Annual Report

on the

The Graduate School

2012-2013

William B. Russel, Dean
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The academic year of 2012-13 was like no other with respect of staffing in the Graduate School office, with an almost complete turnover in associate deans and a much-needed addition of three assistant deans. The transformation of the dean’s assistant to office manager/executive assistant with responsibility for a newly formed administrative support pool should smooth out the hectic periods during the year. The Provost and Karen Haskin, director of academic management, as well as Tom Chester, senior human resources manager, have provided crucial support during this transition.

A number of substantive changes have been accomplished:

• Mary Bechler, associate dean for finance and administration, along with Lisa Schreyer, assistant dean for student life, worked through a broad evaluation of rents in University housing, cost of health insurance, and stipends before focusing on the last. The resulting submission to Priorities Committee that focused on streamlining and enhancing stipends was accepted and implemented.

• This year the number of applications for our graduate programs declined about 7 percent, in general accord with our Ivy+ colleagues. The admission meetings with departments were streamlined and accomplished in about half of the time in the past without any loss of effectiveness. Cole Crittenden, associate dean for academic affairs, efficiently reviewed files for programs in the sciences and engineering, while Karen Jackson-Weaver, associate dean for academic affairs and diversity, focused on the humanities and social sciences in addition to the under-represented minorities. The slight decline in applications did not seem to affect quality but clearly heightened competition as the yield slipped below 50 percent.

• The transformation of graduate alumni relations stimulated by the recent Association of Princeton Graduate Alumni (APGA) commission is succeeding spectacularly. The hiring of two highly qualified staff members in the Alumni Council, Debbie Foster and Nicole Lynch, to complement Tara McCartney in the Graduate School, provides a highly qualified team with a full-time focus on graduate alumni. Two successful departmental reunions on campus during the academic year for the Department of Psychology and Department of Politics were complemented by events in New York City for Architecture and a set of humanities departments. Preparations for a conference, Many Minds, Many Stripes, for all graduate alumni in October, coinciding with the centennial of the Graduate College, were supported by more that a dozen focus groups around the country and abroad. Speakers, panelists, and departmental receptions are being lined up now. In parallel the APGA also has been renewed and is moving forward enthusiastically.

• Our hope that the Hooding Ceremony would finally be held outdoors this year was dashed by a thunderstorm that appeared as the graduates processed onto Cannon Green. Sheryl WuDunn *88 spoke to a partial gathering of graduates in Whig Hall and the Dean hooded individuals at the McClean House reception after Graduation the next day. More adequate alternative venues in the case of rain have been considered for the future.
Over the past few years the Graduate School has become more completely integrated with and supported by other offices on campus. Cynthia Cherry, vice president for campus life, has been particularly active, e.g. creating CLASS (Campus Life and Academic Senior Staff) to bring together the College and the Graduate School with all units reporting to her. At the last meeting the presentation by John Kolligian, executive director of University Health Services, on counseling needs for undergraduate and graduate students was eye opening to all. The integration of the Graduate Student Government into the University Student Life Committee with the Undergraduate Student Government has elevated graduate student issues. Restructuring discipline has moved behavioral cases involving graduate students into ODUS and the dean of Graduate School into the appeal process. The former relieves infrequent, but tremendously taxing, cases out of the Graduate School, while the latter exposes the dean to undergraduate cases. Over time we hope to find ways for other units on campus, especially Career Services and the LGBT and Pace Centers, to support graduate students as well as they do undergraduates.

The Graduate School also works closely with and depends upon other senior staff in Nassau Hall. Paul LaMarche, vice provost for space programming and planning, oversees the restructuring of our building, beginning this summer, to support the new staff. Jed Marsh, vice provost for institutional research, continues to frame, execute, and analyze surveys assessing satisfaction of current graduate students, recent graduates, and graduate alumni with their education and preparation for their careers. Our reports at meetings of the Council of Graduate Schools or the Association of Graduate Schools have stimulated requests from a stream of universities to have access to the survey instruments. Diana Davies, vice provost for international initiatives, has oversight of VSRCs and the International Center. Constraints on the number of VSRCs have relaxed to some degree the frustrations of one-off applications, needs for short-term housing, and tracking training in responsible conduct of research.

Michele Minter, vice provost for institutional equity and diversity, guided the Trustees’ Committee on Diversity to completion with an appropriate focus for graduate students on initiative from the departments. Our discussions with departments this past year were encouraging, suggesting that some are already taking the initiative. Of course, admission is not the end of the road for the students. Karen Jackson-Weaver’s programming has demonstrated the benefits of professional development in bringing students to completion, e.g. the number of Ph.D.s granted to URMs last year was double that number five years ago.

Another large issue for the Graduate School is housing for graduate students. Chad Klaus, vice president for university services, and his staff handled the housing draw well this year. Hibben and Magie has come down and the Lakeside project is reported to be on schedule.

Despite the turnover and vacancies in staff few activities have fallen off the schedule. By this time next year our staff should be seasoned and have the Graduate School office moving forward on all fronts.
Financial Support

Financial support is provided for Ph.D. students in the humanities and social sciences during their normal period of enrollment through University Fellowships, Assistantships in Instruction, and a variety of other fellowships from departments or programs for those who do not bring in external fellowships. In the natural sciences and engineering, Ph.D. students are supported by First-Year Fellowships for the initial academic year and as Assistants in Research (ARs) from funds held by individual faculty members, Assistants in Instruction (AIs) from the dean of the faculty, or external fellowships thereafter.

The funding for Masters students varies by school and discipline. The Woodrow Wilson School provides full or partial support for students with funds from its endowment. In engineering masters’ students are generally supported as Assistants in Research or Assistants in Instruction. The School of Architecture depends upon an allocation of general funds to provide some measure of base support for the students in the masters’ programs, while those in the Program in Finance are almost entirely self-supporting.

