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FOREWORD

December 11, 1924, marked the beginning of The Duke Endowment. On that day, Mr. James B. Duke signed the Indenture which established The Endowment as a charitable trust “... to make provision in some measure for the needs of mankind along physical, mental and spiritual lines. . . .”

This Annual Report for 1973 looks at the intervening fifty years and includes a brief historical essay concerned with The Endowment and its beneficiaries over five decades of political, economic, and social change. The needs of mankind specified by Mr. Duke in the fields of higher education, health care, child care, and religion have not lessened. In fact, year by year, these needs have come to demand increased attention, knowledge, expertise, and greater funding from both the public and private sectors.

In this, our fiftieth year, we pay tribute to hundreds of communities throughout North Carolina and South Carolina where thousands of people have combined dedication, vision, and ingenuity with financial assistance from countless other sources and The Endowment.

During this milestone year, it is fitting that recognition be given to the Trustees and Staff Members of The Endowment who have faithfully worked, in the language of The Indenture, “... to administer well the trust hereby committed to them within the limits set.” In this connection, we note the loss through death on June 21, 1973, of our friend and colleague, Thomas L. Perkins, who had served as a Trustee since 1948 and as our Chairman since 1960. On July 25, 1973, the Trustees adopted a Resolution to express their gratitude for his dedicated leadership. Portions of that Resolution are to be found on the following pages.
This year marks the beginning of another half century in the life of The Endowment. It is our hope and belief that these decades ahead will record continued progress by each of The Endowment’s beneficiaries.

On the occasion of the Fortieth Anniversary of The Endowment in 1964, the late Presbyterian minister and educator, Reverend James A. Jones said:

"... the noblest results of The Duke Endowment will not be in what it has done among us or for us, but in what it has done to us. Its continuing splendor is not in what it bestows, but in what it requires us to become."

That last sentence can serve to inspire and challenge those who will benefit from The Duke Endowment as well as those who will administer it during the next fifty years.

[Signature]
Chairman
THOMAS LEE PERKINS

The dedicated service and inspired leadership of Thomas Lee Perkins, our beloved friend and Chairman, as a Trustee of The Duke Endowment for a quarter of a century has made possible a living memorial to his life and achievements. The continuing progress and vigor of the thousands of institutions and peoples in the Carolinas that have been beneficiaries of The Endowment bear witness to such service and leadership.

Mr. Perkins' many interests followed closely those of his father, William R. Perkins, who served as James B. Duke's attorney and trusted advisor in the establishment of The Duke Endowment in 1924....

He served as Chairman of The Duke Endowment from 1960 until his death on June 21, 1973, a period of important years in the history of The Endowment. It was an era marked by continuing and significant achievements which stand as evidence of the ability of The Endowment, under his leadership, to meet the challenges of a time marked by rapid change in all areas of human endeavor....

His was a many-faceted personality. He was modest, but dominant; generous, yet wisely frugal; humble, yet rightly proud; understanding, yet with reserved thought and judgment; a man of utmost honesty and integrity; a devoted husband, a concerned and loving father, a faithful friend.

THEREFORE, BE IT RESOLVED by the Trustees of The Duke Endowment, in meeting assembled, that the death of Thomas Lee Perkins marked the passing of a man of sound judgment, quiet skill, and great vision. Our day-by-day knowledge of his career as a philanthropist, business executive and attorney-at-law inspires us, as his friends and colleagues, to move forward with the important work which he started a matter of constant concern and responsibility for the interests of both those who have come before and those who will come after us.
The late Thomas L. Perkins, chairman of The Duke Endowment (1960-1973) is pictured with President Emeritus John R. Cunningham (left) and President D. Grier Martin (right) on the occasion of the Dedication of the Thomas L. Perkins Auditorium of Davidson College on April 22, 1968.
THE FIRST FIFTY YEARS
1924-1974
JAMES B. DUKE PROVIDES $40,000,000 FOR EDUCATION AND CHARITY; WILL ESTABLISH AND MAINTAIN GREAT UNIVERSITY IN N. CAROLINA

Corpse in Well Leads to Arrest of Man’s Widow

Gives Many Millions for Education and Benevolence in the Carolinas

SIX MILLION DOLLARS WILL BE MADE AVAILABLE AT ONCE FOR LAUNCHING ‘DUKE UNIVERSITY’

Love Triangle Is Injected Into Forbes Trial During Cross-Grill of Mortimer

PERSONAL STATEMENT ISSUED BY JAMES B. DUKE IN EXPLANATION

HIGHLIGHTS OF DUKE’S NEW GIFTS FOR NORTH CAROLINA
No one can tell precisely the origin or the destiny of such an idea, although its light may shine on generations.
... The Idea

Man can measure the orbit his planet makes around the sun. He can track the path of stars through light years in the vastness of the universe. Drawing together the resources of science and technology, he can design and build the machines to transport himself to the moon and return to earth.

No one can trace the trajectory of an idea. Arising from some elusive source in imagination and experience, the dynamic ideas which motivate men and create institutions take their flight in bright arcs across the pages of history. No one can tell precisely the origin or the destiny of such an idea, although its light may shine on generations.

Time and space are no hindrance to a vision when there is energy and ambition to fulfill it. Man’s work is a brief and fragile thing, yet one man captive to a dream and endowed with uncommon talent and determination can initiate projects whose influence stretches beyond his own years to the benefit of many people in far times and places.

Great human enterprises begin with an idea. A business venture organizes a flow of materials and money for the production of goods on a worldwide market. Once it was someone’s intuition of an opportunity to provide a product or service. An institution is created to serve society, and thousands are enlisted to accomplish its purposes. Its record of achievement, as Ralph Waldo Emerson observed, is but the lengthened shadow of the man whose idea brought the institution into being.

In that sense, The Duke Endowment is the instrument for the expression of its founder’s aspirations to contribute to the betterment of mankind. Through grants of money and the guidance of wise counsel, The Endowment has joined its efforts with many institutions and individuals in the fields of education, hospitals, child care, religion, and related areas. Indeed, in the history of The Endowment, the lives of few citizens in the broad expanse of North Carolina and South Carolina have not been touched in some way, large or small, by programs in which The Endowment has been a participant or catalyst. Behind it all stands the figure of James B. Duke, whose incredible business acumen made possible the resources for The Endowment and whose visionary humanitarianism set the pattern for its operation.
"... for the benefit of any such like charitable, religious or educational purpose within the State of North Carolina and/or the State of South Carolina. . . ."

"I might have extended this aid to other charitable objects and to other sections, but my opinion is that so doing probably would be productive of less good by reason of attempting too much."

