

# NEW DEANS INSTITUTE & SUMMER WORKSHOP SCHEDULE

## New Deans Institute

SATURDAY, JULY 7

7:30 AM - 5:00 PM	<b>REGISTRATION</b>	<b>PALM COURT</b>
7:30 AM - 8:15 AM	<b>CGS CONTINENTAL BREAKFAST</b>	<b>GOLD COAST</b>
8:15 AM - 8:30 AM	<b>WELCOME AND INTRODUCTIONS</b> <i>Suzanne T. Ortega, President, Council of Graduate Schools</i> <i>Karen Butler-Purry, Chair, Board of Directors, Council of Graduate Schools and Associate Provost, Graduate and Professional Studies, Texas A&amp;M University</i>	<b>GRAND BALLROOM</b>
8:30 AM - 9:45 AM	<b>SESSION I: FRESHMAN DEANS' REFLECTIONS</b> The New Deans Institute generally includes the sages of the graduate deanery speaking to newcomers about being 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?" <i>Speakers: Jennifer Hart, Associate Vice Chancellor, Graduate Studies and Associate Vice Provost, Advanced Studies, University of Missouri, Columbia</i> <i>Scott Herness, Vice Provost for Research and Dean, The Graduate School, Montclair State University</i> <i>Barbara Krauthamer, Dean, Graduate School, University of Massachusetts Amherst</i>	<b>GRAND BALLROOM</b>
9:45 AM - 10:15 AM	<b>MORNING COFFEE</b>	<b>FRENCH FOYER</b>
10:15 AM - 11:30 AM	<b>SESSION II: MANAGING BUDGETS: PLANNING, PRIORITIZING, AND ALLOCATING</b> Budgeting requires analysis, personnel management, strategic planning, risk taking, prioritizing, resource allocation, and many decision-making strategies. Dealing with the budget is a factor that can define the success and further investment in graduate education. This session will provide an interactive program of high-impact problem solving aligned with program experiences using real budget challenges recently addressed by current graduate school deans. <i>Speakers: Paula D. McClain, Dean, Graduate School and Vice Provost, Duke University</i> <i>Janet Rutledge, Vice Provost and Dean, Graduate School, University of Maryland, Baltimore County</i> <i>Christopher Sindt, Provost and Dean, Graduate School, Lewis University</i>	<b>GRAND BALLROOM</b>

