

# NEW DEANS INSTITUTE & SUMMER WORKSHOP SCHEDULE

## New Deans Institute

SATURDAY, JULY 9

7:30 AM - 5:00 PM	REGISTRATION	REGISTRATION BOOTH
7:30 AM - 8:15 AM	CGS CONTINENTAL BREAKFAST	HARBORSIDE CENTER
8:15 AM - 8:30 AM	WELCOME AND INTRODUCTIONS <i>Suzanne T. Ortega, President, Council of Graduate Schools</i> <i>M.J.T. Smith, Chair, Board of Directors, Council of Graduate Schools and Dean, Graduate School, Purdue University</i>	BALLROOM A-C
8:30 AM - 10:00 AM	SESSION I: FRESHMAN DEANS' REFLECTIONS 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?" <i>Speakers: DeBrenna Agbenyiga, Vice Provost and Dean, Graduate School, The University of Texas at San Antonio</i> <i>Wojtek Chodzko-Zajko, Dean, Graduate College, University of Illinois at Urbana-Champaign</i> <i>Julie Masterson, Associate Provost and Dean, Graduate College, Missouri State University</i>	BALLROOM A-C
10:00 AM - 10:45 AM	SESSION II: MANAGING DAY-TO-DAY OPERATIONS The average work day of a graduate dean involves activities ranging from the scheduled and scripted to the completely unforeseen. Successful graduate deans prioritize actions, involve faculty in governance, collaborate with fellow deans and department heads, and navigate adroitly within an administrative structure. This session will involve participants in problem-solving and strategizing activities that might comprise a day in the life of a graduate dean. <i>Facilitators: Barbara Knuth, Senior Vice Provost and Dean, Graduate School, Cornell University</i> <i>Mark Sheridan, Vice Provost, Graduate Affairs and Dean, Graduate School, Texas Tech University</i>	BALLROOM A-C
10:45 AM - 11:15 AM	MORNING COFFEE SPONSORED BY GEORGIA COUNCIL OF GRADUATE SCHOOLS	PREFUNCTION

<b>11:15 AM - 12:30 PM</b>	<b>SESSION III: BUDGETING: 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: Joan Ficke, Dean, The Graduate School, Montclair State University</i> <i>Robin Garrell, Vice Provost, Graduate Education and Dean, Graduate Division, University of California, Los Angeles</i> <i>Christopher Sindt, Vice Provost, Graduate and Professional Studies, Saint Mary's College of California</i> <i>Sheryl Tucker, Associate Provost, Graduate Education and Dean, Graduate College, Oklahoma State University</i>	<b>BALLROOM A-C</b>
<b>12:30 PM - 1:45 PM</b>	<b>NETWORKING LUNCH</b>	<b>HARBORSIDE CENTER</b>
<b>1:45 PM - 3:00 PM</b>	<b>SESSION IV: GRADUATE ADMISSIONS AND STUDENT FUNDING</b> 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, speakers will address graduate student funding 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. <i>Speakers: Nancy Marcus, Dean, Graduate School, Florida State University</i> <i>Carol Shanklin, Dean, Graduate School, Kansas State University</i>	<b>BALLROOM A-C</b>
<b>3:00 PM - 3:30 PM</b>	<b>AFTERNOON REFRESHMENT BREAK</b>	<b>PREFUNCTION</b>
<b>3:30 PM - 4:45 PM</b>	<b>SESSION V: ADVOCACY 101</b> 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 that deans encounter and offer ways to become the respected voice for graduate education. <i>Chair: Beth Buehlmann, Vice President, Public Policy and Government Relations, Council of Graduate Schools</i> <i>Speakers: Kinchel Doerner, Dean, Graduate School, South Dakota State University</i> <i>Elizabeth Kenney, Assistant Dean, Research and Graduate Studies, Salem State University</i> <i>Steven Matson, Dean, Graduate School, University of North Carolina, Chapel Hill</i>	<b>BALLROOM A-C</b>
<b>4:45 PM - 5:00 PM</b>	<b>SESSION VI: WRAP UP</b> <i>Suzanne T. Ortega, President, Council of Graduate Schools</i>	<b>BALLROOM A-C</b>
<b>6:30 PM</b>	<b>OPTIONAL DINNER SIGN-UPS</b> <b>SIGN-UP AT THE REGISTRATION AREA OR AT AFTERNOON BREAK</b> 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.	

