

7:30 AM - 5:00 PM	REGISTRATION AND TICKET SALES	GRAND BALLROOM FOYER
8:00 AM - 8:30 AM	CGS CONTINENTAL BREAKFAST	GRAND BALLROOM F
8:30 AM - 9:00 AM	WELCOME AND INTRODUCTIONS <i>Debra W. Stewart, President, Council of Graduate Schools</i> <i>William Russel, Chair, Board of Directors, Council of Graduate Schools and Dean, Graduate School, Princeton University</i>	GRAND BALLROOM A-E
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. 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?" <i>Chair: Joseph Hellige, Vice President, Research and Graduate Studies, Loyola Marymount University</i> <i>Speakers: Timothy Barbari, Associate Provost, Research and Dean of the Graduate School, Georgetown University</i> <i>Norma Burgess, Dean, College for Graduate Studies, Chatham University</i> <i>Fred Hall, Vice Provost, Graduate Education and Dean, Graduate Studies, University of Calgary</i>	GRAND BALLROOM A-E
9:45 AM - 10:30 AM	SESSION II: GOVERNANCE AND ORGANIZATION 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. <i>Speakers: Robert Bolla, Associate Provost for Research and Dean, Graduate School, Bradley University</i> <i>Lewis Siegel, CGS/NSF Dean in Residence</i>	GRAND BALLROOM A-E
10:30 AM - 11:00 AM	MORNING REFRESHMENTS SPONSORED BY NORTHERN ARIZONA UNIVERSITY UNIVERSITY OF HOUSTON	GRAND BALLROOM FOYER
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: Karen Klomparens, Associate Provost and Dean, Graduate School, Michigan State University</i> <i>Philip Langlais, Vice Provost for Graduate Studies and Research, Old Dominion University</i>	GRAND BALLROOM A-E
12:15 PM - 1:45 PM	NETWORKING LUNCH	GRAND BALLROOM F

- 1:45 PM - 3:00 PM** **SESSION IVA: POLITICAL ENGAGEMENT** **GRAND BALLROOM A-E**
 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: Don Roth, Dean, Graduate School, University of Wyoming
Speakers: Patricia McAllister, Vice President, Government Relations and External Affairs, Council of Graduate Schools
Gale Morrison, Dean, Graduate Division, University of California, Santa Barbara
James Wimbush, Dean, Indiana University
- 1:45 PM - 3:00 PM** **SESSION IVB: GRADUATE ADMISSIONS AND FINANCING** **GRAND BALLROOM G-I**
OVERVIEW FOR ASSOCIATE/ASSISTANT DEANS
 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.
Chair: Andrew Comrie, Dean, Graduate College and Associate Vice President for Research, University of Arizona
Speakers: Duane Larick, Senior Associate Dean, Graduate School, North Carolina State University
Lisa Tedesco, Vice Provost and Dean, Graduate School, Emory University
- 3:00 PM - 3:30 PM** **AFTERNOON REFRESHMENT BREAK** **GRAND BALLROOM FOYER**
SPONSORED BY
TEXAS A&M UNIVERSITY
UNIVERSITY OF TEXAS AT DALLAS
UNIVERSITY OF TEXAS-PAN AMERICAN
- 3:30 PM - 4:45 PM** **SESSION V: PROGRAM QUALITY ASSESSMENT** **GRAND BALLROOM A-E**
 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: 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** **GRAND BALLROOM A-E**
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.

⌘ **E-mail terminals will be available for all participants on Monday from 8:00 am - 5:00 pm and Tuesday from 8:00 am - 4:00 pm. E-mail sessions are limited to 15 minutes. Printers will not be provided.**

8:00 AM - 5:00 PM REGISTRATION AND TICKET SALES GRAND BALLROOM FOYER

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

9:00 AM - 12:00 PM SPECIAL EVENT: BETTY FORD ALPINE GARDEN TOUR MARRIOTT HOTEL LOBBY
 Founded in 1985, the garden is named for Betty Ford in appreciation of her many contributions to the Vail Valley. At an altitude of 8,200 feet—one of the highest alpine gardens in North America—Betty Ford Alpine Gardens is in a unique position to grow and display a collection of plants that will thrive at high altitude. For this event, guests will enjoy a guided tour of this spectacular garden. Comfortable shoes are recommended. Ticket price: \$40. Pre-registration required.

