Annual Report

on the

The Graduate School

2011-2012

William B. Russel, Dean
Introduction

In 2011-12 the senior staff of the Graduate School consisted of the dean, four associate deans, and one associate director. The associate dean for finance and administration handles financial support, admissions and enrollment, and actively interfaces with the offices of finance and the provost, as well as the with faculty and staff in all academic departments and programs. The associate dean for graduate student life works through staff members in Clio Hall and the Graduate College to coordinate support services across campus, in collaboration with the vice president for campus life, from Orientation in the Fall to the Hooding Brunch at Graduation. The two associate deans of academic affairs share responsibility for the degree-granting programs in 34 departments and schools, and nine centers, as well as recruiting and retaining a diverse student body. The director of graduate alumni relations, together with an assistant director, supports the Association of Princeton Graduate Alumni and coordinates with the Alumni Council while organizing events for graduate students and alumni on campus, in major cities in the United States and, occasionally, abroad. The dean and his assistant oversee all of the above while coordinating office staff meetings, the Faculty Committee on the Graduate School and its subcommittees, the Graduate School Leadership Council, and Hooding Ceremony, and interfaces with the rest of the campus.

This academic year brought about turnover in the staff. Sandra L. Mawhinney, associate dean for finance and administration, retired in May after eighteen years of service in the position. During that time financial support for Ph.D. students improved from rather partial to quite full, which demanded close attention to the GradPak budget. David N. Redman, associate dean for academic affairs, retired in September after thirty-nine years of service. David started as an assistant dean just after a period in which graduate enrollment doubled and helped guide that slate of doctorate and masters programs to their current eminence. Now Mary K. Bechler, from the Office of Finance and Treasury, Cole M. Crittenden, from the Office of Undergraduate Students, have assumed those two positions and Zia C. Best, from the Office of Human Resources, joined the staff as our first manager of communications.

- The master plan for new and expanded graduate housing is advancing on schedule with the demolition of the Hibben and Magic Apartments underway. The Lakeside community promises attractive, well-equipped, and affordable housing with more than 700 beds. Upon completion in 2014, the Butler Apartments will be demolished.

- Jed Marsh, the vice provost for institutional research, fielded and has analyzed the first 5- to 15-year out graduate alumni survey. Initial responses were received from only a third of those reached; therefore, a second round of surveys accompanied with incentives will be fielded this Fall. Nonetheless the data has been informative with respect to both careers and ways to improve the educational offerings.

- The recommendations from the APGA Commission on Graduate Alumni Relations eventually led to a restructuring and enhancement of graduate relations. Staffing has been increased from two positions in the Graduate School to three positions – an Associate Director in the Graduate School, Tara McCartney, reporting jointly to the dean and the Senior Associate Director in the Alumni Council, who is supported by an Assistant Director. The position held by Elisabeth Dorman was lost in the reorganization.

- One of the other outcomes from the Commission was to move the Hooding Ceremony to an outside venue to accommodate all family members and include a keynote address by a distinguished graduate alumnus. After partial success of holding the ceremony in the Princeton stadium, and a year of carefully planning to host it on Cannon Green, the appointed day brought heavy rain and forced us back to McCarter Theatre. Nonetheless, the ingenious address by George Will *84 was well received well by all.
• A Trustees Committee on Diversity, appointed by President Tilghman, is well underway with the dean of The Graduate School as a member and Associate Dean Karen Jackson-Weaver as an active participant. The objective is to devise strategies to significantly enhance diversity in the Graduate School, faculty and staff.

The staff of the Graduate School during 2011-12 consisted of a senior staff plus two directors, two assistant deans, a two-person data team, and thirteen administrative/support staff:

<table>
<thead>
<tr>
<th>2010-11 Staffing</th>
<th>Senior Administrative</th>
<th>Technical</th>
<th>Administrative</th>
<th>Office/Clerical</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean’s Office</td>
<td>1</td>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>2</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Computing</td>
<td></td>
<td>2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Life</td>
<td>1</td>
<td>1</td>
<td>1.75</td>
<td></td>
</tr>
<tr>
<td>Residential Life</td>
<td></td>
<td></td>
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<tr>
<td>Community Programs</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Finance</td>
<td>1</td>
<td>2.25+</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Admissions</td>
<td></td>
<td>3.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td></td>
<td>1</td>
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</tbody>
</table>

**Finance and Administration – Associate Dean Sandra L. Mawhinney**

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, other fellowships from departments and programs, and external fellowships. In the natural sciences and engineering, Ph.D. students are supported through First-Year Fellowships for the initial academic year and as Assistants in Research from funds held by individual faculty members, Assistants in Instruction from the Dean of the Faculty, or external fellowships thereafter. Masters students in either the Woodrow Wilson School or School of Architecture receive full or partial support from the endowments of those schools. In engineering, master’s students are generally supported as Assistants in Research or Assistants in Instruction, while those in the Program in Finance are almost entirely self-supporting.

**Table 9: Financial Support**

<table>
<thead>
<tr>
<th>Ph.D. Candidates</th>
<th>2011-12</th>
<th>2012-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humanities &amp; Social Sciences University fellowship [12 months]</td>
<td>$26,784</td>
<td>$27,640</td>
</tr>
<tr>
<td>Sciences &amp; Engineering First Year Fellowship [10 months]</td>
<td>$23,600</td>
<td>$23,650</td>
</tr>
<tr>
<td>Assistants in Research: pre-generals [12 months]</td>
<td>$30,920</td>
<td>$31,650</td>
</tr>
<tr>
<td>post-generals [12 months]</td>
<td>$31,920</td>
<td>$32,680</td>
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<tr>
<td>All divisions Assistants in Instruction: pre-generals [10 months]</td>
<td>$24,780</td>
<td>$25,570</td>
</tr>
<tr>
<td>post-generals [10 months]</td>
<td>$26,550</td>
<td>$27,400</td>
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</table>

