

ORGANIZATION & ADMINISTRATION OF GRADUATE EDUCATION: DUKE UNIVERSITY

Lewis M. Siegel

Vice Provost and Dean of the Graduate
School, Duke University

Council of Graduate Schools: New Deans Institute

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Role of the Graduate School in the University

- Honest broker, focused on excellence in scholarship and education
- University-wide perspective
- Quality control, set standards for degrees
- Interdisciplinarity
- Graduate education rather than filling service needs primary goal



Structural Elements Of Graduate Education

- Faculty units that supervise graduate study and recommend degrees: need not be departments
- Chief academic officer responsible for graduate education: need not be a Dean
- Degree-granting unit: Graduate School or decentralized
- Faculty governance and student representation



Relationship To Research Administration

- Research and graduate education (particularly Ph.D.) are fundamentally intertwined. They should be administered so as to support, not conflict with, each other.
- The administration of sponsored research is a complicated and time-consuming activity.
- Combined responsibility (e.g., Vice Provost for Research and Dean of the Graduate School) or separate positions.



Graduate School Activities: Program Content

- Development of new graduate programs and review of existing ones.
- Setting of academic policies governing graduate study and monitoring adherence to standards
- Both usually involve faculty Graduate Council



Graduate School Activities: Students

- Recruitment and admissions---centralized vs. decentralized
- Financial support
- Teaching and research training
- Monitoring progress to degree
- Academic and non-academic support programs; grievances and misconduct
- Diversity



Graduate School Activities: Faculty

- Directors of Graduate Studies
- Participation in faculty appointment, promotion, and tenure decisions
- Mentoring
- Graduate Council



Additional Graduate School Activities

- Data collection and dissemination
- Participation in central university decision-making
- Involvement in regional and national associations
- Liaison with national, state, and provincial legislatures and boards
- Fund-raising

