstrong, KIE/Philosophy, Scott Huettell, Psychology & Neuroscience

**THE MODERN REGULATORY STATE**  
Ed Balleisen, History and Public Policy, and Guest Faculty

#### GRADUATE INSTRUCTOR COURSES

**RELIGION, ETHICS, PSYCHOLOGY**  
Dimitri Pullin, Psychology and Neuroscience

**THE POLITICAL AND ETHICAL ECONOMY OF FOOD**  
Shana Starobin, Environment

**ANTHROPOLOGY AND ETHICS**  
Aaron Thornburg, Anthropology

**LITERARY APPROACHES TO HUMAN RIGHTS**  
Anne Gulick, English

**THE POETICS AND ETHICS OF REVENGE**  
Alexander Looney, Classical Studies

#### DUKE KUNSHAN UNIVERSITY

**GLOBALIZATION AND CITIZENSHIP**  
Wayne Norman, Noah Pickus, Suzanne Shanahan
University-Wide Infusion

As KIE built its home for research, teaching, and practice related to ethics, it has also maintained a university-wide role of encouraging attention to ethical inquiry and engagement in multiple dimensions of institutional life. Our delivery systems range from workshops, case studies, and consultations to book clubs, film series and “house” courses.

Academic Integrity: In 1995, 2000, 2005, and 2011, the Academic Integrity Council and the Kenan Institute for Ethics surveyed thousands of Duke undergraduates about issues of cheating and integrity. Each survey’s findings have led to recommendations and actions taken by university officials, including the creation and updating of Duke’s Honor Code, the “Community Standard.” KIE and the AIC are currently working with the Honor Council and the Dean of Academic Affairs to clarify expectations regarding collaboration and with Student Affairs and the Duke Kunshan University Vice-Chancellor to create new practices for DKU.

Consultations and Curricular Collaborations: KIE has collaborated with major university divisions on ways to improve their ethical culture or ethics curriculum. KIE led two consulting projects — for the Fuqua School of Business and for the Department of Athletics — that contributed to a new focus on ethics in the MBA curriculum and in leadership programs for student-athletes. We led an analysis of Judicial Affairs at Duke that also contributed to changes in policy and practice. We also collaborated with the Pratt School of Engineering on a National Science Foundation funded evaluation of methods for teaching students about ethics and nano-technology. Institute faculty play prominent roles on university bodies focused on ethical issues, ranging from University Investment and Institutional Conflict of Interest committees to the Curriculum and Liberal Arts in China committees.

University-Wide Conversations: The Institute convenes public discussions that bring together administrators, faculty, and students to assess the normative dimensions of major institutional commitments. Examples include programs on “What is Knowledge in the Service of Society,” a cornerstone of Duke’s 2006 Strategic Plan; “Duke's Global Ventures: Colonialism or Collaboration?” a discussion on Duke’s emerging global strategy; and “Reimagining the Academy,” a collaboration with Duke’s Office of Undergraduate Education to examine the forces transforming higher education.

Lectures and Workshops: The Kenan Distinguished Lecture in Ethics attracts large audiences from the campus and community. Lecturers have included Teju Cole, Michael Ignatieff, Paul Ekman, Samuel Bowles, Ian Buruma, Fiona Terry, and Sir Jonathan Sacks. In addition, the Institute hosts a range of lectures and workshops of topical interest to faculty and students. We have, for example, hosted visits by Daniel A. Bell, James

“We regard the Kenan Institute as an irreplaceable resource and, more important, a trusted and valuable partner. It played a pivotal role in the development of the Athletics strategic plan, particularly in designing programs to foster leadership skills among student-athletes, and we continue to consult with KIE on a regular basis.”

– Chris Kennedy, Senior Deputy Director of Athletics

“Kenan has helped the Honor Council grow into a student-driven organization committed to engaging and promoting academic and social integrity in exciting new ways. Kenan is a place where ethics comes alive.”

– Jane Chong ’09, Honor Council Chair
Scott, Francis Cardinal George, Rosario Espinal, Thomas Pogge, and Christian Joppke. Examples of workshops include two on “Evil” and on “Goodness,” both of which resulted in edited volumes, and a symposium on bridge donor contracts for kidney transplants that led to a special issue of *Law & Contemporary Problems* as well as op-eds and policy briefs. Recently, a two-day conference on “Tragic Vision, Democratic Hope” honored former Kenan Distinguished Faculty Fellow Peter Euben.

