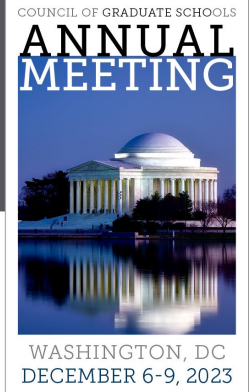




The Future is Now:  
New Knowledge, New Voices,  
New Modalities

WASHINGTON, DC

DECEMBER 6-9, 2023



# CGS 63<sup>rd</sup> ANNUAL MEETING PROGRAM

## WEDNESDAY, DECEMBER 6

- |                           |   |                           |
|---------------------------|---|---------------------------|
| <b>8:00 AM - 6:00 PM</b>  | <b>REGISTRATION</b>   | <b>INDEPENDENCE FOYER</b> |
| <b>8:30 AM - 12:00 PM</b> | <b>CGS BOARD OF DIRECTORS MEETING</b><br><i>Graham Hammill, Chair, Board of Directors, Council of Graduate Schools and Vice Provost, Academic Affairs and Dean, Graduate School, The University at Buffalo, SUNY</i>  | <b>CHINATOWN</b>          |
| <b>9:00 AM - 11:00 AM</b> | <b>PRE-MEETING WORKSHOPS (PRE-REGISTRATION REQUIRED)</b>  |                           |
|                           | <b>NON-DEGREE CREDENTIALS: DEFINING AND ASSESSING QUALITY</b><br>Graduate certificates, microcredentials, and other types of non-degree credentials have proliferated in recent years. But how do we know if these credentials are any good? This session will examine the problem of defining quality for non-degree credentials and lay out frameworks for assessing and measuring credential quality in this fast-moving market.<br><i>Speakers: Julie Masterson, Associate Provost and Dean, Graduate College, Missouri State University</i><br><i>Chris Nelson, Dean, School of Graduate Studies, University of North Dakota</i>   | <b>MONUMENT</b>           |
|                           | <b>REVIEW OF GRADUATE PROGRAMS: MASTER'S AND DOCTORAL</b><br>Assessing the quality of master's and doctoral programs is essential for effective decision making and optimal impact. The presenters will provide strategies for meaningful and manageable program review. Participants will discuss review processes using program outcomes for impact, and directions needed for innovation, and change. Presenters will conclude with perspectives on how to include data and how to incorporate feedback from external reviewers and accreditation requirements into program reviews.<br><i>Speakers: Karin Elliott Brown, Associate Vice President and Dean, Graduate Studies, California State University, Los Angeles</i><br><i>Effrosyni (Faye) Diamantoudi, Dean, Graduate Studies, Concordia University</i><br><i>Peter Harries, Dean, Graduate School, North Carolina State University</i> | <b>INDEPENDENCE F-H</b>   |

## MASTERING MENTORSHIP

CAPITOL

This workshop will provide participants with a mentoring toolkit for enhancing their mentoring relationships and for supporting other mentoring relationships at their university. Participants will learn how to clarify goals and expectations, establish a mutual evaluation process, and bring these relationships to a successful conclusion. Participants also will learn strategies to support healthier conflict and promote trust in these relationships. Participants will be actively engaged throughout this interactive workshop.

*Speaker: Katharine Stewart, Senior Vice Provost, Faculty and Academic Affairs, North Carolina State University*

## LEGAL CHALLENGES TO DEI AND GENDER EQUITY PROGRAMS AND POLICIES

SUPREME COURT

Over the years, there have been mounting legal challenges to DEI and Gender Equity programs and policies at higher education institutions. As graduate schools continue to foster an inclusive environment for all, we must be aware of federal and state legislative efforts to limit DEI and Gender Equity programs and policies. This session will provide an overview of our community's legal challenges and how deans can engage university generals' counsel and campus officials.