1:00 PM - 1:30 PM OVERVIEW OF GRADUATE EDUCATION AND CGS GRAND BALLROOM A-E
Debra W. Stewart, President, Council of Graduate Schools

1:30 PM - 3:00 PM PLENARY I: ENHANCING THE MASTER’S DEGREE IN THE GRAND BALLROOM A-E
NATURAL SCIENCES
 The National Research Council of the National Academies recently completed a study on Enhancing the Master’s Degree in the Natural Sciences. Our speaker, who chaired the study committee, will highlight recommendations from the report emerging from the consideration of such issues as (relative to graduates from the natural sciences): employer needs for master’s level workforce and desired skills in employees, what is known about expectations of students who pursue the degree, what we’ve learned from existing efforts to reshape master’s education, and what programs in the sciences can learn from master’s programs in various professional fields. The respondents were committee members and are also members of the CGS PSM Advisory Board.
Chair: David Chapman, Dean, Graduate School, University of Utah
Speaker: Rita Colwell, Distinguished Professor Emerita, University of Maryland
Respondents: Donald Langenberg, Chancellor Emeritus, University of Maryland
Phil Tuchinsky, Owner, Tuchinsky BI, LLC

3:00 PM - 3:30 PM AFTERNOON REFRESHMENT BREAK GRAND BALLROOM FOYER
SPONSORED BY
ABILENE CHRISTIAN UNIVERSITY
UNIVERSITY OF DENVER
UNIVERSITY OF NEW MEXICO
UNIVERSITY OF NEBRASKA MEDICAL CENTER
UNIVERSITY OF TEXAS AT AUSTIN
UNIVERSITY OF TEXAS AT EL PASO

3:30 PM - 5:00 PM CONCURRENT DEAN DIALOGUES
UNDERSTANDING THE NRC’S RANGE OF RATINGS: A TUTORIAL GRAND BALLROOM F
 The NRC Assessment of Graduate Programs will not be released until the fall, but in the meantime graduate deans can prepare themselves to be able to explain how the NRC ratings are derived and possible interpretations. This session will focus on these "nuts and bolts" questions using fictitious data from Exemplary University.
Speakers: Charlotte Kuh, Deputy Executive Director, Policy and Global Affairs, National Research Council
Eva Pell, Senior VP for Research and Dean, Graduate School, Pennsylvania State University
Richard Wheeler, Vice Provost and Dean of the Graduate College, University of Illinois at Urbana-Champaign

SUMMER WORKSHOP

SUNDAY, JULY 13, 2008

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

HOW CAN GRADUATE DEANS AND CGS PROVIDE LEADERSHIP FOR PROFESSIONAL DOCTORATES?

GRAND BALLROOM G-J

CGS recently published a monograph on the professional doctorate ("Task Force Report on the Professional Doctorate"). These degrees present many challenges to universities, regional accrediting agencies and state plans for higher education as there are no clear standards or definitions of a professional doctorate. There is a need for leadership in defining professional doctorates and answering the many remaining questions about their characteristics. In this session, we will explore the desired roles of graduate deans and graduate schools in overseeing professional doctorates and consider how CGS should contribute to the national discussion.

Speakers: Jeffery Gibeling, Dean, Graduate Studies, University of California, Davis
Allen Rawitch, Vice Chancellor, Academic Affairs and Dean, Graduate Studies, University of Kansas Medical Center

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

LOWER POOL DECK

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

GRAND BALLROOM F-J

SUMMER WORKSHOP

MONDAY, JULY 14, 2008

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

GRAND BALLROOM FOYER

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

GRAND BALLROOM F

Cathleen May will describe updated and improved services from UMI Dissertation Publishing. UMI's ETD Administrator, the free web-based submission management service, will release major improvements in July. The authors' royalty calculation is being changed in the author's favor beginning in September; subject categories are being updated and expanded. May will overview a new free service to graduate students and universities that is currently in alpha testing and will invite discussion of current widespread concerns about digital availability of dissertations and theses in the fine arts and how UMI and institutions can address those concerns.

