

CHAPTER 1: THE UNIVERSITY

Excellence, Diversity and Inclusion **A statement by the faculty, Provost, and President**

To achieve our mission and meet the needs of a rapidly changing world, Duke strives to create a climate of collaboration, creativity, and innovation within and across disciplines. Our success depends upon the robust exchange of ideas - an exchange that flourishes best when the rich diversity of human knowledge, perspectives, and experiences is heard. We nonetheless acknowledge that our policies and practices have often failed to ensure equality of participation within our community. Our renewed commitment and responsibility to one another is articulated in the following statement.

Duke University Community Commitment

Because diversity is essential to fulfilling the university's mission, Duke is committed to building an inclusive and diverse university community. Every student, faculty, and staff member—whatever their race, gender, age, ethnicity, cultural heritage or nationality; religious or political beliefs; sexual orientation or gender identity; or socioeconomic, veteran or ability status—has the right to inclusion, respect, agency and voice in the Duke community. Further, all members of the University community have a responsibility to uphold these values and actively foster full participation in university life.

Governing Documents

The governing documents of Duke University (mission statement, bylaws, charter, and indenture of trust) can be found at <https://trustees.duke.edu/governing-documents>

Senior Administration

Administrative Officers

Responsibilities and duties of the trustees and administrative officers of the university are provided in the bylaws of Duke University (see link above). However, the functions of the trustees and officers are described briefly below.

The Board of Trustees

The board consists of thirty-six elected members and the president, ex officio, and the board has vested in it as a group the final authority for the operation of the university. It regularly meets four times a year but may call special meetings. Its Executive Committee acts for the board between meetings and normally convenes five times each year.

The board elects from its membership a chair and vice chair and organizes itself into both standing and ad hoc committees. The former include the Executive Committee, Academic Affairs Committee, Audit, Risk and Compliance Committee, Facilities and Environment Committee, Business and Finance Committee, Human Resources Committee, Institutional Advancement Committee, Medical Center Academic Affairs Committee, and Undergraduate Education Committee. Both standing committees and ad hoc committees may undertake other functions as are delegated to them by the trustees. However, in all cases the powers and duties of committees are subject to the direction and approval of the board.

President

As chief educational and administrative officer of the university, the president is responsible to the Board of Trustees for the supervision, management, and government of the university, and for interpreting and carrying out the policies of the board. The president, or someone designated by the president, presides at meetings of the university faculty. Under the bylaws the president may overrule the decisions of the faculty after stating reasons for

such action. The president is responsible for recommending to the trustees persons to hold the other offices of the university.

Provost

The provost is an executive officer of the university, responsible for all educational affairs and activities, including research. The provost has powers and duties as assigned by the president. The provost is a member of the faculty of each college and school, and an ex officio member of each committee (other than committees of the Board of Trustees) or other body concerned with matters for which the provost is responsible. The provost also receives recommendations developed by the faculty and educational officers for consideration and recommendation to the president.

Chancellor for Health Affairs, President and CEO of the Duke University Health System

The chancellor for health affairs has powers and duties as assigned by the president and is responsible for all operations of the Medical Center and Health System. The chancellor for health affairs serves as chief academic officer of the Medical Center that includes the Schools of Medicine and Nursing.

Executive Vice President

The executive vice president is the university's chief financial and administrative officer. The executive vice president directs the university's financial operations and oversees all central administrative services and capital projects.

Vice President and University Counsel

The vice president is the legal adviser to the university and is responsible for all matters of a legal nature concerning the university and the Medical Center, including litigation and the preparation or approval of all contracts, deeds, conveyances, or other legal documents.

Vice President and University Secretary

The vice president maintains the official records of the university and also oversees 1) relations with and operations of the Board of Trustees; 2) university ceremonies; and 3) searches and reviews of senior officers of the university, and performs other duties as assigned by the president.

Treasurer

The treasurer directs the preparation of the annual statement of the university's assets, liabilities and operating results; serves as the university's primary liaison with external debt rating agencies; manages the university's external debt and the related reporting and payment requirements associated with external debt compliance matters; and is responsible for the university's banking relations.

