

- 8:00 AM - 5:00 PM** **REGISTRATION AND TICKET SALES** **SAN CRISTOBAL FOYER**
- 8:00 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
Mary Ann Mason, Chair, Board of Directors, Council of Graduate Schools and Dean of the Graduate Division, University of California, Berkeley
- 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. Here, four deans who are themselves "freshman" deans at their institutions, having finished their first years in the position, will report on their experiences. In the session, we will hear from two deans who are relatively new to graduate school administration and two deans who, though experienced as graduate deans, are new to their universities. 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 in the first year of the job?" and "What was my biggest challenge and my most effective strategy for overcoming this challenge?"
Chair: George Walker, Vice President, Research and Dean of the University Graduate School, Florida International University
Speakers: Peter Diffley, Dean of Graduate Studies, University of Hartford
Jacqueline Huntoon, Dean, Graduate School, Michigan Technological University
Jo Rae Wright, Dean, Graduate School, Duke University
- 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 organizational and governance 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: Karen DePauw, Vice Provost for Graduate Studies and Dean of the Graduate School, Virginia Tech
William Russel, Dean, Graduate School, Princeton University
- 10:30 AM - 11:00 AM** **MORNING REFRESHMENTS** **SAN CRISTOBAL FOYER**
SPONSORED BY
GRADUATE SCHOOL OF THE UNIVERSITY OF ALABAMA
UNIVERSITY OF FLORIDA
COLLEGE OF GRADUATE STUDIES, MEDICAL UNIVERSITY OF SOUTH CAROLINA
- 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 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: Robert Augustine, Dean, Graduate School, Eastern Illinois University
Karen Klomparens, Dean of the Graduate School, Michigan State University
- 12:15 PM - 1:45 PM** **NETWORKING LUNCH** **FLAMINGO**

- 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: *Diana Carlin, Dean in Residence, Council of Graduate Schools and Immediate Past Dean of the Graduate School, University of Kansas*
Speakers: *Maureen Grasso, Dean, Graduate School, University of Georgia*
 Patricia McAllister, Vice President, Government Relations and External Affairs, Council of Graduate Schools
 Dorris Robinson-Gardner, Dean, Division of Graduate Studies, Jackson State University
- 1:45 PM - 3:00 PM** **SESSION IVB: GRADUATE ADMISSIONS OVERVIEW FOR ASSOCIATE/ASSISTANT DEANS** **SAN CRISTOBAL E-G**
 Graduate admissions policies and processes are among the key factors in defining the quality and character of a university's graduate programs. Speakers in this session will address the graduate admissions process as seen from a dean's perspective. Organizational structure, admission processes and financial aid decisions, as well as other special issues in graduate admissions will be addressed.
Chair: *Victoria Rodriguez, Vice Provost and Dean of Graduate Studies, University of Texas at Austin*
Speakers: *James Schaefer, Associate Dean, Georgetown University*
 Kristin Williams, Executive Director, Graduate Student Enrollment Management, George Washington University
- 3:00 PM - 3:30 PM** **AFTERNOON REFRESHMENT BREAK** **SAN CRISTOBAL FOYER**
 SPONSORED BY
 UNIVERSITY OF ARKANSAS
 UNIVERSITY OF CENTRAL 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, 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: *Duane Larick, Associate Dean, North Carolina State University*
 Eva Pell, Senior VP for Research and Dean of the Graduate School, Pennsylvania State 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.

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- ⌘ **E-mail terminals will be available for all participants on Monday and Tuesday from 8:00 am - 6:00 pm. E-mail sessions are limited to 15 minutes. Printers will not be provided.**
 - ⌘ **CGS Materials Exchange will be found on tables in the back of San Cristobal beginning on Sunday.**

