7:30 AM - 5:00 PM  
**REGISTRATION AND TICKET SALES**  
Verchère

8:00 AM - 8:30 AM  
**BREAKFAST WITH PEARSON**  
Frontenac

The presentation will provide an overview of the newly-developed Pearson Test of English Academic (PTE Academic), a computer-based assessment of English language skills for non-native speakers. Pearson will share how institutions can benefit from accepting PTE Academic scores, which will provide a more accurate and authentic measure of test takers' English proficiency.

*Speaker:* Cecil Broadnax, Director, Pearson Language Tests

8:30 AM - 9:00 AM  
**WELCOME AND INTRODUCTIONS**  
Salle de Bal

Debra W. Stewart, President, Council of Graduate Schools
Karen DePauw, Chair, Board of Directors, Council of Graduate Schools and Vice President and Dean, Graduate Education, Virginia Tech

9:00 AM - 9:45 AM  
**SESSION I: FRESHMAN DEANS’ REFLECTIONS**  
Salle de Bal

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 year 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?”

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

*Speakers:* Beverly Karplus Hartline, Dean, Graduate Studies and Research, University of the District of Columbia
MJT Smith, Dean, Graduate School, Purdue University
Richard Smith, Dean, Washington University

9:45 AM - 10:30 AM  
**SESSION II: GOVERNANCE AND ORGANIZATION**  
Salle de Bal

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:* Jeffery Gibeling, Dean, Graduate Studies, University of California, Davis
Larry Lyon, Dean, Graduate School, Baylor University
Susan Stites-Doe, Dean of Graduate Studies, The College at Brockport

10:30 AM - 11:00 AM  
**MORNING REFRESHMENTS**  
Verchère

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Université Laval

11:00 AM - 12:15 PM  
**SESSION III: BUDGET AND STAFF MANAGEMENT STRATEGIES**  
Salle de Bal

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:* Karen Klomparens, Associate Provost and Dean, Graduate School, Michigan State University
George Walker, Senior VP Research Development and Graduate Education, and Dean, University Graduate School, Florida International University

12:15 PM - 1:45 PM  
**NETWORKING LUNCH**  
Champlain and Bibliothèque
1:45 PM - 3:00 PM  **SESSION IVA: 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.

**Chair:** James Wimbush, Dean of the University Graduate School, Indiana University

**Speakers:**
- Karen DePauw, Chair, Board of Directors, Council of Graduate Schools and Vice President and Dean, Graduate Education, Virginia Tech
- Maureen Grasso, Dean, Graduate School, University of Georgia
- Patricia McAllister, Vice President, Government Relations and External Affairs, Council of Graduate Schools

1:45 PM - 3:00 PM  **SESSION IVB: GRADUATE ADMISSIONS AND FINANCING**

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:**
- Sheila Bonde, Dean, Graduate School, Brown University
- Nancy Stamp, Vice Provost and Dean, Graduate School, Binghamton University

3:00 PM - 3:30 PM  **AFTERNOON REFRESHMENT BREAK**

3:30 PM - 4:45 PM  **SESSION V: PROGRAM QUALITY ASSESSMENT**

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**

Debra W. Stewart, President, Council of Graduate Schools

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

7:30 AM - 12:00 PM  CGS Board of Directors Meeting

8:45 AM - 12:00 PM  Special Event: Historic Québec City Walking Tour
See and feel the unique "old world" ambiance of Québec City as a guide leads you through the enclave of cobbled lanes and winding streets that weave together monuments, museums, churches, shops and outdoor cafes. The tour begins at the hotel and ends at Place-Royale, the cradle of French civilization in North America. The tour includes a ride in the funicular, an inclined cable railway that links Upper Town to Lower Town. Time at the end will be included to explore on your own. Comfortable shoes recommended. Ticket price: $35. Pre-registration required.