Academic Organization

Each college and school of the university has its own faculty, which in each case includes the president, the provost, and the university secretary.

Trinity College of Arts and Sciences and the Pratt School of Engineering confer undergraduate degrees. Each is administered by a dean who is responsible for its academic affairs.

Dean and Vice Provost of Undergraduate Education

The dean and vice provost of undergraduate education is responsible for leading and coordinating all aspects of undergraduate life - academic as well as non-academic - working closely with senior administrators responsible for undergraduate affairs in Trinity College and in the Nicholas, Pratt, and Sanford Schools, and with the vice president for student affairs. The dean and vice provost of undergraduate education works to realize the special potentials of a research university devoted to undergraduate teaching and to further develop Duke's vision of an integrated undergraduate experience designed to prepare students to lead successful and engaged lives in the 21st century. The dean and vice provost of undergraduate education is the principal spokesperson on Duke undergraduate education to students, faculty, other campus constituencies, and external audiences. Specifically, the dean and vice provost of undergraduate education leads and oversees program development for initiatives in undergraduate education that encompass all schools, such as DukeEngage and the Global Education Office for Undergraduates, and coordinates

curricular and pedagogical initiatives across schools; assures that residential, recreational, dining, other campus services, as well as athletics support Duke's philosophy for undergraduate education; and leads program development for new undergraduate facilities.

Faculty of Arts and Sciences

This body is composed of the dean of Arts and Sciences; dean of academic affairs, Trinity College of Arts and Sciences; dean of the humanities; dean of the natural sciences; dean of the social sciences; and the members of the faculty whose primary Academic Council constituencies are the humanities, social sciences, and natural sciences.

Faculty of the Pratt School of Engineering

The School of Engineering faculty is composed of the dean and all members of the university faculty who hold a primary or secondary appointment in that school.

Sanford School of Public Policy

The dean of the Sanford School is advised on administrative and academic matters by an Executive Committee. The regular-rank faculty serve as the governing body for faculty appointments and matters affecting curriculum, programs, and academic standards.

Graduate Education

The Graduate School is administered by the dean who, with the advice of the Executive Committee of the graduate faculty, is responsible for coordinating the graduate offerings of the various departments of Arts and Sciences, the nonprofessional degree programs of the professional schools, the basic science departments in medical and allied health education, and certain professionally oriented graduate programs as well. The faculty of the Graduate School, which is represented by the Executive Committee, consists of those members of the general faculty who have been designated by their departments and approved by the dean. In departments, schools, and programs where graduate degrees are offered, the dean of the Graduate School appoints a director of graduate studies who works closely with the Graduate School and the graduate students in his or her area.

Professional Education

Each of the eight professional schools at Duke University has a separate faculty and academic administration and is administered by a dean who is the chief administrative officer of the school.

Fuqua School of Business

The dean of the Fuqua School of Business is advised on administrative and academic matters by an executive committee and members of the faculty.

Divinity School

The faculty is composed of the dean and of those holding regular faculty appointments and is composed of four divisions: Biblical, Historical, Theological, and Ministerial.

Pratt School of Engineering

The dean and the four department chairs are responsible for the administration of the Engineering School. The academic programs offered in the school are determined by its faculty.

Nicholas School of the Environment

The Faculty Council of the Nicholas School of the Environment, consisting of the dean and four other faculty members, develops recommendations in the areas of planning and long-range policy.

School of Law

The policies affecting the admission of students, curriculum, and academic standards in the school are determined by its faculty. The dean appoints faculty members to the standing and ad hoc Law School committees.

Medical and Health Professions Education

The Chancellor for Health Affairs is the Chief Academic Office for all health professional education programs. All medical and allied health education programs are administered by the dean of the Medical School, through the

vice dean of education with advice from the relevant faculty committees and faculty in constituent instructional groups including physical therapy, physicians' assistants, and other health professions programs. The vice dean of education is jointly responsible to the dean of the Medical School and the provost for all academic activities in the Medical Center exclusive of the School of Nursing. He or she is charged with deciding on student admissions policies and procedures, curriculum content, educational activities and teaching facilities of the Medical Center. The dean maintains consistency between university and Medical School academic policy.