Presider: Cathleen May, Director, UMI Dissertations Publishing, ProQuest

9:00 AM - 10:30 AM **PLENARY II: GRADUATE EDUCATION AND THE PUBLIC GOOD**

GRAND BALLROOM A-E

This session will highlight ways that graduate deans are advancing the conversation about the relationship between graduate education and the public good on their campuses and in their local communities. Presenters will discuss how they are using the CGS report on *Graduate Education and the Public Good* as well as other materials and initiatives.

Chair: William Russel, Chair, Board of Directors, Council of Graduate Schools and Dean, Graduate School, Princeton University

Speakers: Pamela Benoit, Vice Provost, Advanced Studies and Dean, Graduate School, University of Missouri-Columbia
Timothy Mack, Dean, College of Graduate Studies, Georgia Southern University
Orlando Taylor, Vice Provost for Research and Dean, Graduate School, Howard University

10:00 AM - 11:30 AM **"THERE'S A DEAN IN MY LIFE!"**

PRIVATE DINING ROOM

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, Marsha Gibeling and Erika Walker

10:30 AM - 11:00 AM **MORNING REFRESHMENT BREAK** **GRAND BALLROOM FOYER**

SPONSORED BY
ARIZONA STATE UNIVERSITY
LANGSTON UNIVERSITY
NEW MEXICO HIGHLANDS UNIVERSITY
OU-TULSA GRADUATE COLLEGE
TEXAS A&M UNIVERSITY-COMMERCE
UNIVERSITY OF TEXAS AT ARLINGTON

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

HOT TOPIC: DUAL AND JOINT DEGREES **BLUE SKY**

Facilitators: Diana Carlin, CGS Dean in Residence
Terry Plater, Associate Dean, Academic Affairs, Cornell University

HOT TOPIC: FINANCING GRADUATE EDUCATION **GRAND BALLROOM G**

Facilitators: Samuel Attoh, Dean, Graduate School, Loyola University Chicago
Nancy Marcus, Dean, Graduate Studies, Florida State University

HOT TOPIC: ESTABLISHING OR REINVENTING A GRADUATE SCHOOL **GRAND BALLROOM H**

Facilitators: Douglas Causey, Vice Provost for Research and Graduate Studies, University of Alaska, Anchorage
Carolyn Hodges, Vice Provost and Dean, Graduate School, University of Tennessee

HOT TOPIC: MASTER'S FOCUSED ENROLLMENT TRENDS **GRAND BALLROOM I**

Facilitators: Kenneth Redd, Director of Research and Policy Analysis, Council of Graduate Schools
Robert Roer, Dean, Graduate Studies and Research, University of North Carolina, Wilmington

HOT TOPIC: PATHWAYS TO DIVERSITY **GRAND BALLROOM J**

Facilitators: James Moran, Vice Provost, Graduate Studies and Research, University of Denver
Dorris Robinson-Gardner, Dean, Division of Graduate Studies, Jackson State University

HOT TOPIC: RESPONSIBLE CONDUCT OF RESEARCH **MOUNTAIN VIEW BOARDROOM**

Facilitators: Sheila Bonde, Dean, Graduate School, Brown University
T.H. Lee Williams, Vice President, Research and Dean, Graduate College, University of Oklahoma

12:15 PM - 1:30 PM **NETWORKING LUNCH** **COLORADO BALLROOM**

1:30 PM - 3:00 PM

CONCURRENT DEAN DIALOGUES

DEANS AND STAKEHOLDER ASSOCIATIONS: GRADUATE STUDENTS, POST DOC'S AND BEYOND

GRAND BALLROOM F

This Dean Dialogue will explore best practices for deans to observe in dealing with key stakeholder groups on campus: graduate student associations, post doc associations, and other student groups.