1:00 PM - 1:30 PM  Overview of Graduate Education and CGS
Debra W. Stewart, President, Council of Graduate Schools

1:30 PM - 3:00 PM  Plenary I: Budgeting for Excellence in Challenging Financial Times
Most colleges and universities are experiencing budget challenges in these difficult economic times. However, graduate deans continue to strive for excellence in graduate education. Speakers at this plenary will describe budgeting strategies aimed to maintain or improve the quality and competitiveness of graduate programs at their institutions even in challenging times.
Chair: Pamela Stacks, Associate Vice President, San Jose State University
Speakers: Andrew Comrie, Dean, Graduate College and Associate VPR, University of Arizona
          Dennis Grady, Dean, College of Graduate and Professional Studies, Radford University
          Fred Hall, Dean, Graduate Studies, University of Calgary

3:30 PM - 5:00 PM  Concurrent Dean Dialogues
Master’s Attrition and Completion: What We Know and What We Need to Find Out
Several major studies, including CGS’ PhD Completion Project, have investigated completion and attrition among doctoral students, but little is known about completion and attrition rates of master’s students and the factors that contribute to successful completion. This session will provide an opportunity for deans to discuss what we know about master’s completion and attrition and what we still need to find out.
Speakers: Cynthia Brown, Vice Provost, Graduate Studies, Academic Centers and Continuing Education, University of Texas-Pan American
          Janice Deakin, Associate Vice-Principal and Dean, School of Graduate Studies, Queen’s University
          Moheb Ghali, Vice Provost for Research and Dean, Graduate School, Western Washington University
3:30 PM - 5:00 PM  **CONCURRENT DEAN DIALOGUES (CONTINUED)**

**ETHICS EDUCATION AND THE RESPONSIBLE CONDUCT OF RESEARCH: WHAT WORKS?**

Jacques Cartier

The America COMPETES ACT mandates that all graduate students, undergraduates, and postdoctoral researchers funded on NSF grants and traineeships receive “training and oversight in the responsible and ethical conduct of research.” As universities respond, the need to identify what works has never been greater. Speakers will discuss the NSF requirement, model RCR and research ethics programs, and strategies for assessing learning and institutional climate. Deans from CGS RCR initiatives, including the current Project for Scholarly Integrity, will describe evidence-based efforts to improve research ethics education and RCR training for graduate students.

*Speakers:* Jean Feldman, Head, Policy Office, National Science Foundation
Michael Mumford, Director, Center for Applied Social Research, University of Oklahoma
Lisa Tedesco, Vice Provost, Academic Affairs and Graduate Studies and Dean, Graduate School, Emory University
T.H. Lee Williams, Vice President, Research and Dean, Graduate College, University of Oklahoma

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

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

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**SUMMER WORKSHOP**  **MONDAY, JULY 13, 2009**

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

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

During this session, David Mendez, new UMI Director, will provide an overview of trends regarding dissertation publishing; including delayed dissemination, on-line submissions and master's theses publishing. In addition, this presentation will include an update of the new features and services that will be available in 2010 for the 700 university partners around the world. As an advocate for excellence in graduate education, ProQuest UMI continues to be a proud sponsor of the 2009 CGS Summer Workshop.

*Presider:* David Mendez, Director, Dissertations Publishing, ProQuest UMI

9:00 AM - 10:30 AM  **PLENARY II: THE ROLE OF TECHNOLOGY IN GRADUATE EDUCATION**

Although students’ technology use may be what we notice first, deeper changes are underway in higher education. Information technology has catalyzed the creation of new forms of communication, self-expression, collaboration, learning and scholarship—all reshaping the educational landscape. An exploration of trends in technology highlights potential shifts in graduate education.

*Chair:* Karen DePauw, Chair, Board of Directors, Council of Graduate Schools and Vice President and Dean, Graduate Education, Virginia Tech

*Speaker:* Diana Oblinger, President and CEO, EduCause

*Respondent:* J. Bruce Rafert, Vice Provost and Dean, Graduate School, Clemson University

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

**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, Cheryl Black-Fitzpatrick, Shelli Fowler, and Marsha Gibeling
10:30 AM - 11:00 AM  **MORNING REFRESHMENT BREAK**  
**SPONSORED BY**  
L’UNIVERSITÉ DE SHERBROOKE  
MISSOURI UNIVERSITY OF SCIENCE & TECHNOLOGY  
QUEEN’S UNIVERSITY  
RENSSELAER POLYTECHNIC UNIVERSITY  
UNIVERSITÉ DU QUÉBEC  
YORK UNIVERSITY

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

**HOT TOPIC:  GRADUATE STUDENT SUPPORT**  
**BELLEVUE**  
Facilitators:  
F. Douglas Boudinot, Dean, Graduate College, Virginia Commonwealth University  
Debasish Dutta, Associate Provost and Dean, Graduate College, University of Illinois at Urbana-Champaign