School of Nursing

The School of Nursing is administered by the dean. The faculty is composed of those faculty members holding regular academic appointments and those faculty holding non-regular rank faculty appointments in the School of Nursing.

Departments

The department is the basic academic administrative unit in Arts and Sciences, the Pratt School of Engineering, and the School of Medicine. In some cases programs or sections function like departments; in this chapter "department" refers to all three kinds of units.

Each department will maintain bylaws, approved by the department's faculty, endorsed by the dean of the school, and approved by the provost.

Each department is administered by a department chair, who is the official link between the department and the dean, presenting the department's needs, objectives, and evaluations of achievement to the dean. Chairs nominate directors of undergraduate studies to their dean and directors of graduate studies to the dean of the Graduate School. They lead the department in planning, recommend allocation of space to their dean, and are responsible for budget preparation and surveillance, annual faculty evaluations, evaluations of faculty for promotion and tenure, assignment of academic and nonacademic staff, assignment of teaching loads and student advising, and adherence to departmental bylaws.

Selection of Department Chairs

In general, chairs in Arts and Sciences and the Pratt School of Engineering are on term appointment of three years if appointed from within the department, and five years if appointed from without. Chairs do not automatically rotate but are reviewed early in the last academic year of the term. The review procedure begins with a letter from the appropriate dean to each member of the department concerned asking advice regarding the next chair's term. Each individual is invited to write to the dean directly. These letters are reviewed by the dean and are discussed with the dean of the Graduate School. These deans recommend appointment to the provost who, after reviewing the departmental letters, will confer with the president. After approval is obtained, the dean of Arts and Sciences or the dean of the School of Engineering will send the letter of appointment.

When the dean, with the approval of the provost, decides that a chair should be appointed from outside the university, the dean will appoint a search committee to undertake a search and recommend one or more qualified persons for consideration. Search committees have representatives from the department faculty and at least one faculty member from another department or school in the university. They may also have members from outside the university.

After the search committee has made its recommendations, the dean will seek the approval of the provost who, in turn, will confer with the president. The appointment as chair is usually for five years.

The selection of a chair for a basic science or clinical department within the medical school is initiated when a search committee is appointed by the dean of the School of Medicine. The committee is composed of faculty members and, when appropriate, medical and/or graduate students or house staff from Duke University Hospital, and occasionally representatives from DUHS administration. Candidate recommendations are solicited from a wide variety of sources, and announcements and advertisements are placed in various publications. Specific attention is given to addressing unconscious bias in the search process and to identifying a diverse candidate pool. At the end of the interview process, the search committee obtains input from interviewers and from the department (faculty, trainees and staff). After reviewing the input and discussing the candidates in detail, the committee informs the dean of the Medical School of the candidate(s) they endorse. After final selection of the preferred candidate, the dean of the Medical School makes his or her recommendation to the provost and the president of Duke University.

Interdisciplinary University Institutes and Centers

The university institutes and centers (UICs) are non-departmental, university-wide bodies which contribute interdisciplinary teaching, research, and service. University institutes have the opportunity to develop curricular programs (e.g., certificates, majors) and appoint non-tenure track, regular rank faculty through established processes. The university institute is the basic unit, and centers may affiliate within an institute. University institutes are initially approved through a peer-review, strategic planning process. UICs are normally approved for five years at a time, and then undergo a formal review. Each UIC will maintain bylaws, approved by the institute's faculty body (the majority of whom are tenured or tenure-track faculty), endorsed by the vice provost for interdisciplinary studies, and approved by the provost. Each university institute is administered by a director, who reports to the provost or vice provost for interdisciplinary studies. Directors of university institutes which are jointly funded by the provost and School of Medicine also report to the senior vice chancellor for health affairs or dean.

Selection of Institute Directors

UIC directors will generally be appointed for a five-year period, with annual performance reviews. In year four of the five-year term, the provost begins a more formal appointment and review process by appointing a special committee to evaluate the performance of the director. The committee will conduct interviews and invite comments from all relevant people and units, and will present the provost with a written report. At the end of the fourth year of a director's term, the provost should recommend reappointment or initiate selection of a new director.