**Masters Candidates**

<table>
<thead>
<tr>
<th>Woodrow Wilson School MPA</th>
<th>tuition + stipend to meet financial need</th>
</tr>
</thead>
<tbody>
<tr>
<td>MPP</td>
<td>tuition + stipend to meet financial need</td>
</tr>
<tr>
<td>Finance</td>
<td>MFin: a few partial tuition grants</td>
</tr>
<tr>
<td>Architecture</td>
<td>MArc: some partial tuition grants; some assistants in instruction</td>
</tr>
<tr>
<td>Engineering</td>
<td>MSE: assistants in research; assistants in instruction</td>
</tr>
<tr>
<td>MEng</td>
<td>mostly company sponsorship</td>
</tr>
</tbody>
</table>
The modest increase approved by the Priorities Committee last year for the 2011-12 academic year was important in reasonably maintaining our competitiveness relative to our peers. As noted in prior reports, students continue to accept our offers of admission for primarily academic reasons (program and/or faculty) with a strong emphasis on financial support as a third indicator of preference (Table VII). Housing seems to be neutral. Personal and geographic factors for declining our offers remain important, but are outweighed by strong academic competition from our peers, especially Harvard (25% of those reported), Stanford (17%), MIT (15%), and Berkeley (6.5%). Losses to other peer institutions (such as Columbia, Yale, Caltech, and others) were fewer. The Accept-Decline Report also inquires about financial offers that applicants accepted elsewhere. Those responses indicate that Princeton stipends were competitive, though Harvard and Stanford, and a few other places such as NYU, seem to have pulled ahead significantly. The Report on Graduate Admissions, Financial Support, and Future Plans in the appendix provides further information.

Academic Affairs – Associate Dean David N. Redman

Enrollment

Enrollment of Ph.D. students in 2011-12 grew by a very modest 1.8% over 2010-11, as the Graduate School continued to build out new programs in neuroscience and quantitative and computational biology and increase programs slated for growth, such as chemistry, history, and politics. Master’s enrollment stayed flat in 2011-12, largely because plans to modestly increase the number of M.P.A. and M.P.P. candidates were placed on hold.

However, one enrollment category continues to grow: Visiting Student Research Collaborators (VSRC’s). Princeton enrolled 134 VSRC’s between September 1, 2011, and August 31, 2012, a 16% increase over last year’s total of 116 VSRC’s. These students, who are generally international, distribute across divisions as follows:

<table>
<thead>
<tr>
<th>Division</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Humanities</td>
<td>12</td>
</tr>
<tr>
<td>Social Sciences</td>
<td>20</td>
</tr>
<tr>
<td>Natural Sciences</td>
<td>42</td>
</tr>
<tr>
<td>Engineering</td>
<td>60</td>
</tr>
</tbody>
</table>

Degrees and Placement

The Graduate School awarded a record number 351 Ph.D.’s in 2011-12. Princeton Ph.D.’s did remarkably well in job placement despite a still very weak job market, both academic and non-academic. Thirty Ph.D.s were not placed as of late summer, down from 40 last year, and reversing and upward trend in this category since 2006-7. Academic and non-academic placements were better this year, although placement in post-doctoral positions dropped significantly, from 152 in 2010-11 to 109 this past year. Academic job placements in the select group of Ivy+ institutions were higher (at 34) than at any time in the last five years, but we think that many of these may be short-term, non-tenure track appointments. Seeing that several recent Ph.D.’s in this category held lectureships at Princeton strongly argues for this interpretation.

Professional Development

This has been a fruitful area for the Graduate School ever since you convened a “working group” in the Spring of 2010 to review all the professional development programming and study what more should be done to equip graduate students for the changing job market. The working group continues to meet twice a year to share ideas for programs and new collaborations. In this last year, the McGraw Center and the GS submitted a grant proposal to the Teagle Foundation to augment and extend the successful pilot project of holding pedagogy seminars for a dozen graduate students from different departments. The new grant is for $125K and will run for three years, 2012-13 to 2014-15. The Office of Career Services has expanded programming for graduate students, been brought into the formal GS orientation activities at the beginning of the last two years (and is beginning to see more graduate students in earlier years of study as a result), and is working in partnership with the Writing Program, the McGraw Center and the Davis...
International Center to offer joint programs. The Writing Program has greatly expanded the number of proposal writing workshops they offer for fellowship and grant writers, in addition to offering graduate writing courses in the sciences and engineering, WSE 501 and 502. The Keller Center offers some internship programs that graduate students can participate in, and we need to link to them more strongly in order to advertise and promote those opportunities. Lastly, this year we have used data from the graduate alumni survey to identify additional professional development areas of interest to further expose and engage our graduate students. Areas include, writing proposals, managing people and budgets and being able to communicate to nonspecialist, diverse audiences.

Our office and Karla Ewalt from the Office of the Dean for Research took on a stronger role in advising the graduate students who organize the Princeton Research Symposium. The event in November of 2011 was somewhat disappointing, in that it needed more of everything: presenters, audience and outreach. Since then we have been suggesting keynote speakers, schools and community groups to reach out to, and promoting the event to graduate students across the disciplines.

International Initiatives

The Graduate School is very pleased to have a place at the Council on International Teaching and Research (CITR). We have contributed constructively to the discussions about institutional affiliations, exchanges, and strategic partnerships; presented data about where our international applicants and admits come from; and played a role in the creation of the joint Ph.D agreement between Humboldt University-Berlin and Princeton, and in rethinking Berlin as a suitable site for a strategic partnership. Some agreements approved by CITR involve graduate student exchanges specifically, and the Graduate needs to continue monitoring both the number of such visitors and the increase in administrative workload that may entail for academic affairs.

Also in 2011-12, we finalized plans to expand the Ecole Normale Superieure exchange to receive additional one-term visitors from the ENS, in number equal to the partial-affiliation students of ours that they accept each year. The French students will typically be in the natural or social sciences, and will spend the Spring Term at Princeton doing research with a faculty member.