**Practitioners-in-Residence:** Students and faculty working on ethical problems benefit enormously from intense contact with public and private sector practitioners who then re-enter the non-academic world with fresh perspectives. KIE’s Practitioners-in-Residence teach classes, mentor students, give public talks, write blogs and articles, pilot new student programs, convene policy dialogues, and promote academic-policy partnerships. So far three practitioners have contributed to programming at and beyond Duke: Fiona Terry, a distinguished humanitarian worker, coordinated a working group that became the nucleus for KIE’s DukeImmerse offering; Christine Bader, a former manager at BP and advisor to the UN Special Representative on Business and Human Rights, coordinated a multi-sectoral workshop that issued a widely-distributed report; and Sally Katzen, a leading policy expert on budgetary affairs, launched an oral history project and helped faculty sharpen their ability to reach an audience of policy-makers.

**Winter Forum:** In 2012, KIE hosted Duke’s third annual Winter Forum, which explored the practical and ethical challenges of displacement. For three days, more than 100 undergraduates met with policy makers, NGO leaders, scholars, aid workers, and local refugees to debate questions of repatriation and resettlement, assess and design solutions to practical problems of camp life, and propose more effective resettlement processes.

**Ethics Online:** Walter Sinnott-Armstrong’s MOOC “Think Again: How to Reason and Argue” has an enrollment of over 180,000 students from around the world. The course has been featured in a number of media outlets and was showcased in a segment on PBS’s *NewsSchools*.
KIE Senior Fellow Laurence Helfer is launching the first Coursera course on issues of law and human rights. Students, faculty, and staff also produce a series of case studies for teaching about individual and organizational ethical dilemmas. Examples include a student working in a mentoring program who must decide how to respond to a disruptive 6-year-old whose mother needs the childcare and an American student in Kenya who is faced with the choice of whether to take an HIV-positive child on a dangerous overnight drive to a medical clinic. A case study of Tailhook and the U.S. Navy is now required reading at the Fort Leavenworth officer training site. Cases are available on the KIE website and selected ones are available through the Ethics Education Library and Caseplace.org.

**Ethics Film Series:** Each Spring, KIE curates a film series that attracts students and staff as well as a significant cohort of community members. Film screenings are followed by panel discussions with filmmakers, actors, and scholars. Themes include: “Sex, Love, and Conflict: The Ethics of Relationships” (2008); “Gotta Go: Ethics in Exile” (2009); “The Morality of Power” (2010); “Individual Rights and Community Obligations” (2011); “Condemned to be Free” (2012); “Love and Justice” (2013); and “The South” (2014).

**House Courses:** KIE regularly sponsors student-inspired “house courses.” Topics have included “Ethics in Science, Technology, and Medicine,” “Honor During Crises,” “The Gothic Wonderland? A Conversation on Duke Campus Ethics,” and “Social Change in Durham,” a follow up course for Project Change participants. KIE’s “Intergenerational Ethics” offering, a partnership with the Osher Lifelong Learning Institute and the Duke Honor Council, annually brings together 15 students and older adults to explore both contemporary and historical moral dilemmas.

**Campus Grants:** This program supports initiatives proposed by students, faculty, and staff that promote ethical reflection, deliberation, and dialogue. Funding provides support for speakers, workshops, meetings, curriculum development, publications, organizational collaborations, and other activities. Projects range from student workshops on bioethics to art exhibitions on public health and ethics.

**Staff Book Clubs:** KIE supports ethics book clubs for departmental staff across the university by assisting with funding, suggested readings, and opportunities to meet with authors. Selections have included John Green’s *The Fault in Our Stars* and Katherine Boo’s *Behind the Beautiful Forevers*.

“One of the greatest takeaways I’ve gotten from Kenan is how I approach problems: a mindset of critical thinking and engagement, a healthy dose of skepticism, and the importance of accounting for the people affected by a policy.”

– Bethany Horstmann, ’13
The Institute’s increased focus on core programs in the last five years has increased its impact, deepening the depth and quality of the Institute’s work even as it has maintained a remarkable entrepreneurial energy.”