—James B. Duke
As a legal entity, The Duke Endowment has been in existence for half a century. The year 1974 is its Golden Anniversary, dated from its creation by a legal indenture on December 11, 1924. At that time, the gift of $40,000,000 to enrich opportunities for education and health, to assist rural Methodist churches, and to aid orphans and retired ministers, launched an undertaking beyond the imagination of most men.

A year later at the time of his death, Mr. Duke’s Will more than doubled his earlier gift by providing an additional $67,000,000 for the overall objective he had outlined in detail with the help of close advisors.

A contemporary newspaper account reflected public reaction to the immense scope of Mr. Duke’s philanthropy.

“Ten years, twenty years or fifty years hence—perhaps the magnitude of Mr. Duke’s gift will be realized. Just now it is too stupendous for adequate comment,” concluded the article in The Charlotte Observer.

The reporter correctly turned the eyes of readers to the future for the significance of the gift. The grand design drawn by Mr. Duke looked to the limitless horizon. He saw the operation of the electric power properties he pioneered as a means to link the economic, health and social welfare of North Carolina and South Carolina, each serving to sustain and uplift the other. He gave perpetual existence to The Endowment, enjoining Trustees to the exercise of wise management of resources as well as sound and humane judgment in allocations to the designated beneficiaries.

From the vantage point of fifty years, The Endowment displays an impressive record of concerned involvement in causes close to the life of people, and it stands strengthened for larger service in the years ahead.

Assets are now in the range of $360 million dollars. Summarized through December 31, 1973, allocations and appropriations made by the Trustees to the various beneficiaries in accordance with the terms of the Trust Indenture have totaled $378,400,693. Duke University, the principal single beneficiary, has received $179,262,752. A total of $39,530,025 has been shared by three other institutions of higher education, Davidson College and Johnson C. Smith University, both in North Carolina, and Furman University in South Carolina. Hospitals in the two states have received $107,694,032.
An oral history of The Duke Endowment was recorded on tape in the spring of 1963 by Frank Rounds. Shown with Mr. Rounds (center) are Dr. W. S. Rankin (left) and Marshall L. Pickens (right).
For other purposes, allocations include: $14,687,943 to child care institutions; $3,651,744 for retired preachers; $13,196,838 for building and operation of rural churches. Nearly $20,000,000 in funds has been set aside as endowment held for the benefit of specific beneficiaries.

Dollar amounts are at best relative. What seems an enormous sum to an individual may be a pittance to the totality of human need. In terms of the activity of The Endowment, the dollars can be measured but the figures "reflect an immeasurable good work," as Dr. James A. Jones remarked in an address on the occasion of the fortieth anniversary.

"When the real audit . . . is published, however, the profundness of its good work will be seen in that it saw life whole, it worked in comradeship to multiply those who shared an ideal, and it proceeded to get on with the job," said Dr. Jones, a Presbyterian minister and educator.

Looking forward does not reveal the termination of The Endowment, nor does looking backward disclose the exact moment of its birth. It is certain that the disposition of his fortune to useful purposes preoccupied Mr. Duke long before the Trust Indenture took form. William R. Perkins, his attorney and close associate, has reported that a draft of the document was in his desk drawer for ten years before the public announcement.

Thus, while 1974 is indeed the fiftieth anniversary of the legal creation of The Duke Endowment it does not represent the span of time over which evolved the idea that brought it into being. In fact, the beginning could be said to reach back at least to 1874 when Washington Duke and his sons founded the tobacco enterprise at the village of Durham in North Carolina which was the nucleus for the wealth making the philanthropy possible.

The search for The Endowment's antecedents cannot overlook the profound influence of the father's example upon his son. Washington Duke exhibited a strength of character undeterred either by economic adversity in the Reconstruction era or later phenomenal business success in the tobacco industry. He was a man of simple and durable faith, a benefactor of church and education, who inspired in his sons the stringent moral requirements to do justice, love mercy, and walk humbly with their Maker.
The Trustees of The Duke Endowment are shown at their March, 1973 meeting.

The three portraits in the background honor James B. Duke (center), George G. Allen, Chairman of the Trustees from 1925 to 1960 (left), and Thomas L. Perkins, Chairman of the Trustees from 1960 to 1973 (right).
“My old daddy always said,” James B. Duke often remarked, “that if he amounted to anything in life it was due to the Methodist circuit riders who frequently visited his home and whose preaching and counsel brought out the best that was in him. If I amount to anything in this world, I owe it to my daddy and the Methodist Church.”

In essence, then, The Duke Endowment is not a work of philosophy but of faith. Its well-spring is the timeless ideal of service to others, formulated two thousand years ago as the Golden Rule by the Master Teacher.

The fifty years counted on the calendar by the instrument devised by James B. Duke to better the quality of life in his native region have been a time of tumultuous change and transition. The remarkable thing is that the targets he selected for his beneficence—education, health, child care, religion—remain the dominant concerns for the structure of any society that would transmute change into progress.

Perhaps he would not have been surprised. Certainly, his vision was as incisive as his faith was simple and sincere. He intended to build for the future, with the serene confidence that The Endowment would find its useful role through the years.

Mr. Duke died on October 10, 1925, less than a year after the creation of The Endowment and while several of its provisions were still being implemented. “During his last illness I remarked to him how I wished that a thousand years hence we might know how The Endowment was faring,” reported William R. Perkins. “He said he had no doubt whatever we would know and understand; that he could not conceive man was born but to die.”

Such was the spirit of The Endowment’s founder, and with that same conviction of the imperishable worth of human life it celebrates the fiftieth milestone in its history of service to mankind.
JAMES BUCHANAN DUKE
1856-1925
...The Man

“I have succeeded in business, not because I have more natural ability than many other people...but because I have applied myself harder and stuck to it longer.”
The Duke Homestead near Durham, North Carolina, where James B. Duke was born on December 23, 1856.
... The Man

Works proclaim the man. However fair his words or amiable his appearance and manner, deeds delineate the character and describe the imprint of a man's personality on those who know him and the times in which he lives.

The achievements of James B. Duke left an indelible mark on American business history in the twentieth century. Merchandising skill and a genius for corporate organization made him a dominant figure in the tobacco industry at home and abroad. In the popular press he was referred to as "The Tobacco King," a title his record may have merited but which he personally never relished. Sober observers of the economic scene ranked him as one of the nation's industrial giants, on a par with John D. Rockefeller in oil and Andrew Carnegie in steel. Later in life, he was a pioneer in the development of water power for electricity both in Canada and the Piedmont region of his native North Carolina and neighboring South Carolina.