Surveys

The Graduate School completed the implementation of its suite of three major surveys of graduate students when Jed Marsh sent out our first-ever graduate alumni survey in November, 2011. This instrument was sent to those who had completed graduate degrees between five and 15 years ago and asked questions about career trajectories, satisfaction with/efficacy of their graduate program, and current contact information. Preliminary results were reported in May and showed a high degree of satisfaction among our alums with their experience in the graduate program and the value of their degree in what they were doing post-Princeton. These data have guided our thinking (as noted above) on how to push forward our professional development agenda.

The Student Satisfaction survey, administered in February of 2010, will be administered again in winter 2013. The Exit Questionnaire was revised in July of 2011, and the new version used this past year. Results from this survey will be reported every year by division and less frequently by department, so as to ensure the confidentiality of responses in small departments and programs. Information from both the Exit and Alumni surveys will be used to correct and augment data in the STRIPES data base and, particularly, to provide up-to-date contact information about our graduates.

There is an overarching issue with respect to the Graduate School’s surveys. Jed Marsh, who has implemented and administered all our surveys, has been synchronizing our instruments wherever possible with national efforts through the AAU Data Exchange and AGS to create common survey questions and scales of response so that there can be (eventually) national data at the program level for graduate education.

Process Improvements
For the 2012 Reenrollment process, we introduced two new features. One was a display, on the student and department page of any Incomplete courses that the student may have had at the time of reenrollment. The student and department could then comment on the circumstances of the Incomplete work as part of the evaluation process. The second was introducing a short list of major professional development activities and offices, and inviting the student to tell us what opportunities s/he had taken advantage of in the last year. We will be compiling these data this Fall to get a better picture of what professional development services are being used, by whom, and at what stages of a graduate student’s career.

In November, 2011, we went live with an on-line Advanced Degree Application and Request for Final Public Oral process. This eliminated a very old and cumbersome paper process and greatly simplified the entire degree application process, from the initial student application to the virtually automatic creation of the final degree list for the Trustees. At the same time we fully implemented the electronic submission of doctoral dissertations by signing on to ProQuest’s ETD (Electronic Theses and Dissertations) submission portal. This not only simplified our procedures and those for our students, but also eliminated the necessity of students having to prepare and submit a second bound copy of the dissertation (and the attendant cost). The “second copy” of the dissertation was placed on deposit in Princeton’s DataSpace and was available widely.

As it turned out, this was too widely available for a number of the graduate students. In January of this year, we began to hear expressions of concern and complaint primarily from humanities students and their advisors, that essentially Open Access to dissertations on our D-Space might have seriously negative consequences down the line when our students hoped to publish their work in book form with academic or commercial publishers. After much consultation with our Policy Subcommittee and DGS’s, and lively input from students, the Faculty Committee on the GS instituted a two-year, renewable embargo option for students.

Academic Discipline
The 2011-12 academic year was a quiet as the previous year had been nearly overwhelming in regard to formal academic disciplinary proceedings. No cases came before the Subcommittee on Student Life and Discipline. With respect to the handling of non-academic discipline cases, and the more particular sub-set of sexual harassment/sexual assault cases, the Graduate School’s procedures came under the larger changes as to how the University will deal with such cases. Stated simply, our procedures became subsumed under those of the University Committee on Discipline.

Academic Affairs and Diversity – Associate Dean Karen Jackson-Weaver

The 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.

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 the academic rigor of 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 with national conferences, symposia, and graduate school fairs. In addition, faculty, staff, and graduate students represented the University at over 40 off-campus events in preparation for the 2012 admission season. Below are the major events and programs that were attended. Data was collected, where possible, through registration, information sheets, and direct engagement with more than 1,000 prospective students, and literature and contact information about the Graduate School was distributed. Thus, the office serves as the campus coordinator for efforts to expand and increase the quality of the applicant pool via the following initiatives:
• Creating innovative programming and events
• Representing the University among alumni/alumnae to leverage networks of prospective underrepresented students in social settings
• Establishing and maintaining productive, long-term relationships with universities and colleges that serve underrepresented students, including small liberal arts colleges, women’s colleges, historically black colleges and universities (HBCU’s), Hispanic-serving institutions (HSIs) and tribal colleges

### On-Campus Recruiting

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>October</td>
<td>Open House</td>
<td>Prospective graduate students</td>
</tr>
<tr>
<td>November</td>
<td>Preview Day</td>
<td>Prospective graduate students</td>
</tr>
<tr>
<td>February</td>
<td>IRT session</td>
<td>Prospective PhD students</td>
</tr>
<tr>
<td>March</td>
<td>Hosting Weekend</td>
<td>Admitted students</td>
</tr>
<tr>
<td>June</td>
<td>Open House</td>
<td>Prospective students from McNair &amp; other pre-doctoral programs</td>
</tr>
</tbody>
</table>

### Off-Campus Recruiting

#### July
- Mellon Mays Seminar at National Schomburg Center
- Kappa Alpha Psi 100th conference recruitment fair
- Leadership Alliance National Symposium recruitment fair
- CADE conference
- ABFF conference
- IRT (Institute for the recruitment of teachers) graduate fair

#### August
- City of Philadelphia Graduate School Fair
- Hispanic Leadership Institute recruitment fair

#### September
- Congressional Black Caucus Conference in Washington, DC
- Black Enterprise National Conference
- Syracuse, Cornell and Binghamton Graduate Fairs
- Fisk University recruitment fair
- Howard University graduate school fair

#### October
- University of Chicago Recruitment Fair
- University of Illinois at Chicago Recruitment Fair
- UC @ Riverside Recruitment Fair
- Northern California Diversity Forum Recruitment Fair @ University of San Francisco
- Atlanta University Graduate Fair- Atlanta, GA (Spelman, Morehouse, & Clark Atlanta)
- University of Florida recruitment fair