*Speakers: Karen DePauw, Vice President and Dean for Graduate Education, Virginia Tech
Bryan Noe, Dean, Graduate School, University of Alabama at Birmingham
Carol Shanklin, Interim Dean, Graduate School, Kansas State University
Janet Weiss, Vice Provost for Academic Affairs and Dean, Graduate School, University of Michigan*

STRATEGIC ASSESSMENT OF GRADUATE PROGRAMS

GRAND BALLROOM G-J

Effective assessment and strategic planning for graduate programs are critically important for succeeding in today's competitive, fast-paced, and rapidly changing environment for graduate education. This session will provide an overview of the needs and requirements for assessment and planning in different types of institutions; results and lessons learned from recent, on-the-ground assessments of graduate programs; and how they relate to overall strategic planning for their universities. The session will also provide a forum for discussing questions and ideas about how best to carry out strategic assessment of graduate programs across the broad range of CGS member institutions.

*Speakers: Nancy Busch, Dean, Graduate School of Arts and Sciences and Chief Research Officer, Fordham University
Patrick Osmer, Vice Provost, Graduate Studies and Dean, Graduate School, Ohio State University
Susan Stites-Doe, Dean, Graduate Studies, SUNY Brockport*

5:00 PM - 7:00 PM

SPECIAL EVENT: MOUNTAINTOP COCKTAIL RECEPTION

EAGLE BAHN GONDOLA

Board the Eagle Bahn Gondola, a short walk from the Vail Marriott, between 4:30 and 4:45 pm and enjoy a scenic ride to Eagle's Nest at the top of Vail Mountain. Once atop the mountain, guests will enjoy the spectacular views afforded by this unique locale. The evening will begin with a short presentation by a University of Colorado faculty member outlining the unique Colorado geography of this area. A cocktail reception will follow the presentation as guests enjoy mingling and networking against the backdrop of the grandeur of the mountaintop. Comfortable shoes and a jacket are recommended. Ticket Price: \$80. Pre-registration required.

7:30 AM - 3:00 PM

REGISTRATION

GRAND BALLROOM FOYER

7:30 AM - 8:30 AM

GRE/TOEFL BREAKFAST MEETING

GRAND BALLROOM F

In the GRE Update, we will provide information on the planned redesign of the GRE General Test. We will also discuss the Personal Potential Index, a standardized evaluation of noncognitive skills that will be available to all GRE General Test registrants beginning in July 2009, as well as plans that are underway to create annual Regional CGS Awards. In the TOEFL Update, TOEFL staff will present student performance on the TOEFL iBT test during 2007. Findings from a recent study on the use of the TOEFL iBT Speaking score in ITA programs will also be discussed.

*Presiders: Terry Axe, Associate Director, TOEFL Program, Educational Testing Service
David Payne, Associate Vice President, Educational Testing Service*

9:00 AM - 10:30 AM PLENARY III: FROM HINDSIGHT TO FORESIGHT, THE HISTORY OF HIGHER EDUCATION IN THE AMERICAN WEST GRAND BALLROOM A-E

Paying attention to the history of higher education in the American West gives us our bearings and raises our spirits. Reviewing the struggles to fund Western colleges and universities, in their early years, cures us of nostalgia and makes our current quests for resources seem far more tolerable. As leaders of higher education navigate through times of great change, historical perspective offers a way to think through the toughest question before us: which of our traditions deserve preservation, and which deserve a merciful retirement?

Chair: *Stein Sture, Vice Chancellor, Research and Dean, Graduate School, University of Colorado at Boulder*

Speaker: *Patricia Limerick, Faculty Director/Board Chair, Center of the American West, University of Colorado at Boulder*

Respondent: *Amy McCandless, Associate Provost, Research and Dean, Graduate School, College of Charleston*

10:30 AM - 11:00 AM MORNING REFRESHMENT BREAK GRAND BALLROOM FOYER
SPONSORED BY
UNIVERSITY OF ARIZONA
UNIVERSITY OF COLORADO AT BOULDER
UTAH STATE UNIVERSITY

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

HOT TOPIC: INTERDISCIPLINARY BLUE SKY
Facilitator: *Andrew Comrie, Dean and Associate VP for Research, University of Arizona*

HOT TOPIC: STRATEGIC PLANNING FOLLOW-UP GRAND BALLROOM G
Facilitators: *Charles McClintock, Dean, Fielding Graduate University*
John Stevenson, Associate Vice Chancellor, Graduate Education, University of Colorado at Boulder

HOT TOPIC: PROFESSIONAL SCIENCE MASTER'S GRAND BALLROOM H
Facilitators: *Sally Francis, Dean, Graduate School, Oregon State University*
David King, Dean, Graduate Studies and Research, SUNY Oswego

