

SUMMER WORKSHOP & NEW DEANS INSTITUTE

DENVER

JULY 8-12, 2023



Program

New Deans Institute

SATURDAY, JULY 8

7:30 AM - 5:00 PM	REGISTRATION	CONFLUENCE FOYER
7:30 AM - 8:15 AM	CGS CONTINENTAL BREAKFAST	PLATTE RIVER ROOM
8:15 AM - 8:30 AM	WELCOME AND INTRODUCTIONS <i>Suzanne T. Ortega, President, Council of Graduate Schools</i> <i>Graham Hammill, Chair, Board of Directors, Council of Graduate Schools and Vice Provost, Educational Affairs and Dean, Graduate School, University at Buffalo, SUNY</i>	CONFLUENCE
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: Alyssa Crittenden, Vice Provost, Graduate Education and Dean, Graduate College University of Nevada, Las Vegas</i> <i>Elizabeth (Beth) Mayer-Davis, Dean, Graduate School, University of North Carolina at Chapel Hill</i> <i>Can (John) Saygin, Dean, Graduate College and Senior Vice President for Research, The University of Texas Rio Grande Valley</i>	CONFLUENCE
9:45 AM - 10:15 AM	MORNING COFFEE	CONFLUENCE FOYER
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	CONFLUENCE

program experiences using real budget challenges recently addressed by current graduate school deans.

*Speakers: April Boulton, Dean, Graduate School, Hood College
Michael Cunningham, Associate Provost, Graduate Studies and Research, Tulane University*

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: Daniel Kleinman, Associate Provost, Graduate Affairs, Boston University
Chevelle Newsome, Dean, Graduate Studies, California State University, Sacramento*

12:00 PM - 1:30 PM **NETWORKING LUNCH** **PLATTE RIVER ROOM**

1:30 PM - 2:45 PM **MANAGING ENROLLMENT: RECRUITMENT, ADMISSIONS, AND FUNDING** **CONFLUENCE**

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: James Antony, Dean, Graduate Division, University of California, San Diego
Andrea Golato, Dean, Graduate College, Texas State University*

2:45 PM - 3:15 PM **AFTERNOON REFRESHMENT BREAK** **CONFLUENCE FOYER**

3:15 PM - 4:15 PM **ADVOCACY 101** **CONFLUENCE**

What is an advocacy opportunity? 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 and with external groups, such as policymakers and the general public. For this session, deans will discuss how to engage and cultivate "third-party validators," such as local and state policymakers, leaders in the business community, and the media.

Chair: Amy M. Scott, Associate Vice President, Government Relations and Public Policy, Council of Graduate Schools

*Speakers: David Daleke, Dean, Bloomington Graduate School, Indiana University
Cari Moorhead, Dean-in-Residence, Council of Graduate Schools
Douglas Woods, Vice Provost, Graduate and Professional Studies and Dean, Graduate School, Marquette University*

4:15 PM - 4:30 PM **SESSION VI: WRAP-UP** **CONFLUENCE**

Suzanne T. Ortega, President, Council of Graduate Schools

6:45 PM **OPTIONAL DINNER SIGN-UPS** **MEET IN HOTEL LOWER 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 9

8:00 AM - 5:00 PM **REGISTRATION** **CONFLUENCE FOYER**

8:30 AM - 12:00 PM **CGS BOARD OF DIRECTORS MEETING** **HORACE TABOR**

1:00 PM - 1:15 PM **WELCOME AND OVERVIEW OF CGS** **CONFLUENCE**
Suzanne T. Ortega, President, Council of Graduate Schools

1:15 PM - 2:45 PM **PLENARY I: PREPARING GRADUATE STUDENTS TO ADDRESS BIAS
IN DATA SCIENCE** **CONFLUENCE**

The interdisciplinary field of data science holds out great promise for research and innovation. All too often, however, graduate students are exposed to the promises of data science and artificial intelligence without an understanding of the biases that may be inherent in their methods and applications. This session will consider some of the risks of bias in data science as well as a model for preparing graduate students to anticipate and respond to this challenge.

