

- 7:30 AM - 5:00 PM** **REGISTRATION AND TICKET SALES** **SAN CRISTOBAL FOYER**
- 7:30 AM - 8:30 AM** **CGS CONTINENTAL BREAKFAST** **FLAMINGO**
- 8:30 AM - 9:00 AM** **WELCOME AND INTRODUCTIONS** **SAN CRISTOBAL A-D**
Debra W. Stewart, President, Council of Graduate Schools
Robert Augustine, Chair, Board of Directors, Council of Graduate Schools and Dean, Graduate School, Eastern Illinois University
- 9:00 AM - 9:45 AM** **SESSION I: FRESHMAN DEANS' REFLECTIONS** **SAN CRISTOBAL A-D**
 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: Brian Blake, Dean, Graduate School, University of Miami
Susan Cozzens, Vice Provost for Graduate Education and Faculty Affairs, Georgia Institute of Technology
David Eaton, Dean and Vice Provost, Graduate School, University of Washington
- 9:45 AM - 10:30 AM** **SESSION II: GOVERNANCE AND ORGANIZATION** **SAN CRISTOBAL A-D**
 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, Chair, Board of Directors, Council of Graduate Schools and Dean, Graduate School, Eastern Illinois University
Jeannine Blackwell, Dean, Graduate School, University of Kentucky
Allison Sekuler, Associate Vice President and Dean, Graduate Studies, McMaster University
- 10:30 AM - 11:00 AM** **MORNING REFRESHMENTS** **SAN CRISTOBAL FOYER**
- SPONSORED BY**
WASHINGTON UNIVERSITY IN ST. LOUIS
THE UNIVERSITY OF TEXAS GRADUATE SCHOOL OF BIOMEDICAL SCIENCES AT HOUSTON
- 11:00 AM - 12:15 PM** **SESSION III: BUDGET AND STAFF MANAGEMENT STRATEGIES** **SAN CRISTOBAL A-D**
 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 how 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, Cornell University
Pamela Stacks, Associate Vice President, Graduate Studies and Research, San José State University
James Wimbush, Dean, Graduate School, Indiana University
- 12:15 PM - 1:45 PM** **NETWORKING LUNCH** **FLAMINGO**

- 1:45 PM - 3:00 PM** **SESSION IV A: POLITICAL ENGAGEMENT** **SAN CRISTOBAL A-D**
 The session will focus on political engagement from both an internal and external perspective. Presenters will describe opportunities and situations deans may encounter that will require engagement in the policy and political process. Participants will review and discuss resources and strategies needed to respond effectively.
Speakers: *Beth Buehlmann, Vice President for Public Policy and Government Relations, Council of Graduate Schools*
 Maureen Grasso, Dean, Graduate School, University of Georgia
 Steven Matson, Dean, Graduate School, University of North Carolina at Chapel Hill
 Julie Shroyer, Consultant, Wheat Government Relations
- 1:45 PM - 3:00 PM** **SESSION IV B: GRADUATE ADMISSIONS AND FINANCING** **SAN CRISTOBAL E-G**
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: *Ramona Mellott, Dean, Graduate School, Northern Arizona University*
 Carol Shanklin, Dean, Graduate School, Kansas State University
- 3:00 PM - 3:30 PM** **AFTERNOON REFRESHMENT BREAK** **SAN CRISTOBAL FOYER**
SPONSORED BY
UNIVERSITY OF MINNESOTA
- 3:30 PM - 4:45 PM** **SESSION V: PROGRAM QUALITY ASSESSMENT** **SAN CRISTOBAL A-D**
 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: *Nancy Marcus, Dean, Graduate School, Florida State University*
 MJT Smith, Dean, Graduate School, Purdue University
- 4:45 PM - 5:00 PM** **SESSION VI: WRAP UP** **SAN CRISTOBAL A-D**
Debra W. Stewart, President, Council of Graduate Schools
- 6:45 PM** **OPTIONAL DINNER SIGN-UPS**
SIGN-UP AT THE REGISTRATION AREA OR AT AFTERNOON BREAK
 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** **SAN CRISTOBAL FOYER**
- 8:00 AM - 12:00 PM** **CGS BOARD OF DIRECTORS MEETING** **SALON DEL MAR**
- 8:45 AM - 12:00 PM** **SPECIAL EVENT: WALKING TOUR OF OLD SAN JUAN** **MEET IN HOTEL LOBBY**
The tour will begin with a stop at Fort El Morro, a fortification built in 1539 to protect the city of San Juan from seaborne enemies. The walking tour will then proceed to portions of Old San Juan that are not easily accessible by vehicle, where you will experience the fascinating history of this 16th-century city. Be sure to wear comfortable shoes. Ticket price: \$50. *Pre-registration is recommended. On-site ticket sales are not guaranteed.*
- 1:00 PM - 1:30 PM** **OVERVIEW OF GRADUATE EDUCATION AND CGS** **SAN CRISTOBAL A-G**
Debra W. Stewart, President, Council of Graduate Schools
- 1:30 PM - 3:00 PM** **PLENARY I: GRADUATE EDUCATION AND THE PUBLIC SPHERE:
SUCCESSFUL ENGAGEMENT WITH JOURNALISTS AND POLICYMAKERS** **SAN CRISTOBAL A-G**
While most graduate school deans are seasoned players in the internal dynamics of universities, today they are increasingly called on to play influential roles in the public sphere outside of the academy. Interactions with both journalists and policymakers are becoming an important part of graduate deans' jobs and the entire management team of the graduate school is often touched by this dynamic. This session will bring together a distinguished journalist and a highly effective lobbyist to talk about how graduate deans can make themselves most effective in media and policy interactions.
Chair: Beth Buehlmann, Vice President for Public Policy and Government Relations, Council of Graduate Schools
Speakers: Scott Jaschik, Editor, Inside Higher Ed
Julie Shroyer, Consultant, Wheat Government Relations
- 3:00 PM - 3:30 PM** **AFTERNOON REFRESHMENT BREAK** **SAN CRISTOBAL FOYER**
SPONSORED BY
IOWA STATE UNIVERSITY
POLYTECHNIC UNIVERSITY OF PUERTO RICO
TEXAS CHRISTIAN UNIVERSITY
UNIVERSITY OF IOWA
UNIVERSITY OF TEXAS MEDICAL BRANCH
- 3:30 PM - 5:00 PM** **CONCURRENT DEAN DIALOGUES**
GRADUATE STUDENT LEADERSHIP: DEVELOPMENT AND PRACTICE **LAS OLAS**
Fostering graduate student leadership skills and opportunities may involve curricular, co-curricular, and experiential programs. We'll discuss key topics and learning outcomes related to leadership development, approaches for supporting leadership development, and examples of effective student leadership in practice. Break-out groups will discuss effective strategies for cultivating student leadership and for addressing challenges in creating opportunities for student leadership development.
Speakers: Barbara Knuth, Vice Provost and Dean, Cornell University
Tyrus Miller, Vice Provost and Dean, Graduate Studies, University of California, Santa Cruz
Mitchell Paine, President, Graduate and Professional Student Assembly, Cornell University