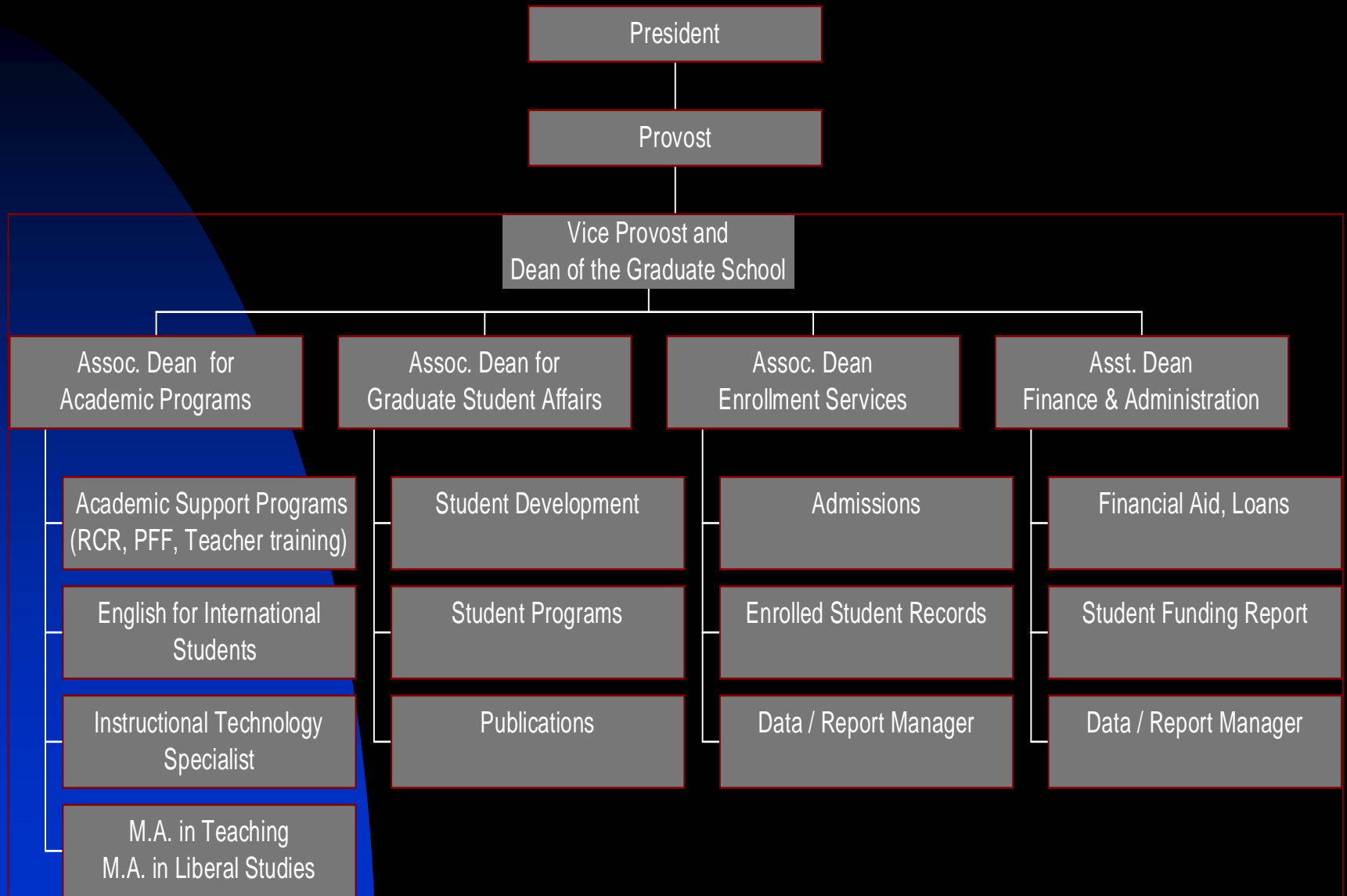


DUKE UNIVERSITY GRADUATE SCHOOL

- Awards all M.A., M.S., and Ph.D. degrees, but not professional degrees (except M.P.P.)
 - ◆ Includes several interdisciplinary M.A. or Ph.D. degree programs
- Many interdisciplinary graduate certificate programs, some of which can admit students to the Graduate School
- Graduate programs associated with faculty in all Duke Schools
- About 2700 students in Graduate School, 80% studying for Ph.D., and over 90% full time.



Duke University Graduate School



Vice Provost and Dean of the Graduate School

- Sets policy and strategic planning for graduate education at Duke
- Approves new graduate programs
- Sets budget and size of entering class for all graduate programs (consult with School deans)
- Approves or denies departmental recommendations for admission
- Awards competitive fellowships
- Appoints Graduate Faculty and Directors of Graduate Study



Vice Provost and Dean of the Graduate School

- Sits ex officio on:
 - ◆ Provost Inner Staff and Deans Cabinet
 - ◆ University Appointment, Promotion, and Tenure Committee
 - ◆ Provost's Advisory Committee on Academic Programs
 - ◆ University Committee on Research Policy



Vice Provost and Dean of the Graduate School

- Meets regularly with:
 - ◆ Executive Committee of Graduate Faculty
 - ◆ Graduate and Professional Students Council
 - ◆ Board of Trustees Academic Affairs Committee
- Supervises external program review process from selection of reviewers to final MOU with dept.
- National and regional organizations and initiatives to improve graduate education: e.g., CGS, AGS, GRE Board, Responsive Ph.D., NAS COSEPUP task force, etc.



EXECUTIVE COMMITTEE OF THE GRADUATE FACULTY

- 16 faculty elected by Division (Humanities, Social Sciences, Biological Sciences, Physical Sciences and Engineering), not by School, plus non-voting GPSC student representative
- Committee elects faculty chair and vice-chair
- Legislative authority over academic standards and rules; must approve new or changed programs
- Advises Dean on policy, competitive fellowship awards
- Considers all external program review reports that involve graduate education, makes recommendations to Dean and Provost



Associate Dean for Academic Programs

- Supervises student progress to graduate degree – sees that all Graduate School procedures and standards are met
- Approves student committees
- Handles grievances involving graduate students or faculty
- Vets proposed new graduate programs (with ECGF)
- Approves visiting scholars and exchange programs
- Coordinates competition for special fellowships, conference and dissertation travel, etc.



Associate Dean for Academic Programs

- Oversees collection of data that appears on Website; e.g., placement of Ph.D.s, Ph.D.completion rates, time to degree, etc.
 - ◆ Works with national groups to create comparable data sets for sharing among institutions
- Responsible for surveys of students who graduate or who decline offers of admission to Duke
- Responsible for compiling and updating Graduate School academic documents; e.g. Bulletin (Web), Graduate Faculty list, Best Practices in Graduate Education at Duke, etc.