Chair: Celia Marshik, Dean, Graduate School and Vice Provost, Graduate and Professional Education, Stony Brook University

*Speakers: Susan Brennan, Professor, Department of Psychology, Stony Brook University
Nicol Turner Lee, Senior Fellow, Governance Studies and Director, Center for Technology Innovation, Brookings Institution*

2:45 PM - 3:15 PM **AFTERNOON REFRESHMENT BREAK** **CONFLUENCE FOYER**

SPONSORED BY:

COLORADO STATE UNIVERSITY

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THE UNIVERSITY OF TEXAS AT AUSTIN

UNIVERSITY OF COLORADO DENVER/ANSCHUTZ MEDICAL CAMPUS

UNIVERSITY OF NEBRASKA MEDICAL CENTER

UNIVERSITY OF UTAH

3:15 PM - 4:45 PM **CONCURRENT DEAN DIALOGUES**

**INNOVATIONS IN GRADUATE EDUCATION: CREATIVE PROBLEM-
SOLVING IN STEM** **TABOR/MOLLY BROWN**

Solving the most pressing and difficult scientific challenges will require not only disciplinary training, but problem-solving skills. This session will feature three projects focused on teaching creative problem-solving in applied scientific settings. In small groups, participants will discuss ways to use the lessons and resources from these projects to support student learning on their own campuses.

Speakers: Levon Esters, Dean, Graduate School and Vice Provost, Graduate Education, Penn State University

Ronald Walcott, Vice Provost, Graduate Education and Dean, Graduate School, University of Georgia

**TO STACK OR NOT TO STACK?: EXAMINING THE RELATIONSHIP
BETWEEN MICROCREDENTIALS AND THE MASTER'S DEGREE** **PLATTE RIVER ROOM**

Stacking postbaccalaureate certificates and other microcredentials into master's degrees is an important trend in graduate education. But are students actually stacking microcredentials? Are these stacks the same quality as a standalone master's degree? Using findings from the CGS/ETS project on microcredentials and the master's degree, this session uses stacking as

a jumping off point to discuss emerging credentials and the ways they impact current degree offerings.

*Speakers: Phil Anloague, Associate Provost, Graduate Academic Affairs, University of Dayton
Wojtek Chodzko-Zajko, Dean, Graduate College, University of Illinois at Urbana-Champaign
Julie Masterson, Associate Provost and Dean, Graduate College, Missouri State University*

6:00 PM - 7:30 PM **OPENING RECEPTION** **POOL DECK**
WITH PARTIAL SUPPORT FROM THE UNIVERSITY OF COLORADO BOULDER

MONDAY, JULY 10

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

7:30 AM - 8:30 AM **BREAKFAST: SPONSORED BY PROQUEST (PART OF CLARIVATE)** **ENSLEY**
PREDICTING USAGE OF DISSERTATIONS AND THESES ACROSS THE GLOBE: AN INFERENCE ANALYSIS OF PROQUEST DATA

This presentation will share initial results from a bi-level statistical analysis of ProQuest Dissertations and Theses Global usage data. We'll discuss how roughly 4 million ProQuest subscribers across the globe accessed dissertations and theses in 2021. Study questions include which texts, institutions and graduate programs receive the most visibility, interaction effects and potential implications.

Presenter: Gilia Smith, Director, Partnerships, ProQuest

7:00 AM - 8:30 AM **CGS ADVISORY COMMITTEE ON ADVOCACY AND PUBLIC POLICY MEETING** **COOK**

9:00 AM - 10:30 AM **PLENARY II: FROM LAB TO LIFE: COMMUNICATING SCIENCE TO THE PUBLIC** **CONFLUENCE**

Effectively communicating complex science to an unspecialized audience can seem like a tall order! You've got to get the information out accurately and succinctly without losing people. But like the rest of the characteristics of a good researcher, it's a skill that can be learned and refined and often, life itself is the best teacher.