The success others credited to acumen and which Mr. Duke himself ascribed to hard work earned him a fortune that was large even by the standards of the country's boundlessly expanding economy early in this century. He was called "almost the last of the log-cabin millionaires," a picturesque recognition of his self-made wealth but not quite accurate. Duke was not born in a log cabin, but in a modest farmhouse that typified the rural South of the nineteenth century. He did get his initiation to tobacco manufacture by flailing out leaf in a log barn, a photograph of which always hung in his office wall as a reminder of humble beginning. Moreover, he would have been the first to admit that his successes in business owed much to invaluable contributions from various of his associates and other members of his family. He possessed, in fact, a remarkable talent to recognize true talent and to associate those who possessed it with his enterprises.

Vast business enterprises were his creation. They made jobs for people and opened markets for products, spreading economic benefits from field to factory to retailers around the world. Virtually every household knew the name of "Duke" as a synonym for tobacco and of widespread accomplishments in manufacturing and commerce.
Downtown Charlotte, North Carolina, complete with streetcars and Model T automobiles in the 1920s.
Mr. Duke was not content to be known only as a titan of industry and
the possessor of great fortune. An impulse from his heritage moved him
to another work, sealed to the lasting service and betterment of
mankind. To lend assistance to human progress along physical, mental,
and spiritual lines would be, he felt, a worthy use of the material
resources gained in his life’s labor.

The Duke Endowment is the structure for his philanthropy. He
devoted to it his talent and a large share of his wealth. The conception
was broad and the foundation laid with care. It embraced education, the
creation of a great university; health, and programs to extend hospital
care; religion, through aid to rural churches and benefits for retired
ministers; and finally, orphans, by means of assistance to child care in-
stitutions.

The objectives and geographic boundaries were limited, with the
beneficence confined to North Carolina and South Carolina, areas
close to his heart and the scene for much of his business activity in
tobacco and electric power.

"I might have extended this aid to other charitable objects and to
other sections, but my opinion is that so doing probably would be
productive of less good by reason of attempting too much," he said in
the Indenture creating The Endowment.

Fifty years have passed. Wars and social revolution, scientific dis-
coveries and technological advances, a great depression and un-
precedented economic growth have brought recurring change and
challenge to the American scene. Through it all, The Endowment has
been a partner with other institutions committed to the goals of in-
creasing knowledge, relieving suffering, and promoting human hap-
piness. Now as then, issues of vital concern are education, health,
religion, and sensitivity to the needs of children.

The opportunity for service which faces The Endowment at its
Golden Anniversary, far more than the record of achievement in its first
half-century, demonstrates how well Mr. Duke achieved a long-range
plan for his philanthropy.

Clearly, this was the work by which he wished to be known to
succeeding generations. "Every man owes something to the State he
was born in," he said in a newspaper interview a few years before his
death, "and this is what I want to leave to North Carolina."
Surprise was the general reaction in the press to the announcement on December 8, 1924, of the formation of The Duke Endowment. Although it reflected his private personality and philosophy, it represented a side of Mr. Duke little known to the general public.

He had shared with close associates the plans quietly carried forward over a long period of time. William R. Perkins, his personal counsel, has related that intimate friends of Mr. Duke “were well aware that he contemplated, to use their oft repeated phrase, 'big things for God and humanity.'”

Religious principles, the obligation to serve others, and the dignity and worth of work were instilled in the family circle. In his modest home north of Durham, built by Washington Duke of hand-dressed pine in 1852, James B. Duke was born and learned his first lessons from his father’s example.

The elder Duke was a man of the soil, stalwart in strength and simple in his beliefs. While opposed to secession, he bore arms for the Confederacy. He returned to face the hard demands of providing for a family in the chaos of the Reconstruction era without losing sight of the duty he saw to the wider community beyond his doorstep.

Founder of what became an industrial empire in tobacco, Washington Duke had a keen and quick business sense and kept pace with new trends in manufacturing and merchandising. He also was a generous benefactor to education, the Methodist Church to which he gave unstinting allegiance, and to many other causes.

Tributes to the builder marked the ceremonies when the Washington Duke homestead became a national historic landmark on April 28, 1968. More than a hundred descendants gathered at the site, along with an array of federal, state and local officials, and representatives of The Duke Endowment and Duke University. On behalf of the family, the official certificate of designation from the National Park Service was accepted by Mrs. Mary Duke Biddle Trent Semans, a great-granddaughter of Washington Duke.

“This is the home of a man who from childhood thought in terms of the welfare of humanity. ‘Since I was 12 years old,’ Washington Duke said, ‘I have been trying to make the world better for having lived in it.’ He passed his concern for others on to his children as a family requisite, and all of them accepted the caring for their fellow-man as a family exercise, a daily joy, a tenet,” Mrs. Semans said.
The frame building at the Duke Homestead which Washington Duke and his sons used as a "factory" in the early days of their tobacco business.
“In this house,” she continued, “was engendered a comprehensive sympathy for people and a spontaneous response to need. Their early poverty was never forgotten. Simplicity and humility were never lost.”

Honorable work was a passion for Washington Duke, who imposed upon himself and his children the mastery of any task at hand. “I recall my mother saying that her strongest early recollection of her grandfather was at the plowhandle,” Mrs. Semans said. “This devotion to labor he passed on to his children.”

In an address for the occasion, Oscar Ewing noted that the Duke philanthropy is a spreading oak with its roots planted in the past. The former cabinet official under President Harry Truman pointed out that Washington Duke set the pattern which his sons adopted. Before the turn of the century, Duke gifts were instrumental in the removal of Trinity College from rural Randolph County to Durham; in 1901, Lincoln Hospital for blacks was built with the family’s support; every year, assistance was given to orphanages, churches, and a host of other good causes.

“The munificent Duke Endowment of 1924 was, therefore, simply the institutionalization of habits of giving that were half a century old,” Ewing said. “It was a natural growth from the little acorn that we have come here today to contemplate.”

Early “factories” where the Duke tobacco business began were located at the homestead. As the business grew, the family moved from the farm to the crossroads town of Durham in 1874 and the homeplace was sold. It was repurchased in 1931 by Mrs. Mary Duke Biddle, the granddaughter of Washington Duke. She gave it to Duke University, the institution into which Trinity College was transformed through the gifts of James B. Duke and which was named in honor of his father.

The paternal model exerted a large influence on James B. Duke, shaping his character and philosophy as well as endowing him with a voracious appetite for work. He referred often with affection to “my old daddy,” quoted his maxims, and recalled the strain of simple faith nurtured by Methodist circuit riders who frequently visited the home. Both in its overall design and its specific beneficiaries, The Duke Endowment attempted to translate into reality the ideals with which he had been imbued from boyhood.
Self-confidence and modesty were traits of Mr. Duke’s personality. He pursued business goals with a single-minded conviction that he could achieve them. He was a pioneer in modern mass advertising, spending to promote his products in moves which less courageous colleagues regarded as foolhardy. He did not advertise himself, but preferred to avoid pretentious public display. Even as the object of attacks which his associates judged unfair, he counseled restraint rather than a response of wrath.