<b>11:30 AM - 11:45 AM</b>	<b>BREAK</b>	
<b>11:45 AM - 12:30 PM</b>	<b>SESSION III: MANAGING OPERATIONS: TIME, STAFF AND PARTNERSHIPS</b>	<b>GRAND BALLROOM</b>
	<p>Whether a graduate school has a large staff and complex structure or lean staff and simpler structure, its dean must be adept at using his or her time effectively and efficiently; delegating responsibility to staff members and monitoring workflow; and forging partnerships with central administrative units, campus graduate programs, and graduate faculty and students. This session will include problem-solving activities on each of these responsibilities.</p> <p><i>Speakers: William J. Karpus, Dean, Graduate School, University of Wisconsin-Madison Chevelle Newsome, Dean, Graduate Studies, California State University, Sacramento Loui-Vicente Reyes, Dean, Graduate School, New Mexico State University</i></p>	
<b>12:30 PM - 1:45 PM</b>	<b>NETWORKING LUNCH</b>	<b>GOLD COAST</b>
<b>1:45 PM - 3:00 PM</b>	<b>SESSION IV: MANAGING ENROLLMENT: RECRUITMENT, ADMISSIONS, AND FUNDING</b>	<b>GRAND BALLROOM</b>
	<p>Unlike undergraduate enrollment management, graduate enrollment management is a decentralized and complex enterprise in which graduate schools, programs, and faculty collaborate closely to recruit excellent students, manage transparent and efficient admissions processes, and ensure adequate and effective student funding packages. This session will be interactive.</p> <p><i>Speakers: Jerry Pogatshnik, Associate Vice President, Research and Dean, Graduate School, Eastern Kentucky University Sally (Sarah) Pratt, Vice Provost, Graduate Programs, University of Southern California</i></p>	
<b>3:00 PM - 3:30 PM</b>	<b>AFTERNOON REFRESHMENT BREAK</b>	<b>FRENCH FOYER</b>
<b>3:30 PM - 4:45 PM</b>	<b>SESSION V: ADVOCACY 101</b>	<b>GRAND BALLROOM</b>
	<p>What is an advocacy opportunity? Why are stories remembered? What messages work and when? Advocacy isn't just an add-on, it is integral to a dean's job. Become a better advocate for graduate education on your campus, with external constituents and with policymakers. Presenters will describe situations deans encounter and offer ways to become the respected voice for graduate education.</p> <p><i>Chair: Lauren Inouye, Vice President, Public Policy and Government Affairs, Council of Graduate Schools</i></p> <p><i>Speakers: W. Constinia Charbonnette, Director, Graduate Student Funding and Academic Success, West Virginia University Kinchel Doerner, Dean, Graduate School, South Dakota State University Elizabeth Watkins, Dean, Graduate Division and Vice Chancellor, Student Academic Affairs, University of California, San Francisco</i></p>	
<b>4:45 PM - 5:00 PM</b>	<b>SESSION VI: WRAP-UP</b>	<b>GRAND BALLROOM</b>
	<i>Suzanne T. Ortega, President, Council of Graduate Schools</i>	
<b>6:45 PM</b>	<b>OPTIONAL DINNER SIGN-UPS</b>	<b>MEET IN HOTEL LOBBY</b>
	<b>SIGN-UP AT THE REGISTRATION AREA OR AT AFTERNOON BREAK</b>	
	<p>Dine out with fellow participants and members of the CGS board and staff! Sign-up sheets will be posted during the Institute. Dinner is pay-your-own-way, and restaurants vary by cuisine and cost.</p>	

# Summer Workshop

SUNDAY, JULY 8

- 8:00 AM - 5:00 PM**     **REGISTRATION**     **PALM COURT**
- 8:00 AM - 12:00 PM**     **CGS BOARD OF DIRECTORS MEETING**     **VENETIAN**
- 9:00 AM - 12:00 PM**     **SPECIAL EVENT: "GOLD COAST" WALKING TOUR**     **MEET IN HOTEL LOBBY**  
In 1882, famous hotelier Potter Palmer decided to challenge conventional wisdom and build his dream home north of the Chicago River, away from the South Side stockyards and rail terminals. This, along with the construction of the Michigan Avenue Bridge opened development to one of the most impressive neighborhoods of residences and shops in the US. Tour participants will see elegant high-rise apartments facing Oak Street Beach, see the last remaining mansions hidden among tall, modern buildings and then head to Astor Street and North Dearborn Parkway to see the most exclusive, single family homes which define Chicago's Gold Coast. Comfortable shoes are recommended for this tour. Ticket price: \$40. *Pre-registration is recommended. Onsite ticket sales are not guaranteed.*
- 1:00 PM - 1:15 PM**     **WELCOME AND OVERVIEW OF CGS**     **GRAND BALLROOM**  
*Suzanne T. Ortega, President, Council of Graduate Schools*
- 1:15 PM - 2:45 PM**     **PLENARY I: WHOSE SPEECH IS FREE?: DIVERSITY, INCLUSION AND THE POLITICS OF EXPEDIENCY**     **GRAND BALLROOM**  
Berkeley, New Haven, Middlebury, Charlottesville. Our nation's universities have become battlegrounds over free speech. Activists on both sides have decried assaults on basic freedoms, protections, and civility. While university administrators try to balance free speech and campus safety, this keynote considers how the changing face of our nation's schools is a silent partner to these debates about who can speak, who gets protected...and who gets blamed.  
*Chair: Teresa Woodruff, Dean, The Graduate School and Associate Provost, Graduate Education, Northwestern University*  
*Speaker: Jonathan Holloway, Provost, Northwestern University*
- 2:45 PM - 3:15 PM**     **AFTERNOON REFRESHMENT BREAK**     **FRENCH FOYER**  
**SPONSORED BY:**  
**GRAND VALLEY STATE UNIVERSITY**  
**LOYOLA UNIVERSITY CHICAGO**  
**THE UNIVERSITY OF IOWA**  
**UNIVERSITY OF ARKANSAS**  
**UNIVERSITY OF WISCONSIN-MADISON**
- 3:15 PM - 4:45 PM**     **CONCURRENT DEAN DIALOGUES**  
**GRADUATE CAREER PATHWAYS: IMPLEMENTING AND SUSTAINING CAMPUS EFFORTS**     **DRAKE**  
Data on the careers of graduate students and alumni can inform program improvements. In this session, participants will discuss approaches to implement sustainable campus efforts to collect and use such data, including exploring campus partnerships. While the focus will be PhD career pathways, master's-level initiatives will also be addressed.  
*Speakers: Andrew G. Campbell, Dean, Graduate School, Brown University*  
*Kim LaScola Needy, Dean, Graduate School and International Education and Interim Vice Provost, Research and Innovation, University of Arkansas*