When a new director is sought, the UIC faculty body will be polled by the provost for nominations. The provost, after reviewing the letters, may appoint an internal candidate or launch an internal or external search. If a search is chosen, the provost will appoint a search committee, comprised of at least three representatives from the UIC faculty body and at least one faculty from another university department or school. Search committees may also contain members from outside the university. The search committee will seek qualified individuals from inside and/or outside the university, depending on the search scope, and make recommendations to the provost. The provost will then make a recommendation to the Board of Trustees, which has final responsibility for the director's appointment.

For UICs with dual reporting structures to the provost and School of Medicine, the senior vice chancellor or dean and provost will jointly initiate and direct the process.

Interdisciplinary School-based Centers

Other units of an interdisciplinary nature, not otherwise designated as UICs, may be designated as school-based centers. Each school is responsible for maintaining and applying regular approval and review processes for school-based centers, and for reporting annually to the provost's office on the centers.

Continuing Education

Duke Continuing Studies sponsors programs throughout the year for local, state, national, and international adult and youth audiences. Adult learners intending to pursue an undergraduate degree receive academic advising and enter Duke through the academic studies unit of the office. Non-degree course work at the undergraduate and graduate levels and the auditing of Duke classes are arranged through this office. Special reduced tuition rates are available for faculty and other Duke employees who enroll for academic credit or audit in undergraduate coursework numbered from 1-699 (special rates do not apply to engineering coursework). The Osher Lifelong Learning Institute is a membership organization offering over 330 noncredit courses per year and linking older adults with university resources and needs. Youth Programs sponsors a variety of summer academic enrichment experiences for middle and high school students, while Duke Management Training provides consulting and training services to business and corporate clients. The office also offers professional development certificate courses of study in face-to-face and/or online formats in nonprofit management, nonprofit leadership, human resources management, global human resources, certified financial planning, technical communications, paralegal studies, event development, business communication, digital media and marketing, data and statistical inference, and cloud computing. For detailed information see <http://www.learnmore.duke.edu/>.

All continuing education programs are open to faculty members and their families.

The director of Continuing Studies reports to the dean of academic affairs of Trinity College and to the dean of Arts and Sciences. As a rule, professional schools separately administer their individual continuing education programs.

Summer Session

Summer session is a part of the twelve-month academic offerings of the university and reflects the same academic standards as those of the fall and spring semesters. While a number of the professional schools offer summer coursework, virtually all offerings in arts and sciences are at the undergraduate level. Each school and department is responsible for selecting its courses and faculty, subject to consultation with and approval of the director of the Summer Session. Special reduced tuition rates are available for faculty, other Duke employees, and their children who enroll for academic credit in coursework sponsored by Arts and Sciences. The Global Education Office for Undergraduates and the Marine Lab also sponsor summer coursework. The director of the Summer Session reports to the dean of academic affairs of Trinity College and ultimately to the dean of Arts and Sciences.

Libraries

The university librarian and vice provost for library affairs administers all libraries except those in the Divinity School, the School of Law, the Medical Center, and the Fuqua School of Business, which are under the direction of their respective deans.

The Library Council, established in 1929 by action of the faculty of the university, advises the university librarian and the provost on matters relating to general policy. In addition, it acts as a sounding board for proposed major changes and serves as a communication link between the library and the faculty. The council is composed of nine faculty members nominated by the Executive Committee of the Academic Council and appointed by the provost for three-year terms and one librarian and two students who serve one-year terms. The university librarian and members of the library's Executive Group are also members of the Library Council.

University and Medical Center Archives

The Duke University Archives is the official archival repository of the university and is administered through the university's Perkins Library System. The Archives collects, preserves, and administers university records having continuing administrative or historical value in accordance with policies approved by the president and the Board of Trustees. For information concerning access, collection, and transfer to the Archives, go to <http://library.duke.edu/uarchives/> or call 660-5820.