- 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**
- 9:00 AM - 12:00 PM SPECIAL EVENT: CAPITOL BUILDING AND OLD SAN JUAN TOUR HOTEL LOBBY**
 A fine example of Italian Classical Renaissance architecture, the Capitol houses the Commonwealth’s House of Representatives and the Senate. The interior is highlighted by murals and mosaics depicting Puerto Rico’s history. From the Capitol, the tour continues with a visit to Fort San Cristobal, a mainstay of the San Juan fortification system, and to Plaza Colon to explore shops, boutiques and art galleries.
 Ticket price: \$40. 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 - 2:00 PM OVERVIEW OF HIGHER EDUCATION ISSUES IN CONGRESS SAN CRISTOBAL A-G**
President: Ana Guadalupe, Dean of Graduate Studies and Research, University of Puerto Rico, Rio Piedras Campus
Speaker: The Honorable Luis G. Fortuño, Resident Commissioner of Puerto Rico
- 2:00 PM - 3:00 PM PLENARY I: MOVING FORWARD IN FINANCING GRADUATE EDUCATION SAN CRISTOBAL A-G**
 More students than ever before are seeking financial assistance to pay for graduate education. At the same time, fellowships and stipends from the federal government have not kept pace with increasing student need for assistance, and more graduate students are taking student loans as a result. This session will give the perspective of two deans on the new and emerging best practices they are using to adequately fund master’s and doctoral students in the face of increasing use of student loans and other non-traditional sources of aid.
President: Kenneth Redd, Director of Research and Policy Analysis, Council of Graduate Schools
Speakers: Timothy Barbari, Dean of the Graduate School, Georgetown University
Nancy Marcus, Dean, Graduate Studies, Florida State University
- 3:00 PM - 3:30 PM AFTERNOON REFRESHMENT BREAK SAN CRISTOBAL FOYER**
 SPONSORED BY
 ARKANSAS STATE UNIVERSITY
 GRADUATE SCHOOL OF THE COLLEGE OF CHARLESTON
 GEORGIA SOUTHERN UNIVERSITY
- 3:30 PM - 5:00 PM CONCURRENT DEAN DIALOGUES**
- DEAN DIALOGUE 1: GROWING THE PSM SAN GERONIMO C**
 The Professional Science Master’s initiative is over 10 years old, and is well past the “proof-of-concept” stage. New programs are being developed at a variety of institutions, and the goal now is “scale-up and sustainability.” We will discuss strategies being employed to reach that goal from the standpoint of a funder/facilitator, an implementer, and an employer/advisor.
President: Carol Lynch, Senior Scholar in Residence and Program Director, Professional Master’s Initiatives, Council of Graduate Schools
Speakers: Keith Boyum, Associate Vice Chancellor, Academic Affairs, California State University
Michael Teitelbaum, Vice President, Alfred P. Sloan Foundation
Phil Tuchinsky, Technical Expert, Infotronics and System Analytics Dept., Ford Motor Company, retired

SUMMER WORKSHOP

SUNDAY, JULY 8, 2007

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

DEAN DIALOGUE 2: NRC RESEARCH DOCTORAL ASSESSMENT **LAS OLAS**

CGS and the NRC have engaged in an ongoing dialogue about the Assessment of Research Doctorate Programs. The report is now planned for release in December, 2007. Although it is not yet complete, we will discuss the principal topics covered, describe plans for the database that will be released simultaneously, and review the methodology for ratings and rankings. The study committee will be finalizing its report in August, so this will be an excellent time for deans to discuss what they would like to see in the report and the database.

Speakers: *Charlotte Kuh, Deputy Executive Director, Policy and Global Affairs, National Research Council*
Jeremiah Ostriker, Professor of Astrophysical Sciences, Princeton University and Chair, NRC Committee
Richard Wheeler, Dean of the Graduate College, University of Illinois at Urbana-Champaign

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

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

SUMMER WORKSHOP

MONDAY, JULY 9, 2007

7:30 AM - 3:30 PM **REGISTRATION AND TICKET SALES** **SAN CRISTOBAL FOYER**

7:30 AM - 8:30 AM **BREAKFAST WITH UMI DISSERTATIONS PUBLISHING** **LAS OLAS**

Presider: *Cathleen May, Director, Dissertations Publishing, ProQuest CSA*

9:00 AM - 10:30 AM **PLENARY II: CREATING, FINANCING AND SUSTAINING INTERDISCIPLINARY PROGRAMS** **SAN CRISTOBAL A-G**

The focus of this session is on identifying strategies for successfully supporting interdisciplinary graduate programs. The participating deans will share their experiences and will address challenges and solutions with regard to creating interdisciplinary programs, financing them, and sustaining their intellectual health. Particular attention will be given to the ways in which the culture of the institution shapes both the administrative and academic structures of these programs.

