

7:30 AM - 5:00 PM REGISTRATION AND TICKET SALES MAIN LOBBY

7:30 AM - 8:30 AM CGS CONTINENTAL BREAKFAST GRAND BALLROOM

8:30 AM - 9:00 AM WELCOME AND INTRODUCTIONS OVAL

*Debra W. Stewart, President, Council of Graduate Schools
Lisa Tedesco, Chair, Board of Directors, Council of Graduate Schools and Vice Provost, Academic Affairs and Graduate Studies and Dean, Laney Graduate School, Emory University*

9:00 AM - 9:45 AM SESSION I: FRESHMAN DEANS' REFLECTIONS OVAL

The New Deans Institute generally consists of the sages of the graduate deanery speaking to newcomers about how to be as effective as possible in their graduate school roles. Deans, who are themselves “freshman” deans at their institutions, either in or just completing their first years in the position, will report on their experiences. Each speaker will share his or her answer to the questions: “What is the information I didn’t have that I wish I would have had during the first year on the job?” and “What was my biggest challenge and my most effective strategy for overcoming this challenge?”

*Speakers: Timothy Barbari, Associate Provost, Graduate Affairs, Boston University
Robin Garrell, Vice Provost, Graduate Education and Dean, University of California, Los Angeles
William Person, Dean, Graduate School, Alabama State University
Barry Shur, Dean, Graduate School, University of Colorado Denver*

9:45 AM - 10:30 AM SESSION II: GOVERNANCE AND ORGANIZATION OVAL

This session focuses on how graduate deans can work with current and evolving organizational structures within their institutions and provides alternative models for structure and operations of graduate schools. Session leaders include experienced deans from public and private institutions.

*Speakers: Robert Augustine, Dean, Graduate School, Eastern Illinois University
Lisa Tedesco, Chair, Board of Directors, Council of Graduate Schools and Vice Provost, Academic Affairs and Graduate Studies and Dean, Laney Graduate School, Emory University*

10:30 AM - 11:00 AM MORNING REFRESHMENT BREAK VENETIAN

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11:00 AM - 12:15 PM SESSION III: BUDGET AND STAFF MANAGEMENT STRATEGIES OVAL

This session will share strategies for making difficult management decisions that often confront deans, including those involving budget and personnel. Budget issues will include managing with less and strategies to effectively prioritize budget items, as well as to retain or grow graduate school resources. Staff issues will include managing a small staff with few resources, “inheriting” a staff, and good personnel practices. Three mini case studies will be presented.

*Speakers: Barbara Knuth, Vice Provost and Dean, Graduate School, Cornell University
James Wimbush, Dean, Graduate School, Indiana University*

12:15 PM - 1:45 PM NETWORKING LUNCH GRAND BALLROOM

- 1:45 PM - 3:00 PM** **SESSION IV A: POLITICAL ENGAGEMENT** **OVAL**
 This session will focus on political engagement from both an internal and external perspective. Presenters will describe political issues that deans may expect to encounter as well as resources and strategies for responding. Participants will review and discuss a case study as part of the session.
Chair: *Steven Matson, Dean, Graduate School, University of North Carolina at Chapel Hill*
Speakers: *Maureen Grasso, Dean, Graduate School, University of Georgia*
 John Keller, Associate Provost, Graduate Education and Dean, Graduate College, University of Iowa
 Patricia McAllister, Vice President, Government Relations and External Affairs, Council of Graduate Schools
- 1:45 PM - 3:00 PM** **SESSION IV B: GRADUATE ADMISSIONS AND FINANCING** **STATE SUITE B**
OVERVIEW FOR ASSOCIATE/ASSISTANT DEANS
 Graduate admissions and financial aid are among the key factors in defining the quality and character of a university's graduate program. In this session focused specifically for associate and assistant deans, speakers will address graduate student financing and admissions as seen from a dean's perspective. Organizational structure, admission processes and financial aid decisions, as well as other special issues as proposed by the audience will be addressed.
Speakers: *George Justice, Vice Provost for Advanced Studies and Dean, Graduate School, University of Missouri*
 Carol Shanklin, Dean, Graduate School, Kansas State University
- 3:00 PM - 3:30 PM** **AFTERNOON REFRESHMENT BREAK** **VENETIAN**
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- 3:30 PM - 4:45 PM** **SESSION V: PROGRAM QUALITY ASSESSMENT** **OVAL**
 The presenters will discuss indicators of quality in graduate education, national rankings schemes that matter, the politics of assessment, relationships between quality assessment and ongoing practices of program development and how to link quality assessment to other processes such as budget, strategic planning, and fellowship allocations.
Speakers: *Duane Larick, Dean, Graduate School, North Carolina State University*
 Patrick Osmer, Vice Provost and Dean, Graduate School, The Ohio State University
- 4:45 PM - 5:00 PM** **SESSION VI: WRAP UP** **OVAL**
Debra W. Stewart, President, Council of Graduate Schools
- 6:30 PM** **OPTIONAL DINNER SIGN-UPS**
SIGN-UP AT THE REGISTRATION AREA
 Dine out with fellow participants and members of the CGS board and staff! Sign-up sheets will be posted during the Institute. Dining options will vary, and dinner is dutch.

