



# NEW DEANS INSTITUTE AND SUMMER WORKSHOP

MEETING PROGRAM

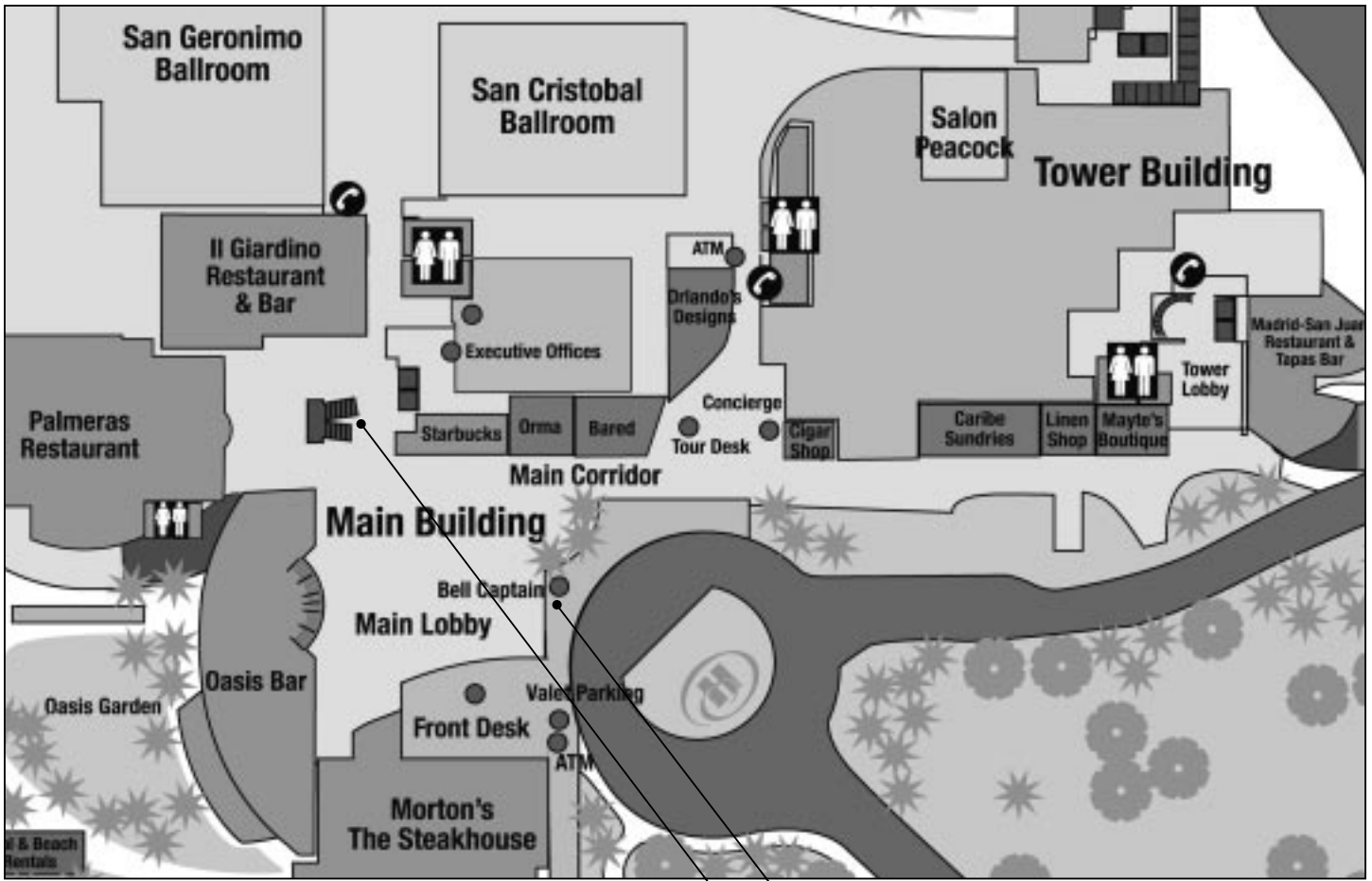
July 10 – 14, 2010



Caribe Hilton | San Juan, Puerto Rico



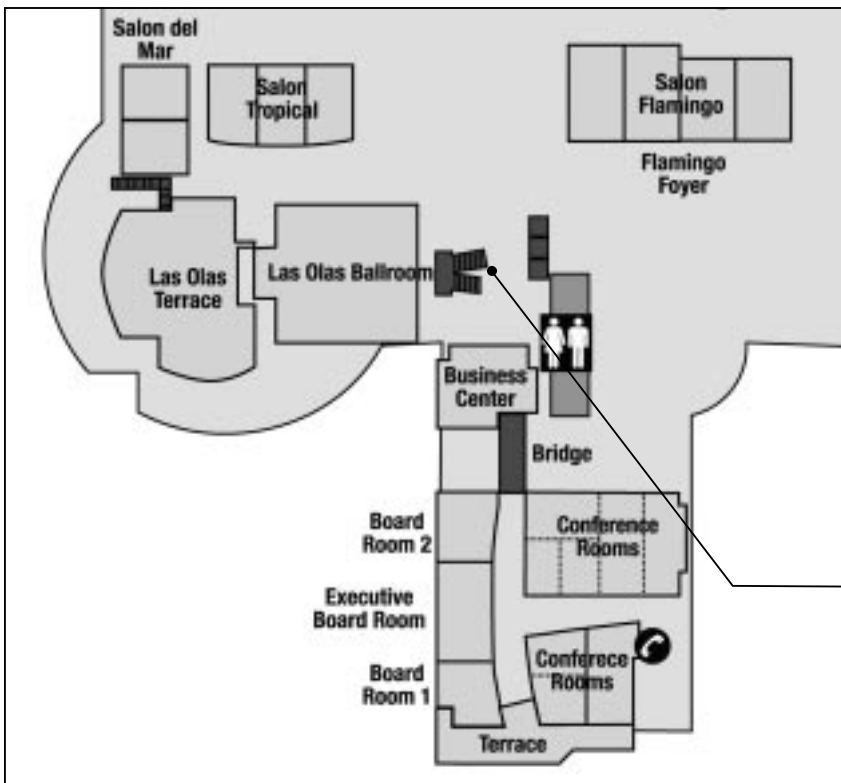
## MAIN FLOOR PLAN



Hotel Entrance

Stairs to second floor

## SECOND FLOOR PLAN



Stairs from main floor lobby

<b>7:30 AM - 5:00 PM</b>	<b>REGISTRATION AND TICKET SALES</b>	<b>SAN CRISTOBAL FOYER</b>
<b>7:30 AM - 8:30 AM</b>	<b>CGS CONTINENTAL BREAKFAST</b>	<b>FLAMINGO</b>
<b>8:30 AM - 9:00 AM</b>	<b>WELCOME AND INTRODUCTIONS</b> <i>Debra W. Stewart, President, Council of Graduate Schools</i> <i>Jeffery Gibeling, Chair, Board of Directors, Council of Graduate Schools and Dean, Graduate Studies, University of California, Davis</i>	<b>SAN CRISTOBAL A-D</b>
<b>9:00 AM - 9:45 AM</b>	<b>SESSION I: FRESHMAN DEANS' REFLECTIONS</b> 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. Here, four 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>Chair: MJT Smith, Dean, Graduate School, Purdue University</i> <i>Speakers: Martin Kreiswirth, Associate Provost, Graduate Education and Dean, Graduate and Postdoc Studies, McGill University</i> <i>Henning Schroeder, Vice-Provost