<b>3:15 PM - 4:45 PM</b>	<b>CONCURRENT DEAN DIALOGUES (CONTINUED)</b>	
	<b>THE BALANCING ACT: PROGRAM QUALITY, ENROLLMENT TARGETS, AND BUDGET PRESSURE</b>	<b>WALTON</b>
	Quality, enrollment growth, and budget expectations often compete. Achieving institutional goals puts pressure on graduate deans who are responsible for maintaining the quality of graduate study options, sometimes in programs that are not directly under their control. Simultaneously they lead initiatives to foster enrollment growth and associated revenues. Graduate deans will discuss practices used to balance these competing goals.	
	<i>Speakers: Jennifer Brown, Vice Provost and Dean, Graduate School, Oregon State University Dennis Livesay, Dean, Graduate School and Associate Vice President, Research and Technology Transfer, Wichita State University Pamela Monaco, Dean, Graduate and Professional Studies, North Central College</i>	
<b>6:00 PM - 7:00 PM</b>	<b>OPENING RECEPTION</b>	<b>FRENCH</b>
<b>7:00 PM - 9:00 PM</b>	<b>OPENING DINNER</b>	<b>GOLD COAST</b>

## MONDAY, JULY 9

<b>7:30 AM - 3:30 PM</b>	<b>REGISTRATION</b>	<b>PALM COURT</b>
<b>7:30 AM - 8:30 AM</b>	<b>BREAKFAST: SPONSORED BY PROQUEST PQDT GLOBAL, A UNIQUELY VALUABLE RESOURCE: WHAT RESEARCHERS GET FROM THE WORLD'S LARGEST CURATED COLLECTION OF DISSERTATIONS AND THESES</b>	<b>GOLD COAST</b>
	The presentation will focus on what the graduate community's continued commitment to researchers has made possible.	
	<i>Presider: Marlene Coles, Director, Academic Relations, ProQuest</i>	
<b>9:00 AM - 10:30 AM</b>	<b>PLENARY II: SUPPORTING GRADUATE STUDENT HEALTH AND WELLNESS</b>	<b>GRAND BALLROOM</b>
	Graduate school can cause stress and isolation, compromising the success of some students. Helping students recognize when they are struggling and understanding what resources are available to help them is an important role for advisors and mentors. This session will highlight strategies for supporting health and wellness and identify what advisors, mentors, and peers need to know to help students find solutions.	
	<i>Chair: Carol Shanklin, Dean, Graduate School, Kansas State University</i>	
	<i>Speaker: Mona Shattell, Department Chair, Community, Systems, and Mental Health Nursing, College of Nursing, Rush University</i>	
	<i>Respondent: Michael Cunningham, Associate Provost, Graduate Studies and Research, Tulane University</i>	
	<i>Respondent: Susan Porter, Dean and Vice-Provost, Graduate and Postdoctoral Studies, The University of British Columbia</i>	
<b>10:30 AM - 11:00 AM</b>	<b>MORNING COFFEE BREAK</b>	<b>FRENCH FOYER</b>
	<b>SPONSORED BY:</b>	
	<b>MICHIGAN STATE UNIVERSITY</b>	
	<b>MISSOURI STATE UNIVERSITY</b>	
	<b>NORTHERN KENTUCKY UNIVERSITY</b>	
	<b>UNIVERSITY OF ILLINOIS AT CHICAGO</b>	
	<b>WAYNE STATE UNIVERSITY</b>	