Chair: *Jeffery Gibeling, Dean, Graduate Studies, University of California, Davis*
Speakers: *Susan Avery, Dean of the Graduate School, University of Colorado, Boulder*
Andrew Comrie, Dean of the Graduate College, University of Arizona

10:00 AM - 11:30 AM **"THERE'S A DEAN IN MY LIFE!"** **CONFERENCE 10**
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, Sally Boudinot and Marsha Gibeling*

10:30 AM - 11:00 AM **MORNING REFRESHMENT BREAK** **SAN CRISTOBAL FOYER**
 SPONSORED BY
 CLEMSON UNIVERSITY
 EMORY UNIVERSITY
 FLORIDA STATE UNIVERSITY
 UNIVERSITY OF ALABAMA AT BIRMINGHAM
 UNIVERSITY OF TAMPA

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

HOT TOPIC: DUAL AND JOINT DEGREES **SAN GERONIMO FOYER A**
*Facilitators: David Leyton-Brown, Executive Director, Ontario Council on Graduate Studies
 Terri Lomax, Dean of the Graduate School, North Carolina State University*

HOT TOPIC: HOW TO USE INSTITUTIONAL RESEARCH TO ADVANCE GRADUATE DEANS GOALS **SAN GERONIMO FOYER B**
*Facilitator: Mary Ann Mason, Chair, Board of Directors, Council of Graduate Schools and
 Dean of the Graduate Division, University of California, Berkeley*

HOT TOPIC: GRADUATE STUDENT LIFE **SAN GERONIMO FOYER C**
*Facilitator: Karen DePauw, Vice Provost for Graduate Studies and Dean of the Graduate
 School, Virginia Tech
 Henry Frierson, Associate Vice President and Dean, University of Florida*

HOT TOPIC: SMALLER GRADUATE PROGRAMS AND THE DEANS WHO MANAGE THEM **SALON DEL MAR**
*Facilitators: Brian Adler, Dean, the Graduate School, Valdosta State University
 Edelma Huntley, Dean, Appalachian State University*

HOT TOPIC: MODELS FOR WORKING WITH COLLEGE DEANS **CONFERENCE 3-5**
*Facilitators: Eva Pell, Senior VP for Research and Dean of the Graduate School, Pennsylvania
 State University
 James Wimbush, Dean, Indiana University*

HOT TOPIC: GRADUATE SCHOOLS AND POST DOC PROGRAMS **CONFERENCE 6-7**
*Facilitators: Brian Noe, Dean, Graduate School, University of Alabama at Birmingham
 Patrick Osmer, Vice Provost, Graduate Studies, and Dean of the Graduate School,
 Ohio State University*

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

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

DEAN DIALOGUE 3: BEST PRACTICES IN GRADUATE ADMISSIONS **SAN GERONIMO A**
 Graduate schools and programs have developed a wide range of policies, practices and approaches to graduate admissions in an effort to achieve key institutional and program objectives (e.g., creating a diverse student population, matching the theoretical orientations of faculty and students). In this session we will discuss some of the key issues that influence graduate admissions practices and also share "best practices" that have proven effective in addressing specific needs. The session is intended to be interactive and provide ample opportunities for participants to describe their practices, experiences and questions.
*Speakers: Samuel Attoh, Dean, Graduate School, Loyola University Chicago
 Suzanne Ortega, Vice Provost and Dean of the Graduate School, University of Washington*

SUMMER WORKSHOP

MONDAY, JULY 9, 2007

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

**DEAN DIALOGUE 4: REVIEWS OF GRADUATE DEANS
AND GRADUATE SCHOOLS**

SAN GERONIMO C

Dean Moheb Ghali will describe the review process used to review senior administrators at Western Washington University. Dean Sally Francis will describe the process used to review support/administrative units at Oregon State University. Participants will be offered an opportunity to share their own experiences and suggestions for those who may be engaged in similar processes at their institutions.