#### November
- Society of Women Engineers National Annual Conference
- Rutgers- New Brunswick recruitment fair
- Hampton University/ Harvey Leadership conference
- Bennett Women’s College graduate fair
- NCA&T graduate fair
- National Women’s Studies Association conference meeting
- National McNaer Conference and recruitment fair, Delavan, WI
- Hunter College Graduate School Information Session for McNair Program
- AAR- American Academy of Religion National Meeting
- American Biomedical Research Conference for Minority Students (ABRCMS) recruitment fair
Society for the Advancement of Chicanos and Native American in Science National Conference (SACNAS) and graduate fair

**February**
- Virginia Union University
- BE Women of Power Leadership Seminar Summit

**March**
- Jackie Robinson Scholars Conference in New York, NY
- National Society of Black Engineers Conference recruitment fair

**June**
- National Women’s Council on Research Conference
- Robert Wood Johnson Foundation New Connections conference

Dean Jackson-Weaver also directs the Princeton Summer Undergraduate Research Experience (PSURE) program, which includes the following responsibilities:

- Hiring and training graduate students and post-doctoral mentors
- Attracting a growing group of committed faculty as research advisers and mentors
- Overseeing the PSURE staff who lead seminars, workshops, and other programming
- Coordinating the preparation for the annual Leadership Alliance symposium

Each of the students in last year’s PSURE program was accepted into a competitive graduate school program. This summer, several prominent Princeton faculty served as mentors, attracted by the exceptional caliber of the students. Given the success of the program, the Mellon Foundation recently granted additional funding to support prospective doctoral students in the humanities and social sciences. For the last three years, every student applying to a graduate program has been admitted to graduate school and our plans are to expand the program to have a cohort for students in humanities and social sciences and a cohort for STEM students.

**Admissions**

During the 2012 admissions cycle, 653 prospective students of color applied for admission to Princeton. Out of the 653 that applied, 81 prospective graduate students of color were admitted, 46 accepted our offer, and 35 declined our offer.

In December 2011, each department received a memo emphasizing the importance of diversity. A follow-up memo from the associate dean prior to the departmental admissions meetings highlighted the University’s commitment to excellence and diversity and included a spreadsheet noting the under-represented students in the pool. Likewise, departments and programs in the natural sciences and engineering received a spreadsheet highlighting all female applicants. That produced considerably more attention to the issue, though not a significantly greater number of admits.

There was, however, considerable success during Hosting Weekend of admitted attended. Evidence of that impact was clear from the surveys that participants completed. One student who attended the 2012 Hosting Weekend stated, “I was the only person of color at the departmental visit so being at an event targeting other people like me and putting me in contact with that community at Princeton was very important.” Many faculty, staff, and students participated in the hosting weekend program, contributing immeasurably to the 57% yield. Clearly, the combination of Presidential Fellowships and community building activities coupled with Princeton’s rich academic and intellectual resources played an important role in achieving this year’s yield from admitted students of color.

**Diversity Programming**

The Office of Academic Affairs and Diversity hosted “Voz Latina 2011: Immigration in the 21st Century: The Costs of a Broken System” which took place from Friday, October 14, 2011 through October 15, 2011. This was a major 2 day symposium which included major Keynote Addresses and presentations from faculty, scholars, policy experts, and graduate students from Princeton and other
institutions from across the country. In addition, it served as the annual celebration of Latino Heritage Month with over 200 attendees. The conference highlighted:

<table>
<thead>
<tr>
<th>Presentation</th>
<th>Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening Address</td>
<td>Jorge Bustamante, Ph.D., Eugene Conley Professor of Sociology, Department of Sociology, University of Notre Dame</td>
</tr>
</tbody>
</table>
| Plenary Panel         | Patricia Fernandez-Kelly, Ph.D., Senior Lecturer, Department of Sociology, Princeton University  
Julia Preston, National Immigrant Correspondent, The New York Times  
Carlos M. Sada, Consul General of Mexico in New York |
| Distinguished Lecture | Denise Dresser, Ph.D., Professor of Political Science, Instituto Tecnológico Autónomo de Mexico (ITAM) |
| Keynote Address       | Marta Tienda, Ph.D., Maurice P. During Professor in Demographic Studies; Professor of Sociology and Public Affairs, Woodrow Wilson School; Director of the Program in Latino Studies |
| Closing Plenary Panel | Douglas S. Massey, Ph.D., Henry G. Bryant Professor of Sociology and Public Affairs, Woodrow Wilson School  
Enrique Morones, President and Founder, Border Angels  
Dan-el Padilla-Peralta, Department of Classics, Stanford University |

Black History Month opened with a dinner highlighting “Blacks in the Ivy League.” The program featured a discussion on the legacy of blacks at Princeton and other Ivy League institutions and specific approaches needed to address racial disparity in graduate programs. A group of graduate students then attended the Broadway show, “Stickfly” produced by Alicia Keys in New York City. The closing events celebrated the theme “The African American Prophetic Tradition: A Celebration of Worship” with students attending services at Kingdom Church in Ewing. Afterwards, students met with the pastoral leaders for a brunch and discussion. A special feature of Black History month was an IRT information session for prospective PhD students.

The Office of Academic Affairs and Diversity coordinated events in partnership with the Graduate Women of Color Caucus (GWCC) as this organization is fairly new and is still in the beginning stages of creating solid leadership. GWCC has 18-20 active members. The following events were hosted by our office in support of GWCC:

<table>
<thead>
<tr>
<th>Date</th>
<th>Title and Description</th>
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<tbody>
<tr>
<td>10/28/11</td>
<td>Welcome Luncheon and Community Building</td>
</tr>
<tr>
<td>11/18/11</td>
<td>General Meeting and Lunch</td>
</tr>
<tr>
<td>12/02/11</td>
<td>Gender Dynamics in the Academy</td>
</tr>
<tr>
<td>12/16/11</td>
<td>Spa Event</td>
</tr>
<tr>
<td>01/20/12</td>
<td>Gender Dynamics in the Academy, Part 2</td>
</tr>
<tr>
<td>03/09/12</td>
<td>End of the Year Event Planning Meeting</td>
</tr>
</tbody>
</table>
| 05/04/12   | Perspective from the Academy  
Closing Reception & Dinner with Prof. Shelton and Sinclair |

The group also organized bi-monthly tea study breaks and has formed an interdisciplinary reading/writing support group which also meets bi-monthly.