# Summer Workshop

SUNDAY, JULY 10

8:00 AM - 5:00 PM      **REGISTRATION**

**REGISTRATION BOOTH**

8:00 AM - 12:00 PM      **CGS BOARD OF DIRECTORS MEETING**

**SCARBROUGH 1**

9:00 AM - 12:00 PM      **SPECIAL EVENT: HISTORIC SAVANNAH WALKING TOUR**

**MEET IN HOTEL LOBBY**

Founded in 1733, Savannah's rich history, unique charm, and stunning beauty continually delight visitors. Enjoy an intimate look behind the garden gates of one of America's most walkable cities. Discover the parterre and courtyard gardens, wrought iron, brick patterns, and architectural details often overlooked by casual visitors. The tour includes a visit to the Andrew Low House for a glimpse into the life of a 19th century cotton merchant as well as a stop at the historic Cathedral of St. John the Baptist. See and learn the history of Savannah up close. Comfortable shoes are recommended for this tour. Ticket price: \$35. *Pre-registration is recommended. Onsite ticket sales are not guaranteed.*

1:00 PM - 1:15 PM      **WELCOME AND OVERVIEW OF CGS**

**BALLROOM A-C**

*Suzanne T. Ortega, President, Council of Graduate Schools*

1:15 PM - 2:45 PM      **PLENARY I: THE ART AND SCIENCE OF COMMUNICATION**

**BALLROOM A-C**

Storytelling matters whether it is to relate to students, represent research findings, resolve conflict or raise funds. This session will explore the art and science of storytelling. It will provide a guide on how to turn facts into narrative. Participants will gain an understanding of the power and function of storytelling in public advocacy efforts, with policymakers at the state and federal levels, on campuses, and in their communities.

*Chair: Dennis Grady, Dean, College of Graduate and Professional Studies, Radford University*

*Speaker: Lynn Harter, Professor and Co-Director, Barbara Gerald's Institute for Storytelling and Social Impact, Ohio University*

2:45 PM - 3:15 PM      **AFTERNOON REFRESHMENT BREAK**

**PREFUNCTION**

**SPONSORED BY:**

**DUKE UNIVERSITY**

**INDIANA UNIVERSITY**

**THE OHIO STATE UNIVERSITY**

**THE UNIVERSITY OF ALABAMA IN HUNTSVILLE**

**THE UNIVERSITY OF SOUTHERN MISSISSIPPI**

**UNIVERSITY OF SOUTH FLORIDA**

3:15 PM - 4:45 PM      **CONCURRENT DEAN DIALOGUES**

**FUTURE OF THE DISSERTATION**

**SCARBROUGH 3-4**

A number of trends in graduate education and scholarship are reshaping the future of the dissertation: the evolution of funding models, new ways of disseminating scholarship, and changes in the nature of scholarship itself. Drawing from a CGS workshop sponsored by ProQuest, this session will explore these trends and their implications for graduate deans, policies, and programs.

*Speakers: John Keller, Associate Provost, Graduate and Professional Education and Dean, Graduate College, University of Iowa*

*Nancy Marcus, Dean, Graduate School, Florida State University*

3:15 PM - 4:45 PM

**CONCURRENT DEAN DIALOGUES (CONTINUED)**

**EVOLUTION OF MASTER'S EDUCATION AND THE 2016 PROJECT  
ON THE MASTER'S DEGREE**

**SCARBROUGH 1-2**

Launched in early 2016, the CGS Project on the Master's Degree aims to chart the future of master's education, particularly in light of its evolution over the past two decades. Join project leaders as they lead a discussion—using research performed to date—on the definitional framework of a master's degree, the role of competencies in master's education, and standards of excellence. Help us advance master's education.

*Speakers:* Maria Di Stefano, Associate Provost, International Education and Dean, Graduate Studies, Truman State University  
Kathleen Kitto, Vice Provost, Research and Dean, Graduate School, Western Washington University  
Jerry Weinberg, Associate Provost, Research and Dean, Graduate School, Southern Illinois University Edwardsville

6:00 PM - 7:00 PM

**OPENING RECEPTION**

**HARBORSIDE CENTER**

7:00 PM - 9:00 PM

**OPENING DINNER**

**HARBORSIDE CENTER**

## MONDAY, JULY 11

7:30 AM - 3:30 PM

**REGISTRATION**

**REGISTRATION BOOTH**

7:30 AM - 8:30 AM

**BREAKFAST: SPONSORED BY PROQUEST  
DISSERTATION PUBLISHING: YESTERDAY, TODAY AND TOMORROW**

**HARBORSIDE CENTER**

The presentation is intended to stimulate discussion about the ever-evolving scholarly publishing ecosystem.

