



Program

New Deans Institute

SATURDAY, JULY 9

7:30 AM - 5:00 PM	REGISTRATION	NICOLLET PROMENADE
7:30 AM - 8:15 AM	CGS CONTINENTAL BREAKFAST	NICOLLET D
8:15 AM - 8:30 AM	WELCOME AND INTRODUCTIONS <i>Suzanne T. Ortega, President, Council of Graduate Schools</i> <i>Julie Coonrod, Chair, Board of Directors, Council of Graduate Schools and Dean, Graduate Studies, The University of New Mexico</i>	NICOLLET A-C
8:30 AM - 9:45 AM	FRESHMAN DEANS' REFLECTIONS 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?" <i>Speakers: C. André Christie-Mizell, Vice Provost, Graduate Education and Dean, Graduate School, Vanderbilt University</i> <i>Hillary Fouts, Dean, Graduate Studies and Research, Western Oregon University</i> <i>Amanda Haertling Thein, Associate Provost, Graduate and Professional Education and Dean, Graduate College, The University of Iowa</i>	NICOLLET A-C
9:45 AM - 10:15 AM	MORNING COFFEE	NICOLLET PROMENADE
10:15 AM - 11:45 AM	MANAGING BUDGETS: PLANNING, PRIORITIZING, AND ALLOCATING 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. <i>Speakers: H. Dele Davies, Senior Vice Chancellor, Academic Affairs and Dean, Graduate Studies, University of Nebraska Medical Center</i> <i>Sheryl Tucker, Vice Provost and Dean, Graduate College, Oklahoma State University</i>	NICOLLET A-C

MANAGING OPERATIONS: TIME, STAFF, AND PARTNERSHIPS

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: Chevelle Newsome, Dean, Graduate Studies, California State University, Sacramento
Kevin Williams, Vice Provost, Academic Affairs and Dean, Graduate School,
University at Albany, SUNY*

- 12:00 PM - 1:30 PM** **NETWORKING LUNCH** **NICOLLET D**
Attendees will sit with their pre-assigned cohort groups. Look for your facilitators' name shown on the table sign.
- 1:30 PM - 2:45 PM** **MANAGING ENROLLMENT: RECRUITMENT, ADMISSIONS, AND FUNDING** **NICOLLET A-C**
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: Elizabeth Klonoff, Vice President, Research and Dean, Graduate Studies, University of Central Florida
Sarah Larsen, Vice Provost and Dean, Graduate School, University of Houston*
- 2:45 PM - 3:15 PM** **AFTERNOON REFRESHMENT BREAK** **NICOLLET PROMENADE**
SPONSORED BY:
UNIVERSITY OF WISCONSIN-MILWAUKEE
- 3:15 PM - 4:15 PM** **ADVOCACY 101** **NICOLLET A-C**
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: Amy M. Scott, Associate Vice President, Government Relations and Public Policy, Council of Graduate Schools
*Speakers: Jeni Hart, Dean, Graduate School and Vice Provost, Graduate Studies, University of Missouri
Mark Sheridan, Vice Provost, Graduate Affairs and Dean, Graduate School, Texas Tech University*
- 4:15 PM - 4:30 PM** **WRAP-UP** **NICOLLET A-C**
Suzanne T. Ortega, President, Council of Graduate Schools
- 4:30 PM - 5:00 PM** **COHORT GROUP MEETINGS** **NICOLLET D**
- 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 10