*Speakers: Lisa Loo, Senior Vice President and General Counsel, Arizona State University  
Heidi Tsu, Assistant Vice President, National Engagement, American Council on Education*

## LUNCH ON YOUR OWN

2:00 PM - 4:00 PM

## PRE-MEETING WORKSHOPS (PRE-REGISTRATION REQUIRED)

### DEVELOPING A HEALTHY LABS AND RESEARCH TEAM CULTURE

SUPREME COURT

The research lab is a key pillar of graduate training. The University of Toronto Healthy Labs & Research Teams initiative identifies and celebrates practices that contribute to healthy research environments where individuals are valued and supported in their diverse research careers. Join us to learn about creating a lab culture based on a framework of equity, diversity, and inclusion; collaboration; leadership; research innovation and integrity; supervision and mentorship; and wellbeing.

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

### GLOBALIZATION AND THE DIVERSITY, INCLUSION AND JUSTICE AGENDA

INDEPENDENCE F-H

International students are integral to a multicultural graduate experience. Although many work in labs with faculty and students from their home country, they often experience racism rather than a sense of belonging. How can graduate administrators develop programs and communities that better connect and support international students? What partnerships will advance this work? Learn about effective globalization and DEI initiatives currently underway at CGS member universities.

*Speakers: James Antony, Dean, Graduate Division, University of California, San Diego  
Anjam Chaudhary, Diversity, Inclusion, and Equity Program Coordinator, International Student Programs, Michigan State University  
Janet Rutledge, Vice Provost and Dean, Graduate School, University of Maryland, Baltimore County*

### EMERGING MODELS OF WRITING SUPPORT FOR GRADUATE STUDENTS

CAPITOL

For the past two decades Thesis and Dissertation Writing Boot Camps have proliferated to support graduate students in their degree completion. So what's new and innovative? Join us to discuss emerging models of writing support that include collaborative writing, centralizing research and writing support, virtual events supporting non-resident students, writing as community building, and institutions partnering for virtual events that help students expand their disciplinary and interdisciplinary networks.

*Speakers: Tabbetha Dobbins, Dean, School of Graduate Studies, Rowan University*

Mary Newsome, Assistant Dean, Graduate Learning Support (GLS), The Office of Graduate Studies, Qatar University

Kristina Quynn, Assistant Dean, Graduate School and Director, CSU Writes, Colorado State University

Adham Ramadan, Dean, Graduate Studies, American University in Cairo

#### FUNDRAISING FOR GRADUATE EDUCATION

MONUMENT

As the need for additional support for graduate education increases, securing external funding from a variety of sources is essential. This workshop will outline fundraising strategies for graduate education with a focus on development fundamentals, building cases for support, and identifying potential donors among alumni, employer, and regional stakeholder networks. Collaborating within the university on fundraising goals and access to resources will also be covered.

*Speakers: Michele Siegal, Director, Development and Alumni Relations, Rackham Graduate School, University of Michigan*

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

*Claudia Petrescu, Vice Provost, Graduate Education and Dean, Graduate School, Kansas State University*

4:00 PM - 5:00 PM

#### HSI NETWORKING

MINT

Attention HSI and aspirational-HSI colleagues. Join this networking event and meet with colleagues at other HSI institutions to catch-up, share ideas and initiatives, and discuss common issues and interests.

4:00 PM - 5:00 PM

#### HBCU NETWORKING

CONGRESS

Attention HBCU colleagues. Join this networking event and meet with colleagues at other HBCU institutions to catch-up, share ideas and initiatives, and discuss common issues and interests.

4:30 PM - 5:30 PM

#### LGBTQ+ NETWORKING

ARCHIVES

All LGBTQ+ and allied attendees are encouraged to attend this networking event. In addition to building community and discussing current climate, we hope for sharing of ideas and discussion of repositories to help build greater supports for your LGBTQ+ graduate students.

5:00 PM - 6:00 PM

#### NEW MEMBER AND FIRST-TIME ATTENDEE MEET AND GREET

LIBERTY FOYER

Don't miss this opportunity to meet CGS staff and other first-time attendees. All first-time attendees and new members are encouraged to attend this networking event.