*Chair: Jeni Hart, Dean and Vice Provost, Graduate Studies, University of Missouri, Columbia
Speaker: Samuel (Dr. Sammy) Ramsey, Assistant Professor and Marvin H. Caruthers Endowed Chair for Early-Career Faculty Ecology and Evolutionary Biology, University of Colorado Boulder*

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

SPONSORED BY:
COLORADO SCHOOL OF MINES
METROPOLITAN STATE UNIVERSITY OF DENVER
THE UNIVERSITY OF TEXAS AT AUSTIN
UNIVERSITY OF TEXAS RIO GRANDE VALLEY

11:00 AM - 12:00 PM **CONCURRENT DEAN'S TOOLBOXES**
NURTURING AND ENGAGING PROSPECTIVE GRADUATE STUDENTS IN **LAWRENCE AB**
TODAY'S DIGITAL SOCIETY

Over the last ten years The University of Alabama has gone through a major transition in how we recruit and onboard students. The presenter will share with attendees how we 1) have implemented a Customer Relationship Management (CRM) system to track students from

prospect to enrolled student (and beyond), 2) use a digital-first strategy to reach out to prospective students, and 3) nurture students through the recruitment funnel.

Facilitator: Andrew Goodliffe, Associate Dean, Graduate School, University of Alabama

ACHIEVING GRADUATE ENROLLMENT GOALS THROUGH SMART PROGRAM DESIGN – SPONSORED BY EAB **TABOR/MOLLY BROWN**

Many university leaders are looking at graduate programs to make up for lost undergraduate enrollment and revenue. But too often, program design choices impede graduate enrollment growth. In this session, attendees will learn how to help grow enrollment via smart program design, followed by an interactive exercise on 1) understanding regional market demands; 2) designing stand-out programs; and 3) optimizing programs for different modalities.

*Facilitators: Beth Donaldson, Senior Consultant and Principal, EAB Adult Learning Recruitment
Mark Garrison, Dean, Graduate Studies, Morgan State University*

BEST PRACTICES IN INTERNATIONAL RECRUITMENT: LOW COST/ NO COST AND EFFECTIVE **PLATTE RIVER ROOM**

Florida State University has recently employed a number of effective techniques in recruiting international students. Our international applications have grown by 243%, admitted by 98% and enrolled by 46% over the past 5 years. Discussion topics will include: (1) a variety of modes to reach out/engage international students in the application process, (2) admissions help, and (3) helping with their arrival/integration at the institution.

Facilitator: Mark Riley, Dean, Graduate School, Florida State University

PREPARING HUMANITIES DOCTORAL STUDENTS FOR DIVERSE CAREERS **AUGUSTA**

The University of Louisiana at Lafayette works to empower graduate students as it creates space for them to reflect upon and align their values, vision, and actions with their post-degree career aspirations. Session attendees will explore 1) key findings of humanities PhD career pathways research, 2) innovative approaches to guide humanities students in their career discernment process, and 3) strategies for helping students (and graduate programs) identify and leverage unique skills and humanities training for diverse professional futures.

Facilitator: Mary Farmer-Kaiser, Dean, Graduate School, University of Louisiana at Lafayette

12:00 PM - 1:30 PM **NETWORKING LUNCH** **ENSLEY**

12:00 PM - 1:30 PM **CGS MASTER'S EXIT SURVEY GROUP MEETING** **CURTIS**

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

SERVING LOCAL COMMUNITIES THROUGH MASTER'S EDUCATION **PLATTE RIVER ROOM**

Master's education is often associated with personal career development and training, while benefits to communities and economies are often overlooked. This session will feature institutions that have developed strong, positive messages about the public value of master's education in their advocacy and communications. Participants will learn strategies for communicating both the individual and social benefits of master's degrees to audiences both inside and outside the university.

Speakers: Sharon James McGee, Dean, College of Graduate and Continuing Studies, East Tennessee State University

Victor Prybutok, Vice Provost, Graduate Education and Dean, Toulouse Graduate School, University of North Texas

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

MENTORING THAT SUPPORTS STUDENTS AND FACULTY **TABOR/MOLLY BROWN**

Mentoring with both a student-centered and faculty-centered approach considers the needs, experiences, goals, and vulnerabilities of both individuals in the mentoring relationship. Our speakers will share practices and new program models that engage graduate students and

faculty in mentoring that focuses on individuals, the mentoring relationship, and also on creating a mentoring- rich culture within the institution.