<table>
<thead>
<tr>
<th>Table I: Financial Support</th>
<th>Ph.D. Candidates</th>
<th>2012-13</th>
<th>2013-14</th>
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<tbody>
<tr>
<td>Humanities &amp; Social Sciences</td>
<td>University Fellowship [12 months]</td>
<td>$27,640</td>
<td>$28,600</td>
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<tr>
<td>Sciences &amp; Engineering</td>
<td>First Year Fellowship [10 months]</td>
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<tr>
<td>Assistantship in Research:</td>
<td>pre-generals</td>
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<tr>
<td>[10 months]</td>
<td>post-generals</td>
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<tr>
<td></td>
<td>unified rate</td>
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<td></td>
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<tr>
<td>All divisions</td>
<td>Assistantship in Instruction:</td>
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<tr>
<td>[10 months]</td>
<td>pre-generals</td>
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<td></td>
<td>post-generals</td>
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<td></td>
<td>unified rate</td>
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</table>
### Masters Candidates

<table>
<thead>
<tr>
<th>School</th>
<th>Degree</th>
<th>Financial Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Woodrow Wilson School</td>
<td>MPA</td>
<td>tuition + stipend to meet financial need</td>
</tr>
<tr>
<td></td>
<td>MPP</td>
<td>tuition + stipend to meet financial need</td>
</tr>
<tr>
<td>Finance</td>
<td>MFin</td>
<td>self-supporting; some partial tuition grants; assistantships in instruction</td>
</tr>
<tr>
<td>Architecture</td>
<td>MArc</td>
<td>partial tuition / stipend grants; assistantships in instruction</td>
</tr>
<tr>
<td>Engineering</td>
<td>MSE</td>
<td>assistantships in research/instruction</td>
</tr>
<tr>
<td></td>
<td>MEng</td>
<td>primarily company sponsorship</td>
</tr>
</tbody>
</table>

Graduate student stipend rates depend on a number of different factors, including whether students have passed their general examinations. These distinctions contribute to a complex matrix of rates. This past Fall, the Graduate School presented a request to the Priorities Committee for additional funding to simplify the rate structure and make offers more attractive to prospective students. The Trustees approved the additional funding and, beginning in the next academic year, the distinction between pre- and post-generals rates for ARs and AIs will be eliminated.

The approved increase for the 2013-14 academic year is 3.5 percent for fellowships in the humanities and social sciences and 4.2 percent for the first year fellowship in sciences and engineering. Full implementation of the revised structure will require a similar increase for the 2014-15 academic year.

### Admissions

The graduate school received over 11,000 applications for the 2014-15 academic year. This represents a seven percent decline from the prior year, reversing a ten-year trend of application increases every year. Our peer institutions reported a similar drop in applications.

Based on responses to the Accept/Decline survey, students continue to accept our offers of admission for primarily academic reasons. Students specifically cited academic program and faculty as the top two factors with research opportunities indicated as third in their reasons for deciding to attend Princeton. The competition for the most highly qualified students is facing more pressure and the University saw a reduction in its overall yield from 50 percent to 48 percent. The most cited factor in the declines was for personal reasons, with academic program as a secondary reason. As noted in prior reports, the majority of students who decline our offers attend Harvard (22 percent of those reported), MIT (18 percent), Stanford (16 percent) and Berkeley (11 percent). Aside from the masters programs, financial aid was rarely cited as a factor in a decline. However, it has been reported that certain of our competitors, namely Harvard, Stanford and MIT, are offering more generous stipends to attract selected students.

### Academic Affairs – Associate Dean Cole M. Crittenden

### Enrollment

Enrollment of Ph.D. students in 2012-13 was 2,309, an increase of about one percent over the previous year. Chemistry, molecular biology, quantitative and computation biology, electrical engineering, chemical and biological engineering, and civil and environmental engineering account for most of this year’s growth. Master’s degree enrollment grew considerably in 2012-
13 to 339, a nearly 15 percent increase over the previous year. Finance, computer science, and the M.P.A. program at the Woodrow Wilson School account for the growth in master’s degree enrollment. The largest growth over the prior year again came in the enrollment category of Visiting Student Research Collaborators (VSRCs). Princeton enrolled 158 VSRCs in 2012-13, a nearly 20 percent increase over the prior year. These students, who are generally international, distribute across divisions as follows:

| Humanities 16 | Social Sciences 23 |
| Natural Sciences 44 | Engineering 75 |

VSRCs in the School of Engineering account for most of the growth, increasing by 25 percent over the previous year. VSRC enrollment has increased so much over the past few years that the Graduate School has found it necessary to restructure its handling and administrative oversight of this category of students. Beginning in 2012-13, the admission team took over full responsibility within the Graduate School for all aspects of admitting and matriculating VSRCs. Although the Davis International Center provides an orientation and considerable support for VSRCs, the Graduate School continues to have responsibility for academic and student life issues that arise.

**Degrees and Placement**

The Graduate School awarded 319 Ph.D.s in 2012-13, down from the record number 351 Ph.D.s in 2011-12. This drop is noteworthy given our increased enrollment. The explanation seems to be that an increased number of students are choosing to defend over the summer. The September 2013 degree list will include at least 137 Ph.D.s (as of this writing), whereas the September 2012 degree list included only 110 Ph.D.s. That difference more than accounts for the drop in Ph.D.s awarded in the 2012-13 academic year.

Even with 34 Ph.D.s not placed as of July 1, Princeton Ph.D.s did remarkably well in a tentative job market, both academic and non-academic. By the end of the summer we expect that the number of unplaced Ph.D.s will drop further. From 2007 to 2011 there had been an upward trend in the number of unplaced Ph.D.s. For the past two years this number has decreased, and the reversal is a welcome sign. Another indication that placement may be improving is the number of domestic post-doc positions to which our Ph.D.s are going: 111 reported as of July 1 this year, compared to 101 as of July 1 last year.

We did have a noticeable dip in the number of Ph.D.s going to academic positions (not including post-docs) within the Ivy Plus group. This year that number was 12 as of July 1, whereas last year it was 31. Even accounting for the drop in the number of Ph.D.s awarded this academic year as compared with last, this is still a noticeable drop. The increased number of post-docs may in part account for this drop. The number of Ph.D.s going to selective liberal arts colleges also may account for this drop: this year we had 11 report placement in a selective liberal arts college as of July 1, as compared with just five for 2011-12.