– Stephen Bear, KIE Board Vice-Chair

Governance Structure

IE reports to four different bodies: the Office of the Provost, a Faculty Council, an external Advisory Board, and the privately-held Kenan Fund for Ethics.

Office of the Provost: Interdisciplinary Studies at Duke University is supported by the Provost’s Office. Duke’s seven University Institutes and Centers (UICs) are a cornerstone of the university’s commitment to inquiry across disciplines. The focus of the UICs on scholarship, education, and policy/practice contributes to Duke’s mission of knowledge in the service of society through creating and facilitating novel collaborations and programming. The UICs are supported by a unique infrastructure and budgetary model, and are able to hire regular rank faculty. The UICs also support educational programs that bring together scholars and students from the undergraduate to postgraduate levels through degree and certificate programs, seminars, workshops, and research projects.

Advisory Board: The Advisory Board provides advice, assistance, and leadership to the Institute in all matters relating to its programs, projects, and priorities. The Board consists of between fifteen and twenty-four distinguished individuals, including business leaders, academics, journalists, and philanthropists. The Advisory Board is chaired by the President of Duke University and meets on campus in April and November each year.

Faculty Council: The Faculty Council provides advice, assistance, and leadership to KIE in matters relating to its programs and priorities in university education and scholarship, with particular emphasis on Institute activities at Duke University. Its members represent a variety of disciplines and schools across the university.

The William R. Kenan, Jr. Funds: The William R. Kenan, Jr. Funds were created by grants from the William R. Kenan, Jr. Charitable Trust. Beginning in 1983, four funds were created, each of which has supported an institute at a North Carolina university: the Frank Hawkins Kenan Institute of Private Enterprise at the University of North Carolina at Chapel Hill; the William R. Kenan, Jr. Institute for Engineering, Technology, and Science at North Carolina State University; the Thomas S. Kenan Institute for the Arts at the North Carolina School of the Arts; and the Kenan Institute for Ethics at Duke University. Each of the four funds is a private foundation and can make grants to any eligible nonprofit organization.
Communications

Over the past two years, we have increased our reach to multiple audiences via our website, newsletters, and social media feeds. In 2013, the KIE website attracted over 40,000 unique visitors, with 126,000 page views. The already established Facebook profile attracted new followers with the number of “likes” growing by 38% in 2013. Video content on the KIE YouTube channel received over 16,000 views, with over 2,400 hours of play. KIE also launched its first Instagram and Twitter accounts in 2013 to engage and interact with multiple constituencies on and off of campus.

Our “Good Question: An Exploration in Ethics” publication series, begun in conjunction with our 15th anniversary in 2010, highlights the work of Duke faculty and students. Questions have ranged from “Does competition bring out the worst in us?” to “Should there be a market for human organs?” In the first installment it reached over 100,000 Duke alumni, faculty, students, and friends.

KIE faculty and fellows are regularly published in national and international media outlets on topics ranging from Sharia law to cheating in college. In addition, KIE is represented through associated blogs, video segments, and Twitter accounts. Chris Macdonald’s Business Ethics blog, for instance, is highly regarded and he is regularly named to the top 100 list of influencers in ethics by Ethisphere Magazine. Dan Ariely’s blog, Wall Street Journal column, and New York Times bestsellers on dishonesty reach wide audiences. Wayne Norman’s blogs, Ethics for Adversaries (featuring his students’ work) and This Sporting Life have been picked up by CNN and other outlets. Kieran Healy is a regular contributor to Crooked Timber and his blog posts have been reprinted in Slate and widely cited in online and print media, including the New York Times and Businessweek.

KIE also produces its own reports by faculty, students, and practitioners. Examples include policy reports such as Breaking the Immigration Stalemate: From Deep Disagreements to Constructive Proposals, and conference summaries such as The U.N. Guiding Principles on Business and Human Rights: Analysis and Implementation as well as survey analyses and recommendations such as Integrity in Undergraduate Life at Duke.
Resources

A key accomplishment of KIE has been the ability to generate new and different resources to support its expanded portfolio of research, teaching, and practice. KIE’s average core budget from the university over the past 7 years has been $700,000. Over the last five years, the Institute increased resources from intramural and extramural grants and partnerships. While the grant portfolio of the Institute remains modest, the growth is significant. The Institute’s core faculty and program leads have raised more than $5 million in extramural grants in the past five years. These include support from foundations such as Templeton, Smith Richardson, Teagle, Mellon, Annie E. Casey, and others.