Speakers: Joshua Barker, Dean, School of Graduate Studies and Vice-Provost, Graduate Research and Education, University of Toronto

Amanda Bryant-Friedrich, Dean, Graduate School, Wayne State University

Kerry Wilks, Dean, Graduate School and Associate Vice President, International Affairs, Northern Illinois University

5:00 PM - 7:00 PM

COCKTAIL RECEPTION AT MUSEUM OF CONTEMPORARY ART DENVER MEET AT MUSEUM

Join us for a private reception on the rooftop of the Museum of Contemporary Art, Denver, a unique space dedicated to sparking connections and curiosity through contemporary art and culture. Utilizing rotating exhibits and innovative programming, the museum welcomes all audiences and celebrates all voices. Museum galleries will be open during the event for you to explore. Join us for this lively networking event and the opportunity to enjoy beautiful views of the city as you unwind from the sessions of the day. Ticket price: \$90. As space is limited, pre-registration is required. **Tickets will not be available for purchase onsite.**

TUESDAY, JULY 11

7:30 AM - 3:00 PM

REGISTRATION

CONFLUENCE FOYER

7:30 AM - 8:30 AM

**BREAKFAST: SPONSORED BY ETS
EVOLVING ASSESSMENT TO MEET HIGHER EDUCATION NEEDS**

ENSLEY

There's a renewed and focused effort at ETS to ensure that learners and educators are at the center of all we do. And that effort is resulting in big changes in our products and services. Get an overview and ask questions about changes to the GRE and TOEFL tests intended to reduce test taker fatigue and help them to complete and submit their applications faster. And hear how schools are using the ETS Personal Skills and Qualities tool to gain insights about learners' inter- and intrapersonal skills, such as perseverance, curiosity and self-discipline.

Presider: Katie Pedley, Director of Global Higher Education, ETS

7:00 AM - 8:30 AM

CGS RESEARCH AND INFORMATION SERVICES COMMITTEE MEETING

COOK

9:00 AM - 10:30 AM

**PLENARY III: ADVANCING THE DIVERSITY, EQUITY AND INCLUSION
AGENDA**

CONFLUENCE

With diversity, equity, and inclusion initiatives being contested across the US, the stakes are high for graduate education. Improving diversity and access to graduate education is imperative for promoting equity and building a competitive workforce. This session will explore the importance of equity and anti-racism in graduate education as well as systemic approaches to advancing these goals.

Chair: Graham Hammill, Vice Provost, Academic Affairs and Dean, Graduate School, The University at Buffalo, SUNY

Speaker: Gilda Barabino, President, Olin College of Engineering

10:30 AM - 11:00 AM

MORNING COFFEE BREAK

CONFLUENCE FOYER

SPONSORED BY:

TEXAS A&M UNIVERSITY

TEXAS A&M UNIVERSITY-CENTRAL TEXAS

TEXAS A&M UNIVERSITY-CORPUS CHRISTI

TEXAS A&M UNIVERSITY SYSTEM

11:00 AM - 12:00 PM

CONCURRENT HOT TOPIC SESSIONS

DEMONSTRATING RETURN ON INVESTMENT: THE CASE OF US DEPARTMENT OF EDUCATION “LOW FINANCIAL VALUE” PROGRAMS **MOLLY BROWN**

*Facilitators: Scott Adler, Dean, Graduate School, University of Colorado Boulder
Kellie Cude, Associate Provost, Senior Associate VP for Academic Affairs and Dean, Graduate School, Texas A&M University-Central Texas*

MANAGING (AND LEADING) FROM THE MIDDLE: SUPPORTIVE STRATEGIES FOR ASSISTANT/ASSOCIATE DEANS **PLATTE RIVER ROOM**

*Facilitators: Bill Graves, Dean, Graduate College, Iowa State University
Linda Mason, Dean, Graduate School, Purdue University*

CONTINUING EDUCATION AND GRADUATE EDUCATION: HOW DO THEY ALIGN? **HORACE TABOR**

*Facilitators: Irene Pittman Aiken, Dean, Graduate School, University of North Carolina at Pembroke
Mark Ellis, Dean, Graduate Studies, University of Nebraska at Kearney*