**International Initiatives**

The Graduate School continues to work closely with the Council on International Teaching and Research (CITR). This year the associate dean for academic affairs was one of three members of CITR to review and make recommendations on the inaugural grant proposals for the strategic partnership with Humboldt University.
In the spring of 2013 we also finalized agreements and plans for two new graduate student exchanges: one with Todai – The University of Tokyo, a strategic partner; the second with Scuola Normale Superiore in Pisa, Italy. Both exchanges will begin in the 2013-14 academic year, bringing the number of formal graduate student exchange agreements we have with international partners to 12.

In 2012-13, 21 students visited us for a semester or more through our formal international exchange agreements, which are administered by the assistant dean for academic support programs. 11 Princeton graduate students studied for a semester or more through these formal exchanges. The need for balance in our exchanges must be addressed when renewing existing exchanges and instituting new exchanges.

**Degrees and Curriculum**

This year, the Policy Subcommittee approved the Master in Engineering (M.Eng.) degree for the Department of Computer Science. The M.Eng. degree has existed in the School of Engineering for nearly a decade, and the Department of Computer was the only department in the School of Engineering that did not prior to this year offer it. As approved, the degree track is not one to which students may apply. Instead, applicants continue to apply only for the Master of Science in Engineering (M.S.E.) degree in the Department of Computer Science. After their first year, students now may in consultation with the department move to the M.Eng. degree track, which requires additional courses but does not require a thesis. Like M.S.E. students, M.Eng. students are funded chiefly through AI appointments.

The Curriculum Subcommittee, in consultation with and with the approval of the Policy Subcommittee, changed the process for approving courses in the 2012-13 academic year. The following four changes went into effect in the spring semester:

1. Instructors proposing permanent courses ordinarily will not be asked to appear before the Subcommittee. Members of the Subcommittee will review in advance of each meeting all materials and request that the chair and/or secretary of the Subcommittee gather additional information from the instructor only if questions arise about the materials.

2. Departments will use a standardized form alongside a syllabus to describe the basic rationale, structure, and requirements of proposed permanent courses. The chair and the secretary of the Subcommittee maintain the form.

3. To align the process with that of the undergraduate Committee on the Course of Study, graduate courses may be taught up to three times as “one-time-only courses” without approval of the Subcommittee before being proposed as permanent courses.

4. Upon approval by the Subcommittee, proposals for permanent courses will go directly to the full faculty for final approval at the next faculty meeting. No intermediate vote of the Faculty Committee of the Graduate School will be necessary. This change aligns the Subcommittee’s process with the undergraduate Committee on the Course of Study.

We believe these changes have significantly streamlined and improved our process for course approval. By bringing aspects of our process in line with the undergraduate process, we also believe departments will have a simpler time proposing and receiving feedback on new courses.
Fellowships

In addition to the honorific fellowships, the Graduate School also reviews and endorses our graduate students for external fellowships. The past academic year was remarkably successful for external (largely travel) fellowships newly won by our graduate students.

In 2012-13 a record 22 graduate students completed all parts of the application and were interviewed and endorsed for the Fulbright IIE U.S. Student Program Grant. This is double the number from the previous year. Of those, more than half were subsequently endorsed at the national level, and eight (or 36 percent of our applicants) ultimately were awarded a Fulbright. This success was due in large part to more outreach and programming by academic affairs and closer partnership with the Office of International Programs (OIP), which runs the undergraduate Fulbright program. While this record number of applicants and winners was gratifying, the increased numbers imposed a significant advising and administrative burden on academic affairs – especially at the beginning of the academic year, as the Fulbright application deadline is in October of each year. In order to handle the increased administrative load, academic affairs partnered with the OIP in requesting an additional staff member, with the understanding that although this staff member would report to the OIP, she would help with the Fulbright at both the undergraduate and graduate levels. The request was approved, and in the spring of 2013 this new staff member began to work with academic affairs to prepare for the coming year.

Other external fellowships for which graduate students applied through and were endorsed by the Graduate School include:

- DAAD (German Academic Exchange) – 10 applicants, two institutional “priority” endorsements allowed; five winners (50 percent success rate)
- Eisenhower Roberts Fellowship – five applicants, two institutional nominations allowed; one winner (50 percent success rate)
- Dolores Zohrab Liebmann Fellowship – five applicants, three institutional nominations allowed; two winners (67 percent success rate)
- Georges Lurcy Fellowship – two applicants, one institutional nomination allowed; one winner (100 percent success rate)
- Howard Hughes Medical Institute Student Research Fellowship – 11 applicants, seven institutional nominations allowed; four winners (57 percent success rate)

Again, this year no one expected that there would be government funding for the Fulbright Hays DDRA grant. However, very late in the spring notification was given that applications would be accepted. Despite a compressed application period of about 30 days, eight students applied through the Graduate School. No results have been announced so far, in part perhaps because final government funding remains uncertain.

Discipline

The 2012-13 academic year was surprisingly busy in regard to formal academic disciplinary proceedings. Four cases of suspected academic violations were reported to the Graduate School for investigation: one from the humanities, one from engineering, and two from the natural sciences. Two involved lesser violations, for which the possible outcome could not include a separation from the university (either temporary or permanent). They were, therefore, investigated and adjudicated by the associate dean for academic affairs. Both cases resulted in a
penalty of disciplinary probation. The other two cases involved more serious violations. After being investigated by the associate dean for academic affairs, they would normally have gone to the Subcommittee on Student Life and Discipline. However, in both cases the charged students asked for a dean’s disposition of the case. Both cases, one involving a single student and the other involving two students, resulted in the dean assigning a penalty of academic disciplinary probation. In total, then, five students were placed on academic disciplinary probation over the course of the year.

Beginning with the 2012-13 academic year, the central Faculty Student Committee on Discipline, which is chaired by the Graduate School’s associate dean for academic affairs when the charge is against a graduate student, adjudicates more serious cases of behavioral discipline. In 2012-13 one such case was heard in that venue and chaired by the associate dean for academic affairs. That case involved sexual misconduct, with graduate students as both complainant and respondent. The respondent was found responsible for the charge and was suspended.