*Speakers: Sally Francis, Dean, Graduate School, Oregon State University
Moheb Ghali, Vice Provost for Research and Dean of the Graduate School, Western Washington University*

3:30 PM - 9:30 PM **SPECIAL EVENT: VISIT TO ARECIBO OBSERVATORY**

HOTEL LOBBY

Depart from the Caribe Hilton lobby at 3:30 pm for the bus ride to Arecibo Observatory, site of the world's largest single-dish radio telescope. As you travel across Puerto Rico to Arecibo, professors from the University of Puerto Rico will provide a narrated tour of the important features of Puerto Rico. The Arecibo Observatory is part of the National Astronomy and Ionosphere Center and is operated by Cornell University under a cooperative agreement with the National Science Foundation. Attendees will learn about the Observatory which is recognized as one of the most important national centers for research in radio astronomy, planetary radar and terrestrial aeronomy. The evening will conclude outdoors with a viewing of the magnificent telescope and a light buffet dinner. Comfortable clothing and shoes are recommended. Ticket Price: \$75. Pre-registration required.

SUMMER WORKSHOP

TUESDAY, JULY 10, 2007

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

SAN CRISTOBAL FOYER

7:30 AM - 8:30 AM **GRE/TOEFL BREAKFAST MEETING**

LAS OLAS

Changes in the content of the GRE General Test are being planned in light of the cancellation of the revised GRE General Test. GRE will describe the priorities and approaches identified by the GRE Board to introduce these and other changes. We will also discuss the newly introduced Personal Potential Index, a standardized evaluation of noncognitive skills, and the Pilot project underway to make this tool available for graduate admissions. TOEFL staff will also provide an update on the TOEFL iBT test, including information on student performance during the first 16 months of testing.

*Presiders: David Payne, Associate Vice President, Educational Testing Service
Eileen Tyson, Director, TOEFL Client Relations, Educational Testing Service*

9:00 AM - 10:30 AM **PLENARY III: THE PUBLIC ROLE OF THE GRADUATE DEAN:
TOOLS FOR ENHANCING THE MESSAGE OF GRADUATE EDUCATION**

SAN CRISTOBAL A-G

This session will provide strategies and tools for graduate deans in promoting the value of graduate education. Various videos will be used to highlight successful interactions with the media and others. Additional examples will highlight pitfalls to avoid when making the public case for graduate education.

*President: Robert Augustine, Dean, Graduate School, Eastern Illinois University
Speaker: Stephen Allen, Vice-President, Polestar Communications*

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

SPONSORED BY
ALABAMA A&M UNIVERSITY
UNIVERSITY OF GEORGIA

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

HOT TOPIC: FUNDRAISING **SAN GERONIMO FOYER A**

Facilitator: Maureen Grasso, Dean, Graduate School, University of Georgia

HOT TOPIC: CRISES COMMUNICATION **SAN GERONIMO FOYER B**

Facilitator: Stephen Allen, Vice-President, Polestar Communications

HOT TOPIC: GRIEVANCE POLICIES **SAN GERONIMO FOYER C**

Facilitators: Gregory Anderson, Vice Provost and Dean of the Graduate School, University of Connecticut

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

HOT TOPIC: PRACTICES AND TRENDS IN BOLOGNA DEGREES **SALON DEL MAR**

Facilitators: Diana Carlin, Dean in Residence, Council of Graduate Schools and Immediate Past Dean of the Graduate School, University of Kansas

James Moran, Vice Provost, Graduate Studies and Research, University of Denver

HOT TOPIC: HOW TO BALANCE PERSONAL RESEARCH AND ADMINISTRATIVE DUTIES **CONFERENCE 3-5**

*Facilitators: Susan Avery, Dean of the Graduate School, University of Colorado at Boulder
Claudia Mitchell-Kernan, Vice Chancellor, Graduate Studies and Dean, Graduate Division, University of California, Los Angeles*

