NEW DEANS INSTITUTE & SUMMER WORKSHOP SCHEDULE

New Deans Institute
SATURDAY, JULY 13

7:30 AM - 5:00 PM  REGISTRATION  CALIFORNIA FOYER
7:30 AM - 8:15 AM  CGS CONTINENTAL BREAKFAST  GARDEN TERRACE
8:15 AM - 8:30 AM  WELCOME AND INTRODUCTIONS  GRAND BALLROOM

Suzanne T. Ortega, President, Council of Graduate Schools
Christopher Sindt, Chair, Board of Directors, Council of Graduate Schools and Provost and Dean, Graduate Studies, Lewis University

8:30 AM - 9:45 AM  SESSION I: FRESHMAN DEANS’ REFLECTIONS  SAN DIEGO BALLROOM
The New Deans Institute generally includes the sages of the graduate deanery speaking to newcomers about being 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. Speakers will share their answers 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?”

Speakers: Luis Cifuentes, Dean, Graduate School, New Mexico State University
Thomas Jeitschko, Dean, Graduate School and Associate Provost, Graduate Education, Michigan State University
Janet Woodruff-Borden, Vice Provost and Dean, Graduate School, University of Oregon

9:45 AM - 10:15 AM  MORNING COFFEE  GARDEN TERRACE
10:15 AM - 11:30 AM  SESSION II: MANAGING BUDGETS: PLANNING, PRIORITIZING, AND ALLOCATING  SAN DIEGO BALLROOM
Budgeting requires analysis, personnel management, strategic planning, risk taking, prioritizing, resource allocation, and many decision-making strategies. Dealing with the budget is a factor that can define the success and further investment in graduate education. This session will provide an interactive program of high-impact problem solving aligned with program experiences using real budget challenges recently addressed by current graduate school deans.

Speakers: Julie Coonrod, Dean of Graduate Studies, University of New Mexico
Christopher Sindt, Provost and Dean, Graduate Studies, Lewis University
William Tate, Dean, Graduate School of Arts & Sciences and Vice Provost, Graduate Education, Washington University in St. Louis

11:30 AM - 11:45 AM  BREAK
SESSION III: MANAGING OPERATIONS: TIME, STAFF, AND PARTNERSHIPS  
San Diego Ballroom

Whether a graduate school has a large staff and complex structure or lean staff and simpler structure, its dean must be adept at using his or her time effectively and efficiently; delegating responsibility to staff members and monitoring workflow; and forging partnerships with central administrative units, campus graduate programs, and graduate faculty and students. This session will include problem-solving activities on each of these responsibilities.

Speakers:
Scott Lanyon, Vice Provost and Dean, Graduate Education, University of Minnesota
Paula D. McClain, Dean, Graduate School and Vice Provost, Graduate Education, Duke University
Chevelle Newsome, Dean, Graduate Studies, California State University, Sacramento

12:30 PM - 1:45 PM  Networking Lunch  Garden Terrace

SESSION IV: MANAGING ENROLLMENT: RECRUITMENT, ADMISSIONS, AND FUNDING  
San Diego Ballroom

Unlike undergraduate enrollment management, graduate enrollment management is a decentralized and complex enterprise in which graduate schools, programs, and faculty collaborate closely to recruit excellent students, manage transparent and efficient admissions processes, and ensure adequate and effective student funding packages. This session will be interactive.

Speakers:
Andrew Campbell, Dean, Graduate School, Brown University
Graham Hammill, Vice Provost, Educational Affairs and Dean, Graduate School, The University at Buffalo, SUNY
Tammi Vacha-Haase, Dean, Graduate College, Boise State University

3:00 PM - 3:30 PM  Afternoon Refreshment Break  Grand Terrace

SESSION V: ADVOCACY 101  
San Diego Ballroom

What is an advocacy opportunity? Why are stories remembered? What messages work and when? Advocacy isn’t just an add-on, it is integral to a dean’s job. Become a better advocate for graduate education on your campus, with external constituents and with policymakers. Presenters will describe situations deans encounter and offer ways to become the respected voice for graduate education.