8:00 AM - 5:00 PM	REGISTRATION AND TICKET SALES	MAIN LOBBY
8:00 AM - 12:00 PM	CGS BOARD OF DIRECTORS MEETING	OVAL
8:45 AM - 12:00 PM	SPECIAL EVENT: FREEDOM TRAIL WALKING TOUR	MEET IN HOTEL LOBBY
	<p>The Freedom Trail is a 2.5 mile redbrick walking trail that leads you to 16 historic sites, every one an authentic American treasure. On the Trail, you'll see a unique collection of museums, churches, meeting houses, burying grounds, parks, and historic markers that tell the story of the American Revolution and beyond. The tour involves a considerable amount of walking on hills and cobblestones. Walking shoes are encouraged. (Note: tour excludes Charlestown due to time.) Tour will begin and end at the Fairmont Copley Plaza. Ticket price: \$30. <i>Pre-registration is recommended. On-site ticket sales are not guaranteed.</i></p>	
1:00 PM - 1:30 PM	OVERVIEW OF GRADUATE EDUCATION AND CGS	GRAND BALLROOM
	<i>Debra W. Stewart, President, Council of Graduate Schools</i>	
1:30 PM - 3:00PM	PLENARY I: PATHWAYS THROUGH GRADUATE SCHOOL AND INTO CAREERS	GRAND BALLROOM
	<p>This session will feature an overview of key findings and recommendations in the <i>Pathways</i> report and a discussion of initiatives to communicate with key audiences and foster important conversations necessary to impact policy initiatives. Presenters will discuss the report's importance and impact in their respective organizations to provide the audience with ideas and strategies for using the report to raise awareness and visibility of graduate education as a strategic national asset.</p> <p><i>Chair: Patrick Osmer, Vice Provost and Dean, Graduate School, The Ohio State University</i></p> <p><i>Speakers: Dwight Hutchins, Global Managing Director, Health and Public Service Strategy Practice, Accenture</i></p> <p><i>Jean Morrison, University Provost and Chief Academic Officer, Boston University</i></p>	
3:00 PM - 3:30 PM	AFTERNOON REFRESHMENT BREAK	BALLROOM FOYER
	<p>SPONSORED BY</p> <p>BROWN UNIVERSITY</p> <p>LOYOLA UNIVERSITY CHICAGO</p> <p>MASSACHUSETTS INSTITUTE OF TECHNOLOGY</p> <p>MICHIGAN STATE UNIVERSITY</p> <p>THE OHIO STATE UNIVERSITY</p> <p>UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN</p> <p>UNIVERSITY OF MASSACHUSETTS BOSTON</p> <p>UNIVERSITY OF MASSACHUSETTS WORCESTER</p>	
3:30 PM - 5:00 PM	CONCURRENT DEAN DIALOGUES	
	THE GRADUATE SCHOOL ROLE IN MANAGING STUDENTS IN CRISIS	VENETIAN
	<p>An issue of concern for many graduate deans is how the graduate school deals with students who have issues ranging from family pressures or financial difficulties, to physical or mental health problems. In this session, deans will determine when the situation requires more than just listening and offering advice, identifying who to call upon when needed and developing policies and procedures for use by the graduate school staff.</p> <p><i>Speakers: Judith Devine, Senior Associate Dean, Florida State University</i></p> <p><i>Ramona Mellott, Dean, Graduate College, Northern Arizona University</i></p>	

SUMMER WORKSHOP

SUNDAY, JULY 8, 2012

3:30 PM - 5:00 PM **CONCURRENT DEAN DIALOGUES (CONTINUED)**

**TOOLS FOR GRADUATE DEANS: ENROLLMENT MANAGEMENT
AND OUTCOMES ASSESSMENT**

OVAL

The facilitators of this interactive session will share their experiences leading large-scale enrollment management and outcomes assessment initiatives at their home institutions. Their brief presentations will address both master's and doctoral programs, and such topics as conceptualization, implementation, required resources, and collaboration with programs across disciplines. Break-out groups will focus on questions raised by session participants.