**HOT TOPIC:  PROFESSIONAL SCIENCE MASTER’S**  
**ROSE**  
Facilitators:  
David King, Dean, Graduate Studies and Research, SUNY Oswego  
Carol Van Hartesveldt, Division Director (Acting), EHR, National Science Foundation

**HOT TOPIC:  CAREER EXPLORATION FOR GRADUATE STUDENTS**  
**ST-LOUIS 1-4**  
Facilitators:  
Eva Pell, Senior VP for Research and Dean, Graduate School, Pennsylvania State University  
Jo Rae Wright, Vice Provost and Dean, Graduate School, Duke University

**HOT TOPIC:  ENROLLMENT MANAGEMENT AND STUDENT RECRUITMENT**  
**LAVALE**  
Facilitator:  
Sally Francis, Dean, Graduate School, Oregon State University

**HOT TOPIC:  INTERNATIONAL COLLABORATIONS**  
**PETIT FRONTENAC**  
Facilitators:  
Barbara Evans, Dean, Faculty of Graduate Studies, University of British Columbia  
Linda Lacey, Dean, Graduate School, New Mexico State University

**HOT TOPIC:  INFORMATION MANAGEMENT**  
**FRONTENAC**  
Facilitators:  
Karen DePauw, Chair, Board of Directors, Council of Graduate Schools and Vice President and Dean, Graduate Education, Virginia Tech  
Carolyn Watters, Dean, Dalhousie University

12:15 PM - 1:30 PM  **NETWORKING LUNCH**  
**JACQUES CARTIER & CHAMPLAIN**

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

**USING NRC RESEARCH DOCTORATE ASSESSMENT DATA TO IMPROVE PROGRAMS**  
**FRONTENAC**  
This session will address the following questions:  
What can you learn about how to improve your programs from the NRC Research Doctorate Assessment?  
What will the ratings and rankings tell you about how your programs compare with others?  
What will you see in the data provided to you on release?  
How do you explain the methodology producing these outcomes to internal and external audiences?

Speakers:  
Charlotte Kuh, Deputy Executive Director, Policy and Global Affairs, National Research Council  
Patrick Osmer, Vice Provost, Graduate Studies and Dean, Graduate School, Ohio State University
1:30 PM - 3:00 PM  **CONCURRENT DEAN DIALOGUES (CONTINUED)**

**DEVELOPMENT AND DELIVERY OF ON-LINE PROGRAMS:**  
**SALLE DE BAL FOYER**

**THREE VIEWPOINTS**

On-line instruction is an important part of how universities and graduate programs are evolving to meet the needs of a changing student population. Flexible scheduling enables working students, single parents, and others with time and residency limitations to meet program requirements; technology makes possible the frequent interaction between students and faculty that is an essential part of graduate study. Speakers from a range of for-profit and public universities will provide four perspectives on the necessary ingredients for developing and delivering successful on-line programs.

**Chair:** Dorris Robinson-Gardner, Dean, Division of Graduate Studies, Jackson State University

**Speakers:** Denise DeZolt, Chief Academic Officer and Senior Vice President, Walden University  
Michael Frank, Vice Provost and Dean, Graduate School, University of Maryland University College  
Noreen Golfman, Dean, Graduate Studies, Memorial University of Newfoundland

3:15 PM - 4:45 PM  **CGS/COE McNair Committee Meeting**  
**QUÉBEC**

5:00 PM - 7:30 PM  **SPECIAL EVENT: TOUR OF MUSÉE DE L’AMÉRIQUE FRANÇAIS**  
**HOTEL LOBBY**

AND COCKTAIL RECEPTION AT THE MUSEUM CHAPEL

Depart the hotel lobby at 5:00 pm for a short, five minute walk to the museum. Begin the evening with a rare opportunity to tour the museum after hours. Exhibits recount the birth of French culture in North America and its development as an open and inquisitive society. The tour is followed by a cocktail reception at the Chapel which is one of the finest examples of religious heritage in Québec in terms of both historical and architectural significance. As an historic building, the Chapel is not air conditioned. We recommend light, comfortable clothing. Ticket Price: $75. Pre-registration required.