SUMMER WORKSHOP

SUNDAY, JULY 14, 2013

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

OUTSOURCE OR IN-HOUSE: THE PROS AND CONS OF USING EXTERNAL VENDORS

FLAMINGO

Graduate schools are increasingly using external vendors to provide a variety of services including: international student recruitment; on-line recruitment, admissions, and course delivery; electronic admissions and applications; and dissertation format verification and submission. This session will include presentations and discussion of both positive experiences and challenges associated with “outsourcing” common institutional functions.

*Speakers: Diana Carlin, Associate Vice President, Graduate Education, Saint Louis University
Kevin Williams, Vice Provost and Dean, Graduate Education, University at Albany, SUNY*

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

ATLANTIC GARDEN

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

ATLANTIC REDONDEL

SUMMER WORKSHOP

MONDAY, JULY 15, 2013

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

SAN CRISTOBAL FOYER

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

LAS OLAS

The speaker will provide a ProQuest Dissertation Publishing update covering the evolving submission process and dissertation publishing trends.

Presenter: Marlene Coles, Product Manager, Dissertations, ProQuest

9:00 AM - 10:30 AM **PLENARY II: EVERYTHING IS A REMIX: IMPLICATIONS FOR GRADUATE EDUCATION**

SAN CRISTOBAL A-G

This presentation will explore centuries of culture to demonstrate how remixing—creating music from samples of existing music—is a good metaphor for all varieties of creativity. We’ll discuss some of the myths of creativity, present several popular examples of remix-like technique, and show how creativity—like remixing—is the result of three basic techniques: copying, transforming and combining. The implications of “remix” for the broad topic of responsible conduct of research and creativity, as well as the specific issues of plagiarism, open access publishing, copyright, and the creative commons movement will be addressed by a panel of deans.