Although his career exceeded the fictional Horatio Alger success theme, Mr. Duke made no personal claim for ability beyond the ordinary. He gave the credit instead to his father’s early discipline in hard work.

“I have succeeded in business, not because I have more natural ability than many other people who have not succeeded, but because I have applied myself harder and stuck to it longer,” he once said. “I know plenty of people who have failed to succeed in anything who have more brains than I had, but they lacked application and determination.”

Furthermore, he continued, confidence gave the spur to large endeavors. “I had confidence in myself,” he explained. “I said to myself, ‘If John D. Rockefeller can do what he is doing in oil, why should I not do it in tobacco?’ I resolved from the time I was a mere lad to do a big business. I loved business better than anything else. I worked from early morning to late at night. I was sorry to leave off at night and glad when morning came so I could get at it again. Any young man with common intelligence can succeed, if he is willing to apply himself. Superior brains are not necessary.”

Red-haired and robust at six feet two inches, Mr. Duke had the physical stamina for the tasks he set for himself. The youngest of three children born to Washington and Artelia Roney Duke, he entered the world on December 23, 1856, and was christened James Buchanan in honor of the Pennsylvanian who had recently been elected President. His mother died before he was two years old, a loss that undoubtedly quickened the sympathy for children without parents that found expression in the child care provisions of The Duke Endowment.

On his return home after the defeat of the Confederacy, Washington Duke reassembled his family and turned to the arduous task of making a living. Twelve-year-old Mary Duke kept house while the sons, Benjamin N. and James B., took on man-sized jobs alongside their father.
Old tobacco barn at the Duke Homestead.
A small amount of cured bright-leaf tobacco was found in a barn, about the only asset on the farm. Flailing it out and stuffing it into sacks labeled “Pro Bono Publico”—For the Public Good—Washington Duke loaded a ratty wagon drawn by a blind mule and set off to sell it. That was the beginning of the venture into tobacco manufacturing and merchandising which was eventually to make the family fortune.

Resourceful and diligent, James B. Duke was factory manager by the time he was fourteen. As he approached manhood, his father proposed sending him to college, but the son rejected the idea in favor of business. He did attend briefly an academy in Guilford County, and studied at Eastman Business College in Poughkeepsie, New York, where he showed a prodigious efficiency in mathematics and accounting.

Years later, he explained why he gave so generously to create the opportunity for higher education for others although he did not choose it for himself. “I don’t believe that a college education does a man much good in business, except for the personal satisfaction it gives him,” he said. “But when you have a great community growing like the Carolinas you’ve got to have five kinds of leaders whose minds are trained. The first is preachers, the second is teachers, the third is lawyers, the fourth is chemists and engineers, and the fifth is doctors.”

His formal education was completed by the time he was sixteen and Mr. Duke returned to Durham to join his family in tobacco manufacturing. His rise to dominance in the industry was hastened by seizing each opportunity as it arose, and his astute judgment in organizing the components of men, materials, and money in successful enterprises. He was quick to appreciate the value of machinery to make cigarettes, the invention of a young Virginian named James Bonsack. Mr. Duke brought the Bonsack equipment to Durham, worked hard to perfect it, and soon had virtually unlimited production. He invaded New York and laid the groundwork for a challenge to leaders in the industry.

He brought about a consolidation of five of the largest cigarette producers in the nation and incorporated them as the American Tobacco Company. This dynamic business expanded into every corner of the industry and became the target of anti-trust action by the Federal government early in the century. When the Supreme Court ruled in 1911 that the giant combination had to be dismantled, Mr. Duke lent his talent to the task with such skill that each of the resulting units survives today as one of the largest tobacco companies.
In August, 1905, James B. Duke, his brother, Benjamin N. Duke, his niece, Mary Duke Biddle, and several of their business associates visited the construction site of the Great Falls, South Carolina, hydroelectric station of the Southern Power Company, which later became known as the Duke Power Company.
The potential for hydroelectric power caught his imagination. He became involved in the development of a series of power plants on the Catawba River. Mr. Duke saw the resources of energy in rivers rushing to the sea, wasted until harnessed by man to produce electricity, as a means to bring industry and jobs into the region of North Carolina and South Carolina. As he observed, so doing would both give impetus to the area economy and provide an enduring investment for capital.

Duke Power Company, the successor to the properties he developed, is today the sixth largest investor-owned electric utility in the nation with financial assets of almost $3 billion, serving more than a million customers in the 20,000 square mile area of the two states known as the Piedmont Crescent.

A larger vision than commercial gain stirred Mr. Duke as he participated in the building of dams and the construction of plants to make electric power readily available to factories, cities, and homes. He conceived the power system as a means to help the communities it served so that they might, as a close associate expressed it, “finance their own charities by simply doing business in the usual and ordinary way.”

This was the plan for The Duke Endowment. In the Indenture which created it, Mr. Duke stated: “My ambition is that the revenues of such developments shall administer to the social welfare, as the operation of such development is administering to the economic welfare, of the communities which they serve.”

With its tenure in perpetuity, The Endowment is directed to expend its income in the fields of education, with support to Duke University, Davidson College, and Johnson C. Smith University, in North Carolina, and Furman University in South Carolina; health, through assistance for indigent hospital care and the building and equipping of hospitals; religion, in aid to rural Methodist churches and pensions for retired ministers of that denomination; and orphans, in assistance to child care institutions. In addition to funds, The Endowment staff renders service through programs of advice and counsel.

Governor Angus W. McLean of North Carolina voiced the gratitude of his State at the time of the announcement to the public of The Endowment’s creation fifty years ago.
Home on Hermitage Road—Charlotte, North Carolina

It was here where James B. Duke’s plan for The Duke Endowment was announced for the first time on December 8, 1924.
“The material benefits of Mr. Duke’s generosity are already apparent,” Governor McLean said, “but no one can visualize the benefits which he has bestowed on future generations any more than one can see in the tiny acorn the spreading oak, except through the eyes of faith and anticipation. The division of his munificent bequests—part for hospital work, the relief of suffering, and part for education, the growth of the soul, shows most eloquently what interests lay nearest his heart in the last years of his life. For the next hundred years—even longer—there will not be a citizen of the State, young or old, who will not feel the benign influence of his contribution to the great work of making North Carolina a better state in which to live.”

