

**Duke University**  
Durham  
North Carolina 27708-0012

OFFICE OF THE PRESIDENT  
BOX 90001

TELEPHONE (919) 684-2424  
FACSIMILE (919) 684-3050

December 15, 2007

To: Duke University and Duke University Health System Staff

From: Richard H. Brodhead and Victor J. Dzau

*RHB VJD*

Re: 2008 Affirmative Action Plan

Duke University and Duke University Health System are committed to affirmative action and fair employment. Whether in the classroom, the clinic, or elsewhere on or off campus, we are committed to giving everyone the opportunity to succeed. We believe that our differences are a source of strength and foster new opportunities in education, research and patient care.

Each year we prepare and maintain an Affirmative Action Plan (AAP) to submit to the federal government. The process of completing this plan gives us an opportunity to review our progress and shines a light on where we have room for improvement in making our commitment to diversity come alive.

We request that you review this year's AAP carefully, giving particular attention to issues that affect your area of responsibility. Share the plan with your staff, and encourage them to use the information as a management tool to develop strategies for addressing equity and diversity issues. Our commitment to diversity is a fundamental institutional commitment, and to realize its full benefits, we must all make it our own personal commitment.

Thank you.