Dean Jackson-Weaver met regularly with the leadership of the Graduate Women in Science and Engineering (GWISE). GWISE members represented Princeton at the Society of Women Engineers National Conference in November, 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. Dean Weaver also worked with LGSA and various offices on campus to host the Beyond the Academy series. This was a three lunchtime panel series which addressed the following themes and issues:

**Academics in-Formation, Graduate Student Panel:** April 5, 2012  
Guest Speakers: Edna Bonhomme (History-Activism), Ana Sabau (PhD Candidate, Spanish Portuguese-Prison Teaching Initiative), and Vanessa Ulmer (Masters Candidate, Woodrow Wilson School-Trenton Mentoring Program)

**Institutional and Personal Engagement, Faculty/Administration Panel:** April 12, 2012  
Guest Speakers: Jenny Green (Assistant Professor, Astrophysics-Prison Teaching Initiative), Nannerl Keohane (Visiting Professor, Center of Human Values) and Brandi Jones (Associate Dean of Graduate Affairs, School of Science and Engineering)

**Community Reaching in-PU reaching out-Princeton town Community panel:** April 26, 2012  
Guest Speakers: Jason Klugman (Director, Princeton University Preparatory Program), Marjorie Young (Director, Community House), Judy Wilson (Office of the Superintendent, Princeton Regional Schools) and Ronald Brady (Head of School, Foundation Academy)

Another fruitful and productive partnership the Academic Affairs and Diversity enjoyed this year was with the Keller Center and Butler College on the topic of Advancing the Boundaries of Entrepreneurship. The December speaker was Prof. Adam Galinsky ’99; the March speaker was Prof. Howard Alrich and the April speak was Prof. Jesper Sorensen.

**Retention and Completion**

During the 2011-12 academic year, the Office of Academic Affairs and Diversity coordinated numerous retention and academic-support activities and workshops for Princeton graduate students. These events included academic success workshops, national conferences and symposia, and other activities to support graduate student organizations, including the Black Graduate Caucus, Latino Graduate Student Association, Graduate Women of Color Caucus, Asian Pacific Islander Graduate Student Caucus, Wesley L. Harris Scientific Society, and Graduate Women in Sciences and Engineering.

The Academic Success Series is held throughout the academic year with the goal of highlighting strategies and approaches that lead to success in the academy. Each of the workshops held during the academic year sought to cultivate an environment conducive to academic and intellectual growth and development; inform students about University resources, programs, and centers; and assist students in developing academic goals while providing tangible resources useful throughout their graduate school careers. Topics this year ranged from securing external funding to getting published and handling the large volume of reading required. Each student received a copy of The Chicago Guide to Your Academic Career and customized PowerPoint presentations on each theme.

The Interdisciplinary Dissertation Writing Group was created to support graduate students engaged in the dissertation writing process. Students seeking an accountability partner, an audience for practicing their final public oral, peer review of a chapter of their dissertation, or in need of support are invited to attend. One of the purposes is to give each student an opportunity to report his/her progress on a bi-weekly basis and explain the work in an interdisciplinary setting. In addition, each student creates a customized writing plan to encourage progress and completion of the dissertation. Meetings throughout the year included discussions of a wide range of topics, e.g. how to handle your advisor, the job search, and maintaining balance and wellness. For the third year in a row, 100% of the participants graduated.

**Diversity Fellows**

The Office of Academic Affairs and Diversity offers a Diversity Fellowship for approximately 4-5 students per academic year. This year, 5 students were offered this fellowship to support the office’s recruitment and retention efforts. These students were: Christina Henderson (WWS), Will Bridges (NES), Tikia Hamilton (HIS), Jessica Rowland (MOL) and Heber Delgado-Medrano (WWS).
The primary roles of the Diversity Fellows were to establish and maintain an open line of communication with prospective students who have expressed an interest in attending Princeton’s Graduate School. In addition, the Diversity Fellows assisted the Associate Dean and program coordinator of Academic Affairs and Diversity in fostering a stronger sense of community particularly among historically under-represented groups within the Graduate School. The main duties and responsibilities included producing and preparing newsletters and publications for the office, planning and organizing logistical details for conferences and hosting visits, and coordinating recruitment and on-campus special events.

Major contributions of the 2011-2012 Diversity Fellows were: organizing the on campus recruitment events, contacting prospective graduate students of color and encouraging them to apply to Princeton’s Graduate School, designing a graduate student tour which now is used for all on-campus events, and incorporating a discipline specific workshop during Preview Day, which was ranked the “Most Helpful Segment of Preview Day” according to the survey sent electronically to all attendees.

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

Graduate Student Life – Associate Dean Joy Montero

The Office of Graduate Student Life is committed to serving the diverse needs of graduate students, fostering a stronger sense of community among graduate students, enhancing the quality of the Princeton experience, and increasing cooperation in resolving campus and community concerns.

Community Associates

We create opportunities for graduate student interaction across disciplines and encourage work and personal/family life balance. The Community Associates program continues to be a success and grows in new ways each year. We had an exceptionally talented group of students that reflected the diversity of our student body -- in both the composition of the group and the breadth of their activities and events. The attendance at the events and interest in the program continues to increase, and as we offer new and innovative programs, we reach different areas of our community. Program offerings highlighted professional development, community service, academic interests, career services, community building, recreation, health and fitness, and social activities. The Community Associates serve as a positive reminder of the abilities and talents of our graduate students that are outside of and complementary to their scholarly pursuits. This program helps further the Office of Student Life’s mission to help maintain balance in students’ lives and to encourage development of well-rounded students who will be good citizens while pursuing their studies here and when they enter their chosen professions.