and Dean, Graduate Education, University of Minnesota</i> <i>Haydeé Seijo-Maldonado, Dean, Graduate Studies and Research, University of Puerto Rico, Rio Piedras</i> <i>Rosemary Wander, Vice Provost, Graduate Studies and Research, American University</i>	<b>SAN CRISTOBAL A-D</b>
<b>9:45 AM - 10:30 AM</b>	<b>SESSION II: GOVERNANCE AND ORGANIZATION</b> 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 a public and private institution. <i>Speakers: Jeffery Gibeling, Chair, Board of Directors, Council of Graduate Schools and Dean, Graduate Studies, University of California, Davis</i> <i>Lisa Tedesco, Vice Provost, Academic Affairs and Dean, Graduate School, Emory University</i>	<b>SAN CRISTOBAL A-D</b>
<b>10:30 AM - 11:00 AM</b>	<b>MORNING REFRESHMENTS</b>	<b>SAN CRISTOBAL FOYER</b>
<b>11:00 AM - 12:15 PM</b>	<b>SESSION III: BUDGET AND STAFF MANAGEMENT STRATEGIES</b> 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. <i>Speakers: John Keller, Associate Provost and Dean, Graduate College, University of Iowa</i> <i>Karen Klomparens, Dean, Graduate School, Michigan State University</i>	<b>SAN CRISTOBAL A-D</b>
<b>12:15 PM - 1:45 PM</b>	<b>NETWORKING LUNCH</b>	<b>FLAMINGO</b>