HOT TOPIC: ENROLLMENT AND ECONOMY GRAND BALLROOM I
Facilitators: *Karen Carey, Dean, Graduate Studies, California State University, Fresno*
George Walker, Vice President, Research and Dean, Graduate School, Florida International University

HOT TOPIC: EFFECTIVE STRATEGIES FOR DEALING WITH TROUBLED STUDENTS GRAND BALLROOM J
Facilitators: *Rathindra Bose, Vice President and Creative Activity Dean, Graduate College, Ohio University*
Karen Klomparens, Associate Provost and Dean, Graduate School, Michigan State University

HOT TOPIC: GRADUATE SCHOOL STAFFING AND MANAGEMENT MOUNTAIN VIEW BOARDROOM
Facilitators: *Carolyn Boyd, Dean, Graduate Division, University of California, Irvine*
Priscilla Kimboko, Dean, Graduate Studies and Grants Administration, Grand Valley State University

12:15 PM - 1:45 PM NETWORKING LUNCH GRAND BALLROOM F

SUMMER WORKSHOP

TUESDAY, JULY 15, 2008

CONCURRENT TECHNICAL WORKSHOPS

2:00 PM - 4:00 PM

PHD COMPLETION PROJECT

GRAND BALLROOM G-J

Representatives of partner institutions will share project updates, best practices and “nuts and bolts” strategies. CGS Staff will present results of the analysis of baseline demographic data.

Speakers: Cindy Nakatsu, Interim Dean, Graduate School, Purdue University
Terry Plater, Associate Dean, Academic Affairs, Cornell University
Pamela Schirmeister, Associate Dean, Yale University
Robert Sowell, Vice President, Programs and Operations, Council of Graduate Schools

2:00 PM - 5:00 PM

TOWN HALL ON MASTER'S EDUCATION

GRAND BALLROOM E

A strategic planning session and collaborative discussion on the future of U.S. master's education and the role of CGS in enabling that future. Topics will include advancing research, responsible conduct of research/scholarly integrity, professional master's in social science and humanities—aspirations, lessons to be learned from professional master's programs, alternatives to thesis/capstone experiences, linking master's programs to workforce needs, the impact of international students on master's programs, and benchmarking master's programs.

Facilitators: Eleanor Babco, Associate Program Director, Council of Graduate Schools
Susan Guma, Dean of Graduate Studies, Sarah Lawrence College
Allan Headley, Dean of Graduate Studies and Research, Texas A&M University-Commerce
Edelma Huntley, Dean of Research and Graduate Studies, Appalachian State University
Priscilla Kimboko, Dean of Graduate Studies and Grants Administration, Grand Valley State University
Philip Langlais, Vice Provost for Graduate Studies and Research, Old Dominion University
Carol Lynch, Program Director, Council of Graduate Schools
Dorris Robinson-Gardner, Dean of Graduate Studies, Jackson State University
Susan Stites-Doe, Dean of Graduate Studies, SUNY Brockport

3:00 PM - 5:30 PM

CGS/COE MCNAIR COMMITTEE MEETING

PRIVATE DINING ROOM

6:00 PM - 7:00 PM

NETWORKING RECEPTION

LOWER POOL DECK

SUMMER WORKSHOP

WEDNESDAY, JULY 16, 2008

7:45 AM - 8:45 AM

CGS CONTINENTAL BREAKFAST

GRAND BALLROOM A-D

9:00 AM - 12:00 PM

THE MANY VOICES OF THE GRADUATE DEAN: MAKING YOURS HEARD

GRAND BALLROOM F

Deans are called upon to give formal speeches at ceremonies, to make technical presentations to faculty and other administrators, to testify before legislative bodies, to present to other deans at conferences, and to give interviews to the media. This workshop will provide practical advice on organizing presentations for the best effect, preparing manuscript speeches, and giving interviews. Participants will have an opportunity to practice some of the techniques and review video tapes.

Speakers: Pamela Benoit, Vice Provost, Advanced Studies and Dean, Graduate School, University of Missouri-Columbia
Diana Carlin, CGS Dean in Residence