Medical Center Archives is the official archival repository for Duke Health including the School of Medicine, the School of Nursing, Duke University Hospital, and Duke University Health System departments and divisions and other programs and administrative units. The Medical Center Archives collects and preserves administrative records and documents, including images and oral histories, that capture the history of the medical center. The archives staff assists departments in records retention, as well as with locating documents and images for special events, publications, and exhibits. For more information call 919-383-2653, or visit online at <http://archives.mc.duke.edu/>.

Administrative Services

The executive vice president oversees the Administrative Services Division, which is the group of offices and operations that provide the central administrative support for the university: accounting (budgeting, sponsored programs, endowment/investment), campus police, environmental health and safety, facilities management, human resources, procurement, the treasurer, and the university architect.

The Office of Internal Audits reports to the Audit Committees of the Board of Trustees, Duke University Health System, and DUMAC, Inc.

Division of Student Affairs

The Division of Student Affairs comprises a wide array of departments, programs and services, mostly focused on students. Some areas such as Duke dining and Event and Production Services also provide services to visitors and members of the Duke community. Departments in Student Affairs are critically engaged in all aspects of students' lives – housing, feeding, healing, challenging, counseling, and educating from the time students accept their offers to attend Duke to the time they arrive on campus until the time they leave and beyond. Student Affairs manages the DukeReach program that directs faculty and others to resources to help a student in need (www.studentaffairs.duke.edu/dos/dukereach). Other resources for faculty may be accessed by visiting www.studentaffairs.duke.edu/faculty-staff or calling the Office of the Vice President for Student Affairs at 919-684-3737.

Office for Institutional Equity (OIE)

The Office for Institutional Equity (OIE) directs the university's harassment prevention, non-discrimination, equal opportunity, and diversity and inclusion programs. It monitors and works to insure an inclusive and respectful learning and work environment. The Vice-President for Institutional Equity, Dr. Benjamin D. Reese, has been designated as the individual responsible for the coordination and administration of the university's nondiscrimination and harassment policies generally. Howard Kallem, Director of Title IX Compliance, has been designated as the University's Title IX Coordinator; Title IX is a federal law that prohibits sex discrimination. Dr. Reese and Mr. Kallem may be contacted at Smith Warehouse, 114 S. Buchanan Blvd., Bay 8, Durham, NC 27708, and by telephone at (919) 684-8222.

Diversity, Equity & Inclusion

Staff provide consultation, needs assessment, strategy design, coaching and a range of educational workshops and learning solutions, all designed to enhance skill development and optimize diversity and inclusion across the Duke environment.

Equal Opportunity and Affirmative Action

This program implements and monitors the Equal Opportunity Policy and Affirmative Action across the institution in order to guide us in our commitment to diversity, inclusiveness and fairness. OIE is responsible for monitoring, tracking progress and offering guidance and consultation in staff and faculty personnel matters for equity and regulatory considerations.

Harassment Prevention and Gender Equity

This area is a resource for faculty, students and staff concerning issues of harassment, discrimination and gender equity. Questions, concerns or complaints that might implicate policies regarding harassment, non-discrimination, Title VII (discrimination or harassment in employment based on race, color, national origin, age, sex, or religion), the Age Discrimination in Employment Act, Title IX (sex discrimination or harassment in employment and education), Title VI (race, color, and national origin discrimination or harassment in education), and Section 504 of the Rehabilitation Act and Title III of the Americans with Disabilities Act (disability discrimination or harassment) can be directed to this OIE program area. Another important component of the program is providing education, training and support services to encourage and sustain work and learning environments that are inclusive and free from harassment or prohibited discrimination. Individuals with concerns regarding any of these topics should contact OIE at (919) 684-8222.

Accommodating Persons with Disabilities

The vice president for institutional equity is the designated compliance officer for the Americans with Disabilities Act of 1990 and the Rehabilitation Act of 1973. For more information on the University's commitment to equal access to qualified individuals with disabilities, please contact the Director, Disability Programs at (919) 684-8231.