1:45 PM - 3:00 PM

**SESSION IVA: POLITICAL ENGAGEMENT**

SAN CRISTOBAL A-D

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

*Speakers: Steven Matson, Dean, Graduate School, University of North Carolina, Chapel Hill  
Patricia McAllister, Vice President, Government Relations and External Affairs, Council of Graduate Schools  
James Wimbush, Dean of the University Graduate School, Indiana University*

**SESSION IVB: GRADUATE ADMISSIONS AND FINANCING  
OVERVIEW FOR ASSOCIATE/ASSISTANT DEANS**

SAN CRISTOBAL E-G

Graduate admissions and financial aid are among the key factors in defining the quality and character of a university's graduate programs. In this session focused specifically for assistant and associate deans, speakers will address graduate 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, Columbia  
Margrit von Braun, Dean, College of Graduate Studies, University of Idaho*

3:00 PM - 3:30 PM

**AFTERNOON REFRESHMENT BREAK**

SAN CRISTOBAL FOYER

**SPONSORED BY****AMERICAN INTERCONTINENTAL UNIVERSITY****MICHIGAN TECH UNIVERSITY****POLYTECHNIC UNIVERSITY OF PUERTO RICO****UNIVERSITY OF SOUTH FLORIDA**

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: Robert Augustine, Dean, Graduate School, Eastern Illinois University*

*Janet Weiss, Vice Provost for Academic Affairs and Dean, Graduate School, University of Michigan*

*William Wiener, Vice Provost for Research and Dean, Graduate School, Marquette University*

4:45 PM - 5:00 PM

**SESSION VI: WRAP UP**

SAN CRISTOBAL A-D

*Debra W. Stewart, President, Council of Graduate Schools*

7:00 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: OLD SAN JUAN WALKING TOUR      HOTEL LOBBY**

The tour will begin with a stop at Fort San Cristobal, the fortification that successfully defended the old city from attack centuries ago. 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: \$45. Pre-registration required.

**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: ENHANCING PATHWAYS TO AND THROUGH GRADUATE SCHOOL      SAN CRISTOBAL A-G**

The new landmark report, *The Path Forward: The Future of Graduate Education in the United States*, examines vulnerabilities in our current system of graduate education and proposes recommendations for universities, employers and policymakers for strengthening the enterprise. An accompanying video, which provides a student perspective and human element to the report, will highlight perspectives, practices, and plans for clarifying and expanding pathways to and through graduate school.

*Chair: Patrick Osmer, Vice Provost, Graduate Studies and Dean, Graduate School, The Ohio State University*

*Speakers: Margot Daniels Tyler, Senior Program Officer, Bill and Melinda Gates Foundation  
Douglas Peers, Dean, Faculty of Graduate Studies, York University  
Jo Rae Wright, Vice Provost and Dean, Graduate School, Duke University*

**3:00 PM - 3:30 PM      AFTERNOON REFRESHMENT BREAK      SAN CRISTOBAL FOYER**

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**UNIVERSITY OF ALABAMA AT BIRMINGHAM**

**UNIVERSITY OF GEORGIA**

**UNIVERSITY OF TENNESSEE, KNOXVILLE**

**3:30 PM - 5:00 PM      CONCURRENT DEAN DIALOGUES**

**HUMANITIES AT WORK      LAS OLAS**

Academic employment in the humanities is forcing many in graduate education to rethink their programs' mission and practices. There is no consensus about what "best practice" approach is most appropriate: more transparency about job placements, enrollment limits, or professional development programs for non-academic careers. This session will invite debate and discussion on a range of innovative approaches.