8:00 AM - 5:00 PM	REGISTRATION	NICOLLET PROMENADE	
8:30 AM - 12:00 PM	CGS BOARD OF DIRECTORS MEETING	REGENCY	
1:00 PM - 1:15 PM	WELCOME AND OVERVIEW OF CGS <i>Suzanne T. Ortega, President, Council of Graduate Schools</i>	NICOLLET A-C	
1:15 PM - 2:45 PM	PLENARY I: UNIVERSITIES AS CATALYSTS FOR EQUITY AND SOCIAL JUSTICE To increase the impact of research, many universities are seeking to foster justice and equity within local communities. In this session, attendees will learn about the University of Minnesota's Grand Challenges Initiative and Minnesota Transform, projects that promote social justice through public humanities and other projects. Session attendees will learn strategies for developing collaborations with local partners and for promoting social justice through graduate education. <i>Chair: Scott Lanyon, Vice Provost and Dean, Graduate Education, University of Minnesota</i> <i>Speakers: Heidi Lasley Barajas, Interim Associate Vice President for Public Engagement, University of Minnesota</i> <i>Karen Hanson, Provost Emeritus, University of Minnesota</i> <i>Rhonda Jones-Webb, Assistant Dean, Graduate School, University of Minnesota</i>	NICOLLET A-C	
2:45 PM - 3:15 PM	AFTERNOON REFRESHMENT BREAK SPONSORED BY: MISSOURI STATE UNIVERSITY UNIVERSITY OF MINNESOTA UNIVERSITY OF WISCONSIN-MADISON UNIVERSITY OF WISCONSIN-MILWAUKEE	NICOLLET PROMENADE	
3:15 PM - 4:45 PM	CONCURRENT DEAN DIALOGUES STRATEGIES TO REDUCE THE COST OF GRADUATE EDUCATION High costs can hinder graduate education in many ways. Passed along to programs, high costs stifle innovation. Passed along to students, they can impede access particularly for underrepresented and minority students. This session will explore ways to reduce costs in graduate education focusing on compressed degree models and increasing transferable credit across programs. <i>Speakers: David Engelke, Dean, Graduate School, University of Colorado Denver/Anschutz Medical Campus</i> <i>Mary Jo Finney, Dean, Graduate School, University of Alaska Anchorage</i> <i>Mark Garrison, Dean, Graduate Studies, Morgan State University</i>	GREENWAY C-E ACCELERATING THE MENTAL HEALTH AND WELL-BEING AGENDA In the wake of twin pandemics, graduate student and faculty mental health remain a high priority. The CGS and JED Foundation report provides a compelling framework for action, endorsed by 150 universities. In dialogue, presenters will explore local progress and plans for services, including cultures of well-being. Attendees will discuss challenges and successes and institutions not yet signers of the challenge will have an opportunity to hear lessons learned. <i>Chair: Lisa Tedesco, Dean-in-Residence, Council of Graduate Schools</i> <i>Speakers: David Kieda, Dean, Graduate School, University of Utah</i> <i>Annette Kluck, Dean, Graduate School, University of Mississippi</i>	GREENWAY F-H

6:00 PM - 7:30 PM

OPENING RECEPTION

NICOLLET D

MONDAY, JULY 11

7:30 AM - 3:30 PM	REGISTRATION	NICOLLET PROMENADE
7:30 AM - 8:30 AM	BREAKFAST: SPONSORED BY PROQUEST THE NEW PROQUEST (AS PART OF CLARIVATE): ACCELERATING DISCOVERY THROUGH DISSERTATION CITATION NETWORKS This presentation will highlight the transformation of ProQuest's Dissertation and Theses Global into a hub of discovery under Clarivate. We'll discuss how bibliometric coupling is implemented, as well as upcoming linkages between PQDT and the Web of Science. Understand how university researchers can leverage the outputs of this new integration to: make connections to trending topics, discover citation patterns and connections, and accelerate literature reviews. <i>Presider: Gilia Smith, Director, Academic Relations (Australia, New Zealand, North America), ProQuest, part of Clarivate</i>	NORTHSTAR BALLROOM
7:00 AM - 8:30 AM	CGS ADVISORY COMMITTEE ON ADVOCACY AND PUBLIC POLICY MEETING	LAKESHORE A
9:00 AM - 10:30 AM	PLENARY II: LEVERAGING PLACE IN CYBERSPACE: THE NEW GEOGRAPHY OF GRADUATE EDUCATION The COVID-19 pandemic accelerated the movement toward online and hybrid delivery models for graduate education, yet the in-person community experience remains vital to the missions of many universities. This panel will discuss how their institutions demonstrated the value of in-person, place-based instruction and leveraged community to recruit and support students. It will pay particular attention to how mission statements help create communities of care to promote well-being and support students from underrepresented groups. <i>Chair: Karen Coats, Dean, Graduate School, University of Southern Mississippi</i> <i>Speakers: Rev. Dennis Holtschneider, President, Association of Catholic Colleges and Universities</i> <i>Cynthia Proctor, Director of Communications and Academic Policy Development, Office of the Provost, SUNY System</i> <i>Philippe-Edwin Bélanger, Graduate Studies Director, INRS-Université du Québec</i> <i>Reginald Ellis, Assistant Dean, School of Graduate Studies and Research, Florida A&M University</i>	NICOLLET A-C
10:30 AM - 11:00 AM	MORNING COFFEE BREAK SPONSORED BY: MARQUETTE UNIVERSITY UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN UNIVERSITY OF MICHIGAN UNIVERSITY OF MISSOURI, COLUMBIA	NICOLLET PROMENADE
11:00 AM - 12:00 PM	CONCURRENT DEAN'S TOOLBOXES IF YOU BUILD IT, WILL THEY COME?: IMPROVING GRADUATE STUDENT PARTICIPATION IN CAMPUS PROFESSIONAL DEVELOPMENT Despite high initial interest, professional development offerings for graduate students can have low attendance and lackluster engagement. How do we create meaningful, integrated professional development experiences that reach students? Session attendees will learn about relationships-based strategies for increasing graduate student participation in	NICOLLET D

