

7:30 AM - 5:00 PM	REGISTRATION AND TICKET SALES	REGENCY FOYER
7:30 AM - 8:30 AM	CGS CONTINENTAL BREAKFAST	REGENCY 4-5
8:30 AM - 9:00 AM	WELCOME AND INTRODUCTIONS <i>Debra W. Stewart, President, Council of Graduate Schools</i> <i>Patrick Osmer, Chair, Board of Directors, Council of Graduate Schools and Vice Provost, Graduate Studies, and Dean, Graduate School, The Ohio State University</i>	REGENCY 1-2
9:00 AM - 9:45 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>Chair: George Justice, Vice Provost for Advanced Studies and Dean, Graduate School, University of Missouri, Columbia</i> <i>Speakers: Brenda Brouwer, Vice Provost and Dean, Graduate Studies, Queen's University</i> <i>Karen Butler-Purry, Associate Provost, Graduate Studies, Texas A&M University</i> <i>Dwight McBride, Dean, Graduate School, Northwestern University</i>	REGENCY 1-2
9:45 AM - 10:30 AM	SESSION II: GOVERNANCE AND ORGANIZATION 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. <i>Speakers: Jeffery Gibeling, Dean, Graduate Studies, University of California, Davis</i> <i>Orlando Taylor, President, Chicago School of Professional Psychology</i> <i>Jo Rae Wright, Vice Provost and Dean, Graduate School, Duke University</i>	REGENCY 1-2
10:30 AM - 11:00 AM	MORNING REFRESHMENTS	REGENCY TERRACE
11:00 AM - 12:15 PM	SESSION III: BUDGET AND STAFF MANAGEMENT STRATEGIES 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: Harry Richards, Dean, Graduate School, University of New Hampshire</i> <i>George Walker, Vice President for Research and Graduate Studies, Cleveland State University</i>	REGENCY 1-2
12:15 PM - 1:45 PM	NETWORKING LUNCH	REGENCY 4-5
1:45 PM - 3:00 PM	SESSION IV A: POLITICAL ENGAGEMENT 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. <i>Speakers: Robert Augustine, Dean, Graduate School, Eastern Illinois University</i> <i>Patricia McAllister, Vice President, Government Relations and External Affairs, Council of Graduate Schools</i> <i>Lisa Tedesco, Vice Provost, Academic Affairs and Graduate Studies and Dean, Graduate School, Emory University</i> <i>James Wimbush, Dean, University Graduate School, Indiana University</i>	REGENCY 1-2

1:00 PM - 1:30 PM OVERVIEW OF GRADUATE EDUCATION AND CGS REGENCY MAIN
Debra W. Stewart, President, Council of Graduate Schools

1:30 PM - 3:00 PM PLENARY I: TRANSFORMATIONS IN THE HUMANITIES AND REGENCY MAIN
IMPLICATIONS FOR GRADUATE EDUCATION
 Humanities fields are changing. Inside and outside universities, an increasing focus on applied knowledge has challenged disciplines to justify their usefulness and purpose. Meanwhile, as digital technologies create new tools for humanities research and teaching, scholars are rethinking the practices and purposes that once defined their disciplines. Distinguished literary scholar Seth Lerer will discuss the role of graduate education in responding to these changes and sustaining support for humanistic disciplines during times of shrinking resources.
Chair: Carolyn Hodges, Vice Provost and Dean, Graduate School, University of Tennessee
Speaker: Seth Lerer, Dean, Arts and Humanities and Distinguished Professor of Literature, University of California, San Diego
Respondents: Dwight McBride, Dean, Graduate School, Northwestern University
Tyrus Miller, Vice Provost and Dean, Division of Graduate Studies, University of California, Santa Cruz

3:00 PM - 3:30 PM AFTERNOON REFRESHMENT BREAK REGENCY TERRACE
SPONSORED BY
SAN JOSE STATE UNIVERSITY
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UNIVERSITY OF NORTH DAKOTA
WASHINGTON STATE UNIVERSITY

3:30 PM - 5:00 PM CONCURRENT DEAN DIALOGUES
APPROACHES TO UNDERSTANDING AND TRACKING CAREER PATHWAYS REGENCY 1-2
 Career pathways for PhD and master’s students are evolving and diversifying, especially in non-academic sectors. Many universities are seeking to expose students to a broader range of available career options and to capture employment outcomes with refined tracking mechanisms. Learn more about new approaches to facilitating diverse career pathways and using outcomes data to promote student success.
Speakers: Cynthia Fuhrmann, Program Director, Academic Career Development, University of California, San Francisco
Theresa O’Brien, Director of Research Strategy and Special Projects, University of California, San Francisco
Patrick Osmer, Chair, Board of Directors, Council of Graduate Schools and Vice Provost, Graduate Studies, and Dean, Graduate School, The Ohio State University
William Russel, Dean, Graduate School, Princeton University

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

WORKING WITH EXTERNAL PARTNERS FOR INTERNATIONAL RECRUITMENT

REGENCY 4-5

The use of external partners in recruiting international graduate students is a recently emerging practice. Several companies such as INTO, IDP, Kaplan, Navitas, and many individual agencies offer services in this arena. This session will focus on the expansion of this practice into the graduate enterprise and will consider the role of the graduate school in such relationships, identify the benefits of these partnerships, and raise areas of caution.