Chair:
Lauren Inouye, Vice President, Public Policy and Government Affairs, Council of Graduate Schools

Speakers:
Ernest Brothers, Associate Dean, Graduate School, The University of Tennessee, Knoxville
Jerry Kukor, Dean, School of Graduate Studies, Rutgers University
Joanne Romagni, Vice Chancellor, Research and Dean, Graduate School, The University of Tennessee at Chattanooga

4:45 PM - 5:00 PM  Session VI: Wrap-Up  
San Diego Ballroom

Suzanne T. Ortega, President, Council of Graduate Schools

6:45 PM  Optional Dinner Sign-Ups  Meet in Hotel Lobby

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. Dinner is pay-your-own-way, and restaurants vary by cuisine and cost.
Summer Workshop

SUNDAY, JULY 14

8:00 AM - 5:00 PM  REGISTRATION  CALIFORNIA FOYER
8:00 AM - 12:00 PM  CGS BOARD OF DIRECTORS MEETING  CORONADO
1:00 PM - 1:15 PM  WELCOME AND OVERVIEW OF CGS  SAN DIEGO BALLROOM
Suzanne T. Ortega, President, Council of Graduate Schools

1:15 PM - 2:45 PM  PLENARY I: SURVEY SAYS: UNDERGRADUATES AND THE PROSPECT OF GRADUATE SCHOOL  SAN DIEGO BALLROOM
To those of us in the graduate education community, the benefits of holding a master's or PhD are clear. But undergraduate students might have different ideas about the value of graduate education, especially given concerns about student debt and employment prospects. Join our panel as they discuss findings from a national survey of undergraduate students concerning the factors they are weighing when considering a master's or PhD.
Chair:  Josephine Nalbantoglu, Dean, Graduate and Postdoctoral Studies, McGill University
Speaker:  Jeff Allum, Director of Research, Association of American Law Schools
Respondents:  David Berkowitz, Dean, Graduate School, The University of Alabama in Huntsville
Karen Butler-Purry, Associate Provost, Graduate and Professional Studies, Texas A&M University

2:45 PM - 3:15 PM  AFTERNOON REFRESHMENT BREAK  CALIFORNIA FOYER
Sponsored by:
UNIVERSITY OF CALIFORNIA, BERKELEY
UNIVERSITY OF CALIFORNIA, DAVIS
UNIVERSITY OF CALIFORNIA, IRVINE
UNIVERSITY OF CALIFORNIA, LOS ANGELES
UNIVERSITY OF CALIFORNIA, MERCED
UNIVERSITY OF CALIFORNIA, RIVERSIDE
UNIVERSITY OF CALIFORNIA, SAN DIEGO
UNIVERSITY OF CALIFORNIA, SAN FRANCISCO
UNIVERSITY OF CALIFORNIA, SANTA BARBARA
UNIVERSITY OF CALIFORNIA, SANTA CRUZ

3:15 PM - 4:30 PM  CONCURRENT DEAN DIALOGUES
INTERDISCIPLINARY GRADUATE EDUCATION: DIFFERENT MODELS, DIFFERENT FUNDING STREAMS  CALIFORNIA B
Interdisciplinary collaboration is key to solving the world’s grand challenges and graduate deans are developing different models to facilitate interdisciplinary research, learning, and pedagogy. This session will explore these models, discuss their essential components, and identify funding streams deans use to support, scale, and sustain them, specifically once extramural funding ends.
Moderator:  Nirmala Kannankutty, Deputy Division Director, Division of Graduate Education, National Science Foundation
Speakers:  Carol Genetti, Dean, Graduate Division, University of California, Santa Barbara
Phillip Trella, Associate Vice Provost, Graduate and Postdoctoral Affairs, University of Virginia
Marjorie Zatz, Vice Provost and Graduate Dean, Graduate Division, University of California, Merced
3:15 PM - 4:30 PM  **CONCURRENT DEAN DIALOGUES (continued)**

**DATA ANALYTICS AND MACHINE LEARNING: IMPROVED OUTCOMES FOR CALIFORNIA A STUDENT SUCCESS**

Understanding and leveraging the strengths and limitations of mathematical and statistical models can yield important discoveries leading to student success. Session facilitators will share examples of how their respective universities are using data along the graduate student life cycle, from admissions to degree completion, to monitor progress. They will further discuss the importance of ensuring accurate institutional data for maximizing program impact.

*Speakers:* Brian Kloeppel, Dean, Graduate School and Research, Western Carolina University
Victor Prybutok, Dean and Vice Provost, Graduate Education, University of North Texas

4:45 PM - 6:00 PM  **FLASH TALKS**

In this session, ten meeting attendees will have five minutes to present on a topic of their choosing to highlight a successful campus initiative or offer an innovative approach to solving a challenge. Each presentation will be followed by a short audience Q&A. (Speakers/topics were chosen from submitted presentation ideas and were accepted on a first-come, first-serve basis.)