Mr. Duke died on October 10, 1925. He saw only the beginning phase of The Endowment, although he kept a keen interest in its work until his death and further strengthened it through provisions of his will.

The Endowment is the lengthened shadow of James B. Duke and of the family that nurtured him, and it gives permanence to the human and spiritual values that he and they prized. In its conception and structure, it is a work which is a worthy memorial to the man.

Something of Mr. Duke’s assessment of his own achievements is contained in the following account by William R. Perkins, a close associate over many years.

“Quite a number of years ago, as Mr. Duke and I sat talking, he fell into one of those reminiscent moods that come to us all now and then. And under the impulse of the fascinating retrospection I asked him what he regarded as the greatest thing he had done. His answer was, assembling in The American Tobacco Company a group of men so capable that each of the large companies into which it was split by the Federal Courts could be amply manned to preserve this great industry and safeguard those interested in it.

“The years rolled on. The Endowment became a living fact. And again Mr. Duke and I were talking together. I reminded him of the conversation I have just narrated. And I asked, ‘What do you say now, Mr. Duke, is the greatest thing you have done?’ Without hesitation he replied, ‘The creation of the Endowment, because through it I make men.’”
He recognized the power of education as a civilizing force "when conducted along sane and practical, as opposed to dogmatic and theoretical lines..."
Entrance to the Main Quadrangle at Duke University.
... The Communities of Scholars

Once the university was a citadel where scholars retreated from the noisy clamor of the world to the calm pursuit of timeless knowledge. Over the past fifty years it became also the battleground for contemporary issues.

The serenity of ivy-covered towers was shattered as a turbulence, at times physical as well as intellectual, invaded the academic community, turning it into an arena for debate and decision on the crucial concerns of a society in the throes of change. Administrators, faculty, and students found themselves caught up in the urgency to respond to the problems creating tension and turmoil beyond the campus.

Events of the half century transformed American higher education, perhaps more than any other social institution. Serious challenges were raised to its very structure and function. Science and swiftly evolving technology kept the curriculum in flux, affecting not only courses of study but methods of instruction. Political upheaval gained wider access for minorities in all areas of citizenship, with an impact on the character and capacity of enrollments. The economics of operation encountered rising costs and inflationary pressures which brought many institutions to the brink of financial crisis.

If there was a theme underlying the cacophony of change resounding on the campus, it was relevancy. The demand articulated by students and echoed by citizens, not always in identical phrases, was that colleges and universities address themselves to present needs and not cling to past formulas. What was called for was flexibility and innovation, the design and implementation of an educational pattern to produce young men and women as leaders in shaping a better society rather than merely conforming to the old one.

Essentially, that goal motivated James B. Duke in designating education as a principal concern of The Duke Endowment. He recognized the power of education as a civilizing force "when conducted along sane and practical, as opposed to dogmatic and theoretical, lines...." The vision he held for Duke University, expanded on the honorable foundation of Trinity College as a memorial to his father, was that it would reach and maintain "a place of real leadership in the educational world."
Mr. Duke saw higher education above the narrow concept of training an individual to make a better living for himself. As a businessman, he said, he found the lack of a college diploma no handicap to success. In aiding four institutions of higher learning in North Carolina and South Carolina, he wanted to help make a better life for the region. To that end, he advocated emphasis upon education for the professions most needed to serve the people of the area and on those subjects which "will most help to develop our resources, increase our wisdom and promote human happiness."

In addition to Duke University, he selected as recipients of assistance from The Endowment: Davidson College in Davidson, North Carolina, founded by Presbyterians of North Carolina in 1837; Johnson C. Smith University in Charlotte, North Carolina, a predominantly Black campus which had its origin in the post-Civil War period; and Furman University at Greenville, South Carolina, a Baptist institution, nearing its 150th anniversary.

The foundations already were securely laid for the four institutions when The Duke Endowment came into being in 1924. In the half century since, The Endowment has been only one of the partners involved in the impressive progress the schools have made as the instruments for creative opportunities and a higher quality of life in the two states and the nation they serve.

Gray stone walls and Gothic spires rose from what had been pine barrens when the campus for Duke University was constructed at Durham in the late 1920's. That striking change in the physical landscape gives only a hint of the transformation wrought on the horizons of the mind and spirit. After fifty years, Duke stands as a landmark in the national company of great universities. With a strong undergraduate college, graduate and professional schools, and as a research center, it draws faculty scholars and scientists of international renown and sends forth young men and women trained in the professions, the humanities, and science.

Over the years, Duke has developed outstanding programs of research in oceanography, all phases of medicine and surgery, public affairs, law, nuclear studies, and other areas of advanced study and scientific inquiry. Investigations in fields such as chemistry, physiology, and nuclear science are providing new insights and new solutions to mankind's energy, environmental, and health problems.
Locale gives Duke University a mission to its region, without limiting its response to the call for excellence and national service. President Terry Sanford, a former North Carolina governor, spoke of its role in his inaugural address four years ago.

"It is not enough for Duke University to aspire to be the best—the best of what?" he said. "Rather it is for Duke University to be unique, with its own talents and strengths, in its own setting, with its own history and heritage. I do not propose that we seek for ourselves a homogenized pattern of the half-dozen great private universities of the nation, of which we are one, or that we try to 'catch up' or follow any university, no matter what its prestigious position. . . . We strive to be Duke University, an institution using to the fullest its own peculiar resources and creative capabilities."

Toward that goal, President Sanford now is giving leadership to a campaign to raise $162 million. That is a total, in one fund-raising effort, almost equivalent to the approximately $200 million Duke University has received from The Endowment over its fifty-year existence. The figures illustrate that while The Endowment provides a valuable continuity of support, it is only one resource upon which the university depends for its operation and expansion.

As a private institution which sets for itself excellence in academic standards and a limited enrollment, Davidson College has faced change and adaptation. Maintaining an adequate physical plant as buildings become obsolete is only one aspect of the challenge. Quality in faculty is essential; admissions policy must select students able to profit from the experience; library resources must keep pace with the advance of knowledge. Perhaps most important is the content and design of the curriculum, for, as President Samuel R. Spencer, Jr., observed, "curriculum developments. . . are on the cutting edge of any educational program."

Through self-study and innovation, Davidson has charted a course in keeping with its academic reputation while meeting demands of the times. In one significant response, the Trustees of Davidson voted in 1972 to open its doors for the first time to women and to bring the college's total enrollment to 1,500 by 1981.
The social revolution which destroyed patterns of racial segregation created opportunities and challenges for Black institutions such as Johnson C. Smith University. With a proud history of service through difficult years for the race, it now must make valiant efforts to take its place in the mainstream of higher education.