Discipline

Faculty-Student Committee on Discipline: In September 2011, the University implemented significant changes to the student disciplinary procedures. These changes have followed an accelerated timeline because of legal developments in the spring of 2011 that added new urgency to reforms that were already being discussed on campus by two working groups.

On April 4, 2011, the U.S. Department of Education Office for Civil Rights (DOE-OCR) sent a “Dear Colleague Letter” to colleges and universities throughout the United States. The nineteen-page letter contained significant guidance about institutional Title IX obligations relating to student-on-student sexual harassment and sexual violence. Provost Eisgruber convened a working group (informed by the DOE-OCR guidance) to implement the recommendations of the Sexual Misconduct Working Group and the SHARE Task Group. Primary changes that were recommended and have been implemented include 1) establishing an integrated process for undergraduate and graduate students for behavioral (nonacademic)
cases, 2) increasing the number of faculty (from four to six) and adding five graduate students to the Committee on Discipline, and 3) creating one appellate body consisting of the chair of the Judicial Committee, Dean of the College and the Dean of the Graduate School to hear all three grounds of appeal (procedural fairness, penalty and new information).

The amendments to the University’s student discipline process address several of the most significant issues that were highlighted in the DOE-OCR “Dear Colleague Letter.” In particular, the student discipline procedures are informed by the DOE-OCR recommendations for timely, equitable, efficient and clear adjudication and appeals procedures for student-on-student sexual harassment and sexual violence cases.

**Copyright Infringement:** Princeton makes available computing and network resources which may be used by University students, faculty and staff. Information technology resources are intended to be used for educational purposes and to carry out the legitimate business of the University. This year, about 24% of the 418 copyright infringement complaints related to electronic resources involved graduate students.

Because violation 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 finding resolution to these complaints. Ninety-three students were issued Dean’s warnings (formal admonitions) and eight were placed on three to six months of disciplinary probation (this action is entered onto the student’s permanent record).

**Housing**

This has been a challenging year for Graduate Housing for several reasons. The Manager for Graduate Housing vacated the position in November and the position was not filled for 6 months. With additional departures in the Graduate Housing, the office was understaffed and service to the graduate students suffered. This was exacerbated by the fact that this spring was a particularly important time for graduate students and housing, as we were moving into a period of decreased housing due to the closing of Hibben-Magie apartments. The combination of housing fewer graduate students and having less communication and staff to handle these issues and related concerns led to increased disquietude and dissatisfaction. We worked collaboratively with Housing to help address the concerns and issues raised by students, Directors of Graduate Studies and other faculty. We worked closely with Housing to respond to individual concerns and worked with Off-Campus Housing to help them best respond to the increase in students needing their services. A few measures have been taken to get back on track, including hiring a new Manager for Graduate Housing, block leasing apartments for graduate students at the Princeton Theological Seminary to assist students who were unsuccessful in securing University housing, and working with the Graduate Student Government to help identify ways to better communicate with the students about graduate housing. We are hopeful that moving forward, we will now be better able to serve graduate students.

**Sustainability: Graduate Student Mass Transit Subsidy**

The University’s benefits programs for its employees include a mass transit subsidy for those who commute to work via rail or bus services, providing 50% of the cost of a monthly ticket. Participants in the mass transit subsidy, the most highly subscribed incentive of the University’s Transportation Demand Management program, are not eligible for campus parking permits. The Graduate School requested that this opportunity be extended to graduate students as well.

Graduate students who participate in the program will not bring cars to campus; having fewer car-commuters helps the University to meet its sustainability goals and also reduces the number of parking spaces it must supply. Such subsidies also make it more feasible for some graduate students to live off-campus, which is important because the University’s capacity to supply on-campus housing is limited. The Priorities Committee supported our request because of its relation to the University’s sustainability goals and because of the importance of providing an array of benefits that will help the University to attract the best graduate students.
The Graduate Student Mass Transit Subsidy Program was successfully launched and implemented by Transportation and Parking Services in July 2011. Ninety-seven students are enrolled in the program, with 74 students commuting to New York City.

Financial Aid

The Federal Work-Study program continues to provide summer financial support and valuable research opportunities for Master’s students in Architecture: $54,662 was allocated in FY12 to support 14 graduate students in July and August 2011.

Federal Perkins, Stafford and GradPLUS (i.e. for domestic students), and private loan program participation went down slightly from 3.5% (58 borrowers) in 2010-11 to less than 2% (44 borrowers) this year. Four students were able to participate in the Ford Foundation Engineering Loan Program for a total of $12,000 (these funds are replenished as graduate students repay 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 $14,200 to 22 students who paid the loans by the end of the semester; the average amount borrowed by each student was $645.

The Sir Hugh and Lady Taylor Memorial Fund, the Ethel Palmer Morgan Fund, and Personal Needs Fund are administered by the Graduate School to help meet the cost of the medical/personal emergencies of graduate students and their families. We allocated $100,948 to 48 students this year.

Graduate Alumni Relations – Director Elisabeth L. Dorman

Goals and Staffing

Important goals for the Office of Graduate Alumni Relations (GAR) in 2011-12 included:
1. Strengthening and enhancing our regional efforts
2. Working closely with the Association of Princeton Graduate Alumni (APGA) to continue to respond appropriately to recommendations made in the 2010 APGA Commission report
3. Piloting our first departmental reunion for the Department of Geosciences
4. Identifying appropriate departments for future departmental reunions
5. Maintaining solid ties with the Princeton Area Alumni Association
6. Increasing awareness of and participation in graduate alumni reunions
7. Executing new events and programming that meet the needs of Princeton’s future graduate alumni.
Responsibility for all work was evenly shared with Tara McCartney, the assistant director. A full summary of the year’s effort is shown on the last pages of this report.