6:00 PM - 7:30 PM

#### OPENING RECEPTION

MEZZANINE

## THURSDAY, DECEMBER 7

7:00 AM - 5:00 PM

#### REGISTRATION

INDEPENDENCE FOYER

7:00 AM - 8:30 AM

#### CGS ADVISORY COMMITTEE ON ADVOCACY AND PUBLIC POLICY MEETING

MOUNT VERNON SQUARE

7:00 AM - 8:30 AM

#### CGS MASTER'S COMMITTEE MEETING

JUDICIARY SQUARE

7:30 AM - 8:30 AM

#### PROQUEST, PART OF CLARIVATE BREAKFAST

MARQUIS SALON 6

*Breakfast open to all attendees*

#### INTEGRATING THE WEB OF SCIENCE AND PROQUEST DISSERTATIONS & THESES GLOBAL

The breakfast program will feature the new integration of PQDT Global and Web of Science. We will explore the benefits integration offers subscribers to both platforms—including access

to the full continuum of scholarly works, from theses and dissertations, to conference proceedings, preprints and journal articles. We will also share new usage data that offers insight into how users are engaging with each of the platforms.

*Speakers:* Chris Burghardt, Senior Vice President, Product Management, ProQuest  
 Gilia C. Smith, Director, Partnerships, ProQuest  
 Austin McLean, Senior Director, Partnerships, ProQuest

<b>7:30 AM - 8:30 AM</b>	<b>NETWORKING BREAKFAST FOR ASSISTANT AND ASSOCIATE DEANS</b> <b>SPONSORED BY DUOLINGO ENGLISH TEST</b> Presider: Cari Moorhead, Dean-in-Residence, Council of Graduate Schools	<b>INDEPENDENCE F-H</b>
<b>8:00 AM - 8:30 AM</b>	<b>MORNING COFFEE</b>	<b>INDEPENDENCE A-E</b>
<b>8:00 AM - 12:00 PM</b>	<b>EXHIBITS OPEN</b>	<b>INDEPENDENCE A-E</b>
<b>8:30 AM – 9:00 AM</b>	<b>WELCOME AND OPENING SESSION</b> Graham Hammill, Chair, Board of Directors, Council of Graduate Schools and Vice Provost, Educational Affairs and Dean, Graduate School, University at Buffalo, SUNY Suzanne T. Ortega, President, Council of Graduate Schools	<b>LIBERTY</b>
<b>9:00 AM - 10:30 AM</b>	<b>PLENARY I</b> <b>INDIGENOUS HUMANITIES: EMPOWERING NATIVE VOICES AND COMMUNITIES</b> Supporting scholarship on the United States' rich Indigenous history and culture has the potential to empower Native voices and communities and expand our understanding of U.S. history and identity. This work will also play an important role in preparing the next generation of humanists to conduct publicly engaged scholarship. In this session, learn how the National Endowment for the Humanities is fostering new voices and new formats of humanities scholarship in collaboration with Indigenous communities. <i>Chair:</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>Speaker:</i> Shelly Lowe, Chair, National Endowment for the Humanities	<b>LIBERTY</b>
<b>10:30 AM - 11:00 AM</b>	<b>REFRESHMENT BREAK</b> <b>SPONSORED BY:</b> <b>AMERICAN UNIVERSITY</b> <b>STONY BROOK UNIVERSITY</b> <b>UNIVERSITY OF MARYLAND BALTIMORE COUNTY</b> <b>VILLANOVA UNIVERSITY</b>	<b>INDEPENDENCE A-E</b>
<b>11:00 AM - 12:00 AM</b>	<b>CONCURRENT SESSIONS</b> <b>EMBRACING BOUNDLESS OPPORTUNITIES: INTERNATIONALIZING GRADUATE EDUCATION</b> Though sometimes narrowly conceptualized through the lens of international student recruitment, internationalization is a holistic process that touches every part of graduate education. In this session, presenters from the 2023 Global Summit will explore internationalization from diverse national perspectives, including ideas and best practices that can be deployed in a variety of institutional settings. <i>Speakers:</i> Michael Cunningham, Associate Provost, Graduate Studies and Research, Tulane University Fahim Quadir, Vice-Provost and Dean, School of Graduate Studies and Postdoctoral Affairs, Queen's University Erick Sanchez Flores, President, Mexican Council of Graduate Studies (COMEPO)	<b>SHAW/LE DROIT PARK</b>

**CAREER MENTORING FOR MASTER'S STUDENTS****INDEPENDENCE F-H**

Remote or hybrid status, short program durations, and professional and family commitments may prevent master's students from receiving optimal career mentoring support. These challenges are prompting universities to rethink mentoring for this important campus community. This session will provide a variety of models and strategies for helping master's students receive the mentorship needed to develop professional skills and networks and advance in their careers.