Speakers: Karen Butler-Purry, Associate Provost, Graduate Studies, Texas A&M University
Charles Caramello, Associate Provost, Academic Affairs and Dean, Graduate School, University of Maryland, College Park

6:00 PM - 7:00 PM **OPENING RECEPTION**

BALLROOM FOYER

7:00 PM - 9:00 PM **OPENING DINNER**

GRAND BALLROOM

SUMMER WORKSHOP

MONDAY, JULY 9, 2012

7:30 AM - 3:30 PM **REGISTRATION**

MAIN LOBBY

7:30 AM - 8:30 AM **BREAKFAST WITH PROQUEST/UMI DISSERTATIONS PUBLISHING**

OVAL

Marlene Coles will provide an overview of paper and electronic submission trends, delayed releases and institutional repository developments. She welcomes the opportunity to address questions and concerns on these topics or related topics. As an advocate for excellence in graduate education, ProQuest continues to be a proud sponsor of the 2012 CGS Summer Workshop.

Presider: Marlene Coles, Partner Relations Manager, ProQuest/UMI

9:00 AM - 10:30 AM **PLENARY II: SOCIAL NETWORKING AND TECHNOLOGY:
OPPORTUNITIES AND RISKS**

GRAND BALLROOM

In this session, Professor Sherry Turkle, founder and director of the MIT Initiative on Technology and Self, will share with graduate deans her perspectives on the role and impact of mobile technology, social networking, sociable robotics, and the way we work and live in modern universities.

Chair: Christine Ortiz, Dean, Graduate Education, MIT

Speaker: Sherry Turkle, Abby Rockefeller Mauzé Professor of the Social Studies of Science and Technology, Program in Science, Technology, and Society, MIT

Respondent: Andrew Comrie, Dean, Graduate College and Associate Vice President, Research, University of Arizona

10:00 AM - 11:30 AM **"THERE'S A DEAN IN MY LIFE!"
A PANEL FOR DEAN SPOUSES AND PARTNERS**

SUITE 123

Join dean spouses and partners for a panel discussion on what it means to support a graduate dean. Learn how others have assisted their spouses and partners in their dean roles, in areas such as fundraising, special events, academic functions and transitioning away from the deanship.

Presiders: Eddie Speas, Anita Osmer, Bob Lynch, and Kathy Augustine

10:30 AM - 11:00 AM MORNING REFRESHMENT BREAK BALLROOM FOYER

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UNIVERSITY OF MICHIGAN
UNIVERSITY OF NEW HAMPSHIRE**

11:00 AM - 12:15 PM HOT TOPIC SESSIONS

HOT TOPIC: GRADUATE STUDENT RESEARCH FAIRS STATE SUITE A

*Facilitators: Jennifer Martin, Vice Provost and Dean, Graduate School, Texas Woman's University
William Wiener, Dean, Graduate School, University of North Carolina at Greensboro*

HOT TOPIC: DIVERSITY: STRATEGIES THAT WORK STATE SUITE B

*Facilitators: Karen Liller, Dean, Graduate School and Associate Vice President, Research and Innovation, University of South Florida
Karen Weddle-West, Vice Provost for Graduate Programs, University of Memphis*

HOT TOPIC: PROFESSIONAL AND NON-TRADITIONAL DOCTORATE DEGREES SINGLETON

*Facilitators: Charles Wight, Dean, Graduate School, University of Utah
T. H. Lee Williams, Dean, Graduate College, University of Oklahoma*

HOT TOPIC: GRADUATE STUDENT FINANCIAL SUPPORT OVAL

*Facilitators: George Flowers, Dean, Graduate School, Auburn University
Pamela Stacks, Associate Vice President, Graduate Studies and Research, San Jose State University*

HOT TOPIC: MODELS OF INTERDISCIPLINARITY VENETIAN

*Facilitators: Diana Carlin, Associate Vice President for Graduate Education, Saint Louis University
Graham Carr, Interim Vice-President, Research and Dean, Graduate Studies, Concordia University
Jeffery Gibeling, Dean, Graduate Studies, University of California, Davis*