Speakers: *Michael Allen, Vice Provost for Research and Dean, Graduate Studies, Middle Tennessee State University*
Peter Cunningham, Associate Dean, College of Graduate Studies, Middle Tennessee State University
Rosemary Garagnani, Assistant Dean, Graduate School, Oregon State University
Brenda McComb, Dean, Graduate School, Oregon State University

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

SPYGLASS PROMENADE

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

PEBBLE BEACH

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

REGENCY FOYER

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

REGENCY 1-3

Learn about recent changes and enhancements to ProQuest's Dissertations and Master's Theses publishing. The presentation will include an update on electronic submission and the new features and services added to the UMI ETD Administrator. In addition, attendees will learn about ProQuest's open access publishing and how it differs from what universities offer.

Presiders: *Marlene Coles, Partner Relations Manager, ProQuest/UMI*
Austin McLean, Director, Scholarly Communication and Dissertation Publishing, ProQuest/UMI

9:00 AM - 10:30 AM **PLENARY II: IMPROVING COMMUNICATION: USING IMPROVISATIONAL THEATRE TRAINING AS A PROFESSIONAL DEVELOPMENT TOOL FOR GRADUATE STUDENTS**

REGENCY MAIN

Regardless of a graduate student's career path, communication is key to success. With help from members of The National Theatre of the World, this interactive session demonstrates how improvisation training can IMPROVe a range of communication skills. Through simple improv games, students learn to enhance active listening, to work cooperatively, to maintain flexibility when developing ideas, and to accept and work with ideas presented by others. Partnering with local professional theatre companies to develop and provide improv training programs can also enhance community-university relations, and provide graduate students with broader cultural experiences.

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

Speaker: *Ron Ullrich, Managing Artistic Director, Theatre Aquarius*

Actors: *Matt Baram, Co-Artistic Director, National Theatre of the World*
Naomi Snieckus, Co-Artistic Director, National Theatre of the World

10:00 AM - 11:30 AM **“THERE’S A DEAN IN MY LIFE!”** **SPYGLASS 2**

A PANEL FOR DEAN SPOUSES AND PARTNERS

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, Marsha Gibeling and Victoria Rasmussen

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

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CALIFORNIA STATE UNIVERSITY, LONG BEACH

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NAVAL POSTGRADUATE SCHOOL

UNIVERSITY OF CALIFORNIA, SANTA CRUZ

UNIVERSITY OF MINNESOTA

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

HOT TOPIC: ONLINE EDUCATION **REGENCY 1**

*Facilitators: Michael Frank, Senior Vice President for Academic Programs and Dean, Graduate School of Management and Technology, University of Maryland University College
Bonnie Melhart, Associate Provost and Dean, University Programs, Texas Christian University*

HOT TOPIC: GRADUATE STUDENT QUALITY OF LIFE **REGENCY 2**

*Facilitators: Carl Fox, Vice Provost, Montana State University
Amy McCandless, Dean, Graduate School, College of Charleston*

**HOT TOPIC: ESTABLISHING POST DOCTORAL STUDIES OFFICES
IN GRADUATE SCHOOLS** **REGENCY 3**

*Facilitators: Eric Andersson, Assistant Director, University of South Florida
Karen Liller, Dean, Graduate School and Associate Vice President, Research and Innovation, University of South Florida*

HOT TOPIC: LEVERAGING INTERNATIONAL VISITS **REGENCY 4**

*Facilitators: Diana Carlin, Associate Vice President, Graduate Education, Saint Louis University
Andrew Comrie, Associate Vice President, Research and Graduate Dean, University of Arizona
Wade Parkhouse, Dean, Graduate Studies, Simon Fraser University*

HOT TOPIC: DEANS’S WORK/LIFE BALANCE **REGENCY 5**

*Facilitators: Ramona Mellott, Graduate Dean, Northern Arizona University
Gregory Sterling, Dean, Graduate School, University of Notre Dame*

HOT TOPIC: MANAGING PROGRAM AND STAFF CUTS **REGENCY 6**

*Facilitators: Gale Morrison, Dean, Graduate Division, University of California, Santa Barbara
Andrew Sustich, Dean, Graduate School, Arkansas State University*

12:15 PM - 1:30 PM **NETWORKING LUNCH** **SPYGLASS PROMENADE**

1:30 PM - 3:00 PM CONCURRENT DEAN DIALOGUES**OUTCOMES ASSESSMENT IN MASTER'S AND PHD PROGRAMS****REGENCY 1-2**

Outcomes assessment is core to graduate program review and institutional accreditation, but there is not yet broad agreement about what constitutes best practices in the definition of outcomes for graduate programs. Discussion will focus on key questions such as: How large a role should content knowledge vs. skills related to career objectives and trajectories play in this definition? To what extent should outcomes be common across the disciplines and to what degree should they be specific to disciplinary and institutional contexts? What are the risks and benefits of different approaches? How are data used?

