

CSGS: New Deans Breakfast
March 3, 2023

Introduce ourselves, universities, centralized/decentralized setup of grad education, office/division, and budgets.

Build a Tool Kit / Know Your Resources

- CGS Consultation Review/Visit
- CGS Publications
- <https://www.chronicle.com/article/10-Suggestions-for-a-New/246986>
- <https://www.chronicle.com/article/the-provost-files-why-im-moving-back-to-administration>

Find many mentors through CGS and CSGS

- CGS Deans Email List
- CGS New Deans Institute – sign up early!
- [2023 Summer Workshop and New Deans Institute](#)
July 8-12, 2023, Denver, CO
- State Graduate Deans Association or even your athletic conference deans' group

Learn your mission:

Acknowledge the Diversity of Grad Education – and know that there's going to be a learning curve. One size does NOT fit all! This will be true even for a faculty member and a long-time DGS. Because of the diversity of disciplines/colleges, there is a diversity of needs. There are research/applied/professional degree programs. There are online, hybrid, and on campus programs.

- Strategic Planning / Operational Plan
- Review Policies and Procedures
- Core Functions/Essential Services
- Understand your many stakeholders
- Know who is going to hold you accountable
- Know where to find your data – and what data you'll need
Enrollment and grad rates are often accessible, but what about capacity, retention, placement info?
- Fiscal Map – Resource Allocation

Get to work:

Remember that you're only as good as your faculty and staff. There is no "I" in dean.

- Understand lines of authority and respect boundaries
- Regular catch-ups with direct reports
- Establish effective communication

- Weekly? Bi-weekly? meetings with staff (or leadership team)
- Recognize your staff likely knows more about the job than you do!
- Operational unit meetings – set the guardrails
- Performance evaluations

Listen and Listen some more:

Consider a **listening tour** with every dean and every stakeholder (but at least the deans)

- Learn about their college and grad programs
- Learn about their strategic plan
- Find out what they see as their strengths, weaknesses, challenges, opportunities
- Listen to their suggestions about where the Grad School can improve its service to the college
- Follow up with colleges and/or individual DHs and GCs
- Be open to feedback and be willing to say “I was wrong.”
- Cultivate a partnership with the “academic deans.”
- Don’t be afraid to alter policies that no longer work.
- Appreciate and cultivate relationships. And recognize that strong relationships are based on trust and mutual respect.
- Establish yourself as an effective listener
- Be transparent in all processes
- Demonstrate flexibility of mind
- Do not compromise academic rigor or quality
- Establish yourself as a strong advocate for graduate education

Build partnerships:

- Academic deans (and their staff)
- DSGs / GCs
- OCM
- IR
- Student Affairs and Dean of Students
- Career Services
- Faculty Affairs
- Financial Aid
- Bursars Office

Be accessible:

- Absorb and own criticisms/complaints and, conversely, give the complements to your staff.



Conference of Southern Graduate Schools

Building a Toolkit: Resources for New Graduate School Deans

CGS Deans Discussion Board:

<https://cgsnet.org/resources/deans-discussion-board/>

The Delicate Balance of the Academic Dean

<https://www.higheredjobs.com/articles/articleDisplay.cfm?ID=1456>

While not specific to graduate school deans, this short HigherEdJobs article offers some helpful tips and reminders for becoming (and remaining) an effective academic dean.

Admin 101

<https://www.chronicle.com/specialreport/Admin-101/115?cid=RCPACKAGE>

This Chronicle of Higher Education series offers good advice for surviving and thriving as a leader in higher education, whether you're a dean, chair, provost, or anything in between.

CGS New Deans Institute and Summer Workshop Resources

[2023](#) Summer Institute, Denver, CO, July 8-12

Each summer, the Council of Graduate School hosts a New Deans Institute and Summer Workshop. The New Deans Institute is tailored to orient new deans and to introduce them, through the Summer Workshop, to fresh perspectives on hot topics that affect every facet of graduate education. On this webpage, you'll find resources from past institutes. TIP: If you plan to attend the New Deans Institute, make sure to register early because it fills up quickly!

CGS Benchmarking Resources

<https://cgsnet.org/benchmarking>

CGS is the leading source for information, data analysis, and trends in graduate education. Its benchmarking data, in particular, will help you assess performance in key areas, make informed decisions, and develop plans that are suited to your goals. This website offers links to other external benchmarking resources too. And, if you have big challenges ahead, consider scheduling a CGS strategic consultation or requesting custom data reports.

CGS Publications

<https://cgsnet.org/online-store>

CGS prepares so many great publications on issues of fundamental importance to graduate education that are available to members and non-members. There are too many to identify here, but some of our favorite recent publications include:

- An Essential Guide to Graduate Admissions
- Articulating Learning Outcomes in Doctoral Education
- Guide to Advocacy for Graduate Education Leaders
- Holistic Review in Graduate Admissions: A Report from the Council of Graduate Schools
- Master's Admissions: Transparency, Guidance, and Training
- The Organization and Administration of Graduate Education
- Professional Development: Shaping Effective Programs for STEM Graduate Students

[The New Dean's Survival Guide: Advice from an Academic Leader](#), Thomas R. McDaniel, Magna Publications.