*Speakers:* Ashby Kinch, Dean, Graduate School, University of Montana  
 S. Marshall Perry, Vice Provost, Academic Innovation, Saint Mary's College of California  
 Jennifer Roberts, Senior Vice Provost, Academic Affairs, University of Kansas

**THE CHANGING LANDSCAPE OF GRADUATE EDUCATION: PREPARING FOR AN UNCERTAIN FUTURE****ARCHIVES****SPONSORED BY HURON CONSULTING GROUP**

Graduate education is experiencing transition and disruption across the nation. How do your graduate operations and strategic plan stack up against peer institutions? This session will examine benchmarking across large public universities. We will share our findings, discuss issues facing graduate education more broadly and address employment status for graduate assistants. Group discussion will focus on strategies to adapt to evolving student and market demands.

*Speakers:* William Graves, Dean, Graduate College, Iowa State University  
 Michael Norton, General Counsel and Chief Risk Officer, Iowa State University  
 Michelle Soupier, Interim Associate Dean, Operations, Graduate College, Iowa State University  
 Bruce McPheron, Higher Education Consulting Senior Director, Huron Consulting Group  
 Rita Winters, Manager, Huron Consulting Group

**SYSTEMIC CHANGE TOWARD EQUITY AND BELONGING IN GRADUATE EDUCATION****CAPITOL/CONGRESS***WAGS organized session*

Several factors demand systemic change in graduate education, including mismatches between doctoral training and skills needed, and persistent gaps in representation in faculty ranks. In this session, the presenters focus on the imperative to pursue equity and belonging and how it intersects these other trends. They will describe their ideal end state, and what they are doing at their respective universities to improve access, belonging, and success.

*Speakers:* Jean-Pierre Delplanque, Vice Provost and Dean, Graduate Studies, University of California, Davis  
 Philip Mote, Vice Provost and Dean, Graduate School, Oregon State University  
 Joy Williamson-Lott, Dean, Graduate School, University of Washington

**12:00 PM - 1:30 PM****AWARDS CEREMONY AND LUNCHEON****MARQUIS SALON 6**

Presider: Suzanne T. Ortega, President, Council of Graduate Schools

**CGS/PROQUEST DISSERTATION AWARD IN THE BIOLOGICAL AND LIFE SCIENCES****CGS/PROQUEST DISSERTATION AWARD IN THE HUMANITIES AND FINE ARTS****GUSTAVE O. ARLT AWARD****ASSISTANT AND ASSOCIATE DEANS LEADERSHIP AWARD**

Award support provided by Duolingo English Test

**DEBRA W. STEWART LEADERSHIP AWARD****ETS/CGS AWARD FOR INNOVATION IN PROMOTING SUCCESS IN GRADUATE EDUCATION****2:00 PM - 5:00 PM****EXHIBITS OPEN****INDEPENDENCE A-E**

2:30 PM - 4:00 PM

**PLENARY II**

**LIBERTY**

**GRADUATE EDUCATION FOR A CHANGING WORLD-LAPIDUS LECTURE**

*The LaPibus lecture was established to honor the late Jules B. LaPibus, a past-president of CGS. The lecture is delivered each year by international leaders and visionary thinkers.*

Changing labor markets, student demographics, and geopolitical realities challenge university administrators and graduate educators to rethink the way research is conducted and disseminated, the curriculum is organized, and the funding models that underlie both. Join three higher education leaders in this plenary as they explore the implications of these trends for better educating and nurturing the scientists and scholars we will need to solve today and tomorrow's pressing challenges.