Speaker: Kirby Ferguson, Filmmaker

Respondents: Charles Caramello, Associate Provost and Dean, Graduate School, University of Maryland

Nancy Marcus, Dean, Graduate School, Florida State University

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

CONFERENCE 10

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, Kathy Augustine and Marsha Gibeling

10:30 AM - 11:00 AM **MORNING REFRESHMENT BREAK** **SAN CRISTOBAL FOYER**

SPONSORED BY

POLYTECHNIC UNIVERSITY OF PUERTO RICO

UNIVERSITY OF NEBRASKA AT KEARNEY

UNIVERSITY OF NORTH TEXAS

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

HOT TOPIC: LEGAL CONTEXT FOR BROADENING PARTICIPATION **FLAMINGO A**

*Facilitators: Karen Butler-Purry, Associate Provost, Graduate Studies, Texas A&M University
Susan Stapleton, Dean, Graduate College, Western Michigan University*

HOT TOPIC: GRADUATE STUDENT LIFE SERVICES **FLAMINGO B**

*Facilitators: Frances Leslie, Dean, Graduate Division, University of California, Irvine
John Stevenson, Dean, Graduate School, University of Colorado at Boulder*

HOT TOPIC: NSF SUPPORT OF GRADUATE STUDENTS: WHAT WORKS? WHAT'S NEEDED? **SALON DEL MAR**

*Facilitators: Richard Linton, CGS/NSF Dean in Residence
Giselle Muller-Parker, Program Director, National Science Foundation
MJT Smith, Dean, Graduate School, Purdue University*

HOT TOPIC: SOCIAL SCIENCE AND HUMANITIES CAREER STRATEGIES **FLAMINGO D**

*Facilitators: Dwight McBride, Dean, Graduate School, Northwestern University
Paula McClain, Dean, Graduate School and Vice Provost of Graduate Education, Duke University*

HOT TOPIC: BUILDING INTERNATIONAL NETWORKS **TROPICAL AB**

*Facilitators: Xiaoqing (Maggie) Fu, Acting Dean, Graduate School, University of Macau
Noreen Golfman, Dean, School of Graduate Studies, Memorial University of Newfoundland
Patrick Osmer, Vice Provost and Dean, Graduate School, The Ohio State University*

HOT TOPIC: UNIQUE CHALLENGES IN SMALL INSTITUTIONS **FLAMINGO C**

*Facilitators: Donald Haggerty, Associate Provost, Graduate Studies, Champlain College
Nan Yancey, Dean, Office of Graduate Studies, Lewis University*

12:15 PM - 1:30 PM **NETWORKING LUNCH** **LAS OLAS**

1:30 PM - 3:00 PM **CONCURRENT DEAN DIALOGUES**

PREPARING FUTURE FACULTY TO ASSESS STUDENT LEARNING **CONFERENCE 3-7**

In 2012, CGS launched a project to integrate the enhancement of graduate student skills in learning assessment into preparing future faculty (and similar) programs. Two project awardees will present on model projects in progress and lead in-depth discussions among awardees, affiliates, and other interested institutions about how graduate schools can help prepare graduate students for their future roles and responsibilities in the assessment of undergraduate learning.

*Speakers: Xiao-Li Meng, Dean, Graduate School of Arts and Sciences, Harvard University
Sanjiv Sarin, Vice Provost for Research, Graduate Programs and Extended Learning and Dean, Graduate School, North Carolina A&T State University*

SUMMER WORKSHOP

MONDAY, JULY 15, 2013

1:30 PM - 3:00 PM **CONCURRENT DEAN DIALOGUES (CONTINUED)**

THE ROLE OF MOOCs IN GRADUATE EDUCATION

SAN CRISTOBAL E-G

This year for the first time MOOCs and on-line learning moved up to become one of the most frequently named issues on the desks of graduate deans in the 2013 survey, emerging this year as #6 on a very long list of concerns. In this dialogue three deans, experienced with MOOCs and OLL at the graduate level, will facilitate a discussion of issues, challenges and opportunities to date.

*Speakers: Christine Ortiz, Dean, Graduate Education, Massachusetts Institute of Technology
Sally Pratt, Vice Provost, Graduate Programs, University of Southern California
Robert Zierolf, Interim Vice Provost and Dean, Graduate School, University of Cincinnati*

5:00 PM - 8:00 PM **ART AND WINE: A VISIT TO THE MUSEUM OF ART OF PUERTO RICO** MEET IN HOTEL LOBBY

Depart by bus from the Hilton lobby at 5:00 pm for a unique after-hours experience at the Museum of Art of Puerto Rico. The evening will begin with a welcome from MAPR executive staff and will continue with a cocktail reception in the museum's sculpture garden. During the event, guided tours will be available of the museum's renowned collection of Puerto Rican art from the 17th century to the present. Ticket price: \$75. As space is limited, pre-registration is recommended. On-site ticket sales are not guaranteed.

SUMMER WORKSHOP

TUESDAY, JULY 16, 2013

7:30 AM - 3:00 PM **REGISTRATION**

SAN CRISTOBAL FOYER

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

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 other ETS initiatives for graduate programs and applicants.

