Managing Operations:
Managing Staff—Large Organizations

Paula D. McClain, Ph.D.
Dean of The Graduate School
Vice Provost for Graduate Education
Duke University

Council of Graduate Schools
Summer Workshop and New Deans Institute
July 13, 2019
Duke University

Carnegie Classification: R1

Graduate School staff size: 52

Ph.D. students: 2,446 (fall 2018)

Master’s students: 989
Organization of the 10 Duke Schools

Undergraduate degrees
- Arts & Sciences
- Trinity

Professional degrees (MD, DNP, JD, MBA, ThD, MEM, MPP, etc.)
- Nicholas Environ
- Sanford Public Policy
- Medicine
- Nursing
- Law
- Fuqua Business
- Divinity

Graduate Degrees (Master’s and PhD degrees)
- The Graduate School

Humanities, Social Sciences, Physical Sciences and Engineering, Biological and Biomedical Sciences
Essential for staff management in large organizations

Understand lines of authority and respect boundaries

Regular catch-ups (1 hour or more) with associate deans and senior staff that are your direct reports

Establish the model of leadership that you want to flow through the organization through your associate deans and senior staff

Be open to feedback and be willing to say “I was wrong”
Most Important Element

An assistant whose HR classification level is high enough that others in the organization will see them as an extension of you.
Thank You!