*Chair: Chevelle Newsome, Dean, Graduate Studies, California State University, Sacramento*

*Speakers: Charles (Chuck) Ambler, Professor Emeritus, History and Former Dean, Graduate School, University of Texas at El Paso*

*Tim Killeen, President, University of Illinois System*

*Carlos Santiago, Commissioner Emeritus, Massachusetts Department of Higher Education*

4:00 PM - 4:30 PM

**REFRESHMENT BREAK**

**INDEPENDENCE A-E**

**SPONSORED BY:**

**AMERICAN UNIVERSITY**

**NEW JERSEY INSTITUTE OF TECHNOLOGY**

**NEW YORK UNIVERSITY**

**UNIVERSITY OF DELAWARE**

4:30 PM - 5:30 PM

**CONCURRENT SESSIONS**

**RECOGNIZING THE STRENGTHS OF FIRST-GENERATION GRADUATE STUDENTS: NAMING BARRIERS AND IDENTIFYING OPPORTUNITIES**

**INDEPENDENCE F-H**

Faculty and administrators across institutions will discuss research toward evidence-based practice and programmatic effort to better understand the intersecting identities of first-generation college students in graduate programs. Panelists will share recommendations from the study to cultivate intentional institutional support to first-generation and minoritized graduate students and the value of ongoing partnerships between faculty and the graduate school to translate research into practice.

*Moderator: Lisa Garcia Bedolla, Vice Provost, Graduate Studies and Dean, Graduate Division, University of California, Berkeley*

*Speakers: Rashné Jehangir, Professor, Higher Education, University of Minnesota*

*David J. Nguyen, Dean, University College and Associate Professor, Department of Counseling and Higher Education, Ohio University*

*Jason K. Wallace, Assistant Professor, Higher Education, Mississippi State University*

**CREATING A SENSE OF COMMUNITY AND BELONGING FOR MASTER'S STUDENTS**

**SHAW/LEDROIT PARK**

With the expansion of online learning and micro-credentials, traditional master's programs have increased access to the degree. Unfortunately, some master's students lack connection to campus as they juggle work and personal obligations. In this session, learn how master's programs are creating a sense of community and belonging—including through interactive online experiences—that supports student retention and success.

*Speakers: James Ahern, Associate Vice Provost, Graduate Education, University of Wyoming*

*Wendy Boland, Dean, Graduate and Professional Studies, American University*

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

**LEVERAGING TECHNOLOGY TO IMPROVE DIVERSITY AND ACCESS IN GRADUATE EDUCATION**

**ARCHIVES**

**SPONSORED BY LIAISON INTERNATIONAL**

Technology is a foundational element in higher education—especially in a world where staffing and other resources are stretched. Yet platforms that utilize advanced analytics to simplify the graduate admissions are sometimes viewed with concern. In this session, hear how graduate programs can use technology to inform, rather than replace, human decision-making, particularly when pursuing their strategic goals for diversity, equity, and inclusion.

*Speakers: David Daleke, Vice Provost, Graduate Education and Health Sciences and Dean, Graduate School, Indiana University*

*Jillian Baer, Solutions Consultant, Liaison International*

*Art Munin, Associate Vice President, Enrollment Management Solutions, Liaison International*

**FROM BABY BOOMERS TO GEN Z: HOW TO “CLICK” WITH STUDENTS**

**CAPITOL/CONGRESS**

*MAGS organized session*

One of the most pressing challenges in graduate education is how to connect and engage with current and prospective students. Many institutions struggle to reach students using traditional methods of communication, such as email and web pages. During this interactive presentation, we will share statistics, strategies, and real-world examples of why the shift from plain text to video messaging is crucial to the success of graduate student recruitment and retention.

*Speakers: Kristen Kponyoh, Assistant Director, Graduate School, South Dakota State University*  
*Nicole Lounsbery, Director, Graduate School, South Dakota State University*

**6:30 PM - 8:30 PM**

**RECEPTION FOR ALL PARTICIPANTS**

**NATIONAL MUSEUM OF THE AMERICAN INDIAN**

Join us for a private reception at the Smithsonian’s National Museum of the American Indian (NMAI). The museum includes one of the world’s most expansive collections of Native artifacts covering the entire Western Hemisphere and provides exhibition galleries and spaces that aim to foster a more informed understanding of Indigenous people and their cultures and histories. The reception is complimentary for meeting attendees. Guest tickets can be purchased for a fee of \$95.