**Local and Regional Events**

This year, GAR hosted a total of nine regional events, the same as FY11. Because many of the regions we visited have smaller concentrations of graduate alumni (the only major city we traveled to this year was Los Angeles), we engaged 331 alumni and guests. The Graduate School hosted dinners with Dean Russel in six cities this year: Ann Arbor, Los Angeles, Houston, Austin, Seattle, and Chapel Hill. Our events in Austin and Chapel Hill were the first Graduate School events of any kind hosted in these cities and turnout was significantly greater than expected. Following last year’s successful recent graduate alumni receptions in New York City and Washington, DC, we hosted our first recent graduate alumni reception in Palo Alto, where we engaged current APGA board members as well.

For the second year in a row, GAR partnered with the Princeton Area Alumni Association (PA3) and maxed out attendance at our March 6, 2012 event at Wyman House with Professor Cohen, which engaged both graduate and undergraduate PA3 members.

GAR also partnered with Annual Giving to host the Honorific Reception and Dinner for graduate students. Previously sponsored by the APGA, GAR and AG took over sponsorship and implementation of this event for students receiving top fellowships, along with their advisors, department chairs, and other senior administrators.

**Post Generals Celebration**

On May 31, GAR hosted its second *Post Generals Celebration*. By working with Graduate School administrators and Graduate School staff, all students who took generals this academic year were invited to a two-hour reception at the APGA Reunion tent, featuring the Nomad pizza truck and Bent Spoon ice cream, as well as a celebratory toast by Dean Russel. More than 175 guests attended. This event was an important result of GAR partnering with current graduate students to tailor an event that recognizes key academic milestones for graduate students and came out of last year’s Student Appreciation Committee.

**Alumni Council Representation and Collaboration**

This year, the percentage of graduate alumni representation in Alumni Council executive positions slightly decreased again, from 18 percent to 15 percent. Four graduate alumni served as chair or vice chair of a standing committee (versus five in FY11). Notably, Ellis Finger *73 served on CTNAT.

Graduate Alumni Relations Roundtables continue to provide a welcome opportunity for University staff and graduate alumni volunteer leadership to discuss projects and programming with other interested stakeholders. Assistant Vice President for Communications Lauren Ugorji ’85, PAW editor Marilyn Marks *86, and Assistant Dean for Development Jane Maggard continued to participate this year when available.

The Office of the Alumni Association held town meetings in San Francisco, Los Angeles, and Washington, D.C., for all alumni this year. Of the 619 registrants who attended in San Francisco, 49 were graduate alumni (7 percent). Of the 554 registrants who attended in Los Angeles, 58 were graduate alumni (10.5 percent). Of the 639 registrants who attended in Washington, D.C., 94 were graduate alumni (15 percent). Average graduate alumni attendance at town meetings over the past six years is 10 percent.

**Communication**

The Dean’s Holiday Card was sent to 2,900 individuals and featured a photograph of Wyman House. Recipients included alumni who attended regional gatherings, alumni donors, and special friends. The *Princeton Alumni Weekly* continued to send out “e-alerts” to all graduate alumni this year. Graduate alumni who are not current APGA dues-paying members received five of the 14 issues of *PAW*. The APGA president sent quarterly emails to all graduate alumni, which included updates on the APGA, news items of interest to graduate alumni, and event reminders.
Annual Giving
Graduate Alumni Annual Giving (AG) closed out its year with optimistic numbers. Last year 2,553 graduate alumni contributed. This year AG set a goal of $1.5M and surpassed it raising a total of $1,591,295.00. Additionally, AG surpassed the goal for donors of 3,000 and the previous record of 2,611 donors in FY09 with a total of 3,028 graduate alumni donors (14.1% participation). AG set an additional new record for first-time donors at 324 breaking the previous record of 246 from FY11. FY12 marks the third highest dollar amount in the history of the program.

AG-sponsored events for graduate alumni included two receptions in New York City, a leadership summit, a cocktail reception for Lehigh Valley area graduate alumni, and a Wyman House reception before Alumni Day.

Association of Princeton Graduate Alumni (APGA)
Rose Li *92 served her second and final year as president. Annual APGA activities, supported and coordinated by the Graduate School, included the following:
• Three full board meetings (two of which were preceded by board dinners)
• Multiple committee meetings and quarterly executive conference calls
• Multiple Princeton Alumni Weekly ads
• Alumni Day events featuring Madison Medalist Lisa Jackson *86
• Complete oversight of APGA “contributions”, including tracking of various multi-year sustaining- and life-membership payment plans
• Complete oversight of gifts to the APGA Graduate Student Fund and APGA Endowment
• Reunions 2012 events
The last included a panel on sustainability efforts, a “green” tour of campus with EcoReps from the Office of Sustainability, a Friday night welcome reception at the APGA tent featuring a wine and cheese tasting from local vendors and graduate alumni AFF participants, Reunions farmers market style lunch and kid-friendly activities, P-Rade with pipes and drums and Philly pedi-cabs leading graduate alumni, Saturday’s Tribute to Teaching and graduate alumni reception at the Carl Icahn Atrium, and a tent dinner with a local band.

The chair of the Graduate Alumni Relations Committee of the Alumni Council’s executive committee attended all three board meetings as an ex-officio member. Likewise, the current chair of Graduate Alumni Annual Giving was invited to all three meetings and attended when possible.

The APGA gave its sixth regional award to recognize a regional association that made significant efforts to engage graduate alumni. This year the Princeton Club of Taiwan received the award for the numerous events it hosted that engaged graduate alumni abroad. The objective is to raise the profile of the APGA and increase graduate alumni activity within the regional associations.

Reunions 2012 yet again broke attendance records. The theme this year was “Orange Goes Green” after the International Year of Cooperatives. Graduate alumni and guest participation came to 359, a 25 percent increase over last year; graduate student and guest participation also increased by 12 percent over last year, totaling 1,038. At Reunions 2007 (my first Reunion), we engaged 151 graduate alumni and guests and 596 graduate students and guests. Over the six-year period I have worked at the Graduate School, we have increased graduate alumni participation by almost 140 percent and graduate student participation by 74 percent.