*Presiders: Jacqueline Briel, Executive Director, GRE Program, Educational Testing Service
Michelle Hampton, Associate Director, Global Client Relations, Educational Testing Service*

9:00 AM - 10:30 AM **PLENARY III: MEDIA LESSONS FROM BUSINESS, POLITICS AND ACADEMIA**

SAN CRISTOBAL A-G

The paradigms for dealing with the media have profoundly changed over the past decade. Yet powerful and knowledgeable individuals and organizations have failed to learn, adapt and anticipate the consequences of these new paradigms. This session will focus on recent lessons learned (the hard way) in business, politics and academia. Selected video clips will be used to demonstrate and elaborate on each lesson.

Chair: Lisa Tedesco, Vice Provost, Academic Affairs and Graduate Studies and Dean, Laney Graduate School, Emory University

Speaker: Stephen Allen, Partner, SalientPoint, LLC

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

SAN CRISTOBAL FOYER

SPONSORED BY

ARKANSAS STATE UNIVERSITY

TEXAS A&M UNIVERSITY

11:00 AM - 12:15 PM

HOT TOPIC SESSIONS

HOT TOPIC: INTERNATIONAL RESEARCH ETHICS **FLAMINGO A**

Facilitators: Karen DePauw, Vice President and Dean, Graduate Education, Virginia Tech
Ramona Mellott, Dean, Graduate School, Northern Arizona University

HOT TOPIC: POST-DOC MENTORING AND DEVELOPMENT **FLAMINGO B**

Facilitators: Jeffery Gibeling, Dean, Graduate Studies, University of California, Davis
Karen Liller, Dean, Graduate School, University of South Florida

HOT TOPIC: UNDERREPRESENTED MINORITY SUCCESS **FLAMINGO C**

Facilitators: Karen Jackson-Weaver, Associate Dean, Academic Affairs and Diversity, Princeton University
Lakshmi Reddi, Dean, University Graduate School, Florida International University

HOT TOPIC: INSIGHTS INTO COMPLETION AND ATTRITION IN MASTER'S PROGRAMS **FLAMINGO D**

Facilitators: Samuel Attoh, Dean and Associate Provost, Graduate School, Loyola University Chicago
R. William Ayres, Interim Dean, Graduate School, Wright State University

HOT TOPIC: MEDIA INTERVIEWS WITH SCIENTISTS AND RESEARCHERS: IT DOESN'T HAVE TO BE AN EXPERIMENT **SALON TROPICAL**

Facilitator: Stephen Allen, Partner, SalientPoint, LLC

HOT TOPIC: MANAGING INSTITUTIONAL CHANGE **CONFERENCE 10**

Facilitators: Ross Hinkle, Interim Vice Provost and Dean, College of Graduate Studies, University of Central Florida
Jerry Weinberg, Associate Provost for Research, and Dean, Graduate School, Southern Illinois University, Edwardsville

12:15 PM - 1:45 PM

NETWORKING LUNCH

LAS OLAS

2:00 PM - 4:00 PM

CONCURRENT TECHNICAL WORKSHOPS

BECOMING A WINNER: HINTS FOR PREPARING A SUCCESSFUL ETS/CGS AWARD PROPOSAL **SAN CRISTOBAL E-G**

Past winners of the ETS/CGS Award for Innovation in Promoting Success in Graduate Education: From Admission through Completion and a member of the selection committee will share ideas for preparing a strong proposal for this award.

Speakers: Robert Augustine, Chair, Board of Directors, Council of Graduate Schools and Dean, Graduate School, Eastern Illinois University
Karen Colley, Graduate College Dean, University of Illinois at Chicago
Karen Weddle-West, Vice Provost, Graduate School and Director of Diversity, University of Memphis

DEVELOPING THE GRADUATE EDUCATION MESSAGE **SALON TROPICAL**

This workshop will provide tools and strategies for graduate deans to develop messages for various audiences. A simple but highly effective and widely practiced "message box" and triangle technique will be introduced. The technique will be supported by video clips of prominent individuals using—and not using—the box in both routine and crisis situations.

Speaker: Stephen Allen, Partner, SalientPoint, LLC

7:45 AM - 8:45 AM CGS CONTINENTAL BREAKFAST**SALON DEL MAR****9:00 AM - 12:00 PM TECHNICAL WORKSHOP****ENHANCING FINANCIAL EDUCATION FOR GRADUATE AND UNDERGRADUATE STUDENTS****LAS OLAS**

CGS staff, TIAA staff, and PI's from awardee and affiliate institutions for the new CGS project, funded by TIAA-CREF, will meet to discuss research activities, resources, and project implementation. This session is open to all who are interested.

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

*Speakers: Jeff Allum, Director, Research and Policy Analysis, Council of Graduate Schools
Mike Noetzel, Managing Director of Institutional Relationships, TIAA-CREF*