**LEAD SPONSORS: ALFRED P. SLOAN FOUNDATION AND MELLON FOUNDATION**  
**SPONSORS: CAYUSE, NOODLE, THE HONOR SOCIETY OF PHI KAPPA PHI**

## FRIDAY, DECEMBER 8

**7:30 AM - 5:00 PM**

**REGISTRATION**

**INDEPENDENCE FOYER**

**7:00 AM - 8:30 AM**

**CGS DIVERSITY AND INCLUSIVENESS ADVISORY COMMITTEE MEETING**

**SUPREME COURT**

**7:30 AM - 8:30 AM**

**ETS BREAKFAST**

**MARQUIS SALON 6**

*Breakfast open to all attendees*

**WHO ARE YOUR INTERNATIONAL APPLICANTS?**

A deeper understanding of prospective applicants’ characteristics and values can help your team better target communications to improve engagement. Join us to hear insights about international students sourced from GRE and TOEFL data, as well as market research focused on prospective applicants’ motivations, values and social media habits.

*Speakers: Colby Carter, Associate Director of Educational Partnerships, ETS*

*John Augusto, Associate Dean, College of Arts and Sciences, Georgia State University*

<b>7:30 AM - 9:00 AM</b>	<b>CSGS EXECUTIVE COMMITTEE BREAKFAST</b>	<b>MINT</b>
<b>7:30 AM - 9:00 AM</b>	<b>NAGS EXECUTIVE COMMITTEE BREAKFAST</b>	<b>TREASURY</b>
<b>7:30 AM - 9:00 AM</b>	<b>WAGS EXECUTIVE COMMITTEE BREAKFAST</b>	<b>MONUMENT</b>
<b>8:00 AM - 9:00 AM</b>	<b>MORNING COFFEE</b>	<b>INDEPENDENCE A-E</b>
<b>8:00 AM - 12:00 PM</b>	<b>EXHIBITS OPEN</b>	<b>INDEPENDENCE A-E</b>
<b>9:00 AM - 10:30 AM</b>	<b>PLENARY III</b>	<b>LIBERTY</b>
	<b>FROM ARRIVING TO SURVIVING TO THRIVING: SERVING THE WHOLE INTERNATIONAL STUDENT</b>	
	A global pandemic, growing nationalism, and renewed social justice movements have challenged us to reimagine our work with international students. At stake is the personal and career success of individual students, but also their potential contributions to global relationships and partnerships. Drawing from personal and professional insights, Dr. Bhandari will share strategies for attracting international graduate students and helping them thrive on campus and beyond.	
	<i>Chair: H. Dele Davies, Senior Vice Chancellor, Academic Affairs and Dean, Graduate Studies, University of Nebraska Medical Center</i>	
	<i>Speaker: Rajika Bhandari, Author of "America Calling: A Foreign Student in a Country of Possibility" and Principal, Rajika Bhandari Advisors</i>	
<b>10:30 AM - 11:00 AM</b>	<b>REFRESHMENT BREAK</b>	<b>INDEPENDENCE A-E</b>
	<b>SPONSORED BY:</b>	
	<b>AMERICAN UNIVERSITY</b>	
	<b>RUTGERS UNIVERSITY, NEWARK</b>	
	<b>UNIVERSITY OF MARYLAND COLLEGE PARK</b>	
	<b>VILLANOVA UNIVERSITY</b>	
<b>11:00 AM - 12:00 PM</b>	<b>CONCURRENT SESSIONS</b>	
	<b>OPENING DOORS TO NEW RESEARCH AND SCHOLARSHIP: INCREASING IMPACT THROUGH INCLUSION</b>	<b>INDEPENDENCE F-H</b>
	To address pressing problems in our society, we will need to accelerate our work to diversify graduate students and faculty. We will also need to expand definitions of "impact" that overlook research outcomes of high value to the public and underserved communities, such as open and accessible formats, community-based research, and public humanities projects. This session will explore strategies for encouraging, rewarding, and assessing emerging modes of diverse scholarly work.	
	<i>Speakers: Pascale Caidor, Assistant Professor, Strategic Communication, Université de Montréal</i>	
	<i>Pero Dagbovie, Associate Provost, Graduate and Postdoctoral Studies and Dean, Graduate School, Michigan State University</i>	
	<i>Clifton Griffin, Dean, Graduate Studies and Research, Salisbury University</i>	
	<b>INNOVATIVE FUNDING MODELS IN MASTER'S EDUCATION</b>	<b>SHAW/LEDROIT PARK</b>
	Professional Science Master's (PSM) programs have developed innovative financial strategies for master's level funding. This talk will discuss specific examples of successful models utilized by PSM programs, including partnerships with the private sector, securing funds through grants (such as, NSF S-STEM grant), creating endowments from alumni donations, and negotiating budget sharing of tuition revenue. Programs to be highlighted will be representative of the diversity of institutions affiliated with the NPSMA.	
	<i>Speakers: Kristin Kuter, Past President, National Professional STEM Master's Association (NPSMA) and Associate Professor, Mathematics and Computer Science, Saint Mary's University</i>	
	<i>Elizabeth Mayer-Davis, Dean, Graduate School, University of North Carolina at Chapel Hill</i>	