**Academic Affairs and Diversity – Associate Dean Karen Jackson-Weaver**

A primary focus of this office is to attract, retain, and graduate women in the sciences and members of historically underrepresented groups including African-Americans, Latinos and Native Americans. During this past year a series of strategic meetings and conversations were held with Human Resources and the Office of the Provost, which allowed the office to undergo a thorough assessment of the major responsibilities and duties in the office:

A. Diversity for all graduate departments and programs which includes:
   a. Recruitment programming and outreach
   b. Retention programming
   c. Professional Development (addressing specific needs of women in STEM and URMs)

B. Academic Affairs
   a. Reenrollment for a portion of departments
   b. Final Public Orals (FPOs) for a portion of departments
   c. Policy Sub-committee (sits with committee)

C. Admissions
   a. Reviewing files of recommended admits for a portion of the departments and taking the lead in those meetings
   b. Reading the folders of students recommended for admission, and serving as a resource and advocate for diversity
   c. Identify promising candidates in the applicant pool and bringing them to the attention of the departments

D. Professional Development
   a. Creating Programming
   b. Convening the Working Group

E. Communications
   a. Led initial social media/communications working group
   b. Designing and creating diversity recruitment/outreach literature for prospective students

F. Princeton Summer Undergraduate Research Experience (PSURE) program
   a. Oversee budget
   b. Hiring and interviewing process
   c. Conduct staff training
   d. Application review of prospective PSURE students
e. Securing faculty mentors
f. Housing and travel arrangements
g. Teaching research seminars
h. Arranging workshops, seminars and sessions on graduate school application process, communications skills and professional development
i. Planning social outings and events to foster community within the cohort

G. Fiscal responsibilities
   a. Student accounts (BGC, LGSA, APICS, GWCC, and GWISE co-sponsored events)
   b. Hanna account
c. Presidential Fellowships
d. Recruitment
e. PSURE
f. Monthly visa credit card authorization process for unit wide charges

The associate dean will also lead and create programming for professional development for all graduate students. A series of pilot programs were held in the late spring and summer with plans to launch a full-fledged program in the fall of 2013.

Diversity Recruitment

In order to expand the applicant pool, the office has implemented a multi-faceted approach that integrates the efforts of faculty, staff, and alumni while cultivating relationships with national organizations. Recruitment efforts focus on colleges and universities that have students prepared to handle Princeton’s graduate programs. Open Houses and Preview Days introduce talented sophomores, juniors, and seniors to the campus and reinforce the idea of pursuing a doctorate.

Recruitment efforts included on-campus events as well as national conferences, symposia, and graduate school fairs. Faculty, staff, and graduate students represented the University at off-campus events in preparation for the 2013 admission season. Data was collected where possible, through registration, information sheets, and direct engagement with more than 1,000 prospective students and literature about the Graduate School was distributed. Thus office serves as the campus coordinator for efforts to expand and increase the quality of the applicant pool via
   • innovative programming and events,
   • representing the University among alumni/alumnae to leverage networks of prospective students, and
   • establishing and maintaining productive, long-term relationships with universities and colleges that serve underrepresented students.

The last includes small liberal arts colleges, women’s colleges, historically black colleges and universities (HBCU’s), Hispanic-serving institutions (HSIs) and tribal colleges

<table>
<thead>
<tr>
<th>On-Campus Recruiting</th>
<th>Date</th>
<th>Event</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>August</td>
<td>Open House</td>
<td>Prospective graduate students</td>
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</tr>
<tr>
<td>October</td>
<td>STEM Open House</td>
<td>Prospective graduate students</td>
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<tr>
<td>November</td>
<td>Preview Day</td>
<td>Prospective graduate students</td>
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</tr>
<tr>
<td>March</td>
<td>Hosting Weekend</td>
<td>Admitted students</td>
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Off-Campus Recruiting

<table>
<thead>
<tr>
<th>July</th>
<th>Mellon Mays Seminar at National Schomburg Center</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Leadership Alliance National Symposium recruitment fair</td>
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August
City of Philadelphia Graduate School Fair
GEM national conference

September
Congressional Black Caucus Conference in Washington, DC
Howard, Syracuse, Cornell and Binghamton Graduate School Fairs
Recruitment at Black Enterprise National Conference in Orlando, FL
ASALH Annual National Meeting
White House national meeting on HBCU’s

October/
Ivy Plus STEM symposium hosted by UPenn (Exec Planning Committee)

November
Atlanta University Fair- Atlanta, GA (Spelman, Morehouse, & Clark Atlanta)
Leadership Alliance- fall meeting
National Women’s Studies Association conference meeting, Atlanta, GA
National McNair Conference, Delavan, WI
AAR- American Academy of Religion National Meeting
American Biomedical Research Conference for Minority Students (ABRCMS)
Society for the Advancement of Chicanos and Native American in Science National Conference (SACNAS)
Rutgers- New Brunswick recruitment fair

December
Council of Graduate Schools (CGS) - member of National Advisory Council on Minorities in Graduate Education and Chair of CGS/ETS award committee
BGC/LGSA Annual Winter Reception and Formal

April
National Society of Black Engineers Conference
CGS- NSF DIMAC visit for URMs in STEM fields

During the winter and spring a number of events were held on campus for graduate students of color and organizations that support them, e.g. the Robert Wood Johnson Foundation New Connections conference, a series of events in honor of Black History Month closing with a dinner featuring keynote speaker Maggie Anderson, and finally hosting weekend for admitted students of color.

Admissions

In December 2012 each department received a memo emphasizing the importance of diversity. A follow-up memo prior to each departmental admissions meeting highlighted the University’s commitment to excellence and diversity accompanied with a spreadsheet noting the underrepresented students in the pool. Likewise, departments and programs in the natural sciences and engineering received a spreadsheet highlighting all female applicants. The topic is addressed again during each admissions meeting. During the Hosting Weekend, attended by many faculty, staff, and students, became acquainted with the campus and the department that admitted them, contributing to the 57 percent yield. Of the 615 prospective students of color who applied for admission, 81 were admitted. Of those, 46 accepted our offers and 35 declined.