HOT TOPIC: ADVANCING STEM GRADUATE EDUCATION: NEW DIRECTIONS AT NSF COPLEY

*Facilitators: Jessie DeAro, Program Director, National Science Foundation
Richard Linton, CGS/NSF Dean in Residence
Gisele Muller-Parker, Program Director, National Science Foundation
Melur Ramasubramanian, Program Director, National Science Foundation
Valerie Wilson, Deputy Division Director, DGE, National Science Foundation*

12:15 PM - 1:30 PM NETWORKING LUNCH GRAND BALLROOM

1:30 PM - 3:00 PM CONCURRENT DEAN DIALOGUES**NEW DIRECTIONS IN THESES AND DISSERTATIONS****STATE SUITES**

In the age of rapidly changing technology and electronic media, graduate schools are confronting new forms of theses and dissertations. They are also grappling with changing approaches to authorship and open access resulting in requests to embargo theses over longer periods of time and for a variety of reasons (e.g., ethical concerns about disclosure, issues related to academic and commercial intellectual property). In this session, you will explore with your colleagues potential best practices for responding to opportunities and common challenges.

Speakers: Noreen Golfman, Dean, Graduate Studies, Memorial University of Newfoundland
 Lisa Tedesco, Chair, Board of Directors, Council of Graduate Schools and Vice Provost, Academic Affairs and Graduate Studies and Dean, Laney Graduate School, Emory University
 Sheryl Tucker, Associate Provost for Graduate Education and Dean, Graduate College, Oklahoma State University

COMPLETION AND ATTRITION IN GRADUATE PROGRAMS: ENSURING SUCCESS FOR ALL STUDENTS**OVAL**

Session facilitators will share effective strategies for improving completion rates for students in master's and doctoral programs, with an emphasis on policies, practices, and interventions that have successfully increased completion rates for underrepresented minorities. In break-out groups arranged by degree level (master's vs. doctoral) participants will discuss their own approaches to improving completion and reducing attrition, focusing on challenges and accomplishments in ensuring success for all students.

Speakers: Debasish Dutta, Associate Provost and Dean, Graduate College, University of Illinois at Urbana-Champaign
 Mark J. T. Smith, Dean, Graduate School, Purdue University

3:30 PM - 7:30 PM**TOUR OF ARNOLD ARBORETUM AND COCKTAIL RECEPTION****MEET IN HOTEL LOBBY**

Depart by bus from the Fairmont lobby at 3:30 pm for a short ride to the Arnold Arboretum of Harvard University, the oldest public arboretum in North America and one of the world's leading centers for the study of plant biodiversity. Once on-site, the evening will begin with an overview by Arboretum Director, Ned Friedman, followed by tours through a portion of the 265-acre landscape. Tours will be led by Arboretum curatorial and scientific staff and will highlight the fascinating history, horticultural management, and scientific research of the living collection. The evening will conclude with a cocktail reception at Weld Hill, the Arboretum's new scientific research building. Comfortable shoes and weather-appropriate dress recommended. Ticket price: \$78. *As space is limited, pre-registration is recommended. On-site ticket sales are not guaranteed. Note: event will take place "rain or shine." In the event of rain, please bring an umbrella.*

7:30 AM - 3:00 PM REGISTRATION MAIN LOBBY

7:30 AM - 8:30 AM BREAKFAST: UPDATE FROM THE GRE® AND TOEFL® PROGRAMS AT ETS OVAL

Hear about the latest trends and new enhancements to the GRE® and TOEFL® testing programs that can help you with your institution’s recruitment and admissions process. Plus, get an update on the ETS® Personal Potential Index and other ETS initiatives for graduate programs and applicants.

*Presiders: David Payne, Vice President and COO for Higher Education, Educational Testing Service
Eileen Tyson, Executive Director, Global Client Relations, Educational Testing Service*

9:00 AM - 10:30 AM THE ART AND SCIENCE OF LEADING THROUGH NEGOTIATIONS GRAND BALLROOM

Professor Kathleen McGinn will share her perspective on the importance of negotiations for effective decisions and collaborative relationships by graduate administrators and leaders. Through short exercises and discussions, deans will develop their understanding of and skills in negotiating for effective leadership.