We have leveraged additional internal university resources by creating model programs that advance the university’s strategic priorities, such as DukeEngage Dublin and DukeImmerse: Uprooted/Rerouted. And we have worked closely with deans and the provost to leverage our collective resources in support of shared faculty appointments that further interdisciplinary collaboration, most recently in a shared commitment to a faculty position that connects KIE, the Divinity School, and the Duke Global Health Institute.

Notably, as KIE has generated increased overall programming resources, we have also managed to maintain and even hone our lean staffing structure, reducing full-time staff from 8 to 7 in this same period. More significantly, we shifted to a staffing model that is primarily program support: 4 staff cover student programs, academic programs, international programs, and research analysis and 3 staff manage human resources and finance, communications and development, and the front office.

Even more than our growing grant portfolio and program leverage, KIE has developed a meaningful development profile. Beginning in 2007, KIE’s Advisory Board transitioned to include financial support as part of its role and 100% of Board members now contribute unrestricted operating support. In addition, the Institute has secured significant gifts for endowments and bequests and created named funds for targeted areas of expendable support. Over a seven-year period, KIE has secured $15 million in gifts, roughly divided equally among three categories: bequests for future use;

Major Giving

“The William R. Kenan, Jr. Fund for Ethics is enormously proud of the way the Institute is now deeply embedded in the life of Duke University, yet continues to focus on connecting the campus community with the nation and world. Its careful and creative stewardship of core resources has leveraged exemplary levels of complementary funding.”

– Mark V. Bensen,
President, The William R. Kenan Jr. Fund for Ethics
expendable program income; and annual payout from endowments for faculty and named positions.

Some gifts have come from Board members who want to advance several dimensions of KIE’s work simultaneously, such as opportunities for students, policy outreach, and the development of a pipeline for new projects. Other gifts have come from individuals who are not connected to KIE or Duke and who see investing in our work as a way to ensure that ethics reaches across a great university and into the community. Still other gifts have come from alumni who are excited by the way KIE and programs like Bass Connections can mutually reinforce one another.

“The Bass Connections and Kenan Institute for Ethics partnership is one we hold up as a model for partnerships with units around the University.”

– Susan Roth, Vice-Provost for Interdisciplinary Affairs
Peer Comparisons

The Kenan Institute for Ethics has become one of the most active university-based ethics centers in the country. Over the past several decades, dozens of new ethics centers and hundreds of ethics courses have been created at colleges and universities across the country. Currently, over 100 ethics centers — the majority founded since 1990 — are institutional members of the Association for Practical and Professional Ethics (APPE), the flagship national organization for university-based ethics programs. KIE has played a key role in advancing APPE and regularly collaborates with several ethics centers to organize an annual Ethics Center Director Colloquium.

There is no comparative ranking of ethics centers. As part of an ongoing strategic planning effort, the KIE Advisory Board benchmarked peer organizations, examining missions, areas of focus, and balance between internal and external programming, and depth and breadth of activities.

Harvard University’s Edmond J. Safra Center for Ethics: This center aims to impact policy and practice by developing a large network of faculty through visiting professorships and fellowships and by influencing the Harvard community. In 2009, a new director focused their programming on the single theme of institutional corruption. They tied their fellowship program to this broad theme which has manifested itself in a variety of topics and activities from regulatory transparency in food, medicine, and worker safety to conflicts of interest in think tanks and the military. Eleven staff support the work of the center.

The Dartmouth Ethics Institute: This institute is internally focused on promoting ethics-oriented discussions among Dartmouth faculty and among Dartmouth students with links to both the college and professional schools. Its main outward-looking programming is a summer ethics camp for secondary school educators. Six staff and visiting fellows support the work of the Institute.

The Markkula Center for Applied Ethics at Santa Clara University: This center focuses on providing practical tools for ethical living. It has program areas in bioethics, business ethics, campus ethics, character education, government ethics, and internet ethics. It seeks to leverage its Silicon Valley location by engaging with leaders in business, health care, government, and education and by providing interactive social media materials. A staff of twenty support the work of the center.