*Speakers: Jeannine Blackwell, Dean, Graduate School, University of Kentucky  
John Stevenson, Interim Dean, Graduate School, University of Colorado, Boulder*

**SUMMER WORKSHOP****SUNDAY, JULY 11, 2010****PSM: QUALITY CONTROL AND RECOGNITION****FLAMINGO**

The rapid expansion in number of PSM programs has created a need for a more formal, sustainable, widely recognized and accepted review process to ensure the quality of PSM programs. In this session we will describe a project currently underway and engage in discussion about what might be most appropriate going forward.

*Speakers:* Carol Lynch, Senior Scholar in Residence, Council of Graduate Schools  
 Pamela Stacks, Associate Vice President, San Jose State University  
 John Stevenson, Associate Dean, Grand Valley State University

**6:00 PM - 7:00 PM****OPENING RECEPTION****ATLANTIC GARDEN****7:00 PM - 9:00 PM****OPENING DINNER****ATLANTIC REDONDEL****SUMMER WORKSHOP****MONDAY, JULY 12, 2010****7:30 AM - 3:30 PM****REGISTRATION AND TICKET SALES****SAN CRISTOBAL FOYER****7:30 AM - 8:30 AM****BREAKFAST WITH PROQUEST UMI DISSERTATIONS PUBLISHING****LAS OLAS**

During this session, Marlene Coles will provide an update of ProQuest activities, including results of a recent survey of 300+ schools submitting dissertations and theses electronically. The update will also cover new features and services that will be available in 2011.

*Presenter:* Marlene Coles, Acting Director, Dissertations Publishing, ProQuest UMI

**9:00 AM - 10:30 AM****PLENARY II: FORECASTING THE FUTURE FOR FUNDING GRADUATE EDUCATION****SAN CRISTOBAL A-G**

Ronald Ehrenberg, a leading labor economist, has written widely about both the changing nature of the academic labor market and the financial pressure the current recession has placed on our universities. In this session he will explore two topics. First, he will discuss what the drastic decline in numbers of tenure track positions means for the future supply of PhDs in fields where there is not a clear "job market" for non-academic jobs; second he will explore the basis for continuing public support for funding graduate education in the states and examine the implications for federal funding.

*Chair:* Jeffery Gibeling, Chair, Board of Directors, Council of Graduate Schools and Dean, Graduate Studies, University of California, Davis

*Speaker:* Ronald G. Ehrenberg, Director, Cornell Higher Education Research Institute (CHERI)

*Respondent:* Patricia Beeson, Vice Provost, Graduate and Undergraduate Studies, University of Pittsburgh

**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, Marsha Gibeling, Cynthia Smith, and Anita Osmer

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

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**UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN**

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

**HOT TOPIC: GRADUATE STUDENT FUNDING**      **FLAMINGO AB**

*Facilitators: John Ho, Vice Provost, Graduate Education and Dean, Graduate School, University of Buffalo, SUNY*

*Larry Lyon, Vice Provost, Institutional Effectiveness and Dean, Graduate School, Baylor University*

**HOT TOPIC: ADMINISTERING DUAL AND JOINT DEGREES**      **FLAMINGO CD**

*Facilitators: Allison Sekuler, Associate Vice President and Dean, Graduate Studies, McMaster University*

*Donna Spindel, Dean, Graduate College, Marshall University*

**HOT TOPIC: DEANSHIP AND BEYOND**      **SALON TROPICAL**

*Facilitators: Ana Guadalupe, Acting Chancellor, University of Puerto Rico, Rio Piedras*

*George Walker, Vice President for Research and Graduate Studies, Cleveland State University*

**HOT TOPIC: SUCCESSFUL COLLABORATIONS TO ACHIEVE DIVERSITY**      **CONFERENCE 3-5**

*Facilitators: Philip Cohen, Vice Provost, Academic Affairs and Dean, Graduate School, University of Texas at Arlington*

*William Eckberg, Program Officer, National Science Foundation*

**HOT TOPIC: MERGING AND CUTTING GRADUATE PROGRAMS**      **CONFERENCE 6-7**

*Facilitators: Bruce J. Cochrane, Associate Provost and Dean, Graduate School, Miami University*