**THE POWER OF PLANNING: CREATING A GRADUATE ENROLLMENT MANAGEMENT PLAN THAT POSITIONS YOUR PROGRAMS FOR GROWTH** ARCHIVES

**SPONSORED BY EAB**

While the past 20 years have been a time of rapid expansion for graduate enrollment, that growth has not been consistent or easily won. The ever-changing graduate enrollment landscape demands a proactive and comprehensive approach. Join us as we explore why a graduate enrollment management (GEM) plan is essential to your programs' success and how it can make the difference between achieving strategic growth or stagnation.

*Speakers: Amber Amari, Assistant Dean, Graduate Programs, Georgia State University  
Lisa Armistead, Dean, Graduate School, Georgia State University  
Beth Donaldson, Managing Director, Consulting Services, Adult Learner Recruitment, EAB*

**LIKE A BRIDGE OVER TROUBLED WATER: DYSFUNCTION AS A MECHANISM FOR SYSTEMATIC CHANGE** CAPITOL/CONGRESS

*CSGS organized session*

In difficult financial times, a university can underappreciate the need for a functional centralized graduate school by dividing the unit or by reducing funding. Cost-saving measures are often regretted after a few years when the inability of other academic units to cover the missing functions is belatedly recognized. We present two case studies of institutions that allowed their centralized graduate school model to either lapse or to become outgrown and the efforts needed to restore their functionalities.

*Speakers: Jon Hakkila, Associate Provost, International Services, Academic Integrity and Dean, Graduate School, University of Alabama-Huntsville  
Troy Terry, Dean, Graduate Studies, University of North Georgia*

12:00 PM - 1:00 PM

**NETWORKING LUNCHEON**

**MARQUIS SALON 6**

12:00 PM - 1:00 PM

**MASTER'S EXIT SURVEY PI MEETING**

**SUPREME COURT**

1:15 PM - 1:45 PM

**LIGHTNING ROUND SESSIONS**

**VOICE OF THE ONLINE GRADUATE LEARNER** ARCHIVES

**SPONSORED BY WILEY UNIVERSITY SERVICES**

What are the biggest challenges and priorities for today's online graduate learner? For the past twelve years, Wiley University Services has tracked evolving online learner trends in a maturing market. In this session, key findings from the annual survey of past, present, and prospective learners will be shared, alongside data on the largest and fastest growing graduate disciplines.