Disability Management System

Disability Management System--Student Disability Access Office

Pursuant to the Rehabilitation Act, the Americans with Disabilities Act (ADA) and the ADA Amendments Act; Duke University through the Student Disability Access Office is prepared to explore possible coverage and reasonable academic adjustments and accommodations to graduate, professional and undergraduate students. Students who wish to request to be considered for reasonable accommodations should contact the director of the Student Disability Access Office at (919) 668-1267.

Disability Management System--Employment and Public Accommodations

Faculty members wishing to explore possible coverage and reasonable accommodations under the ADA should contact the Program Director, Employment and Public Reasonable Accommodations at (919) 684-8247. Faculty members with concerns, questions or complaints involving discrimination based on disability may contact the Office for Institutional Equity at (919) 403-3284.

Office of Information Technology

The Office of Information Technology (OIT) is committed to supporting and enhancing teaching, research, and community service at Duke University through the effective management of information technology resources; and to collaborating with departments, groups, and individuals from the university community.

OIT provides the university community with academic and residential computing resources; telephone and televideo services; digital audio/video content recording and distribution; Web conferencing; public and multimedia computer labs; wireless and wired computer networks; research and high-performance computing environments; email, calendaring, and instant messaging; technology innovation; labs and support; and technology training. Through its website, knowledgebase and Service Desk, OIT provides direct customer support.

To learn more, visit the OIT website (<http://oit.duke.edu/>). To get help with OIT's services, contact the OIT Service Desk by calling 684-2200, by submitting a help request, or participating in a live chat session from oit.duke.edu/help, or by walking up to the service counter at The Link in Perkins Library.

Duke University Information Technology Security Office

The Duke University IT Security Office (ITSO) provides leadership in the development, delivery and maintenance of an information security and risk management program to safeguard the university's information assets and the supporting infrastructure against unauthorized use, disclosure, modification, damage or loss. The ITSO supports a comprehensive university-wide risk management program that encompasses implementation of IT security technologies and processes, education and awareness training, monitoring for IT security related events, threat and vulnerability management, and incident management. The ITSO collaborates with campus departments and business units on a wide variety of IT security-related issues and practices. The IT Security Office reports directly to the University's Chief Information Officer.

Duke has several security policies and standards intended to protect Duke data, which may be found online: <https://security.duke.edu/policies-procedures>. Important policies include Duke's Acceptable Use Policy and Data Classification Standard.

To learn more about how to protect your data and online presence, or if you need to report a security incident, please visit <https://security.duke.edu> or contact the Security Office at security@duke.edu.

Office of Public Affairs and Government Relations

The Office of Public Affairs and Government Relations leads Duke's relations with many of the university's publics, including the media – local, national, and international - and both government and the broader public at the local, state and federal levels. The staff works with administrators, faculty, staff and others across the university to communicate the programs, people, policies and accomplishments of the university to a wide range of audiences. It also manages and establishes policies for the university home page (<http://www.duke.edu/>) and top-level web pages, including “Duke Today” and the events calendar. In addition, the office provides counsel and information to

institutional leaders on internal and external communications and related issues, as well as on a broad range of government matters. The combined staffs of the offices of the vice president for public affairs and government relations, Federal Relations, News and Communications, and Duke Photography also undertake special projects for university constituencies. In addition, the Office of News and Communications sets and maintains university policies on media, communications and related matters. Those policies can be found at <https://newsoffice.duke.edu/>.

Office of Durham and Regional Affairs

The Office of Durham and Regional Affairs (DARA) seeks to use knowledge in service of society, as highlighted in Duke's strategic plan, "Making a Difference." The office works to broaden the university's role as an advocate and partner for economic growth, educational enrichment, and community development in Durham and the region.

DARA coordinates the university's partnerships with Durham and the region, including but not limited to Durham Public Schools, local non-profits, local government, the Research Triangle Park, and area colleges and universities. By strengthening partnerships with local organizations and businesses, the office seeks to accelerate the economic renewal in downtown Durham and to help ensure future innovation and growth in the region. DARA works closely with Durham Public Schools to support the district's mission of providing all students with an outstanding education, with a special focus on convening partnerships and resources in support of the community-wide priority of preK-3 literacy.