Princeton University Center for Human Values: This center’s mission is to influence research and teaching across the campus through undergraduate coursework and seminars, post-doctoral fellowships, public lectures, and seminars. The center partners with other programs

“Teaching a class on ‘neuroethics’ to students from 18 different majors would not be possible without Kenan’s recognition that ethics shouldn’t be contained within a single institute but should pervade and be embedded throughout campus. As a result, we’ve been able to develop new links between ethics and science that shape how students think about both disciplines.”

– Scott Huettel, Jerry and Patricia Hubbard Professor of Psychology and Neuroscience
and schools at Princeton and holds the Tanner lectures. They have no explicit goal or programming to shape policy and practice. A staff of six support the work of the center.

The Board observed that Dartmouth and Princeton are more internally focused, while Harvard seeks to bring scholarship to bear on an overarching public issue, and Santa Clara has built a professional staff to develop its external and applied strategies. Recognizing KIE’s multiple missions and stakeholders, the Board concluded that KIE represents a valuable and distinct approach that combines robust internal programming with decentralized mechanisms for determining scholarly areas of focus and public engagement. At the same time, the Board identified the balance between internal and external and depth and breadth as ongoing strategic and management challenges.
In KIE’s first decade it faced the challenge of demonstrating “proof of concept” that an ethics institute could infuse the life of the university, have a clear focus outward, and meld theory and practice. In its second decade, KIE’s challenge has been to establish substantial programs and pathways for students and a distinctive intellectual profile while maintaining a role in infusing ethics across the university. As we look toward our third decade, the challenge is whether we can add more cohesive elements to our faculty interaction, student impact, and external partnerships and secure the resources necessary to sustain our best programs.

**Enhancing faculty interaction:** KIE’s “big-tent” approach to ethics and to program development — as well as the ways in which we draw faculty from across schools and disciplines — has been a key to our success. At the same time, a challenge we face is how to attract sufficient faculty involvement in particular projects to sustain momentum without constant reliance on the leadership of a few individuals. Are there strategies that would enable us to draw faculty more easily into long-term leadership of specific program areas? Alternatively, should we focus our efforts primarily on incubating rather than sustaining programs?

More broadly, the very diversity of our approaches means fewer shared assumptions about what constitutes ethics and about what to focus on and how. It is tempting to see this tension as something that must be permanently “resolved” one way or the other. But in our view this tension is better seen as a core feature of a successful program. KIE has a repertoire of organizational strategies for accomplishing its various goals. It has focused working groups devoted to a particular topic, more network-like structures of ongoing conversations, and the common focal point of the seminar series and Graduate Fellows program. None of these things by themselves would be sufficient to maintain the success of KIE. But together, and at the price of a tolerable bit of uncertainty, they constitute a worthy interdisciplinary enterprise.

Nonetheless, a key challenge in our third decade is to enhance mechanisms by which faculty can learn from each other. Our most promising vehicle for this integration is the regular Monday seminars. Initiated in 2011, these seminars reflect a significant change from KIE’s early years where faculty gathered only twice a semester. While KIE also has various more specialized, topically focused projects that bring faculty and graduate students together, the seminar and the fellows provide a focus for the general intellectual life of the Institute. Building on this model, the Monday Seminar could include regular discussions of the work going on...
in KIE’s major program areas as well as in emerging nodes. This could lead to greater exploration of points of intersection and best practices in how to conduct interdisciplinary ethics projects.

**Sustaining and expanding student impact:** The programs and pathways for undergraduates that KIE has built over the past 5 years have established the Institute as a place for intensive student engagement. Many of these programs are, however, dependent on ad hoc financial support and in some cases can accommodate only a small cohort of students. Some students effectively “luck into” these opportunities. We believe that many more students are seeking deeper, more integrated opportunities to examine their lives and the world through the lens of ethics.

To that end, we have been considering ways to provide a more sequenced and continuous path for greater intensity of experience and inquiry. One approach underway is to revise our Ethics Certificate Program to include tracks for students in areas ranging from bioethics to law. Additionally, KIE could build a Scholars program that provides an integrated living and learning experience across four years. We also continue to seek new ways to collaborate with the Office of Academic and Student Affairs in developing a learning environment that expands students’ notions of success and achievement and improves our own culture of academic and personal integrity.