6:15 PM - 7:00 PM  **OPENING RECEPTION**

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

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**MONDAY, JULY 15**

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

**7:30 AM - 8:30 AM**  **BREAKFAST: SPONSORED BY PROQUEST**

**PROQUEST DISSERTATION AND THESIS PUBLISHING: WHO WE ARE, WHAT WE DO, AND HOW WE SUPPORT THE GRADUATE COMMUNITY**

The presentation will focus on how ProQuest interacts with Deans, other administrators in the graduate office, and especially graduate students in the submission process, as well as access to the PQDT Database of Dissertations and Theses.

*Presider:* Jessica Horowitz, Director, Academic Relations, ProQuest

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**9:00 AM - 10:30 AM  **PLENARY II: HUMANITIES FOR THE 21ST CENTURY: INNOVATIONS AND THE FOURTH INDUSTRIAL REVOLUTION**

The study of humanities is under attack by pundits, policy makers, and others. Yet, a closer examination of the evolving innovation economy reveals a need for the benefits of a liberal arts education. Dr. Papazian will reflect on the importance of the humanities in a world that more than ever requires empathy, leadership, and tolerance, as well as the so-called “soft skills” of communication, collaboration, creativity, and critical thinking.

*Chair:* Marc d’Alarcao, Interim Dean, College of Graduate Studies, San Jose State University

*Speaker:* Mary Papazian, President, San Jose State University

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**10:30 AM - 11:00 AM**  **MORNING COFFEE BREAK**

*Sponsored by:*

**ARIZONA STATE UNIVERSITY**
**CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS**
**NATIONAL UNIVERSITY**
**UNIVERSITY OF SOUTHERN CALIFORNIA**
**UNIVERSITY OF THE PACIFIC**
CONCURRENT DEAN’S TOOLBOXES

IDENTIFYING AND SUPPORTING GRADUATE PROGRAM DIRECTORS

Missouri State University completed a recent study to inform practices for the selection and support of graduate program directors. Session attendees will learn 1) how to analyze the position requirements important for selection as a graduate program director; 2) how to influence the selection of faculty for this leadership role; and 3) how to create professional development programs to strengthen program director success.

Facilitator: Julie Masterson, Associate Provost and Dean, Graduate College, Missouri State University

HOW TO MAXIMIZE A 3MT®

Three-Minute Thesis competitions not only help individual students articulate and promote the value of their work—they can do the same thing for a graduate program as a whole. Attendees will learn about 1) engaging stakeholders on and beyond campus as audience members and judges; 2) taking your 3MT® on the road; and 3) leveraging 3MT® to showcase graduate students’ contributions to the institution.

Facilitator: Cari Moorhead, Dean, Graduate School, University of New Hampshire

CULTIVATING THE ALUMNI BASE: FRIENDRAISING TO FUNDRAISING

Graduate alumni represent an often-untapped resource for mentoring, intern/externship experiences, and financial support. At Notre Dame, the alumni association and graduate career services teams cultivate a strong graduate alumni base through a network of initiatives. Drawing on these experiences, in this session participants will: 1) identify and discuss hurdles; 2) learn about initiatives that worked and those that didn't; and 3) identify how tactics successful at the undergrad level can be applied to graduate alumni.

Facilitator: Laura Carlson, Vice President and Associate Provost and Dean, Graduate School, University of Notre Dame

USING CAREER PATHWAYS DATA TO CHANGE PROGRAM CULTURE

A number of national PhD career pathways projects (CGS, AAU, Coalition for the Next Generation Life Science, etc.), are tracking PhD graduates’ job outcomes, satisfaction, and skill-set development. Once we have this information, however, how do we translate it into the improvement of graduate education? Participants will learn options for: 1) collecting PhD career pathways data; 2) communicating data internally and externally; and 3) utilizing the data for program improvement.

Facilitator: Wojtek Chodzko-Zajko, Dean, Graduate College, University of Illinois at Urbana-Champaign

NETWORKING LUNCH

GARDEN TERRACE

CONCURRENT DEAN DIALOGUES

OVERCOMING IMPOSTER SYNDROME

Graduate students often doubt their accomplishments. Many worry that they don't belong in post-baccalaureate study and fear being exposed as “frauds.” The problem is exacerbated for members of groups traditionally underrepresented in graduate education. This session identifies how imposter syndrome affects student success and what campus leaders can do to reduce it, creating healthier, more inclusive environments. Examples from a Minority-Serving Institution and Predominately White Institution will be featured.