professional development, including: 1) professional development “service menus” 2) faculty education and collaboration around professional development 3) Student-led learning communities.

Facilitator: Jennifer Teitle, Assistant Dean, Graduate Student and Postdoc Development, Graduate College, University of Iowa

**DESIGNING GRADUATE PROGRAMS TO STAND OUT IN A CROWDED MARKET GREENWAY AB/IJ
SPONSORED BY EAB**

In today’s competitive landscape, graduate deans must ensure programs not only meet labor market demand but also address students’ growing needs for flexibility, affordability, and customization. In this session, attendees will complete an interactive exercise to 1) learn tactics for designing stand-out graduate programs; 2) explore strategies to optimize programs for online and hybrid modalities; and 3) identify opportunities to improve in the rankings.

*Facilitators: Savon Sampson, Senior Director, Strategic Research, EAB
Steve Tello, Vice Provost for Graduate, Online and Professional Studies, University of Massachusetts Lowell*

**LEVERAGING TECHNOLOGY TO PROMOTE ACCESS AND SUPPORT GREENWAY C-E
GRADUATE STUDENT SUCCESS**

Effective recruiting must include a combination of providing optimal information when students reach out to us as well as when we reach out to them so that they make an informed choice about pursuing a graduate degree. In this session, attendees will learn: 1) how to use technology to improve access to graduate education and encourage applications, 2) tools to improve retention, and 3) strategies to support student success.

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

**ADVANCING AND SUSTAINING THE USE OF MENTORING PLANS GREENWAY F-H
IN DOCTORAL PROGRAMS**

Mentoring conversations between faculty and doctoral students are viewed as an effective tool to promote research progress, reveal graduate education’s hidden curriculum, and reduce academic stress. In this session, attendees will learn: 1) how mentoring plan templates and workshop formats have promoted mentoring conversations at the University of Michigan; 2) how these conversations can be tailored both to accommodate disciplinary differences, and the need to mentor across difference; 3) how to create expectations that these plans are produced for all doctoral students.

Facilitator: Michael Solomon, Dean, Graduate Studies and Vice Provost, Academic Affairs, University of Michigan

12:00 PM - 1:30 PM NETWORKING LUNCH NORTHSTAR BALLROOM

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

SO ALL CAN LEARN: INCLUSIVE PEDAGOGIES FOR GRADUATE EDUCATION GREENWAY C-E

As the past 20 months have revealed, we must begin implementing pedagogies that allow graduate students regardless of bandwidth or learning styles to access graduate curriculum and to demonstrate mastery of it. This session showcases efforts to help graduate faculty and graduate students understand and use the principles of universal design for learning and other inclusive pedagogies.

*Speakers: Scott Adler, Dean, Graduate School, University of Colorado, Boulder
Mark Riley, Dean, Graduate School, Florida State University
Aimée Surprenant, Dean, Graduate School, Virginia Tech*

**PROMOTING FAIRNESS AND PROGRAM QUALITY: METHODS FOR
DISTRIBUTING GRADUATE ASSISTANTSHIP SUPPORT**

GREENWAY F-H

Graduate assistantships and fellowships provide students with multiple benefits, including financial support in the form of stipends, tuition-waivers, or scholarships and the opportunity to gain relevant work and research experience. This session will examine university policies and practices; the costs associated with assistantships and fellowships; how to support first-generation and underrepresented and minority students; and how to manage international students, online students, and graduate students engaged in interdisciplinary studies.