*Speakers: Maria Di Stefano, Dean, Graduate Studies, Truman State University
Barbara Knuth, Vice Provost and Dean, Graduate School, Cornell University
James Sterling, Vice President, Academic Affairs and Dean of Faculty, Keck Graduate Institute*

BEST PRACTICES IN DEVELOPING AND MAINTAINING DECISION MAKING DATA AT THE GRADUATE LEVEL**REGENCY 4-5**

Graduate schools are in a natural position to provide an overview to broad trends in enrollment (applications, acceptances, yields), diversity, degree completion, and many other topics. This session will discuss some of the kinds of data that are most useful, while also noting some of the challenges in data collection, presentation and distribution.

*Speakers: Gerald Baldasty, Vice Provost and Dean, Graduate School, University of Washington
Patricia Bishop, Vice Provost and Dean, Graduate Studies, University of Central Florida*

3:15 PM - 4:15 PM**SPECIAL SESSION: NSF PROGRAMS IN GRADUATE EDUCATION****REGENCY 4-5**

The National Science Foundation (NSF) has several programs that support graduate students and innovations in graduate education in science and engineering. Highlighted in this session will be the NSF Graduate Research Fellowship Program (GRFP), Integrative Graduate Education and Research Traineeships (IGERT), and Alliances for Graduate Education and the Professoriate (AGEP). Brief presentations will be provided on recent developments in these programs followed by an opportunity for discussion. An intended focus for discussion in this session will be the policies in these programs and the impacts they have in achieving the goals of NSF and the academic institutions.

*Chair: James Wimbush, Dean, University Graduate School, Indiana University
Speakers: Jessie DeAro, Program Director, National Science Foundation
Gisèle Muller-Parker, Program Director, National Science Foundation
Melur Ramasubramanian, Program Director, National Science Foundation*

3:15 PM - 4:45 PM**CGS/COE McNAIR COMMITTEE MEETING****WINDJAMMER 1****6:45 PM - 10:30 PM****MONTEREY BAY AQUARIUM DINNER****MEET AT SOUTH ENTRANCE/CONF. CENTER**

Depart by bus from the Hyatt Regency for a unique after-hours experience at the Monterey Bay Aquarium. For this exclusive event, open only to CGS meeting attendees, the evening will begin with a beer and wine reception. Once the sea otters have gone to sleep, the buffet dinner will begin. During dinner, you may dine beside the awe-inspiring Kelp Forest or in the Monterey Bay Habitats area where you will experience the diversity of sea life that lives in the bay right outside the Aquarium. Following dinner, you can stroll through the galleries in the Ocean's Edge Wing and explore touch pools, pet a bat ray, and view the kaleidoscope of creatures in the waters of Monterey Bay. Ticket Price: \$90 includes entrance to the Aquarium, reception and dinner. *Pre-registration is required.*