Speakers: Mary Owens-Southall, Dean, School of Graduate Studies, Coppin State University
               Stacey Satchell, Graduate Life Coach, The Graduate School, Vanderbilt University
1:30 PM - 3:00 PM  **CONCURRENT DEAN DIALOGUES (continued)**

**INNOVATIONS IN CAPSTONES, THESESES, AND DISSERTATIONS**

A variety of alternatives to traditional, single-author theses and dissertations are emerging: group projects, sometimes involving international partners; projects that solve critical problems for employers or in clinical practice; and multi-author, multi-modal capstones. Presenters will share examples of innovative, culminating experiences that foster teamwork, leadership, multicultural and other professional competences. Discussion will focus on policies and practices that reduce barriers to innovation.

*Speakers:  James Marshall, Dean, Research and Graduate Studies, California State University, Fresno  
Susan Porter, Dean and Vice-Provost, Graduate and Postdoctoral Studies, The University of British Columbia  
Sheryl Tucker, Vice Provost and Dean, Graduate College, Oklahoma State University*  

5:45 PM - 8:00 PM  **SAN DIEGO BAY SUNSET COCKTAIL CRUISE**

Join us for a private cruise aboard the spacious 85-foot luxury yacht, The Emerald Hornblower, for the most scenic happy hour in San Diego! This sunset cruise features a narrated tour of the San Diego Bay including sites such as the world’s oldest active sailing ship, the Star of India; the monumental Coronado Bay Bridge; the San Diego skyline and much more. Don’t miss this opportunity to experience the beautiful views, warm breezes and picturesque sunset from the waters of the San Diego Bay! Ticket price includes beer, wine, soft drinks, and appetizers. Plan to meet the group at Pier 2, 970 North Harbor Drive at 5:45 pm. Pier 2 is a short 15-minute walk from the Westin, or you can utilize taxi, Uber/Lyft. The boat departs promptly at 6:00 pm. Light jacket, sunglasses and comfortable (rubber soled) shoes suggested. Ticket price: $90.  
*Pre-registration is recommended. Onsite ticket sales are not guaranteed.*

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**TUESDAY, JULY 16**

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

7:30 AM - 8:30 AM  **BREAKFAST: SPONSORED BY ETS**  
**CALIFORNIA AB**  
**THE GRE® GENERAL TEST: VALID, FAIR, AND MISUNDERSTOOD**

The GRE® test may be a familiar tool, but few people understand its research foundation and predictive validity, or the lengths that ETS goes to ensure it is unbiased. Learn about the test, changes to the fee reduction program, and free resources ETS provides to support programs and institutions in their efforts to reduce barriers for applicants.

*Speakers:  Alberto Aceroa, Executive Director, Global Higher Education, Educational Testing Service  
Brent Bridgeman, Distinguished Research Scientist, Educational Testing Service*  

9:00 AM - 10:30 AM  **PLENARY III: TOWARD A CULTURE OF ACCESS:**  
**LESSONS FROM THE NEURODIVERSITY MOVEMENT**  
**SAN DIEGO BALLROOM**

How is a neurodivergent person meant to embrace a “life of the mind”? How should disabled graduate students respond when their reasonable accommodations function more as “reasonable exclusions”? How do rhetorics of mental health crises obscure broader questions concerning who is valued in academic space? This talk considers the ways in which critical approaches to access, participation, and neurodiversity can transform graduate education.

*Chair:  Michael Solomon, Dean, Graduate Studies and Vice Provost, Academic Affairs, University of Michigan  
Speaker:  Melanie Yergeau, Associate Professor of English, University of Michigan and author of “Authoring Autism: On Rhetoric and Neurological Queerness”*
### Morning Coffee Break

**Sponsored by:**
- California State University, Fullerton
- University of Nevada, Las Vegas
- University of Oregon
- Washington State University

### Concurrent Hot Topic Sessions

#### Research Ethics in the Humanities and Fine Arts  
**Plaza A**
Facilitators: Suzanne Barbour, Dean, Graduate School, University of Georgia  
Thomas Jeitschko, Dean, Graduate School and Associate Provost, Graduate Education, Michigan State University

#### Breaking News: Public Policy Hot Topic  
**Plaza B**
Facilitators: Mark Sheridan, Vice Provost, Graduate Affairs and Dean, Graduate School, Texas Tech University  
Elizabeth Watkins, Dean, Graduate Division and Vice Chancellor, Student Academic Affairs, University of California, San Francisco