DARA oversees the Duke-Durham Neighborhood Partnership, formed in 1996 as the university's flagship outreach program. The Partnership works to improve quality of life and educational achievement within the 12 neighborhoods surrounding Duke's campus.

DARA also oversees the Community Service Center, which for more than two decades has served as a clearinghouse of volunteer opportunities for students and employees.

Learn more about DARA and its mission and programming at <http://community.duke.edu>.

Offices of Federal Relations (Duke University) and Government Relations (Duke Medicine)

The Office of Federal Relations (Duke University) and the Office of Government Relations (Duke Medicine) work together to inform the Duke community about the activities of the federal and state government that affect the university's teaching and research missions that are of special interest to members of the university community. Both offices maintain productive relationships with policymakers and federal and state government officials, as well as work closely with faculty, staff, students, alumni and others to promote Duke's priorities and interests. The Office of Federal Relations is responsible for national public policy issues related to the university, while the Office of Government Relations focuses on federal issues for the Duke University Health System as well as relations with the State of North Carolina policymakers for the University and Health System. The Office of Federal Relations reports directly to the vice president for public affairs and government relations, while the Office of Government Relations reports jointly to the vice president and the chancellor for health affairs.

Office of Research

Established in 1986 as the Office of Research and Development, this office has as its chief mission the enhancement and facilitation of the pursuit of research at Duke University. The office provides a centralized focus for the development of research activity, for the securing of research monies from federal, foundation, and corporate sources, and for the development and refinement of university policies which affect research and researchers. It draws on and coordinates the resources and expertise of the Office of Research Support, the Office of Research Administration, and the Office of Corporate and Venture Development, and works closely with the Office of University Development, the various deans' offices, and the university counsel's office. The office also works in concert with such university committees as the Research Policy Committee, and the Intellectual Property Committee.

Office of University Development

The Office of University Development is committed to fund-raising for Duke University's greatest needs and highest priorities. Fund-raising teams within University Development include Major Gifts and Special Initiatives, Principal Gifts Programs, Gift Planning (specializing in deferred gifts and complex gift plans), Foundation Relations, Trinity College and the Graduate School, and the Duke Annual Fund. University Development coordinates fund-raising efforts with senior administrators and with development personnel based in Duke's schools and units. University Development also provides central services in support of university-wide development efforts, through Donor Relations, which provides stewardship to endowment and building donors; Prospect Research, Management, and Analytics, which coordinates how donor relationships with Duke are managed; Development Services, Development Special Events, and Development Marketing and Communications. To learn more about fund-raising activities and priorities, visit <http://www.giving.duke.edu/>.

Office of Alumni Affairs – The Duke Alumni Association

The Duke Alumni Association's mission is to engage, connect and celebrate alumni and friends of the University. With a tagline of Forever Duke and the goal of lifelong engagement with the University, the Duke Alumni Association directs an array of programs, events, and publications for some 150,000 alumni. Offerings include more than 100 regional organizations in cities across the country and around the world, on-campus undergraduate reunions, alumni education and travel programs, career networking opportunities, alumni admissions-related programs, and other direct benefits and services. In addition, the Duke Alumni Association works with students in undergraduate, graduate and professional school programs to help them develop a lifetime association with Duke and to facilitate alumni-student interaction. *Duke Magazine* is sent five times each year to about 130,000 alumni and friends. The associate vice president for alumni affairs serves as an *ex officio* secretary-treasurer of the Duke Alumni Association, as co-publisher of *Duke Magazine*, and as secretary of the Duke Athletic Council.

Fiscal and Academic Years

As established in the bylaws, the university's fiscal year begins on July 1 and ends on the following June 30. The academic year, also established in the bylaws, starts on or about September 1 and ends one calendar year later.

The undergraduate and graduate bulletins and the bulletins of the professional schools contain the academic calendars as approved by the provost.

DUMAC, INC

DUMAC, Inc. is a separate non-profit support corporation organized and controlled by Duke that invests Duke's assets across domestic and international asset groups, principally through investment advisory firms and partnerships.

Accreditation

Duke University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award baccalaureate, masters, doctorate, and professional degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call 404-679-4500 for questions about the accreditation of Duke University.