*Presider:* Marlene Coles, Associate Director, ProQuest Dissertation Publishing, ProQuest

9:00 AM - 10:30 AM

**PLENARY II: THE GRADUATE DEGREE'S GOLDEN AGE:  
HOW TRENDS IN THE JOB MARKET, SOCIETY, AND ACADEMIC INNOVATION  
ARE SHAPING DEMAND FOR POST-BACCALAUREATE EDUCATION**

**BALLROOM A-C**

This session will analyze the key market trends and developments shaping changes in demand for post-baccalaureate education. These include the evolving job market, changing student preferences, new competitive dynamics, innovative program offerings, and new substitutes for traditional education. By developing a deeper understanding of this landscape, participants will be empowered to create more relevant programs, plans, strategies, and policies.

*Chair:* Heather Zwicker, Vice-Provost and Dean, Faculty of Graduate Studies and Research, University of Alberta

*Speaker:* Sean Gallagher, Chief Strategy Officer, Northeastern University Global Network

10:30 AM - 11:00 AM

**MORNING COFFEE BREAK**

**PREFUNCTION**

**SPONSORED BY:**  
**EMORY UNIVERSITY**  
**MIDDLE TENNESSEE STATE UNIVERSITY**  
**NORTH CAROLINA CENTRAL UNIVERSITY**  
**NORTH CAROLINA STATE UNIVERSITY**

11:00 AM - 12:00 PM

## CONCURRENT DEAN'S TOOLBOXES

### PROCESS NOT PRODUCT: STRATEGIES FOR PARTNERING WITH FACULTY SCARBROUGH 1-2

In order to be successful, graduate deans must build key partnerships with graduate faculty across diverse academic disciplines. To create and maintain these partnerships, attendees of this toolbox session will learn about specific strategies to 1) lead within faculty governance framework; 2) serve as translator for faculty and staff in terms of institutional operations; and 3) create effective institutional policies that positively impact graduate education.

*Facilitator: Jack DeRochi, Dean, Graduate School, Winthrop University*

### HOW TO SUCCEED AND WHY BOTHER ORGANIZING A THREE MINUTE THESIS (3MT™) EVENT SCARBROUGH 3-4

The Three Minute Thesis has become an increasingly popular way to help graduate students develop skills in communicating the results of their scholarship to a broader audience. In this session, attendees will 1) be able to develop a strategic plan for organizing a 3MT™; 2) learn how to use the 3MT™ as an advocacy tool to increase the visibility and understanding of the impact of graduate education to different stakeholders; and 3) learn about the benefits of communicating scholarship from the participants' perspective.

*Facilitator: Maureen Grasso, Dean, Graduate School, North Carolina State University*

### COMMUNICATING EFFECTIVELY USING SOCIAL MEDIA TRUSTEES HALL

In our media rich environment, effective communication depends on using strategies appropriate to different stakeholder groups and their medium of choice. Attendees will learn how to develop a social media communication plan that includes 1) selection of the pertinent social media; 2) ability to connect across platforms; 3) determination of the audiences, 4) content that needs to be communicated; and 5) assessment and review of impact.

*Facilitator: Karen DePauw, Vice President and Dean, Graduate Education, Virginia Tech*

### URMs IN GRADUATE EDUCATION: HOW DO WE MEET RECRUITMENT AND RETENTION CHALLENGES? BALLROOM DEF

This toolbox session will outline challenges in both recruiting a diverse student body and ensuring student success. Learning outcomes from this session are: 1) identify data and information necessary to design strategic initiatives and increase URM enrollment; 2) learn about sample tools used to gather unit-specific information on recruitment and retention challenges relevant to URMs; and 3) learn about innovative campus-wide programs designed to facilitate improved retention and success of URMs.