#### Graduate Student Health and Wellness: An Ounce of Prevention  
**Plaza C**
Facilitators: Elizabeth Klonoff, Vice President for Research and Dean, College of Graduate Studies, University of Central Florida  
Frances Leslie, Vice Provost, Graduate Education and Dean, Graduate Division, University of California, Irvine

#### Cultures of International Inclusivity: The Role of the Graduate Dean  
**Santa Fe**
Facilitators: Andres Gil, Vice President, Research and Economic Development and Dean, University Graduate School, Florida International University  
Sally Pratt, Vice Provost, Graduate Programs, University of Southern California

#### Latinx Graduate Student Life Cycle: Promising Practices  
**Sierra A**
Facilitators: Charles Ambler, Associate Provost, Graduate Studies, The University of Texas at El Paso  
JoAnn Canales, Dean-in-Residence, Council of Graduate Schools

#### Assessing the Quality of Online Programs and Micro-Credentials  
**Sierra B**
Facilitators: Carol Beck, Associate Dean, Jefferson College of Life Sciences, Thomas Jefferson University  
Maribeth Watwood, Dean, Graduate College, Northern Arizona University

### Tabletop Networking Lunch

This lunch is a chance for you to join your colleagues in informal tabletop discussions on topics such as: Title IX, GHSI graduate deans, recruitment best practices, creating an inclusive climate, graduate student unionization and supporting international students.

### Concurrent Technical Workshops

#### Designing Programs with the End in Mind  
**California A**
We all design programs to support student success, but how do we know that our efforts are working? Increasingly, often prompted by funders, we need to design programs with clear goals and collect data that allow mid-course adjustments and revisions to our strategies. Join a discussion of logic models, templates, and other tools to develop evidence-based programs that include robust assessment of outcomes.

Speakers: Ranjit Koodali, Dean, Graduate School, University of South Dakota  
Anne Laughlin, Director of Assessment, Graduate School, Cornell University  
Richard Tankersley, Vice Chancellor, Research and Economic Development, University of North Carolina at Charlotte
HOW TO INCREASE ENROLLMENT BY BETTER UNDERSTANDING PROSPECTIVE GRADUATE STUDENTS

SPONSORED BY EAB

To successfully expand graduate enrollment in a competitive environment, academic leaders must better understand the needs of prospective students. In this session, we will share results from a recent survey of graduate and adult students that shed light on the factors prospective students care about most when evaluating programs. This workshop will also cover techniques for evaluating market demand for a program, strategies for developing scalable programs, and best practices for implementing program features that attract adult learners.

Speakers: Karen Butler-Purry, Associate Provost for Graduate and Professional Studies, Texas A&M University
Kevin Shriner, Director, Strategic Leadership, EAB

WEDNESDAY, JULY 17

7:00 AM - 9:00 AM  DIVERSITY AND INCLUSIVENESS ADVISORY COMMITTEE

Committee Chair: Cari A. Moorhead, Dean, Graduate School, University of New Hampshire

7:45 AM - 8:45 AM  CGS CONTINENTAL BREAKFAST

9:00 AM - 11:00 AM  TECHNICAL WORKSHOPS

SUPPORTING THE SUCCESS OF MASTER’S STUDENTS

Master’s students are often part-time or online, and many return after having been out of school for some time. Given competing demands and the shorter duration of the typical master’s degree program, they also have little time for professional development activities. This session will focus on innovative programs designed to support master’s students’ degree completion and career success.

Speakers: Lisa Krissoff Boehm, Dean, College of Graduate Studies, Bridgewater State University
Kent Holsinger, Vice Provost, Graduate Education and Dean, Graduate School, University of Connecticut
Susan Stapleton, Dean, Graduate College, Western Michigan University

LIVING LESSONS FROM THE PHD CAREER PATHWAYS PROJECT

The PhD Career Pathways project is a network of 70 universities developing best practices for collecting and using PhD career pathways data. Whether you are already a participant or considering joining, this session will offer strategic guidance and lessons learned to date. Participants will also learn how CGS is building on guidance from its member advisory groups to maximize the impact of this national initiative.

Speakers: Jennifer Cason, Director, Graduate Student Support Resources, Arizona State University
David Daleke, Vice Provost, Graduate Education and Health Sciences and Associate Dean, Graduate School, Indiana University
Robin Garrell, Vice Provost, Graduate Education and Dean, Graduate Division, University of California, Los Angeles