HOT TOPIC: ENTREPRENEURSHIP IN GRADUATE EDUCATION **CONFERENCE 6-7**

Facilitators: Robert Bolla, Associate Provost for Research and Dean of the Graduate School, Bradley University

Andrew Comrie, Dean and Associate VP for Research, University of Arizona

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

CONCURRENT TECHNICAL WORKSHOPS

2:00 PM - 3:30 PM **EFFECTIVE USE OF POWERPOINT IN PUBLIC SPEAKING** **SAN GERONIMO FOYER B**

Review of strategies in crafting and techniques delivering PowerPoint presentations. Videos and examples of PowerPoint slides will be used to demonstrate key points. The session will also focus on the art of embedding messages in PowerPoint presentations as well as the use of "message enhancers." Delivery techniques will cover key visual and vocal metrics of a speaker under various situations.

Speaker: Stephen Allen, Vice-President, Polestar Communications

SUMMER WORKSHOP

TUESDAY, JULY 10, 2007

2:00 PM - 4:00 PM

CONCURRENT TECHNICAL WORKSHOPS (CONTINUED)

TECHNICAL WORKSHOP: RESPONSIBLE CONDUCT OF RESEARCH **SAN CRISTOBAL E-G**

This workshop incorporates presentations, best practices, and a case study to address three components of the training of graduate students in the responsible conduct of research (RCR). The workshop will begin with a presentation on the role of the graduate dean in RCR education. This presentation will be followed by a demonstration of a best practices project which used a public debate approach to RCR education to prepare graduate students for the public policy side of RCR. Finally, participants will review a case study titled "Whistleblowers, How to Protect Graduate Students Who Report RCR Violations."

Facilitators: Helen Frasier, Program Manager, Best Practices, Council of Graduate Schools
Robert Sowell, Vice President, Programs and Operations, Council of Graduate Schools

Speakers: Diana Carlin, Dean in Residence, Council of Graduate Schools and Immediate Past Dean of the Graduate School, University of Kansas
Philip Langlais, Vice Provost for Graduate Studies and Research, Old Dominion University

3:00 PM - 5:30 PM

CGS/COE McNAIR COMMITTEE MEETING

EXECUTIVE BOARDROOM

6:00 PM - 7:00 PM

NETWORKING RECEPTION

LAS OLAS TERRACE

SUMMER WORKSHOP

WEDNESDAY, JULY 11, 2007

7:45 AM - 8:45 AM

CGS CONTINENTAL BREAKFAST

SALON DEL MAR

9:00 AM - 12:00 PM

TECHNICAL WORKSHOP: PH.D. COMPLETION PROJECT

LAS OLAS

This workshop will include presentations by graduate deans and associate deans from Phase I and Phase II Ph.D. Completion Project Research Partners and from CGS project staff. Representatives from the institutions that were Research or Project Partners in Phase I of the project and that are Research Partners in Phase II will discuss ways they have used the attrition/completion data on their campuses and interventions they have implemented. A representative from an institution that did not participate in Phase I of the project but will be a project partner in Phase II will discuss plans for the project as presented in the Phase II proposal. CGS project staff will summarize a recent study of the demographics of and funding for doctoral students and will present analysis of exit survey data and attrition/completion data that have not been previously presented at CGS meetings.

Facilitators: Daniel Denecke, Co-Director, Ph.D. Completion Project, Council of Graduate Schools
Robert Sowell, Co-Director, Ph.D. Completion Project, Council of Graduate Schools

Speakers: Sheila Bonde, Dean, Graduate School, Brown University
Judith Devine, Associate Dean, Florida State University
Nancy Marcus, Dean of Graduate Studies, Florida State University
Kenneth Redd, Director of Research and Policy Analysis, Council of Graduate Schools
Kelly Tappenden, Associate Dean, University of Illinois at Urbana-Champaign
Richard Wheeler, Dean of the Graduate College, University of Illinois at Urbana-Champaign
Ting Zhang, Research Analyst, Council of Graduate Schools

12:00 PM

WORKSHOP CONCLUDES