*Facilitator: Sonja Montas-Hunter, Assistant Vice Provost, University Graduate School, Florida International University*

12:00 PM - 1:30 PM

## TABLETOP NETWORKING LUNCH

## HARBORSIDE CENTER

This lunch is a chance for you to join your colleagues in informal tabletop discussions on topics such as: effective leadership in a resource constrained environment; the PSM; competencies based approaches; and leadership and student activism. Stop by the CGS registration desk to let us know your suggestions so we can include them as well.

1:30 PM - 3:00 PM

## CONCURRENT DEAN DIALOGUES

### BEYOND RECRUITMENT: CREATING AN INCLUSIVE GRADUATE EXPERIENCE SCARBROUGH 1-2

Graduate student support services tend to focus on recruitment, selection, and admission phases of the student life cycle. Yet helping matriculated students succeed is also a top priority. In this session, learn how pedagogy, faculty development, and student support services can foster a more inclusive experience for students of various backgrounds.

*Speakers: Charles Ambler, Dean, Graduate School, The University of Texas at El Paso  
Ambika Mathur, Associate Provost and Dean, Graduate School, Wayne State University  
Janet Rutledge, Vice Provost and Dean, Graduate School, University of Maryland, Baltimore County*

1:30 PM - 3:00 PM

CONCURRENT DEAN DIALOGUES (CONTINUED)

ASSESSING INTERNATIONAL EXPERIENCES AND ACTIVITIES

SCARBROUGH 3-4

How are graduate-level international experiences created and supported at your institution? How do you ensure that all interested students have access to these activities? How do you justify investment of institutional funds in graduate-level international activities? How do you assess their individual and programmatic effectiveness? Short presentations on best practices for assessing international activities will be given. Interactive dialogue will then focus on addressing key questions related to international experiences.

*Speakers:* Karen Butler-Purry, Associate Provost, Graduate and Professional Studies, Texas A&M University  
Brian Mitchell, CGS/NSF Dean-in-Residence  
Sally (Sarah) Pratt, Vice Provost, Graduate Programs, University of Southern California

5:15 PM - 7:30 PM

COCKTAIL RECEPTION AT THE TELFAIR ACADEMY

MEET IN HOTEL LOBBY

Depart the hotel lobby at 5:15 pm for a short, ten minute walk to the historic Telfair Academy, the oldest public art museum in the South. Designed by British architect William Jay in the neoclassical Regency style, the Telfair Academy is a former mansion built from 1818-19 for Alexander Telfair, son of Revolutionary War patriot and Georgia governor Edward Telfair. In 1886, the building opened to the public as the Telfair Academy of Arts and Sciences. The event will begin with a short introduction to the museum, and the evening will continue with a cocktail and hors d'oeuvres reception where attendees will have the rare opportunity to tour the Rotunda and Sculpture Gallery after-hours and socialize in this elegant historic building. Ticket price: \$90. *As space is limited, pre-registration was required. **Tickets will not be available for purchase onsite.***

## TUESDAY, JULY 12

7:30 AM - 3:00 PM

REGISTRATION

REGISTRATION BOOTH

7:30 AM - 8:30 AM

BREAKFAST: UPDATE FROM THE GRE® AND TOEFL® PROGRAMS AT ETS

HARBORSIDE CENTER

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.

*Presider:* David Payne, Vice President and COO, Global Education Division, Educational Testing Service

9:00 AM - 10:30 AM

PLENARY III: DEVELOPMENT: ESSENTIAL GUIDANCE FOR GRADUATE DEANS

BALLROOM A-C

Penelepe Hunt, author of *Development for Academic Leaders: A Practical Guide to Fundraising Success*, will provide a focused discussion on what graduate deans need to know in order to successfully establish and advance a development agenda at their institution. Ms. Hunt will use her direct experience working with graduate deans at CGS member institutions to impart her knowledge about how to guide the specialized needs of fundraising within the graduate school.