Associate Dean for Academic Programs

- Coordinates external program review process
- Supervises independent Grad School M.A. programs
- Responsible for all academic support programs
 - ◆ Responsible Conduct in Research training
 - ◆ Training in teaching
 - ★ TA training
 - ★ Teaching workshops
 - ★ Instructional technology
 - ◆ Preparing Future Faculty
 - ◆ English for International Students



Associate Dean for Graduate Student Affairs

- Handles all non-academic problems brought by graduate students
- Coordinates and supports all graduate student organizations
- Coordinates Graduate School role in dealing with student support issues such as health care, child care, housing, disabled students, etc.



Associate Dean for Graduate Student Affairs

- Represents Graduate School to Board of Trustees Student Affairs Committee
- Coordinates student support activities with other Schools: Council of Student Affairs deans
- Regularly surveys graduate student opinion
- Edits GRIND, the Graduate School newsletter
- Responsible for Graduate School publicity videos and Web pages to attract new students



Associate Dean for Graduate Student Affairs

- Supervises professional development programs for graduate students
 - ◆ Career workshops and symposia
 - ◆ Grant writing workshops
- Coordinates competitions for awards honoring excellence in
 - ◆ Faculty mentoring of graduate students
 - ◆ Teaching by graduate students



Associate Dean for Graduate Student Affairs

- Coordinates all Graduate School public events that involve students
 - ◆ Research Days
 - ◆ Student appreciation week/ social events
 - ◆ New student orientation
 - ◆ Opening Convocation
 - ◆ Ph.D. Hooding and Graduation Ceremonies



Associate Dean for Graduate Student Affairs

- Oversees all minority outreach and support programs
- Minority recruitment activities
- Pre-application visitation programs for minority undergraduates with research experience
- Supervises minority fellowship program
- Summer research programs
- Supports minority student organizations



Associate Dean for Enrollment Services

- Supervises entire student admission process
 - ◆ Most material handled electronically
 - ◆ Departments recommend students to Dean for admission
- Processes for international students
- Keeps all records for enrolled students—transcripts, committees, candidacy, etc.
- Prepares annual reports on new and enrolled students by department or program, degree, gender, etc.
 - ◆ All of these statistics for past 10 years are published on Web



Assistant Dean for Finance and Administration

- Advises Dean on budget policy and decisions
- Administers:
 - ◆ Graduate School budget
 - ★ Administrative expenditures
 - ★ Common support programs
 - ★ Interdisciplinary programs
 - ◆ Graduate Awards expenditures in departments and programs
 - ◆ All fellowship awards
 - ◆ Student loans



Assistant Dean for Finance and Administration

- Compiles annual student funding report—i.e., how every enrolled student is funded from all sources
- Supervises data management and report writing for Graduate School
- Supervises Graduate School computer network manager



FINANCING GRADUATE SCHOOL PROGRAMS

Graduate School Revenues

- Student registration fee (\$2,000 per semester for every enrolled student)
- Endowment income
- Application and misc. fees
- Annual Fund



FINANCING GRADUATE SCHOOL PROGRAMS

Revenues to other Schools

- Balance of graduate student tuition
- Teaching assistant budget
- Departmental endowed income



FINANCING GRADUATE SCHOOL PROGRAMS

No School can fund its graduate programs at a desired size without an appropriation from the Graduate School

Graduate School uses its revenues to fund interdisciplinary programs, competitive fellowships, recruiting, student support services, conference travel, ESL, RCR, etc., and administrative costs.

Most of Graduate School revenue remains after these costs are met: excess funds appropriated to support departmental graduate programs in Schools.



FINANCING GRADUATE SCHOOL PROGRAMS

This gives Graduate School the deciding voice in allocating budgets for departments.

In effect, Graduate School appropriation is mixed with School resources in departmental budget. No separate "T.A." vs. R.A./fellowship awards.

Departments get a dollar sum and are expected to provide a certain amount of teaching.



FINANCING GRADUATE SCHOOL PROGRAMS

Departmental budgets allocated using criteria relevant to graduate education rather than specific T.A. or R.A. needs:

- Number of graduate faculty supervising dissertations
- Ph.D. completion rate.
- Student quality based on merit fellowship awards
- External support raised to support students



SOME GRADUATE SCHOOL INITIATIVES TO IMPROVE GRADUATE EDUCATION AT DUKE

- 5-6 year Ph.D. funding guarantee
- First year fellowships or traineeships virtually everywhere: promote ability of students to choose mentors
- Roundtable discussions to share best practices
- Transparency
- Reduce dependency of standardized test scores for admission and emphasize “fit” and research experience
- Ph.D. Completion study