*Sally Francis, Dean in Residence, Council of Graduate Schools*

**HOT TOPIC: SERVING NON-TRADITIONAL STUDENTS: PSM, ONLINE AND OTHER METHODS**      **SALON DEL MAR**

*Facilitators: Joseph Benoit, Dean, Graduate School, University of North Dakota*

*Lisbeth Borbye, Assistant Dean, Professional Education, North Carolina State University*

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

**1:30 PM - 3:00 PM****CONCURRENT DEAN DIALOGUES****MAKING THE NRC RESEARCH DOC STUDY WORK FOR YOUR GRADUATE SCHOOL****SAN GERONIMO A**

The NRC study provides an extensive database that can be used to explore relationships among various program characteristics and to construct program ratings based on weights from faculty surveys or weights based on individual institutional values. This session will primarily address how to improve your programs based on the study, and how to best assess your programs in comparison with others.

*Speakers:* Charlotte Kuh, Deputy Executive Director, Policy and Global Affairs, National Research Council  
Andrew Szeri, Dean, University of California, Berkeley  
Lisa Tedesco, Vice Provost, Academic Affairs and Dean, Graduate School, Emory University

**STRATEGIC PLANNING IN A TIME OF LIMITED RESOURCES****SAN GERONIMO C**

Universities today are facing unprecedented fiscal challenges. These challenges must be addressed in ways that ensure the maintenance of high quality educational programs in the short run while positioning the university for future generations. Academic leaders will lead a discussion on strategies to manage the current and foreseeable budget cuts while sustaining the mission of the university.

*Speakers:* Debasish Dutta, Associate Provost and Dean, Graduate College, University of Illinois at Urbana-Champaign  
Nancy Marcus, Dean, Graduate School, Florida State University  
Richard Wheeler, Interim Vice Chancellor for Academic Affairs and Vice Provost, University of Illinois at Urbana-Champaign

**3:45 PM - 8:00 PM****SPECIAL EVENT: "A PUERTO RICAN EVENING" SPONSORED BY THE UNIVERSIDAD DEL TURABO****HOTEL LOBBY**

Depart by bus from the Caribe Hilton for an evening of Puerto Rican music, arts and crafts, cocktails and hors d'oeuvres to be held at the historic Casa Rectoria on the campus of the Universidad del Turabo. The evening will begin at the art museum with a special exhibit and presentation and a welcome by the chancellor, and will continue with a cocktail reception and "Puerto Rican festival." The evening will conclude with a bus ride back to the Caribe Hilton. Ticket Price: \$25.

**7:30 AM - 3:00 PM****REGISTRATION****SAN CRISTOBAL FOYER****7:30 AM - 8:30 AM****UPDATE FROM THE GRE® AND TOEFL® PROGRAMS AT ETS****LAS OLAS**

Learn all about the plans for the GRE® revised General Test, find out what's new in the TOEFL testing program, and get an update on the ETS® Personal Potential Index and other ETS initiatives for graduate programs and applicants.

*Presenter:* David Payne, Vice President and COO, Educational Testing Service

**9:00 AM - 10:30 AM****PLENARY III: THE USE AND ABUSE OF SOUND BITES AND LANGUAGE IN COMMUNICATIONS****SAN CRISTOBAL A-G**

This session will provide a detailed review of the evolution of sound bites in media and general communications with a particular emphasis on what works and doesn't work on a practical basis in a university environment. Selected video clips from business, political, and university communications will be used to demonstrate and elaborate on each point of discussion.

*Chair:* Karen Weddle-West, Vice Provost, Graduate Studies, University of Memphis  
*Speaker:* Stephen Allen, Partner, SalientPoint, LLC



**10:30 AM - 11:00 AM MORNING REFRESHMENT BREAK SAN CRISTOBAL FOYER**  
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**11:00 AM - 12:15 PM HOT TOPIC SESSIONS**

**HOT TOPIC: JOINT BACHELOR/MASTER’S DEGREES FLAMINGO AB**  
*Facilitators: Harry Richards, Dean, Graduate School, University of New Hampshire*  
*Dorris Robinson-Gardner, Dean, Division of Graduate Studies, Jackson State University*