One of the pressures which it must cope is that of rapidly rising enrollment, demanding both enlarged and improved facilities. Over the decade of the 1960's, enrollment at Johnson C. Smith rose by 90 percent. Today, it has on campus more than 1,000 students.

Program enrichment for both faculty and students was a development early in the 1960's in which The Endowment participated. Special grants provided for an institutional self-study, for scholarships to disadvantaged and foreign students, for honoraria to bring to the campus consultants on curriculum and business management, and for programs to attempt to meet the increased competition for qualified faculty which continues to be a major problem for predominantly Black institutions.

"Johnson C. Smith intends to remain ever sensitive to the potential among educationally and culturally restricted students," said President Wilbert Greenfield, "but it is also our desire to become even more sensitive to the needs of gifted or high potential students."

Only by efforts across the educational spectrum, he indicated, can the University move forward in meeting the total needs of students.

Movement for Furman University has been geographic as well as intellectual. From the 1850's to the 1950's, it occupied a campus in downtown Greenville. The location possessed stately charm, but it lacked room for expansion and was expensive to maintain. As a result, Furman moved to a new suburban campus and the vacated property was converted to a shopping center that is now a source of important income for the University.

Wider horizons for its students are provided by foreign study programs at Furman University. Textbooks come to life as students develop a firsthand acquaintance with the cultures of Europe and other areas of the world.

The path from theory to practical experience also is followed by Furman students who have the opportunity to work in a nationally recognized community-wide social service program for children, for the underprivileged, the elderly, and the handicapped in all of Greenville County and beyond.
James B. Duke Library at Furman University.
“Reasoned relevance” is a phrase used by Dr. Gordon W. Blackwell, president of Furman University since 1965, to describe the goal set by the institution. “Our success in realizing this goal—and I believe we have been more than moderately successful—has been achieved because of growing excellence in faculty, students, library, and equipment,” he said.

In such ways the institutions aided by The Duke Endowment endeavor to pursue the tasks of education along the “sane and practical” lines espoused by Mr. Duke in creating The Endowment fifty years ago.
The Hospitals and The People Involved

“I have selected hospitals as another of the principal objects of this trust”... So worthy do I deem the cause and so great do I deem the need that I very much hope that the people will see to it that adequate and convenient hospitals are assured in their respective communities, with especial reference to those who are unable to defray such expenses of their own”.

In 1968, the Trustees' Committee on Hospitals and Child Care studied a model of a proposed medical center campus.

Left to right: (Standing) William B. McGuire, Marshall L. Pickens, and James R. Feltis, Jr. (Seated) R. Grady Rankin, Dr. Wilbur C. Davison, Dr. Watson S. Rankin, and Norman A. Cocks.
The Hospitals and
The People Involved

A hospital is more than four walls, windows, and doors. To be sure, it requires brick and mortar and space adapted to the care and treatment of a variety of patients. But this is only the bare beginning of the complex organization which is a modern hospital.

A hospital is people. It is a team capable and trained in many skills. It is physicians, surgeons, and nurses, pharmacists and physical therapists, maids, orderlies, cooks, and maintenance crews, and volunteers who perform many tasks.

A hospital is equipment. It must have sophisticated machines to detect and treat illness. The phenomenal advance of medical technology has drawn from many sources, such as space research, to increase chances of life for sick patients.

And in a critical sense, a hospital is a management exercise. Its administration must be able to deploy personnel, resources, and finances to assure an efficient operation. The administrator and his staff need the vision to see both the details and the overview of the total hospital operation in order to fulfill its role of service and to balance income and expenditures.

Of course, to the patient who enters the door, a hospital is a place to get well. He sees the array of knowledge and professional skill represented by the staff, and the enormous investment of funds represented by the facilities and equipment, only as the opportunity to find relief from his suffering and a return to good health. That is, after all, the mission for which the hospital exists.

Fifty years ago hospitals were far less sophisticated in their programs of care and treatment and far less readily available to most people. The better ones generally were located in large cities and only the well-to-do could consider hospital care except as a last resort.

In earlier years, the smaller hospitals needed assistance from The Endowment in connection with basic budgeting and accounting routines. In more recent years, such aid has been replaced by statistical data from The Endowment and other services which enables a hospital administrator to study his management procedures and compare them with methods employed in hospitals of similar size.
Large acreage is needed by such a modern health care center as the Wilson (N. C.) Memorial Hospital.
To meet the rapidly expanding health needs of local communities, careful planning in advance of actual construction has been important in much hospital progress in the Carolinas. Endowment staff members have worked closely with local leaders to identify various funding sources and to take advantage of innovations in the design of patient rooms, laboratories, operating rooms, and other hospital facilities.

One of the visionary aspects of The Duke Endowment was the insight of its founder as to the role the hospital might assume. James B. Duke saw clearly, perhaps ahead of his time, the health care needs of the region and the challenge of providing the means to assist in meeting them. He committed a major portion of The Endowment’s income to the support of hospitals in North Carolina and South Carolina.

“I have selected hospitals as another of the principal objects of this trust,” he said, “because I recognize that they have become indispensable institutions, not only by way of ministering to the comfort of the sick but in increasing the efficiency of mankind and prolonging human life. The advance in the science of medicine growing out of discoveries such as in the field of bacteriology, chemistry and physics, and growing out of inventions such as the X-ray apparatus, make hospital facilities essential for obtaining the best results in the practice of medicine and surgery. So worthy do I deem the cause and so great do I deem the need that I very much hope that the people will see to it that adequate and convenient hospitals are assured in their respective communities, with especial reference to those who are unable to defray such expenses of their own.”

In large measure, the hope expressed by Mr. Duke has been realized. Communities have recognized the need for hospital facilities and taxed themselves and contributed generously to build them. They have received assistance in federal and state funds through various government programs for hospital construction and health care.

An important impetus for all health care projects has come with the widespread development since the 1920’s of hospitalization and health care insurance by Blue Cross-Blue Shield organizations of the two states and by various commercial insurance companies.

Since 1947, Hill-Burton construction grants have totaled about $272 million for hospitals in North Carolina and South Carolina. This flow of
World of Tomorrow: Robot-like carts are programmed to deliver supplies and food automatically to all floors and nursing stations at the Richland Memorial Hospital in Columbia, South Carolina.
federal money has meant that the approximately $108 million appropriated by The Duke Endowment for all purposes to hospitals, including construction, has been a vital margin of support. A grant from The Endowment often has represented the last money needed for a new or enlarged hospital after a local bond issue, community support, and federal funds were assured.