*Chair: James Wimbrush, Dean, Graduate School, Indiana University
Speaker: Kathleen McGinn, Cahners-Rabb Professor of Business Administration and Chair, Doctoral Programs, Harvard Business School*

10:30 AM - 11:00 AM MORNING REFRESHMENT BREAK BALLROOM FOYER

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11:00 AM - 12:15 PM HOT TOPIC SESSIONS

HOT TOPIC: JOINT PROGRAMS, MD/PHD ET AL. STATE SUITE A

*Facilitators: Allen Rawitch, Dean, Graduate Studies and Vice Chancellor, Academic Affairs (Medical Center), The University of Kansas
Wynn Stirling, Dean, Graduate Studies, Brigham Young University*

HOT TOPIC: INTERNATIONAL STUDENT RECRUITMENT AND ADMISSIONS STATE SUITE B

*Facilitators: John Doering, Vice Provost and Dean, Graduate Studies, University of Manitoba
Jacqueline Huntoon, Associate Provost for Graduate Education and Dean, Graduate School, Michigan Technological University*

HOT TOPIC: MANAGING BUDGETS OVAL

*Facilitators: Karen Klomparens, Dean, Graduate School, Michigan State University
Harry Richards, Dean, Graduate School, University of New Hampshire*

HOT TOPIC: PSM TRANSITION SINGLETON

*Facilitators: Sally Francis, Senior Scholar in Residence, Council of Graduate Schools
Carol Lynch, Senior Scholar in Residence, Council of Graduate Schools
James Sterling, Vice President for Academic Affairs, Keck Graduate Institute*

SUMMER WORKSHOP

TUESDAY, JULY 10, 2012

11:00 AM - 12:15 PM HOT TOPIC SESSIONS (CONTINUED)

HOT TOPIC: ENGAGING ALUMNI IN FUNDRAISING **VENETIAN**

Facilitator: Lynne Pepall, Dean, Graduate School of Arts and Sciences, Tufts University

HOT TOPIC: ASSESSMENT IN ONLINE EDUCATION **COPLEY**

*Facilitators: Deirdre Mageean, Dean in Residence, Council of Graduate Schools
Orlando Taylor, Campus President, The Chicago School of Professional Psychology,
Washington, DC Campus*

12:15 PM - 1:45 PM NETWORKING LUNCH **GRAND BALLROOM**

2:00 PM - 4:00 PM TECHNICAL WORKSHOP

PREPARING FUTURE FACULTY TO ASSESS LEARNING: PREPARING A SUCCESSFUL PROPOSAL **STATE SUITE**

Join CGS staff and national experts in learning assessment and professional development to discuss the background and RFP of this new grant opportunity to embed skills in assessing undergraduate learning into programs to prepare graduate students for faculty careers. This project is funded by the Alfred P. Sloan Foundation and the Teagle Foundation.

*Chair: Daniel Denecke, Associate Vice President, Programs and Best Practices,
Council of Graduate Schools*

*Speakers: John Girash, Associate Director, Derek Bok Center for Teaching and Learning,
Harvard University
Richard Linton, CGS/NSF Dean in Residence*

2:00 PM - 4:30 PM INTERACTIVE FORUM

PROBLEMS IN SEARCH OF SOLUTIONS: AN INTERACTIVE FORUM TO IDENTIFY "BUSINESS ANALYTICS" NEEDS IN GRADUATE EDUCATION AND ADMINISTRATION **OVAL**

While motivated to engage in evidence-based decision making, graduate deans often find existing data and analytical tools lacking in terms of addressing the most important challenges. This interactive forum is designed to build the graduate education "issues agenda" and highlight promising "business analytics" deans can use to drive fact-based management and decision-making.

Facilitator: Mary Treisbach, Consultant

SUMMER WORKSHOP

WEDNESDAY, JULY 11, 2012

7:45 AM - 8:45 AM CGS CONTINENTAL BREAKFAST **VENETIAN**

9:00 AM - 11:00 AM TECHNICAL WORKSHOP

ETHICS EDUCATION IN INTERNATIONAL STEM COLLABORATIONS: PREPARING A SUCCESSFUL PROPOSAL **OVAL**

Speakers at this session will discuss background, objectives, and RFP criteria of a new NSF-funded grant opportunity. These grants will support member university projects to prepare graduate students to effectively navigate the ethical issues that arise in the context of international research.

*Speakers: Daniel Denecke, Associate Vice President, Programs and Best Practices, Council
of Graduate Schools*

*Julia Kent, Director, Global Communications and Best Practices, Council of
Graduate Schools*