11:00 AM - 12:00 PM

**CONCURRENT DEAN'S TOOLBOXES**

**LINKING FINANCIAL SUPPORT TO STUDENT OUTCOMES**

**WALTON**

This session will focus on how graduate deans can align student outcomes with graduate student funding to achieve broad institutional impact. Attendees will learn about: 1) developing and implementing a shared database that aligns outcomes with graduate student funding, 2) core questions to be considered at the onset of the initiative, and 3) strategies for achieving institutional impact.

*Facilitator: Graham Hammill, Vice Provost, Educational Affairs and Dean, Graduate School, University at Buffalo, SUNY*

**FLIPPING THE ORIENTATION**

**FRENCH**

We've flipped classrooms, now it's time to flip orientations. Curious about how to create or enhance an online orientation for your university? At this session you will learn: 1) the main stages of this process, including ways to get buy-in from, and collaborate with, campus partners; 2) gain skills for thinking through the first steps; and 3) walk away with an initial plan for implementing your project.

*Facilitator: Katy DeRosier, Director of Program Development, Graduate School, University of Washington*

**ENGAGING DEPARTMENTS IN RESEARCH ETHICS TRAINING**

**PARKSIDE**

Using MSU's experience with introducing new research ethics requirements as a starting point, this session will focus on strategies for engaging departments in improved ethical training. Attendees will learn how to: 1) use formal and informal assessments to frame problems, 2) engage faculty in creating curricula that meet university wide standards, and 3) honor disciplinary differences while upholding common principles and expectations.

*Facilitator: Judith Stoddart, Senior Associate Dean, Graduate School, Michigan State University*

**USING DATA TO IMPROVE GRADUATE STUDENT LIFE**

**DRAKE**

Increasingly, graduate deans are using evidence-based strategies for supporting graduate student well-being and success. In this session, participants will learn about: 1) tools for assessing the graduate education climate, 2) strategies for data collection, and 3) guidance for using data to inform interventions.

*Facilitators: Karen Butler-Purry, Associate Provost, Graduate and Professional Studies, Texas A&M University  
Shannon Walton, Director, Recruiting and Student Success, Texas A&M University*

12:00 PM - 1:30 PM

**NETWORKING LUNCH**

**GOLD COAST**

1:30 PM - 3:00 PM

**CONCURRENT DEAN DIALOGUES**

**POSITIONING GRADUATE EDUCATION LEADERS AS CHANGE AGENTS**

**WALTON**

Graduate Schools have the potential to lead positive changes that impact the entire university. Presenters will describe approaches they have used to engage the campus in mission-focused changes that expand the visibility and impact of graduate education. Tools for promoting and sustaining change including multi-year initiatives, annual forums, consultants, speakers, and benchmarking will be among the strategies and practices discussed.

*Speakers: Brian Kloepfel, Dean, Graduate School and Research, Western Carolina University  
Ranjit T. Koodali, Dean, Graduate School, University of South Dakota  
Ambika Mathur, Associate Provost and Dean, Graduate School, Wayne State University*

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

**SUPPORTING INTERNATIONAL STUDENT ENROLLMENT**

**FRENCH**

During this session, participants will discuss what strategies and practices graduate schools are using to attract international talent to their institutions. Participants will also discuss what resources and support services they provide to international students and scholars. The impact of the current policy climate and events will also be discussed.