Retention and Completion

During the 2012-13 academic year, the Office of Academic Affairs and Diversity coordinated numerous retention and academic support activities and workshops for graduate students. These included academic success workshops, national conferences and symposia, and activities of graduate student organizations, including the Black Graduate Caucus, Latino Graduate Student Association, Graduate Women of Color Caucus (GWCC), Asian Pacific Islander Graduate Student Caucus, the Wesley L. Harris Scientific Society, and Graduate Women in Sciences and Engineering (GWISE).
Although GWCC is fairly new and still building solid leadership, their 18-20 active members organized bi-monthly tea study breaks and formed an interdisciplinary reading/writing support group. Dean Jackson-Weaver meets regularly with the leadership of GWISE, whose members represented Princeton at the Society of Women Engineers National Conference, participated in professional development opportunities, and partnered with undergraduate women in the sciences to host “dinner and dialogue” roundtables with faculty throughout the academic year.

**Diversity Fellows**

The Office of Academic Affairs and Diversity offers a *Diversity Fellowship* for approximately four to five students per academic year to graduate students to support the office’s recruitment and retention efforts. These students were: Jessica Rowland Williams (MOL), Ivan Ortiz (ENG), Irene Ojini (CHM), Jennifer Wilson (SLA), and Cory Hunter (MUS).

The primary role of the diversity fellows was to establish and maintain an open line of communication with prospective students who have expressed an interest in attending the Graduate School. In addition, the diversity fellows assist the associate dean and program coordinator in fostering a stronger sense of community among historically underrepresented groups within the Graduate School. Major contributions of the 2012-2013 diversity fellows were organizing the on-campus recruitment events, contacting prospective graduate students of color and encouraging them to apply for admission, designing a graduate student tour for all on-campus events, and incorporating a discipline specific workshop during Preview Day. The latter was ranked the “Most Helpful Segment of Preview Day” according to an electronic survey sent to all attendees. The fellows also played a key role in interviewing candidates for the new assistant dean of diversity and the academic affairs coordinator positions.

A number of retention activities and initiatives deserve special mention. The Black Graduate Caucus culminated a very successful year with the Seventh Annual Pan-African Graduation. The Princeton University Latino Graduate Student Association was equally active and hosted their fifth Latino Graduation Ceremony. In addition, collaborations with faculty, staff, and postdocs allowed us to build an even stronger community among historically under-represented students.

**Recognition of special projects and initiatives**

Other noteworthy accomplishments or events during the 2012-13 academic year included:

A) Nomination and selection of Dean Karen Jackson-Weaver for the Martin Luther King, Jr. Journey Award  
C) Admissions office members were selected for special recognition by Human Resources  
D) Biweekly Faculty-Graduate Seminar co-sponsored with the Center for African-American Studies  
E) Diversity Council Meetings and planning meetings to collect, analyze, and synthesize data for the Trustees Committee on Diversity  
F) Selected for NSF grant and the Doctoral Initiative on Minority Attrition and Completion (DIMAC) sponsored by the Council of Graduate Schools  
G) Worked with faculty in Physics department on establishing bridge program

**Academic Affairs Responsibilities**
As a new assistant dean for academic affairs and academic affairs and diversity coordinator joined the staff, the associate dean for academic affairs and diversity assumed a number of new responsibilities:

- Reviewing and approval of 50 percent of all Final Public Orals (FPOs)
- Managing Incompletes (INCs) follow-up post re-enrollment
- Handling deferral process for half of the departments during admissions
- Overseeing embargo requests (and FPO reviews)
- Status changes
- Attending regular CPS/Grad Dean meetings with McCosh to address and discuss students in distress
- Serving as the Institutional Representative and Summer Coordinator of the Leadership Alliance
- Working with the associate dean of finance on waitlist and approval of candidates post April 15 deadline

**Graduate Student Life – Associate Dean Lisa Schreyer**

The Office of Graduate Student Life is committed to serving the diverse needs of graduate students, fostering a stronger sense of community amongst graduate students, enhancing the quality of the Princeton experience, and increasing cooperation in resolving campus and community concerns. The staff works to create opportunities for graduate student interaction across disciplines and encourage work and personal/family life balance.

**Events and Programs**

A diverse array of programs help foster a sense of community amongst graduate students, expose students to new ideas and opportunities, offer opportunities for engagement outside of the classroom and promote positive work/life balance. This year, the over 200 programs represented a full spectrum of interests and work with many offices and partners across campus. A full listing of these programs is available in the Student Life Programs Appendix VII.

**Community Associates:** Another incredibly talented group of graduate students served as community associates this year, creating new and exciting programs and reaching out to their peers to encourage involvement. This group introduced new programs in a variety of areas, including: health/ wellness promotion, culture, social, civic engagement, athletic, family-focused, local and academic. The community associates also serve as a positive reminder of the abilities and talents of graduate students outside of and complementary to their scholarly pursuits. This program advances the Office of Student Life’s mission to help maintain balance in students’ lives and develop well-rounded students who will be good citizens on campus and in their chosen professions.

**Housing**

This year produced a considerable improvement in the area of housing. As reported, last year was a tumultuous year that produced considerable student discord. A number of factors led to significant improvement this year. First, Manager for Graduate Housing, James Poole, was hired after a six-month vacancy in that position and worked closely with the Graduate School to address concerns raised by the GSG last year. Second, a housing communications working group was formed and met regularly to develop and implement a strategy to address the main concerns...
of the students, namely lack of timely communication, response to concerns, and delays in assignments. This multi-pronged approach consisted of information sessions, email and newsletter communications, website and social media updates, and outreach to the departments. Our staff worked closely with the GSG to provide regular updates and spread the message.

Third, the housing draw timeline was altered to provide assignments earlier and make offers from the waitlist earlier, so that those who were unsuccessful had more time to seek off-campus housing. The Graduate School staff also partnered with the off-campus housing office to provide more outreach to these students and facilitate this transition.

Overall, the feedback this year on housing was very positive. The GSG provided consistent positive feedback and the Graduate School office received significantly fewer concerns from departments and students than the last few year years. This strategy will be sustained for the upcoming year in preparation of the closing of Butler and Stanworth and the opening of the new Lakeside Apartments, i.e., maintaining consistent communications to ensure to keep the students informed.