Costs to erect and equip hospitals have soared over the half century, due both to economic expansion and inflation and to the demands for space and facilities. Originally, the figure used at the start of The Endowment program was $2,500 a bed. During the period 1948-1965, the cost of construction and equipping rose from over $11,000 per bed to over $24,000. In 1974, the figure is placed at more than $45,000.

That astronomical increase in costs for new hospitals has been matched by the upward leap of operating expenses. Over the 1962-1972 decade, for example, operating expenses for assisted hospitals in the two states rose from $154 million to $627 million. Total salary costs quadrupled, from $91 million to $376 million. The average number of employees per 100 patients increased from 199 to 252.

All these pressures pushed the average cost per patient day from approximately $21 in 1962 to over $62 in 1972 in hospitals assisted by The Endowment in the Carolinas. For comparable hospitals throughout the United States, this average rose from $33 in 1962 to almost $100 in 1972.

Fortunately for most citizens, voluntary health insurance plans have expanded over the fifty years until now coverage is virtually complete. “Going to the hospital” was once a dreaded experience, but it is now a commonplace event in the lives of most people.

Economic statistics paint the picture of the financial plight of hospital operation and point to future challenges. Other figures show the benefits of medical science in prolonged life and better health opportunities.

As one example, improvements in prenatal and obstetrical care have raised the survival chances for babies born in North Carolina and South Carolina. In 1930, one of every seven newborn babies in the region did not survive the first year of life. By 1971, the mortality rate was one out of thirty-three babies—a drop from fourteen percent down to three percent in infant mortality.

Many other milestones in medical history over the past half century could be cited. “Miracle drugs” opened horizons for the treatment of many diseases. The discovery of a vaccine for poliomyelitis all but
Air ambulances have made a helicopter pad a necessity at Charlotte (N. C.) Memorial Hospital.
eradicated that crippling scourge of childhood. Organ transplants saved lives and created new possibilities for medical science. Over the years, dedicated doctors and nurses faced challenges, helped people regain health, and adopted new techniques in treatment and patient care.

As an illustration of the adaptation of technology to health care, helicopters have come into use for the rapid transport of patients. Several new hospitals in the Carolinas now have helicopter landing pads, widening the availability of specialized emergency and treatment facilities.

Another striking instance is the use of computers in hospital management. The expanding system of hospitals and health care programs has made it necessary to develop management talent and resources. In metropolitan medical centers, young men train to become hospital administrators. They get firsthand training with techniques and equipment that only recently have been developed. Computerized data systems speed up communications, laboratory work, treatment, and accounting procedures. Doctors' orders for various diagnostic laboratory tests are fed into the system and are quickly processed by pathologists and staff technicians.

They work with devices such as an "auto analyzer" which in rapid order does many blood tests automatically. Results are printed out for quick transmission to appropriate locations throughout the hospital. These advances for better health care in the "computer age" are expensive, but in the long run they help shorten the patient's stay in the hospital. They are being developed as one of the many efforts to help keep health costs down during an inflationary period.

Medical education projects in community hospitals across the two states have been carried forward in recent years in cooperation with medical schools as an answer to the doctor shortage.

Mr. Duke's previously noted observation that inventions such as the X-ray would be important in health care has been validated over and over during the life of The Endowment. Today, a vast array of computers, cardiac care and kidney dialysis units, programs of atomic medicine, and new rehabilitation methods are being used to care for patients and monitor their progress.

Such progress in health care is reflected in the fact that since 1900 the average length of life in the United States has increased by almost 24 years. A baby born in 1900 had a life expectancy of 47.3 years. In 1972, a newborn baby could be expected to live 71.2 years.
Intensive Care Units such as this one at Wake Memorial Hospital in Raleigh, North Carolina, are now located throughout North Carolina and South Carolina.
The paradox of fifty years of medical progress is that health care remains a major concern for the people of North Carolina and South Carolina. Efficient delivery of health services, managing the cost of health care, improved distribution of physician and other health personnel—these are demands of the times. Viable solutions call for concerted action by citizens, public officials, and health professionals.

What this means is that as The Duke Endowment closes a fifty year chapter of cooperation with communities of the two states in seeking improved health care, it also faces a future in which continued involvement and participation is as important as when Mr. Duke first stated his objectives in 1924. Over the years, the role of The Endowment and its staff has been to counsel with leaders at the local level so that its assistance, in funds and advice, fits into the pattern of what citizens themselves believe necessary and appropriate to their situation. That strategy will direct its path for the future.
...Those Most Unable
To Help Themselves

"...While in my opinion nothing can take the place of a home and its influences, every effort should be made to safeguard and develop these wards of society".
Those Most Unable to Help Themselves

Whatever his station in life, of high or low degree, nothing so becomes a man as a heart sensitive to the plight of children.

James B. Duke walked with the great of the earth. Few men of his time commanded equal power in business. In the tobacco industry and electric power development, he organized and managed huge corporate enterprises affecting the livelihood of thousands of people.

Yet in his philanthropy he remembered children. By the terms of the Indenture creating The Duke Endowment, he directed that a portion of the income be spent in the assistance of nonprofit organizations in the child care field, without regard to race or any factor other than concern for the welfare of children.

“I have included orphans,” Mr. Duke said, “in an effort to help those who are most unable to help themselves, a worthy cause, productive of truly beneficial results in which all good citizens should have an abiding interest. While in my opinion nothing can take the place of a home and its influences, every effort should be made to safeguard and develop these wards of society.”

Fifty years ago the child left without parents faced a gloomy future, with little alternative other than growing up in an orphanage. That carried with it an aura of rejection and the stigma of being a ward of society. The orphanage usually was isolated from the community. It was a setting which constantly reminded the child of his unfortunate position. While orphanages as such played a valuable custodial role, they are being made obsolete by trends in child care. More than food, shelter, and adult supervision is provided by the “home for children” of today. Using flexible approaches suited to special needs and adjustment problems, the aim is to create more of the home atmosphere and influence to which Mr. Duke attached importance.

Along with changes in methods and facilities, there has been a change in the youngsters who need child care. No longer are they without exception orphans or half-orphans in the classic sense; more and more frequently, they come from broken or dislocated homes where the parents are separated or otherwise unable to provide a stable environment for the child’s growth and emotional health.
As a result of Social Security benefits and other factors, the years have brought a downward curve in the total number of children in institutional care. Among thirty-one homes reporting over the period from 1953 to 1973, the average number of children in daily care declined from 4,477 to 2,828, a decrease of more than thirty-six percent. One factor is a wider and wiser use of adoption procedures and a greater effort to return children to their own homes and families.