*Speakers:* Jeffrey Bakken, Associate Provost for Research and Dean, Graduate School, Bradley University  
Brad Nelson, Associate Dean, Academic Programs and Development, The School of Graduate Studies, Concordia University  
Robert Wojtowicz, Associate Vice Provost, Graduate Studies, Old Dominion University

5:00 PM - 7:00 PM **CHICAGO ARCHITECTURE FOUNDATION RIVER CRUISE** **MEET AT BOAT DEPARTURE DOCK**

Join us for a private departure of the Chicago Architecture Foundation River Cruise aboard Chicago's First Lady Cruises. This tour is a must for out-of-towners and Chicagoans alike. During the cruise, guides will discuss more than 50 buildings along the Chicago River. You'll find out how Chicago grew from a small settlement into one of the world's largest cities in less than 100 years. In 90 minutes, get the real story on Chicago architecture and its history. Ticket price includes beer, wine, soft drinks, and light snacks. **Plan to meet the group at the dock at 5:00 pm for a 5:30 departure.** (Dock is a nice mile stroll from the Drake Hotel along Michigan Avenue or utilize taxi, Uber/Lyft or bus system.) The boat departs at the southeast corner of the Michigan Avenue Bridge at Wacker Dr. (Look for the blue awning marking the stairway entrance.) Ticket price: \$65. *As space is limited, pre-registration is recommended. Onsite ticket sales are not guaranteed.*

## TUESDAY, JULY 10

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

7:30 AM - 8:30 AM **BREAKFAST: SPONSORED BY ETS** **GOLD COAST**

**DIVERSITY IN GRADUATE EDUCATION: LOOKING AT, AND BEYOND, ADMISSIONS**

Programs seeking to improve student diversity are also seeking to understand how to recruit, evaluate, and support candidates from diverse social and educational backgrounds. What are the benefits and drawbacks associated with various approaches institutions are considering in an effort to increase diversity? Is it possible to have a fair admissions process that is free from bias?

*Facilitator:* Jamal Watson, Executive Editor, Diverse: Issues in Higher Education  
*Speaker:* Karen P. DePauw, Vice President and Dean, Graduate Education, Virginia Tech  
*Speaker:* Rochelle S. Michel, Research Director, Educational Testing Service  
*Speaker:* M.J.T. Smith, Dean, Graduate School and Senior Vice Provost, Academic Affairs, The University of Texas at Austin

9:00 AM - 10:30 AM **PLENARY III: MESSAGING AND CONNECTING THROUGH THE NEW MEDIA** **GRAND BALLROOM**

This session will discuss the characteristics of the new media and key strategies and techniques that universities and colleges can use in crafting messages and connecting with their audiences (which are not always the media) for both routine and crisis issues. Selected video clips will be used to demonstrate and elaborate on each lesson.

*Chair:* H. Dele Davies, Vice Chancellor, Academic Affairs and Dean, Graduate Studies, University of Nebraska Medical Center  
*Speaker:* Steve Allen, Communications Consultant and Partner, SalientPoint, LLC