**Students of Concern**

Across campus the numbers of students of concern are growing. This impacts the Graduate School significantly due to the leaness of the staffing. The Office of Student Life is the main point of contact for these students, who are brought to our attention from directors of graduate studies, program administrators, advisers, staff in other offices, peers, and the students themselves. Our staff direct students to the appropriate resources, work closely with CPS and other offices to ensure their health and safety, and facilitate leaves or other courses of actions to help the students get the care that they need.

The number of students brought to the attention of the Graduate School staff, as well as those requiring formal evaluations, is growing steadily. This year sixteen required formal evaluations, compared to two a decade ago, while leaves of absence for psychological and/or mental health reasons continue to increase. Despite these increases, our staffing has remained level. At Counseling and Psychological Services demand for attention grows as well, e.g.

- Student Health Plan benefits for mental health coverage from 30 to 40-50 sessions per year
- Creating a pool of area clinicians for referrals of Princeton students on a sliding scale
- CPS provision for long-term therapy; with additional post-docs
- A more robust CPS liaison program (12 for undergraduates and one for graduates students)
- Conducting more outreach to academic departments to increase awareness about student stress and mental health, University programs and initiatives.
- Revisiting summer staffing and hours at UHS/CPS.

**Discipline**

The Associate and Assistant Deans are responsible for non-academic discipline for graduate students and adjudicate all infractions for which the penalty does not involve separation from the university. For infractions were the penalty may result in separation from the university, the case is heard by the Faculty-Student Committee on Discipline. For AY13, there were 51 nonacademic disciplinary cases, all but one were adjudicated by the Deans and one was adjudicated by the Faculty-Student Committee on Discipline Subcommittee on Sexual Misconduct. The breakdown of the infractions is as follows:
Disorderly Conduct  5  
Harassment  1  
Property Damage/Vandalism  1  
Sexual Misconduct  1  
Theft (Copyright Infringement)  43  
Total  51  

**Faculty-Student Committee on Discipline:** The joint committee partnership with ODUS to adjudicate discipline for cases in which the penalty may result in separation from the university ensures consistency across the university and fairness for all students involved in the process. Additionally, an investigator conducts the investigation in cases heard by the committee. Despite these advances, a case heard by the COD is an enormous undertaking. This year the one case heard by the committee generated hours of meetings, communications, consultations with Public Safety, General Council, the Provost’s Office, ODUS and many other offices, and preparations of lengthy materials. All this is necessary to ensure a fair process for the students and adherence to the guidelines set forth by the *Dear Colleague* letter.

**Copyright Infringement:** Princeton makes available computing and network resources, which may be used by University students, faculty, and staff. Information technology resources are intended for educational purposes to carry out the legitimate business of the University. This year about 24 percent of the copyright infringement complaints related to electronic resources involved graduate students.

Because violations of copyright and inappropriate use of technology resources are also violations of University regulations, the Associate Dean works closely with the Office of Information Technology and, on occasion, the Office of General Counsel on resolving these complaints. Thirty-nine students were issued Dean’s warnings (formal admonitions) and four were placed on three to six months of disciplinary probation (which is entered onto the student’s permanent record).

**Financial Aid**

*The Federal Work-Study Program* continues to provide summer financial support and valuable research opportunities for Master’s students in Architecture. In FY12 $105,600 was allocated to support 23 graduate students in July and August 2012 (i.e., including two Music Ph.D. students in DCE status).

Participation in *Federal Perkins, Stafford* and *GradPLUS* (i.e. for domestic students) and the private loan program went down significantly from 3.5% (58 borrowers) in 2010-11 to less than 2% (33 borrowers) this year. Four students borrowed from the *Ford Foundation Engineering Loan Program* a total of $12,000 (which is replenished as the graduate students repay their outstanding loans). *Ford* loans are forgiven on a percentage basis per year of teaching in the United States or Canada. *Contingency loans* are available to students coping with unexpected financial emergencies. The Graduate School disbursed $14,475 to 24 students, who repaid the loans by the end of the semester; the average amount borrowed by each student was $603.

*The Sir Hugh and Lady Taylor Memorial Fund, the Ethel Palmer Morgan Fund,* and *Personal Needs Fund,* administered by the Graduate School, helped meet the costs of $102,547 for medical/personal emergencies of 29 graduate students and their families.
Graduate Alumni Relations – Associate Director Tara McCartney

The Graduate Alumni Relations team consists of staff from the Graduate School and Office of the Alumni Association:

- Debby C. Foster ’92, Senior Associate Director, Graduate Alumni Relations
- Tara McCartney, Associate Director, Graduate Alumni Initiatives
- Nicole Lynch, Assistant Director, Graduate Alumni Relations

Fiscal year 2012-13 proved to be a productive and busy year for the newly reorganized graduate alumni relations team, as we partnered closely with our colleagues in the Graduate School and the Office of the Alumni Association, as well as our alumni volunteers in the Association of Princeton Graduate Alumni (APGA). Our strategy for the year focused on the following:

- **Marketing and Communications**: Improve database and enhance communications tools, most notably the website
- **Partnering with the Association of Princeton Graduate Alumni (APGA)**: Partner with leadership to improve communications, increase volunteer opportunities and engage all board members as valued partners
- **Departmental Symposia / Reunions**: Test news ways to connect through programming and communications tied to departments
- **Graduate Alumni Conference – October 17-19, 2013**: Begin planning for event to bring graduate alumni back to campus for a timely, content-rich, fun weekend

**Marketing and Communications**

We began the year by partnering with our Digital Communications Team to do a complete redo of the Graduate Alumni section of the Alumni Association website. Throughout the process we were careful to choose inclusive language, and we continued to connect our graduate alumni to Alumni Association programming (e.g. Regional Associations), with a goal of showing our graduate alumni that they are part of the broader Princeton community.

We also added a *Departmental Connections* section to the website, where our alumni can go to see upcoming departmental events, or find links to their departmental websites. Over time we hope to build out this section of the site with additional ties to news and content from each department. We also revamped the Alumni Association online calendar so that graduate alumni can now more easily search for events open to them (which includes everything but class-specific events). Throughout the year, with all of our communications to our graduate alumni, we tied them back to the website as a home base for all graduate alumni related communications.