Speakers: Lisa Armistead, Dean, Graduate School, Georgia State University
Graham Hammill, Vice Provost, Academic Affairs and Dean, Graduate School, University at Buffalo, SUNY
Thomas A. Lewis, Interim Dean, Graduate School, Brown University

5:00 PM - 7:00 PM

COCKTAIL RECEPTION AT WALKER ART CENTER

MEET AT WALKER ART CENTER

Join us for a private reception on the Garden Terrace of the Walker Art Center, one of the most celebrated art museums in the country housed within an award-winning civic landmark. The Garden Terrace, located on the rooftop of the Walker, features 180-degree views of the Minneapolis Sculpture Garden and the skyline of Minneapolis. The event provides the opportunity to enjoy beautiful views of the city and sculpture garden as you unwind from the sessions of the day. Also, don't miss your chance to play a round of skyline mini-golf! The one-of-a-kind course is located on the terrace and features 10 distinctive, artist-designed holes.

Ticket price includes beer, wine, soft drinks and appetizers. Plan to meet the group at the Walker Art Center, 725 Vineland Place. The Walker is a short 15-minute walk from the Hyatt Regency Minneapolis, or you can utilize taxi, Uber/Lyft. Attendees may want to plan a stop at the Minneapolis Sculpture Garden adjacent to the Walker either before or after the reception. The park is open daily from 6 am to midnight and is free to the public. *Ticket price: \$90. Pre-registration is recommended. Onsite ticket sales are not guaranteed.*

TUESDAY, JULY 12

7:30 AM - 3:00 PM

REGISTRATION

NICOLLET PROMENADE

7:30 AM - 8:30 AM

**BREAKFAST: SPONSORED BY ETS
A NEW AGE OF LEARNER EMPOWERMENT**

NORTHSTAR BALLROOM

In collaboration with members of the graduate community, ETS is building an integrated ecosystem of cutting-edge tools, assessments and services to help learners demonstrate who they are, what they know, and who they want to be – all in one place. In turn, this meaningful data can help institutions make more informed recruiting and admissions decisions. Learn about what we've got in our pipeline to connect programs and students in a way not done before.

Speaker: Ann-Marie Stephenson, Senior Director of Global Higher Education, ETS

9:00 AM - 10:30 AM

PLENARY III: CHANGING LANDSCAPE OF INTERNATIONAL EDUCATION

NICOLLET A-C

Increased international competition for graduate students, pandemic recovery, and shifting geopolitical forces are reshaping international student choices about graduate study. To remain competitive, graduate education in the US will need new strategies for attracting international students, addressing costs, and developing support services. This panel will capture the challenges and opportunities for graduate deans as they advance and sustain commitments to international students.

Chair: Brian Mitchell, Scholar-in-Residence, Council of Graduate Schools

Speakers: Philip Altbach, Research Professor, Center for International Higher Education, Boston College

Susan Carvalho, Associate Provost and Dean, Graduate School, University of Alabama
 Jean-Pierre Delplanque, Vice Provost and Dean, Graduate Studies, University of California, Davis
 Lidia Kos, Associate Dean, University Graduate School and Associate Vice President, Research and Economic Development, Florida International University

10:30 AM - 11:00 AM **MORNING COFFEE BREAK** **NICOLLET PROMENADE**
SPONSORED BY:
ILLINOIS STATE UNIVERSITY
MICHIGAN TECH UNIVERSITY

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

FUTURE OF THE DISSERTATION **GREENWAY AB**
Facilitators: Julie Coonrod, Dean, Graduate Studies, The University of New Mexico
William Karpus, Dean, Graduate School, University of Wisconsin-Madison

CRT: WHY ARE WE STILL AFRAID TO TALK ABOUT RACE? **LAKESHORE C**
Facilitators: Caterina Bristol, Assistant Provost and Dean, Harold Lloyd Murphy Graduate School, Alabama State University
Amanda Bryant-Friedrich, Dean, Graduate School, Wayne State University

CREATING COMMUNITIES OF CARE: GRADUATE SCHOOL ACTION AGENDA FOR STUDENT AND FACULTY WELL-BEING AND MENTAL HEALTH **NICOLLET D**
Facilitators: Will Cantrell, Associate Provost and Dean, Graduate School, Michigan Technological University
Amanda Marie James, Associate Dean, Diversity, Inclusion, and Community Engagement, Laney Graduate School, Emory University

MENTORING ONLINE STUDENTS **GREENWAY C-E**
Facilitators: Brian Carolan, Dean, School for Graduate Studies, SUNY Empire State College
Kellie Cude, Associate Provost and Dean, Graduate School, Texas A&M University-Central Texas