Other reasons are economic in nature and are related to higher standards of care. The pressures of rising costs and inflation, both for construction of facilities and operating expenses, have made it difficult for many institutions merely to keep their heads above water financially. In addition, child-centered techniques require more space and larger staffs with specialized skills, making child care an enormously more expensive undertaking than in the past. In the observation of experts, the problems of today’s children call for new professional training for child care workers and make smaller groupings of children essential.

Improved, more child-oriented approaches can be identified among the programs in North Carolina and South Carolina assisted by The Duke Endowment. Some of the trends include emphasis on counseling for both youngsters and their parents as well as trial changes of environment.

Even when institutional care must be extended through adolescence, new methods are being tried to help the child develop his own identity, a sense of worth, and the ability to meet the opportunities he will face as an adult. An example of such innovation is apartment-like quarters where a small group of teenagers is given the responsibility for budgeting, marketing, and meal planning. This kind of transition experience can prepare them for the day when they leave the child-caring institution and be fully on their own.

Partnership is the theme of The Endowment’s role in child care. Over the years, funds have been allocated for assistance in operating costs for nonprofit institutions in North Carolina and South Carolina. Special grants have been appropriated to help meet capital needs and to encourage innovative programs. Whatever the form of assistance, in dollars or in counsel from The Endowment, it always has been related to what the institutions and their trustees and staff members have accepted as worthwhile goals to pursue.
Those Who Worship and Those Who Preach

The provisions for rural Methodist churches and aid to retired ministers included in The Duke Endowment represented what he felt was a personal Christian duty as well as an investment for the development of rural areas where, he was confident, “we are to look in large measure for the bone and sinew of our country”.
Students from Duke University Divinity School serve as intern or summer pastors as part of their preparation for the ministry.
Those Who Worship and Those Who Preach

The church in the countryside, celebrated in the old hymn about places so dear to childhood memory, is still ringing the call to faith. In spite of the urban growth that has marked the population curve over the past fifty years, there is evidence that the rural church not only has survived but has been strengthened as an institution relevant to the lives of its people.

The shift of population from farm to city has not decimated the rural church but rather has enlarged its role. Transportation modes enable people to live in the country and commute to jobs in town. Communication has leveled many rural-urban differences, demanding that all churches study both their mission and their methods.

New patterns of ministry and new programs of service have emerged as the rural church has responded to the challenge of changing times and lifestyles. Building programs have provided the structures to adapt to contemporary needs, while a closer partnership between local congregations and denominational agencies has developed resources in talents and techniques. Many hands have joined in taking up the tasks of the church as a force for molding communities where all share dignity and hope.

James B. Duke regarded religion as one of the greatest civilizing influences for society. He placed preachers in the front rank of those who "by precept and example can do most to uplift mankind." He knew what the Methodist circuit rider, the nineteenth century's rugged carrier of the Gospel through the sparsely settled rural landscape, meant to his own family heritage. The provisions for rural Methodist churches and aid to retired ministers included in The Duke Endowment represented what he felt was a personal Christian duty as well as an investment for the development of rural areas where, he was confident, "we are to look in large measure for the bone and sinew of our country."

Mr. Duke designated funds from The Endowment's income to help with building and operating expenses for Methodist churches in North Carolina, limited to those located in communities of less than 1,500 population. He also provided for benefits to Methodist ministers retired from service in North Carolina, and for their widows and orphans.
Today, more congregations are eligible to participate in The Endowment programs for rural churches than at the time of its creation in 1924. What seems a paradox, in light of population trends, is in reality a reflection of the movement for unity among Methodists and of the stability of local churches.

The present United Methodist Church is the outgrowth of two mergers: the first in 1939 when the Methodist Episcopal Church, the Methodist Protestant Church, and the Methodist Episcopal Church South united to form The Methodist Church; and the second in 1968 when The Methodist Church and the Evangelical United Brethren Church united to become The United Methodist Church. A further change in structure occurred also in 1968 with the merger of the annual conferences of the central Jurisdiction with the annual conferences of the regional Jurisdictions. The impact has been to extend the reach of The Endowment's assistance to a number of churches, including many black congregations.

In 1974, there are more than 2,000 Methodist congregations in North Carolina, more than three-fourths of them situated in communities of less than 1,500 population. Numerically, during the half century span, North Carolina Methodism has increased from 280,000 to nearly half a million, a gain of more than 78 percent. Approximately half of the Methodists in North Carolina are members of rural congregations.

Thus, the Methodist heartland remains rural in character. The proportion of rural churches to the total has changed in rather dramatic ways. Urban growth has not discounted the importance of the church in the countryside. As a very significant part of the total church, it has a witness to make and a mission to perform.

Local initiative is an essential element to the original design of The Duke Endowment's Rural Church Program. The aim is to assist rural churches to carry out their tasks in a more effective and efficient manner. The support provided, both through counsel and through monetary grants, has been on an incentive basis. The assistance is enabling rather than paternalistic. The local church must first develop its own program and budget before it makes application to The Endowment for a grant. Funds from The Endowment are in addition to what the local church has invested and receives from other sources, making The Endowment one of several groups making a common investment.
Throughout the years qualitative planning and programming have been encouraged, both in the construction of buildings and the development of programs. A heartening trend is the increasing number of churches that participate in ventures of inter-congregational cooperation. Local churches have a high degree of loyalty and involvement, but they cannot fulfill their mission by themselves. They must join with other congregations to do the things they cannot do separately.

Among many illustrations of cooperative efforts, there is a four-church circuit organized with one Administrative Board and one Council of Ministries, each having representatives from the local congregations. The four churches operate as a unit, yet maintain their own individuality and identity. Other churches join in community programs of worship, nurture, and service. Sharing specialized personnel also opens opportunities which enrich the lives of the participating congregations.

Rural congregations and the church at large have benefited from the J. M. Ormond Center for Research, Planning, and Development, established in the Divinity School at Duke University. Just as modern industry and the social sciences look to research as a means to define tasks and discover improved methods of work, the Center has as its purpose the drawing together of resources to assist the church in achieving its goals. The process of research, planning, and development may include the definition of church mission, analysis of current church situation, identification of potential constituencies, and the evaluation of resources. From these, more effective patterns of ministry can develop.

The spire of the rural church lifts eyes to the sky. Its program of work is grounded with people where they live, raise their families, and come together in the joys, achievements, and sorrows of their community. The faith is timeless, but the mission is fixed within the context of the times.

The objective of The Duke Endowment, in the spirit of its founder, is to seek a viable partnership with rural congregations in attempting to realize the goals they set for themselves and to which they are willing to commit their own resources and efforts.
In Retrospect

Thus, we have seen how one man’s idea, undergirded by his farsighted philanthropy, has worked to serve mankind over a span of fifty years.

As in all things, the past is but a prelude to the future.