- 7:30 AM - 3:00 PM** **REGISTRATION** **REGENCY FOYER**
- 7:30 AM - 8:30 AM** **BREAKFAST: UPDATE FROM THE GRE® AND TOEFL® PROGRAMS AT ETS** **REGENCY 1-3**
 Get the latest information to help you get ready 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.
Presiders: David Payne, Vice President and COO, Educational Testing Service
Eileen Tyson, Executive Director, Educational Testing Service
- 9:00 AM - 10:30 AM** **PLENARY III: POSITIONING GRADUATE EDUCATION IN A COMPETITIVE FUNDRAISING ENVIRONMENT** **REGENCY MAIN**
 While graduate deans are increasingly serving as leaders on the university fundraising team, numerous challenges remain. This session will address a variety of strategies to enhance participation of graduate education in the larger university development planning, crafting a message with authority to the university and appealing to donors by using research-based strategies for donor development. Joe Golding, CEO of one of the nation's leading philanthropic research companies, will also address how donors' views of philanthropy have rapidly evolved as a result of changing attitudes and the economic crisis, and how deans can engage donors more effectively. The plenary will include several video clips of donors and deans discussing philanthropic experiences.
Chair: Maureen Grasso, Dean, Graduate School, University of Georgia
Speaker: Joe Golding, Chairman and CEO, Advancement Resources
- 10:30 AM - 11:00 AM** **MORNING REFRESHMENT BREAK** **REGENCY TERRACE**
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CREIGHTON UNIVERSITY
LA SIERRA UNIVERSITY
LOMA LINDA UNIVERSITY
PORTLAND STATE UNIVERSITY
UNIVERSITY OF OREGON
- 11:00 AM - 12:15 PM** **HOT TOPIC SESSIONS**
- HOT TOPIC: ENHANCING DIVERSITY EFFORTS** **REGENCY 1**
Facilitators: Allan Headley, Dean, Graduate Studies and Research, Texas A&M University-Commerce
Barbara Wilcots, Associate Provost, Graduate Studies, University of Denver
- HOT TOPIC: GRADUATE STUDENT FUNDING** **REGENCY 2**
Facilitators: Philip Cohen, Vice Provost, Academic Affairs and Dean, Graduate School, University of Texas at Arlington
John Keller, Associate Provost and Dean, Graduate College, University of Iowa
- HOT TOPIC: GRADUATE INTELLECTUAL COMMUNITIES** **REGENCY 3**
Facilitators: Chris Golde, Associate Vice Provost, Graduate Education, Stanford University
Laine Scales, Associate Dean, Graduate Studies and Professional Development, Baylor University
- HOT TOPIC: USING TECHNOLOGY TO COMMUNICATE WITH GRADUATE STUDENTS** **REGENCY 4**
Facilitators: Karen DePauw, Vice President and Dean, Graduate Education, Virginia Tech
Christine Ortiz, Dean, Graduate Education, Massachusetts Institute of Technology

- 11:00 AM - 12:15 PM** **HOT TOPIC SESSIONS (CONTINUED)**
- HOT TOPIC: COMMUNICATING THE ROLE AND IMPORTANCE OF GRADUATE EDUCATION** **REGENCY 5**
*Facilitators: Steven Matson, Dean, Graduate School, University of North Carolina, Chapel Hill
Charles A. Wight, Dean, Graduate School, University of Utah*
- HOT TOPIC: ASSESSING INTERNATIONAL COLLABORATIONS** **REGENCY 6**
*Facilitators: Michelle Marks, Associate Provost, Graduate Education, George Mason University
Henning Schroeder, Vice Provost and Dean, Graduate Education, University of Minnesota*
- 12:15 PM - 1:45 PM** **NETWORKING LUNCH** **SPYGLASS PROMENADE**
- CONCURRENT TECHNICAL WORKSHOPS**
- 2:00 PM - 5:00 PM** **COACHING TO ACHIEVE BREAKTHROUGH PERFORMANCE AND RESOURCE DEVELOPMENT** **REGENCY 1-2**
In this technical workshop you will learn new donor engagement and development concepts, processes, tools, and metrics, based on new research into donor motivation. You will learn the essential role of the dean in building broad-based and passionate private support. Emphasis will be on strategies and tactics for understanding donor motivation and matching donor passions to your funding priorities.
*Chair: John Stevenson, Dean, Graduate School, University of Colorado, Boulder
Speaker: Joe Golding, Chairman and CEO, Advancement Resources*
- 2:00 PM - 5:00 PM** **PROMOTING A DIVERSE AND INCLUSIVE STUDENT POPULATION: HOW TO WRITE AN AWARD-WINNING GRANT** **REGENCY 4-5**
Past winners of the *ETS/CGS Award for Innovation in Promoting Success in Graduate Education: From Admission through Completion* will share the ideas and processes they followed for a successful proposal. A member of the Award Committee will discuss what they have looked for in making their decisions.
*Speakers: David Francko, Associate Provost and Dean, Graduate School, University of Alabama
Jeffery Gibeling, Dean, Graduate Studies, University of California, Davis
Judith Stoddart, Associate Dean, Michigan State University
Karen Weddle-West, Vice Provost, Graduate Studies, University of Memphis*

- 7:45 AM - 8:45 AM** **CGS CONTINENTAL BREAKFAST** **WINDJAMMER 2-4**
- 9:00 AM - 12:00 PM** **NEW RESOURCES IN THE PSI TOOLBOX** **CYPRESS 1-3**
Graduate deans and RCR leaders will discuss new tools to advance research ethics and RCR education: surveys to assess campus needs, DVDs to engage the whole community, and online resources.
*Chair: Daniel Denecke, Program Director, Best Practices and Publications, Council of Graduate Schools
Speakers: Loc Nguyen-Khoa, Education Specialist, Division of Education and Integrity, US Office of Research Integrity
Neville Pinto, Vice Provost and Dean, Graduate School, University of Cincinnati
Jo Rae Wright, Vice Provost and Dean, Graduate School, Duke University*