PREPARING FUTURE FACULTY: PREVENTING SEXUAL HARASSMENT AND BULLYING **GREENWAY IJ**
Facilitators: Stephanie Danette Preston, Associate Dean, Graduate Educational Equity and Chief Diversity Officer, Graduate Education, The Pennsylvania State University
James Wimbush, Vice President for Diversity, Equity, and Multicultural Affairs and Dean, The University Graduate School, Indiana University

THE GREAT RESIGNATION: SUPPORTING AND RETAINING GRADUATE SCHOOL STAFF **GREENWAY F-H**
Facilitators: Mark J.T. Smith, Dean, Graduate School and Senior Vice Provost, Academic Affairs, The University of Texas at Austin
Jennifer Veltsos, Interim Associate Vice President for Curriculum and Dean, Graduate Studies, Minnesota State University, Mankato

12:00 PM - 1:30 PM **NETWORKING LUNCH** **NORTHSTAR BALLROOM**

12:00 PM - 1:45 PM **CGS MASTER'S COMMITTEE MEETING** **LAKESHORE A**

12:00 PM - 1:45 PM **CGS ADVANCEMENT ADVISORY COMMITTEE MEETING** **LAKESHORE B**

2:00 PM - 4:00 PM **CONCURRENT TECHNICAL WORKSHOPS**

OPEN[ING] SCHOLARSHIP: NEW MODES, NEW METHODS, NEW VOICES **GREENWAY C-E**
 New career opportunities, new modes of producing and disseminating research, and the need for innovative, inclusive, high impact scholarship demand a rethinking of what counts as

productive, high-quality work. This workshop will focus on strategies, policies, and practices that can leverage change. Lessons learned from the recent CGS/AERA convening on this topic will be shared along with actions needed for change.

Chair: Julie Coonrod, Dean, Graduate Studies, The University of New Mexico

Speakers: Meg Lota Brown, Associate Vice Provost, Academic Affairs and Associate Dean, Graduate College, University of Arizona

Jason Rhody, Director, Academic Program Services and Professional Development, Modern Language Association

Janet C. Rutledge, Vice Provost and Dean, Graduate School, University of Maryland, Baltimore County

Renée T. White, Provost and Executive Vice President for Academic Affairs, The New School

DEVELOPING A WINNING ETS/CGS AWARD PROPOSAL: ADVICE FROM PAST AWARDEES AND REVIEWERS

GREENWAY F-H

This workshop will provide advice from previous reviewers and award winners on how to develop a successful ETS/CGS Award for Innovation in Promoting Success in Graduate Education: From Admission through Completion proposals. Presenters will include past winners who will discuss both the process of developing the concept and an overview of the results that followed. One or more selection committee members will share observations about what makes proposals stand out.

Speakers: Suzanne Barbour, Dean, the Graduate School, The University of North Carolina at Chapel Hill

Michael Cunningham, Associate Provost, Graduate Studies and Research, Tulane University

Ashby Kinch, Dean, Graduate School, University of Montana

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

WEDNESDAY, JULY 13

7:45 AM - 8:45 AM

BREAKFAST: SPONSORED BY LIAISON

NORTHSTAR BALLROOM

SURVIVING THE GREAT RESIGNATION: HOW TO ENGAGE AND ENROLL GRADUATE STUDENTS WITH FEWER RESOURCES

The Great Resignation has higher education leaders acknowledging that universities may be under-resourced and over-tasked this fall. According to a recent survey, 80 percent of respondents say burnout and low salaries could cause them to leave their current higher education position, and students are feeling these effects. Liaison shares proven strategies to use the resources you have effectively to engage graduate students and increase enrollment.

Speaker: David T. Poole, Assistant Vice President, Enrollment Management Solutions, Liaison International

9:00 AM - 11:00 AM

TECHNICAL WORKSHOP

STRATEGIC PLANNING AT CRITICAL JUNCTURES

REGENCY

In the wake of COVID, disruptions in international student mobility and rapidly changing work environments, many universities are moving from five-year strategic plans to shorter, more nimble plans. This session will call on the expertise of CGS colleagues who have served as strategic planning consultants in the current environment, addressing elements such as university mission, place-based and online strategies, unique programs, and market niches.

Speakers: April Boulton, Dean, Graduate School, Hood College

Wojtek Chadzko-Zajko, Dean, Graduate College, University of Illinois at Urbana-Champaign

Robert Wojtowicz, Vice Provost and Dean, Graduate School, Old Dominion University

Summer Workshop Sponsors