**HOT TOPIC: ENROLLMENT MANAGEMENT FLAMINGO CD**  
*Facilitators: Neville Pinto, Vice Provost and Dean, Graduate School, University of Cincinnati*  
*Teresa Scandura, Dean, Graduate School, University of Miami*

**HOT TOPIC: CRISES COMMUNICATIONS SALON TROPICAL**  
*Facilitator: Stephen Allen, Partner, SalientPoint, LLC*

**HOT TOPIC: COMMUNICATING THE VALUE OF ART, DESIGN AND HUMANITIES DEGREES CONFERENCE 3-5**  
*Facilitators: Edward Dupuy, Dean, Graduate Studies, Savannah College of Art and Design®*  
*Carolyn Hodges, Vice Provost and Dean, Graduate School, University of Tennessee*

**HOT TOPIC: NON-ACADEMIC CAREER PATHWAYS CONFERENCE 6-7**  
*Facilitators: David King, Dean, Graduate Studies and Research, SUNY Oswego*  
*Sandra Morgen, Vice Provost Graduate Studies and Associate Dean, University of Oregon*

**HOT TOPIC: PROFESSIONAL DOCTORATE SALON DEL MAR**  
*Facilitators: Barbara Evans, Dean, Faculty of Graduate Studies, University of British Columbia*  
*Charles A. Wight, Dean, Graduate School, University of Utah*

**12:15 PM - 1:45 PM NETWORKING LUNCH LAS OLAS**

**12:15 PM - 1:45 PM CGS RESEARCH ADVISORY TASK FORCE LUNCH EXECUTIVE BOARD ROOM**

**CONCURRENT TECHNICAL WORKSHOPS**

**2:00 PM - 4:00 PM 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.  
*Chair: Deirdre Mageean, Vice Chancellor, Research and Graduate Studies, East Carolina University*  
*Speaker: Stephen Allen, Partner, SalientPoint, LLC*

**2:00 PM - 5:00 PM****PHD COMPLETION PROJECT: PROMISING PRACTICES TO PROMOTE STUDENT SUCCESS****SAN CRISTOBAL E-G**

Deans from four PhD Completion Project partner institutions will describe interventions designed to improve completion rates and reduce attrition in doctoral programs. Presentations will highlight challenges and lessons learned in the implementation phase, as well as the perceived effectiveness of the interventions to date.

*Speakers: Maureen Grasso, Dean, Graduate School, University of Georgia  
Karen Klomparens, Dean, Graduate School, Michigan State University  
Steven Matson, Dean, Graduate School, University of North Carolina, Chapel Hill  
Patrick Osmer, Vice Provost, Graduate Studies and Dean, Graduate School, The Ohio State University  
Robert Sowell, Vice President, Programs and Operations, Council of Graduate Schools*

**7:45 AM - 8:30 AM****CGS CONTINENTAL BREAKFAST****SALON DEL MAR****8:30 AM - 11:00 AM****INSTITUTIONAL APPROACHES TO RESEARCH AND SCHOLARLY INTEGRITY****LAS OLAS**

What role can graduate schools play in motivating and shaping programs to educate graduate students in the responsible and ethical conduct of research and scholarship? PI's from the CGS Project for Scholarly Integrity and from prior CGS RCR initiatives will discuss comprehensive institutional approaches including climate assessment and a range of innovative curricular and administrative interventions.

*Speakers: Jan Allen, Associate Dean, PhD Programs, Columbia University  
Henry Foley, Vice President, Research and Dean, Graduate School, Penn State University  
Karen Klomparens, Dean, Graduate School, Michigan State University*

**Special Thanks to our  
University Hosts and Meeting Sponsors:**

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# Upcoming Meetings

Council of Graduate Schools

**50<sup>th</sup>**  
anniversary

**ANNUAL MEETING**

Dec. 1-4, 2010 | Washington, DC

CGS 50th  
Annual Meeting  
December 1-4, 2010  
JW Marriott  
Washington, DC

CGS 2011  
New Deans Institute  
and Summer Workshop  
for Graduate Deans  
July 9-13, 2011  
Hyatt Regency Monterey  
Monterey, CA

Council of Graduate Schools  
**SUMMER  
WORKSHOP**



For Graduate Deans  
and  
**NEW DEANS INSTITUTE**