GRADUATE STUDENT UNIONIZATION **BLAKE**

*Facilitators: Suzanne Barbour, Dean, The Graduate School and Vice Provost for Graduate Education, Duke University
Rossitza Wooster, Dean, Graduate School, Portland State University*

NAVIGATING ACADEMIC FREEDOM IN CHALLENGING POLITICAL ENVIRONMENTS **LAWRENCE B**

*Facilitators: Seiichi Matsuda, Dean, Graduate and Postdoctoral Studies, Rice University
Chris Nelson, Dean, School of Graduate Studies, University of North Dakota*

RAISING PHD STUDENT STIPENDS **LAWRENCE A**

*Facilitators: Lisa Armistead, Dean, Graduate School, Georgia State University
Michael Solomon, Dean, Graduate Studies and Vice Provost, Academic Affairs, University of Michigan*

12:00 PM - 1:30 PM

NETWORKING LUNCH

ENSLEY

12:00 PM - 1:45 PM

CGS MASTER’S ADVISORY COMMITTEE MEETING

COOK

12:00 PM - 1:45 PM

CGS ADVANCEMENT ADVISORY COMMITTEE MEETING

CURTIS

2:00 PM - 4:00 PM

CONCURRENT TECHNICAL WORKSHOPS

SUCCESSFUL FUNDRAISING AND DEVELOPMENT STRATEGIES FOR GRADUATE EDUCATION **CONFLUENCE C**

The prevailing wisdom is that alumni are more likely to provide financial support for their undergraduate institutions or programs and that internal competition for donor support hinders collaboration across university units. This technical workshop will explore strategies for securing philanthropic support for graduate education with a focus on cooperation within the university and understanding donor motivations. Deans will also share best practices on how to implement targeted fundraising for the graduate school.

*Speakers: Clay Gloster, Vice Provost, Graduate Research and Dean, Graduate College, North Carolina A&T
Peter Harries, Dean, Graduate School, North Carolina State University
Elizabeth Wentz, Vice Provost and Dean, Graduate College, Arizona State University*

UNDERSTANDING THE 2023 SCOTUS DECISION **PLATTE RIVER ROOM**

The latest SCOTUS decisions regarding race and admissions will be announced by the end of June. Universities will need to move quickly to understand the implications of the decisions.

This session will focus on strategies that universities can use to advance their missions and commitments to diversity, equity and inclusion while complying with the law.

*Speakers: Jamie Lewis Keith, Distinguished Senior Law and Policy Fellow, EducationCounsel LLC
Annette Kluck, Dean, Graduate School, University of Mississippi
Chevelle Newsome, Dean, Graduate Studies, California State University, Sacramento*

WEDNESDAY, JULY 12

7:45 AM - 8:45 AM

BREAKFAST: SPONSORED BY WILEY UNIVERSITY SERVICES

ENSLEY

ONLINE GRADUATE STUDENTS: UNDERSTANDING KEY TRENDS AND PREFERENCES

As the landscape of online learning continues to evolve, so do the behaviors of online graduate students. This presentation will explore key findings from the newly released Voice of the Online Learner 2023 report, an annual survey of prospective, current, and past online graduate students. From top decision-making factors to evolving feelings on synchronous sessions, gain actionable insights to apply to your institution's online strategy.

Presenter: Krysia Lazarewicz, Vice President Business Development, Wiley University Services

9:00 AM - 11:00 AM

TECHNICAL WORKSHOP

CURRENT AND FUTURE IMPACT OF CHATGPT ON GRADUATE EDUCATION

PLATTE RIVER ROOM

The launch of ChatGPT (Generative Pre-trained Transformer) in November 2022 by OpenAI has raised concerns of cheating, bias and misinformation. Yet, there are other educators who are embracing the AI bot to transform higher education. This interactive workshop will highlight the current and future impact of ChatGPT on graduate education and provide opportunities to engage with ChatGPT to facilitate discussions and recommendations for your graduate program.

Speakers: Betsy Barre, Executive Director, Center for the Advancement of Teaching, Wake Forest University

Boris Steipe, Associate Professor, Department of Biochemistry, University of Toronto