
Commission on Graduate Education: The bits that get *me* excited...

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[slides adapted from Mark Horowitz's presentation to University Senate]

CGE Members

- H&S
 - Keith Baker History
 - Mo Fiorina PolySci
 - Ellen Markman Psyc
 - Robert Waymouth Chem
- SOM
 - John Boothroyd Micro/Imm
 - Julie Parsonnet Med
- GSB
 - Jim Baron
 - **Chuck Holloway***
- Law
 - Deborah Hensler
 - Mark Kelman
- SOE
 - Stacey Bent ChemE
 - Andrea Goldsmith EE
 - **Mark Horowitz*** EE/CS
- Ed
 - Denis Phillips
- EarthSci
 - Steve Graham Geophys
- Other
 - Artie Bienenstock
 - **Roberta Katz***
 - Martin Perl SLAC
 - Isaac Stein
 - Moriah Thomason GSC

* co-chairs

N.B.

- Scope included ALL graduate degree programs
 - 7 Schools
 - Ph.D., Masters, and Professional
 - **15 different degrees** with many different versions of each

The Charge:

- Prepare our graduates to be **leaders in finding solutions** to the large-scale, complex problems of the 21st century
- Prepare them for an **expanding range of careers**
- Prepare them to **think critically** and **communicate effectively** in a complicated world
- Leverage on Stanford's **unique** environment (**depth and breadth**)
- Don't hold back: develop **new** approaches that are **creative, collaborative, and multidisciplinary**

Features of Graduate Education at Stanford and Implications for the Recommendations

- Diverse needs and approaches across disciplines, schools and degrees
 - Diversity is a strength that needs be preserved
 - One-size does NOT fit all
 - We focused on adding opportunities not reducing them
- Strong coupling of teaching and research
 - Support of one helps the other
- Each School, Department and even Discipline is its own culture
 - We focused on building bridges not hostile take-overs
 - We have much to learn from each other

CGE Final Report: Three Sections

- Fostering intellectual innovation
- Optimizing the graduate experience
- Improving organizational responsiveness and flexibility

Fostering Intellectual Innovation

- Support the intellectual growth of the faculty
 - Enhance ability to support new and innovative research
 - Facilitate intellectual engagement with faculty from other schools/departments
- Support the continuing evolution of departments
 - Require periodic external reviews of all departments
 - Encourage cross appointments rather than internalization
 - Recognize the benefits of evolving internal school structure and departments

Fostering Intellectual Innovation, cont'd

- Increase opportunities for cross and interdisciplinary education
 - Articulate commitment to cross and interdisciplinary ed
 - Provide incentives for faculty
 - Make cross and interdisciplinary classes happen
 - Funding, capacity, encouragement/rewards issues
 - Remove disincentives currently in place
 - Ease access to out of school students
 - Move all schools to the same academic calendar
 - Create topic based views of class database
 - Create a summer program
 - Model after Sophomore College
 - Focus on cross and interdisciplinary topics, with broad faculty

Optimizing the Graduate Experience

- Embrace and leverage diversity of programs and people
 - Diversity is the key to Stanford's success
 - CGE wants to create new opportunities, not force uniformity
 - Take additional steps to expand student and faculty diversity
 - Ensure we continue to be the top choice of foreign students
 - Create programs to encourage students to interact
 - Leverage large on-campus graduate housing
- Create opportunities for students to develop into effective leaders
 - Provide opportunities for students to acquire competencies in communication and organizational skills
 - Create opportunities for students to practice leadership skills
 - Including project based classes, seminars, etc.

Optimizing the Graduate Experience cont'd

- Improve student mentoring
 - Departments need to define roles of faculty advisors
 - Advising needs to be part of faculty evaluation
 - Provide Ph.D. students more than one mentor
- Improve student support
 - Enable students to focus on academics, not survival
 - Address problems faced by minority, female, international

Improving Organizational Responsiveness/Flexibility

- Create a Vice Provost of Graduate Education
 - Agent of change with control over incremental resources
 - Funds and authority to implement report recommendations
 - Administrative coordinator and facilitator
 - **Only** those functions that can't be handled in schools
 - Should not be used as a way around a Dean
 - Does not control graduate admissions, fellowships, etc
 - Organization focuses on graduate student issues
 - Coordinate information on graduate programs
 - Collects best practices from departments/schools
 - Allows departments to learn from other departments
 - Monitor woman/minority issues and best practices

Next Steps

- First steps for the administration
 - Hire VPGE
 - Work on raising funds to support this effort
- Inspire, solicit and seed new initiatives
- Experiment, analyze, refine

My Top Three:

- Leverage “one campus” advantage to facilitate interaction of students across all seven Schools
- Make the “faculty” less compartmentalized in their teaching, research and thinking
- Provide a broad training in how to be effective leaders to all

Make Stanford’s graduate training unique and simply the best in the world.