Graduate students participate as Graduate Fellows in our Monday Seminar, serve as Teaching Assistants, and contribute to vertically integrated research teams. We are considering additional ways to deepen the experience of our Graduate Fellows and to extend more opportunities for graduate students to participate in our programming. We welcome suggestions for how faculty can further advance these goals.

**Establishing long-term partnerships:** Over the past five years, KIE has successfully partnered with a wide variety of groups at and beyond Duke. Most often, these partnerships have been deeply intensive but ultimately time-limited. While a significant portion of KIE’s collaborations will appropriately remain that way, if each one has to be crafted by hand KIE faces a challenge both in terms of time and efficiency and in terms of long-term impact. This is particularly the case with our expanding global portfolio and in policy arenas where sustained engagement is required.

Are there, then, ways in which KIE could establish partnerships of longer duration? Could, for instance, KIE convert short-term collaborations with University College, Dublin, the Interdisciplinary Center at Herzliya (Israel), and The Tobin Project in Cambridge, MA into three to five year partnerships that included convenings, student and faculty exchanges, and publications? And could new partnerships be developed with ethics centers in China, India, Brazil and other major nodes in Duke’s global vision? Within Duke, some of KIE’s partnerships with schools and institutes on a variety of projects might also be ripe for longer-term relationships. KIE could also benefit from expanding its successful pilot practitioner-in-residence program, which has proven a valuable mechanism for establishing programs with external bodies.
Securing sustainable program funding: We have effectively leveraged core resources. Yet decreasing programming funds is a real and growing concern. This concern is further exacerbated by our funding structure and reliance on gifts to initiate new programs. Over the past couple of years we have made significant new investments in faculty-led programs, research development, and new experiential opportunities for undergraduates. Maintaining momentum and impact in these areas is critical to our strategic mission. But much of the startup funding for these initiatives came from one-time gifts that are now transitioning to endowments whose annual payout is a small fraction of the initial operating gifts. We thus face a three-fold challenge: to prioritize across our multiple missions, stakeholders, and partners; to incentivize further faculty-led grant development; and to encourage university and private supporters to invest in us further.

Funding priorities include:

• Practitioners: An expendable gift enabled KIE to create a successful 3-year pilot Practitioner-in-Residence program. We now seek to establish practitioner residencies as a regular and ongoing feature of our work. Regular interaction with government representatives, private sector executives, NGO leaders, journalists, and other practitioners would meaningfully enhance student mentorship, magnify the public impact of our research, and enable practitioners to re-enter their fields with fresh perspective and a strong relationship to the university.

• Students: A sequenced and continuous path for students who are seeking greater intensity of experience and inquiry at Duke, a Kenan Scholars Program would invest in shaping ethical leaders who can provide innovative solutions to contemporary social problems. This program would build on KIE’s more than 15 years of experience to offer an integrated 4-year experience of ethical reflection, civic engagement, and mentoring by practitioners, faculty, and peers. It would position us as a global leader in moral education and engagement and attract more students to our other programs.

• Faculty: We seek to build a pipeline of projects that link faculty research interests and communities of practice (legislators, regulators, journalists, NGOs, and others) in areas of great importance and potential growth. An expendable gift enabled us to launch a pilot set of faculty grants in public ethics, several of which have grown into core KIE programming. Now we seek sustained support to continue building an ongoing portfolio of projects. Proposals would be evaluated on the basis of their clarity of ethical focus, potential for public impact, and collaboration across disciplines, departments, and schools.

• Community: Since 2007, KIE has succeeded in building a home for an interdisciplinary, university-wide community of faculty and students committed to ethics. A key to our success in building community has been the ability to provide gathering spaces that encourage serendipitous encounters, collaborative project work, and regular meetings. As we approach our 20th anniversary, we want to meet the demand for new team-based labs, incorporate a Scholars Program, house graduate students, and accommodate practitioners — in addition to simply providing offices for new faculty and Senior Fellows. Now is an opportune time to align our growing abilities, ambitions, and accommodations.

“We’ve developed a “big tent” model at KIE, pursuing projects of interest to faculty and students generated from the bottom up without the constraints of a rigid strategic plan. I consider this a real strength of the Institute.”

– Ruth Grant, Professor of Political Science and Philosophy