

ORGANIZATION & ADMINISTRATION OF GRADUATE EDUCATION: DUKE UNIVERSITY

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

- Quality control, set standards for degrees
- University-wide perspective
- Interdisciplinarity
- Honest broker, focused on excellence in scholarship and education
- 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



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

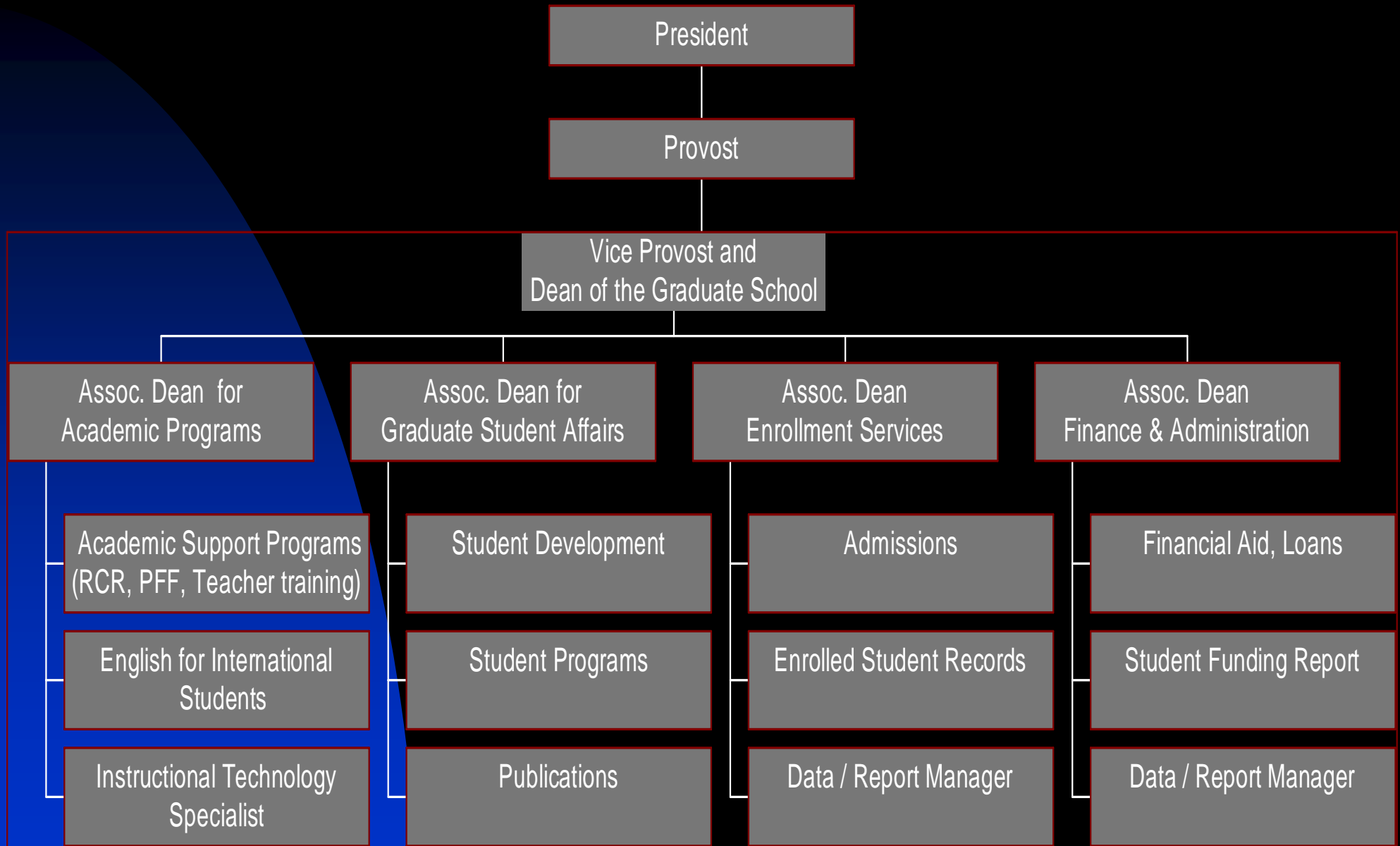


DUKE UNIVERSITY GRADUATE SCHOOL

- Awards all M.A., M.S., and Ph.D. degrees, but not professional degrees
- 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 2900 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



Associate Dean for Graduate Student Affairs

- Supervises professional development programs for graduate students
 - ◆ Career workshops and symposia
 - ◆ Grant and dissertation 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



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