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**SUMMER WORKSHOP**

**TUESDAY, JULY 14, 2009**

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

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

In the GRE Update, we will provide an update on activities related to the ETS® Personal Potential Index, a standardized evaluation of noncognitive skills that will be available beginning in July 2009, as well as the new ETS Regional Awards for members of the four graduate school associations, the Council of Historically Black Graduate Schools, and the Canadian Association for Graduate Studies. In the TOEFL Update, we will present the latest innovations in scoring and reporting as well as the availability of candidate Speaking samples to score users. Worldwide Test Taker Performance for 2008 and the use of Speaking scores to screen ITAs will also be included.

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

Kathy Pruner, Associate Director, Educational Testing Service
Most graduate students in the United States and Canada are in master’s programs, but the nature of master’s programs varies. In recent years, attention has been paid to improving quality and focusing mission across different types of master’s degrees—research, professional and other. Canada has been particularly active in improving and advancing the master’s as part of the offerings available in graduate education. In this session, experts from the United States and Canada will speak to the future of master’s education from their individual institutional perspectives.

Chair: John Keller, Associate Provost and Dean, Graduate College, University of Iowa
Speakers: Louise Béliveau, Associate Vice-Rector and Dean, Université de Montréal
Martin Kreiswirth, Associate Provost, Graduate Education and Dean, Graduate and Post Doc Studies, McGill University
Douglas Peers, Dean and Associate Vice-President Graduate Studies, York University
Respondent: Timothy Mack, Dean of Graduate Studies and Research, Indiana University of Pennsylvania

Chair: John Keller, Associate Provost and Dean, Graduate College, University of Iowa
Speakers: Louise Béliveau, Associate Vice-Rector and Dean, Université de Montréal
Martin Kreiswirth, Associate Provost, Graduate Education and Dean, Graduate and Post Doc Studies, McGill University
Douglas Peers, Dean and Associate Vice-President Graduate Studies, York University
Respondent: Timothy Mack, Dean of Graduate Studies and Research, Indiana University of Pennsylvania
SSUMMER WORKSHOP  
TUESDAY, JULY 14, 2009

12:15 PM - 1:45 PM  NETWORKING LUNCH  
Jacques Cartier and Champlain

12:15 PM - 1:45 PM  CGS Research Advisory Task Force Lunch  
Bibliothèque

CONCURRENT TECHNICAL WORKSHOPS

2:00 PM - 4:00 PM  PhD Completion Project  
Salle de Bal
Deans from research partner institutions will lead a discussion on implementation of the student exit survey and uses of survey data to improve doctoral education. CGS staff will report on findings from surveys conducted between 2005 and 2008.
Speakers: Sheila Kirby, Consultant, Council of Graduate Schools  
Nancy Marcus, Dean, Graduate School, Florida State University  
Janet Rutledge, Vice Provost for Graduate Education, University of Maryland, Baltimore County

2:00 PM - 5:00 PM  Many Voices of the Graduate Dean  
Frontenac
This session will provide practical advice on organizing presentations for the best effect, preparing speeches, and giving interviews. Participants will have an opportunity to practice some of the techniques.
Speaker: Pamela Benoit, Executive Vice President and Provost, Ohio University

5:15 PM - 6:15 PM  Maximizing Efficiency Across Graduate School Functions:  
Town Hall for All Administrators  
Frontenac
The open format will provide participants the opportunity to share wisdom and lessons learned as well as strategies and approaches to advancing graduate education in the current economic climate.
Facilitators: William Russel, Dean, Graduate School, Princeton University  
Sara Coble Simmons, Acting Dean, School of Graduate Studies, The University of North Carolina at Pembroke

SSUMMER WORKSHOP  
WEDNESDAY, JULY 15, 2009

7:45 AM - 8:45 AM  CGS Continental Breakfast  
Place D’Armes

9:00 AM - 12:00 PM  Opportunities in Private Fundraising: Generating Revenue in Good Times and Bad  
Jacques Cartier
This session will feature development experts with a record of success at private and public institutions sharing promising strategies for fundraising in difficult economic times. Strategies include alumni relations, donor relationships, advisory boards, and partnering the Graduate School with other offices on campus.
Speakers: Barbara Ball-McClure, Senior Director of Constituent Programs and Campaign Director, University of Idaho  
Nancy Busch, Dean, GSAS and Chief Research Officer, Fordham University  
Karen Klomparens, Associate Provost and Dean, Graduate School, Michigan State University  
Eva Pell, Senior VP for Research and Dean, Graduate School, Pennsylvania State University