In May 2013, we mailed a *Stay Connected* card to all graduate alumni with mailing addresses (23,300). We mailed this with the conference Save the Date. The card was designed such that each alumnus would see their current personal and business contact information, along with a space where they could update their information. We worked closely with colleagues in Annual Giving to design a card that has proven effective for them in the past. Our alumni could then fold over the card and mail it back to us (directly to the Office of Alumni Records), or they could opt to go online and submit their updates (we created an online form through which updates could be submitted, without having to enter a password). As of July 24, 2013, we have received a total of 334 updates (122 electronic updates, 212 reply cards); however, we expect these updates to continue going forward.
Partnering with the Association of Princeton Graduate Alumni

Tony Fiori *03 WWS took over as the President of the APGA, beginning his two-year term. We partnered closely throughout the year with a distinct focus on improving APGA communications with all graduate alumni. As a result, we have seen increased focus on improving APGA communications with all graduate alumni. As a result, we have seen increased engagement of graduate alumni through social media, as well as numerous anecdotal comments regarding how much our graduate alumni appreciate the uptick in communications.

- Completely redid APGA website, taking it off of Reunions Technologies platform and relaunching it on Alumni Association website; reception was extremely positive, and new platform illustrates more clearly that the APGA is part of the Alumni Association
- Launched new APGA Facebook page (740+ followers as of July 24, 2013)
- Completely revamped APGA dues process, with an emphasis on online solicitations
  - Simplified dues solicitation (from 7 options to 4)
  - Transferred fundraising for Teaching & Travel to Graduate School / Development after several meetings to clarify the history of the program
  - Created dues card, similar to undergrad classes
  - Mailed solicitation only to those graduate alumni without email addresses, emailed solicitation to all graduate alumni with an email address
  - Continued with monthly dues reminder emails, with a link to pay online
- Established quarterly communications, Letter from the President, and included relevant links to the APGA website, Alumni Association website and relevant university sites
- Revamped APGA board meeting format with the inclusion of guest speakers and panels
- Partnered with Peter Lighte *81 to lead the Nominations & Awards Committee to complete research efforts for the both the Madison Medal and this year’s CTNAT candidates; the committee also awarded the APGA Regional Association Award to the Carolina Triangle Princeton Club
- For the first time, the APGA did not pay for the Madison Medal reception; we instead rolled it into the Alumni Day program such that all alumni were invited to the reception if they registered for Alumni Day; we had a very successful reception honoring Arminio Fraga *85 (110 in attendance)
- Established APGA Regional Grants such that regional associations can apply for a grant of up to $500 to go towards an event especially targeted to graduate alumni – Princeton Area Alumni Association, Carolina Triangle Princeton Club and Washington DC Regional Association were all awarded grants during 2012-13
- APGA Reunions Committee was led by Larry Grippo *89 with the theme “GCentennial: Living it Up”; we encouraged the committee to do more of the planning, added programming (including a Friday night late-night party with a band, and a Saturday morning Cleveland Tower climb), and posted record attendance (401 graduate alumni, 1,156 graduate students)
- We will be welcoming four new board members, plus the new GSG President, Friederike Funk; new board member recruitment focused on diversity across many levels, including by department

Departmental Symposia / Reunions

This year was an opportunity for us to test new ideas and pilot events focused specifically on a department. We hosted two on-campus departmental symposia and two regional departmental
The events were all well attended, and they were extremely well received by both the graduate alumni and the departments.

We hosted a regional departmental event in Dec 2012 for all graduate alumni from the humanities fields. We invited our alumni to dinner at the Algonquin Hotel in NYC for a literature-themed evening, featuring faculty from the Departments of English and Comparative Literature. We also invited select graduate students from the humanities to anchor tables during dinner, and included a brief overview of their research as part of the programming. The event was very well received, and we had over 40 attendees.

In early April we hosted an on-campus departmental symposium with the Department of Psychology. We partnered closely with the Department Chair and her appointee to put together the content for the two-day event (started at 11am on Friday, and concluded with a cocktail reception at 5:30pm on Saturday). Throughout the event, we highlighted current faculty, former faculty and graduate alumni in the field with a mixture of keynotes and panels. We hosted a more formal dinner Friday night, which included a visit from President Tilghman. The event was very well received, and we had over 160 attendees.

In late April we hosted a regional departmental event with the School of Architecture in NYC. We invited all alumni (both graduate and undergraduate) to a cocktail reception at the Princeton Club of New York, featuring Dean Alejandro Zaera-Polo plus five other faculty members from the School of Architecture who have published in the last twelve months. The event was very well received, and we had over 160 attendees.

Graduate Alumni Conference – October 17-19, 2013

We dedicated our regional outreach this year to regional focus group dinners in preparation for the graduate alumni conference in October 2013. We also spent significant time doing preliminary work for the conference, including coming up with the name and branding, creating and mailing the Save the Date, establishing a graduate alumni advisory board, reaching out to departments to host open houses and following up on initial logistics around campus space reservations, etc.

- Spoke with over 300 graduate alumni at 10 regional focus groups (San Francisco, Philadelphia, Princeton, Chicago, Los Angeles, Boston, New York, Washington DC, Hong Kong, London) plus some additional graduate alumni at an APGA Board lunch and Dean Russel’s leadership council
- Established a graduate alumni advisory committee made up of 12 graduate alumni across departments and conducted several conference calls to solicit their feedback and support;
also created an on campus group of faculty and administrators who are also graduate alumni

• Partnered with graduate alumni advisory committee to name conference, and then worked with design firm Smith & Manning to design branding and create Save the Date
• Mailed Save the Date to all graduate alumni with mailing addresses, and followed up with email Save the Dates to all graduate alumni with email addresses
• Reached out to all Department Chairs, Directors of Graduate Studies and Department Administrators to Save the Date, and invite them to host a departmental open house during the conference; 33 departments have committed to hosting an event, 2 have declined, and 7 are still considering (as of July 24, 2013); we also presented to Dean Russel’s Committee on the Faculty with details about the conference, and details about hosting an open house
• Confirmed various spaces around campus as potential venues for the conference, reserved photographer, contacted key caterers to put the date on their calendars

On-Campus Programming
This year we decided to bring back the post-commencement reception for our newest graduate alumni. We hosted the event as the Alumni Association, and we invited all current advanced degree graduates and their families to stop by Maclean House for refreshments following commencement. We gave out Princeton University bags, along with detailed information about the Alumni Association and ways that our new alumni can get involved. We also partnered with the Graduate School, and we encouraged our newest graduates to re-enact hooding on the front lawn of Maclean House with Dean Russel. The event was very well received and we had over 400 people pass through Maclean House.