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

*Speaker:* Penelepe Hunt, Senior Consultant and Principal, Marts&Lundy

## PREFUNCTION

**UNIVERSITY OF GEORGIA**

## HOT TOPIC SESSIONS

## BALLROOM D

*Patricia Mooney-Melvin, Interim Dean, Graduate School, Loyola University of Chicago*

## BALLROOM F

University of Connecticut

## PERCIVAL

*Facilitators: David Eaton, Vice Provost and Dean, Graduate School, University of Washington  
Scott Herness, Interim Vice Provost, Graduate Studies and Interim Dean, Graduate  
School, The Ohio State University*

**VERELST**

*Facilitators: James Frank, Former Associate Provost, Graduate Studies, University of Waterloo  
Inge Wefes, Associate Dean, Graduate School, University of Colorado Denver*

**VERNON**

*Facilitators:* William Karpus, Dean, Graduate School, University of Wisconsin-Madison  
F. Jon Kull, Dean, School of Graduate and Advanced Studies, Dartmouth College

## BALLROOM E

*Facilitators: Nirmala Kannankutty, Deputy Division Director, DGE, National Science Foundation  
Richard Tankersley, Program Director, DGE, National Science Foundation*

**HARBORSIDE CENTER**

## CONCURRENT TECHNICAL WORKSHOPS

## SCARBROUGH 1-2

Following her plenary session, Penelepe Hunt will share fundamental strategies every graduate dean should understand in order to prepare and successfully execute a development agenda. Sharing the stage with a graduate dean, Ms. Hunt will offer examples of how to create an environment that will make the donor a life-long contributor.

Mary Davis, Dean, School of Graduate Studies, Fashion Institute of Technology



**2:00 PM - 5:00 PM**

**CONCURRENT TECHNICAL WORKSHOPS (CONTINUED)**

**INTERNATIONAL STUDENT RECRUITMENT ON A BUDGET**

**SCARBROUGH 3-4**

Participants in this session will learn new strategies for maximizing their budgets for recruiting international students. Topics will include: effective strategies for using web-based communications such as social media, webinars, and video to engage and recruit potential students; new opportunities to amplify outreach with external partners such as Education USA; and cost-effective, in-house strategies for evaluating student credentials.

**Speakers:** Jessica Horowitz, Associate Dean, Loyola University of Chicago  
Christopher Medalis, Advisor for Institutional Relations, Institute of International Education (IIE)  
Sanjiv Sarin, Dean, Graduate School and Vice Provost for Research, Graduate Programs and Extended Learning, North Carolina Agricultural & Technical State University  
Margaret Wenger, Senior Director of Evaluation, Educational Credential Evaluators, Inc.

## WEDNESDAY, JULY 13

**7:45 AM - 8:45 AM**

**CGS CONTINENTAL BREAKFAST**

**HARBORSIDE CENTER**

**8:30 AM - 12:00 PM**

**DIVERSITY AND INCLUSION ADVISORY COMMITTEE**

**SAVANNAH**

**Committee Chair:** H. Dele Davies, Vice Chancellor for Academic Affairs and Dean, Graduate Studies, University of Nebraska Medical Center

**9:00 AM - 12:00 PM**

**TECHNICAL WORKSHOPS**

**GOT DATA? NOW WHAT?**

**SCARBROUGH 1-2**

Various national datasets are rich with information about graduate students. Join our speakers as they lead a three-part workshop on national data, including an overview of trends in graduate education, a discussion about how campus leaders can access and use selected national datasets, and examples of administrators who have put some of these data to use.

**Facilitator:** Jeff Allum, Assistant Vice President, Research and Policy Analysis, Council of Graduate Schools  
**Speakers:** James Herbert, Dean, Graduate College and Executive Vice Provost, Drexel University  
Karlene Hoo, Dean, Graduate School, Montana State University  
Frances Leslie, Vice Provost, Graduate Education and Dean, Graduate Division, University of California, Irvine  
M.J.T. Smith, Chair, Board of Directors, Council of Graduate Schools and Dean, Graduate School, Purdue University

**PREGNANCY, PARENTING, AND POST-BACCALAUREATE STUDY:  
MEETING LEGAL REQUIREMENTS**

**SCARBROUGH 3-4**

This interactive workshop will provide a primer on the impact of Title IX on the graduate student experience. Issues such as parental leave, accommodations for pregnant students, and the effects of changing employment status on graduate students' rights will be discussed. The boundaries and overlap of Title IX with related federal laws like the ADA and FMLA will be explored.

**Speakers:** Fiona Doyle, Dean, Graduate Division, University of California, Berkeley  
Jessica Lee, Attorney, Title IX Legal Fellow, Center for WorkLife Law, University of California, Hastings College of the Law