



Organization and Administration of Graduate Education: Princeton University

William B. Russel
Dean of the Graduate School

Council of Graduate Schools
New Deans Institute
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Role of Graduate School in the University

- Honest broker focused on excellence in scholarship and education
- University-wide perspective
- Quality control, sets standards for degrees
- Interdisciplinarity
- Focus on graduate education rather than filling research or teaching needs



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
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Relationship to Research Administration

- Research and graduate education (particularly Ph.D.) are fundamentally intertwined and should be administered 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: Programs

- 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
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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
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Princeton University: small, private research university

Graduate Programs

- 39 fields of study including SEAS and Woodrow Wilson School
- 2,400 graduate students – 40% international
5,200 undergraduate students – 15% international
- 300-335 Ph.D.s granted annually
150 masters degrees granted annually
- 1,250 bachelors degrees granted annually
- many interdisciplinary certificates

Staff of the Graduate School

- 4 associate deans, 2 directors, 1 assistant dean
 - 7 administrative (1 residential life), 1 technical, 6 support
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Graduate Education and Research

[report to Provost]

Office of Provost

institutional research
institutional equity and diversity
space and budget

Graduate School

Dean

member of the faculty

Associate Deans

academic affairs
finance and administration
graduate student life
academic affairs & diversity

Directors

graduate admissions
graduate alumni relations

Office of Research

Dean

member of faculty

Directors

Research & Project Administration
Technology Licensing and Intellectual Property



Academic Support

[report to Provost through Dean of College]

McGraw Center for Teaching and Learning

English Language Program

Training for Assistants in Instruction

Preparation for future faculty

Graduate Mentoring Awards

Writing Program

Writing in the Discipline

Registrar

Grades, degrees...

Time-to-degree-degree, attrition...

Career Services



Administrative Support

[report to Executive VP for Administration]

Information Technology

Education and outreach
Support of teaching
Administrative systems

Health Services

Infirmary
Counseling Service

General Counsel

Visa Services

Facilities

Housing
Dining

Campus Life

Frist Campus Center
Varsity and intramural athletics
International Center
Student Organizations
Public Safety



Alumni Relations and Development

[report to VP for Public Affairs]

Alumni Council

regional events

Reunions

APGA

Communications

Princeton Alumni Weekly

University web page

Government Affairs

legislation

[report to VP for Development]

Annual Giving

Corporate and Foundation Relations

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Dean of the Graduate School

University business

Advisory Committee on Appointments & Advancements (weekly)

*President (chair), Dean of Faculty (secretary), and 6 elected faculty plus
Provost and Deans of College and Graduate School (ex officio)*

Monday morning meeting (weekly) *Deans of Faculty, College, Graduate School*

Academic Planning Group (weekly) *President, Provost (chair), Deans of
Faculty, College, Graduate School, SEAS, and Head of URB*

President's Cabinet (biweekly) *heads of academic and administrative offices*

Academic Affairs Committee – Board of Trustees (bimonthly)

Graduate School business

Faculty Committee on Graduate School (monthly): *directors of graduate studies*

Policy, Curriculum, Fellowship, Discipline Subcommittees

Departments and programs: *director of graduate studies and chair*

Admissions meetings (annually)

Informal reviews (bi-annually)

Graduate School Staff: (weekly) *senior staff*

(biweekly) *extended staff*



Faculty and Staff Committees

University Faculty

University Research Board

Council of the Princeton University Community

Faculty Advisory Committee on Policy

Library and Computing

Classrooms and Schedule

Emergency, Safety, and Risk Management

Conflict of Interest in Research

Government Affairs

Public Lectures

President's Teaching Awards

Behrman Award for Achievement in the Humanities



Internal Reviews

Periodic	annual Merit Increase Process	
	self-assessment and evaluation by supervisor	
	discussion among senior staff	
	five-year review of senior administrators	
	self-assessment	
	input from Trustees, administrators, faculty	
	evaluation by supervisor	
Ad hoc	self-assessment	2002
	input from constituents	
	evaluation by staff	
	organizational review by consultants	2007
	interviews of staff and constituents	
	all-staff meetings	
	Faculty Committee on Diversity	2007
	framing	
	brainstorming and data gathering	
	plan for future	



The Graduate School maintains centralized control over graduate education, but must remain responsive to the priorities of the University and the needs and aspirations of the departments and programs, and depends on support from all administrative units of the University.

Therefore, maintaining close contact with the entire campus is essential to the health of the Graduate School.