Conclusion
Overall, it was a very successful year for Graduate Alumni Relations. Our team has come together beautifully, and we are fully integrated into the broader Office of the Alumni Association, while still maintaining strong ties to the Graduate School. Throughout the year, we presented twice to both the Trustees Committee on Alumni Affairs and the Executive Committee of the Alumni Council, and we were received with both interest and support.

Alumni Engagement Metrics

<table>
<thead>
<tr>
<th></th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-2012</th>
<th>2012-2013</th>
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<tbody>
<tr>
<td><strong>APGA</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>&quot;Sustaining&quot; Members</td>
<td>1,251</td>
<td>1,129</td>
<td>946 *</td>
<td>823</td>
<td>529</td>
<td>363</td>
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<tr>
<td>&quot;Centennial&quot; Members</td>
<td>40 ^</td>
<td>44</td>
<td>81</td>
<td>31</td>
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<td></td>
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<tr>
<td>&quot;Life&quot; Members</td>
<td>353</td>
<td>392</td>
<td>415</td>
<td>436</td>
<td>457</td>
<td>460</td>
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<tr>
<td>New &quot;Life&quot; Members</td>
<td>15</td>
<td>23</td>
<td>22</td>
<td>25</td>
<td>30</td>
<td>8</td>
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<tr>
<td>Total Membership</td>
<td>1,604</td>
<td>1,521</td>
<td>1,401</td>
<td>1,303</td>
<td>1,067</td>
<td>854</td>
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<tr>
<td>Board Members</td>
<td>33</td>
<td>32</td>
<td>30</td>
<td>29</td>
<td>22</td>
<td>21</td>
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</tbody>
</table>

* APGA no longer counts recent graduate alumni as members; must "opt in"

^ New dues level introduced in 2009-10 for $150

Special Events

<table>
<thead>
<tr>
<th></th>
<th>2007-08</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-2012</th>
<th>2012-2013</th>
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<tbody>
<tr>
<td>Honorific Dinner</td>
<td>90</td>
<td>100</td>
<td>110</td>
<td>80</td>
<td>83</td>
<td>75</td>
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<tr>
<td>Fellows</td>
<td>12 (of 22)</td>
<td>23 (of 24)</td>
<td>21 (of 28)</td>
<td>20 (of 24)</td>
<td>19 (of 22)</td>
<td>18 (of 21)</td>
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</table>
## Alumni Day
### AD Madison Reception (Dinner prior to FY10)
<table>
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<tr>
<th></th>
<th>105</th>
<th>112</th>
<th>95</th>
<th>51</th>
<th>88</th>
<th>60</th>
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</table>
### Reunions
<table>
<thead>
<tr>
<th></th>
<th>220 GA</th>
<th>242 GA</th>
<th>259 GA</th>
<th>289 GA</th>
<th>359 GA</th>
<th>401 GA</th>
</tr>
</thead>
</table>
### Post-Generals Celebration
|                | > 200 | 175  | 235   |

* All divisions except engineering

^ Medalist was General Petraeus

## Regional Activity

<table>
<thead>
<tr>
<th>Total Attendance</th>
<th>265</th>
<th>314</th>
<th>338</th>
<th>411</th>
<th>331</th>
<th>321*</th>
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</thead>
<tbody>
<tr>
<td>Philadelphia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Hong Kong</td>
<td>32</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Boston</td>
<td>60</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Wash DC</td>
<td>101</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Minneapolis</td>
<td></td>
<td>14</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Orleans</td>
<td>6</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Chicago</td>
<td>60</td>
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</tr>
<tr>
<td>Raleigh</td>
<td>16</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>London</td>
<td>47</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NYC (YA 52)</td>
<td></td>
<td></td>
<td></td>
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* (YA) = Young alumni

## Alumni Council Leadership Members

<table>
<thead>
<tr>
<th></th>
<th>11 (15%)</th>
<th>12 (17%)</th>
<th>14 (19%)</th>
<th>13 (18%)</th>
<th>13 (18%)</th>
<th>16 (18%)</th>
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<tbody>
<tr>
<td>Executive Committee</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>&amp; Special Alumni</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Representatives</td>
<td></td>
<td></td>
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## Annual Giving

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<tr>
<th></th>
<th>2,574</th>
<th>2,611</th>
<th>2,592</th>
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<tbody>
<tr>
<td>Donors</td>
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<tr>
<td>AG Volunteers</td>
<td>98</td>
<td>88</td>
<td>85</td>
<td>85</td>
<td>82</td>
<td>90</td>
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<tr>
<td>Grad Alum High Table</td>
<td>42</td>
<td>Not offered</td>
<td>Not offered</td>
<td>Not offered</td>
<td>Not offered</td>
<td>Not offered</td>
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<tr>
<td>Grad AG Receptions *</td>
<td>151</td>
<td>110</td>
<td>83</td>
<td>101</td>
<td>156</td>
<td>78</td>
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</table>

* Primarily NYC and Wyman House

## Communications

<table>
<thead>
<tr>
<th></th>
<th>~Monthly</th>
<th>~Monthly</th>
<th>~Monthly</th>
<th>~Monthly</th>
<th>~Monthly</th>
<th>~Monthly</th>
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<tbody>
<tr>
<td>GAR Roundtable</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Tiger E-News</td>
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<td>11 issues</td>
<td>11 issues</td>
<td>11 issues</td>
<td>11 issues</td>
<td>11 issues</td>
</tr>
<tr>
<td>Dean's Holiday Card</td>
<td>2,800</td>
<td>2,900</td>
<td>2,900</td>
<td>2,900</td>
<td>2,900</td>
<td>3,000</td>
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