Fifty-five percent of graduate alumni who registered for Reunions graduated after 2011. Thirty-six of these graduated in 2011, the highest number of our most recent graduate alumni who have ever participated in Reunions. This increase in recent graduate alumni participation is a direct result of working closely with the Office of Graduate Student Life over the past several years to engage current graduate students at Reunions. For the third year in a row, 2012 APGA Reunions made a profit.

In FY13, the APGA will transition from receiving staff support from the Graduate School within the Office of Graduate Alumni Relations to the Office of the Alumni Association. Staff support for the APGA will increase from two FTEs to three. Additionally, the APGA will now have the support of the
entire staff within the Alumni Association, many of whom are specialized in a variety of areas, including technology, communications, and event planning.

New Initiatives

The Graduate School hosted its first departmental symposium for Geosciences in April 2012. By collaborating with Department Chair Bess Ward, Professor Emeritus Lincoln Hollister, Professor Jeroen Tromp *92, and Laurel Goodell *83, the Office of Graduate Alumni Relations implemented a multi-day conference engaging alumni from the Department of Geosciences. The week-long event consisted of multiple field trips and a day-long conference focused on introducing alumni to the modern Department of Geosciences. The on-campus conference offered panel discussions with faculty and graduate alumni, poster sessions, lab tours, campus updates, and celebratory meals to network and socialize. The event attracted approximately 110 alumni, spouses, faculty, staff, and students.

As previously mentioned, effective July 1 2012, primary responsibility for Graduate Alumni Relations, including the Association of Princeton Graduate Alumni (APGA), transferred from the Graduate School to the Office of the Alumni Association. Although the majority of graduate alumni relations activity now resides within the Office of the Alumni Association, the Associate Director of Graduate Alumni Initiatives will dual report to both the Dean of the Graduate School and the Senior Associate Director for Graduate Alumni Relations in the Office of the Alumni Association. This position’s primary focus is to engage graduate alumni at the department level.

In this role the Associate Director will work with individual departments to offer four to six departmental events annually for graduate alumni during the academic year. (Note: FY13 will act as a pilot year and will offer less than the ultimate goal). In partnership with the Dean of the Graduate School and the Office of the Alumni Association, the Associate Director will work with department chairs to assess readiness and interest to work towards implementing a departmentally-based multi-day symposium offering lectures, panel discussions, networking opportunities, and exposure to University resources and initiatives. The primary purpose of the new slate of events is to reconnect graduate alumni with Princeton University, the Graduate School, and, most importantly, their department.

To date, two graduate alumni symposia are planned for FY13: Psychology April 5-6 and Politics April 26-27. Additionally, the Associate Director, along with the graduate alumni relations team, will pilot a second format engaging graduate alumni at the departmental level within in the regions. Tentatively planned is a literally-themed event based in New York City for the winter of 2012 bringing together a collection of humanities-based departments (ENG, COM, CLA, PHI, and related language and literature departments).

Finally, the graduate alumni relations team is working on preparations for a graduate alumni conference in the fall of 2013. During FY13, the team will plan a series of eight domestic and two international focus groups to gain perspectives from graduate alumni on what will attract them back to campus in FY14.

### Alumni Engagement

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

**Honorific Dinner**
- Fellows: 12 (of 22) 23 (of 24) 21 (of 28) 20 (of 24) 19 (of 22)

**Alumni/Student Mixers**
- General: 70 GS/22 GA
- HUM: 42 GS/14 GA
- SEAS: 100 GS/41 GA 90 GS/35 GA 110 GS/32 GA 50 GS/15 GA
- NAT: 65 GS/24 GA 55 GS/25 GA
- SOC/HUM: 25 GS/21 GA 14 GS/18 GA

**Career Development Conference**
- 57 GS/9 GA 182 GS/28 GA

**Tailgates (2 per year)**
- Alumni Day: 13 GA 14 GA 3 GA
- Madison Receps/ Dinner: 105 112 95 51 88

**Reunions**
- 220 GA 242 GA 259 GA 289 GA 359 GA
- 870 GS 900 GS 912 GS 929 GS 1038 GS

**Post-Gen’s Celebration**
- > 200 175

### Regional Activity

**Total Attendance**
- 265 314 338 411 331

**Attendance**
- Philadelphia 46
- Houston 30
- Rome 12
- Philadelphia 52
- Ann Arbor 25
- Hong Kong 32
- Wash DC 101
- Lehigh Valley 23
- Boston 57
- Los Angeles 56
- Boston 60
- Minneapolis 14
- San Fran 115
- San Diego 41
- Austin 29
- New Orleans 6
- Seattle 50
- Atlanta 26
- Portland 31
- Houston 45
- Chicago 60
- Los Angeles 67
- Baltimore 22
- Denver 20
- Santa Barbara 11
- Raleigh 16
- NYC RA 52
- NYU 40
- Chicago 52
- Seattle 40
- London 47
- Chicago RA 20
- Princeton 40
- Chapel Hill 40
- Boston RA 28
- NYC RA 51
- P’ton 40
- P’ton RA 52
- DC RA 67
- Palo Alto RA 45

### Alumni Council Leadership Members

**Executive Committee**
- 11 (15%) 12 (17%) 14 (19%) 13 (18%) 13 (18%)

**Standing Committee**
- 6 3 5 5 8

### Annual Giving

**Donors**
- 2,574 2,611 2,592 2,553 3,028

**AG Volunteers**
- 98 88 85 85 82

**Grad Alum High Table**
- 42

**Grad AG Receptions * **
- 151 110 83 101 156

* Primarily NYC and Wyman House

### Communications

**GAR Roundtable**
- ~Monthly

**Tiger E-News**
- 11 issues

**Dean’s Holiday Card**
- 2,800 2,900 2,900 2,900 2,900

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