<b>10:30 AM - 11:00 AM</b>	<b>MORNING COFFEE BREAK</b>	<b>FRENCH FOYER</b>
	<p><b>SPONSORED BY:</b>  <b>INDIANA UNIVERSITY</b>  <b>PURDUE UNIVERSITY</b>  <b>VALPARAISO UNIVERSITY</b></p>	
<b>11:00 AM - 12:00 PM</b>	<b>CONCURRENT HOT TOPIC SESSIONS</b>	
	<b>EVIDENCE-BASED PRACTICES FOR DELIVERING GRADUATE EDUCATION</b>	<b>VENETIAN</b>
	<p><i>Facilitators:</i> <i>Nirmala Kannankutty, Deputy Division Director, Division of Graduate Education, National Science Foundation</i>  <i>Richard Tankersley, Interim Vice Chancellor for Research and Economic Development, University of North Carolina at Charlotte</i></p>	
	<b>RAISING THE PROFILE OF GRADUATE EDUCATION ON YOUR CAMPUS</b>	<b>WALTON NORTH</b>
	<p><i>Facilitators:</i> <i>Sharon Barrios, Interim Dean, Graduate Studies, California State University, Chico</i>  <i>David Jackson, Associate Provost, Graduate Education and Dean, Graduate College, Florida A&amp;M University</i></p>	
	<b>RESPONSIBILITY CENTERED MANAGEMENT (RCM) AND GRADUATE SCHOOLS</b>	<b>FRENCH</b>
	<p><i>Facilitators:</i> <i>Joseph C. Shields, Vice President for Research and Creative Activity and Dean, Graduate College, Ohio University</i>  <i>Peter Venable, Associate Provost, Graduate Studies and Dean, Graduate School, Syracuse University</i></p>	
	<b>MICRO-CREDENTIALS</b>	<b>PARKSIDE</b>
	<p><i>Facilitators:</i> <i>Bonnie Ferri, Vice Provost, Graduate Education and Faculty Development, Georgia Institute of Technology</i>  <i>Amy Hurd, Director, Graduate Studies, Illinois State University</i></p>	
	<b>PROMOTING DIVERSITY THROUGH UNIVERSITY PARTNERSHIPS</b>	<b>DRAKE</b>
	<p><i>Facilitators:</i> <i>Ernest L. Brothers, Associate Dean, The Graduate School, The University of Tennessee, Knoxville</i>  <i>William R. Graves, Dean, Graduate College, Iowa State University</i></p>	
	<b>BREAKING NEWS: PUBLIC POLICY HOT TOPIC</b>	<b>WALTON SOUTH</b>
	<p><i>Facilitators:</i> <i>Elizabeth T. Kenney, Assistant Dean, Research and Graduate Studies, Salem State University</i>  <i>Kathryn Hausbeck Korgan, Interim Dean, Graduate College, University of Nevada, Las Vegas</i>  <i>Elizabeth Watkins, Dean, Graduate Division and Vice Chancellor, Student Academic Affairs, University of California, San Francisco</i></p>	
<b>12:00 PM - 1:30 PM</b>	<b>TABLETOP NETWORKING LUNCH</b>	<b>GOLD COAST</b>
	<p>This lunch is a chance for you to join your colleagues in informal tabletop discussions on topics such as: graduate career pathways, international students, accelerated degrees, National Academy of Sciences report, advocacy, and campus climate.</p>	
<b>2:00 PM - 4:00 PM</b>	<b>CONCURRENT TECHNICAL WORKSHOPS</b>	
	<b>DEVELOPING THE GRADUATE EDUCATION MESSAGE</b>	<b>WALTON</b>
	<p>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.  <i>Speaker:</i> <i>Steve Allen, Communications Consultant and Partner, SalientPoint, LLC</i></p>	

**2:00 PM - 4:00 PM**      **CONCURRENT TECHNICAL WORKSHOPS (CONTINUED)**

**CGS INITIATIVES: PAST, PRESENT AND FUTURE**

**FRENCH**

CGS strives to serve its members by building an evidence-base that informs practice, strategy, and decision-making. In this technical workshop, CGS staff will provide an overview of current and recent areas of work (e.g. student careers and professional development, master's education, diversity and inclusion). Throughout the session, we will engage participants in focused discussions about the kinds of resources that would best support and advance their work.

*Facilitator: Julia Kent, Vice President, Best Practices and Strategic Initiatives, Council of Graduate Schools*

**4:30 PM - 6:30 PM**      **DIVERSITY AND INCLUSIVENESS ADVISORY COMMITTEE**

**GEORGIAN**

*Committee Chair: Cari A. Moorhead, Interim Dean, Graduate School, University of New Hampshire*

## WEDNESDAY, JULY 11

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

**GOLD COAST**

**9:00 AM - 11:30 AM**      **TECHNICAL WORKSHOP**

**GRADUATE ADMISSIONS: EMERGING APPROACHES**

**FRENCH**

A graduate program's admissions process sets the tone for achieving program outcomes and supporting student success. What experience or attributes are valued? What perspectives are welcomed? This workshop will present innovative approaches for aligning master's and doctoral admissions criteria with program goals using evidence-based methods. Examples will include holistic application review and other methods to increase graduate student diversity.

*Speakers: Suzanne E. Barbour, Dean, Graduate School, University of Georgia  
Mark Riley, Dean, Graduate School, Florida State University  
Mark T. Wallace, Dean, Graduate School, Vanderbilt University*