*Speaker: David Capranos, Director of Marketing Strategy and Research, Wiley University Services  
Sheryl Sobiesiak, Senior Director of New Partnerships, Wiley University Services*

**PROFESSIONAL DEVELOPMENT TRAINING FOR EARLY CAREER RESEARCHERS: BEST PRACTICES, STRATEGY, AND IMPLEMENTATION** INDEPENDENCE F-H

**SPONSORED BY NATURE PORTFOLIO**

Developing well-rounded early career researchers is a priority for organizations where scientific research is critical to their mission and goals. This session offers insight from the Nature Masterclasses portfolio with the aim of helping attendees consider their current professional development opportunities while sharing tips for success and practical next steps for your institution.

*Speaker: Victoria Pavry, Head of Researcher Training Solutions, Springer Nature*

**SECURING FUTURE ENROLLMENT THROUGH CAREER DEVELOPMENT** CAPITOL/CONGRESS

**SPONSORED BY THE CENTER FOR GRADUATE CAREER SUCCESS**

People pursue graduate training to build a career they could not otherwise achieve. Yet, many alumni struggle to secure employment related to their training. To ensure the long-term viability of graduate programs, institutions need to invest in career support for graduate

students. This session will highlight challenges alumni face in their job search, and how the Center partners with institutions to scale career support.

*Speaker: Maren Wood, Director and CEO, The Center for Graduate Career Success*

**2:00 PM - 4:00 PM**

**EXHIBITS OPEN**

**INDEPENDENCE A-E**

**2:00 PM - 3:30 PM**

**PLENARY IV**

**LIBERTY**

**FROM ARTIFICIAL INTELLIGENCE TO COLLECTIVE WISDOM: REIMAGINING THE DEFAULT SETTINGS OF TECHNOLOGY AND SOCIETY**

In this talk, Ruha Benjamin takes us into the world of biased bots, altruistic algorithms, and their many entanglements, and provides conceptual tools to decode tech predictions with historical and sociological insight. When it comes to AI, Ruha shifts our focus from the dystopian and utopian narratives we are sold, to a sober reckoning with the way these tools are already a part of our lives.

*Chair: Rodney Priestley, Dean, Graduate School, Princeton University*

*Speaker: Ruha Benjamin, Professor, Department of African American Studies, Princeton University*

**3:30 PM - 4:00 PM**

**REFRESHMENT BREAK**

**INDEPENDENCE A-E**

**SPONSORED BY:**

**AMERICAN UNIVERSITY**

**CORNELL UNIVERSITY**

**UNIVERSITY OF PITTSBURGH**

**4:00 PM - 5:00 PM**

**CONCURRENT SESSIONS**

**FORGING INDUSTRY-READY SCHOLARS: THE FUTURE OF EMPLOYMENT-ALIGNED PHD'S**

**INDEPENDENCE F-H**

The past decade has seen a renewed emphasis on aligning doctoral training with workforce demand. Graduate leaders have redefined and created modalities to prepare doctoral recipients for a wide variety of careers outside the academy. This session examines these models and discusses the ways they remain responsive to employer demands and national security needs.

*Speakers: Hans-Joachim Bungartz, Graduate Dean, Technical University of Munich*

*Peter Harries, Dean, Graduate School, North Carolina State University*

*Sara Wadia-Fascetti, Vice Provost, PhD Network, Northeastern University*

**MAXIMIZING RETURNS: AFFORDABILITY AND ROI IN GRADUATE EDUCATION**

**SHAW/LEDROIT PARK**

New criticism about the cost and the return on investment for some programs has rekindled debates about the value of graduate education. How can learners assess value in this everchanging marketplace? This panel will explore strategies to make graduate education more affordable and return on investment more transparent for degree seekers with a particular attention to master's students.

*Speakers: Scott Adler, Dean and Vice Provost, Graduate School, University of Colorado Boulder*

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

*Brandy Randall, Dean, Graduate School, Oakland University*

**THE STUDENT-SUPERVISOR RELATIONSHIP: BUILDING AND MAINTAINING STRONG FOUNDATIONS**

**CAPITOL/CONGRESS**

*NAGS organized session*

Join us to learn about structures and programs that support supervision across differences, healthy lab/group dynamics, effective supervisor training, and the interaction of mental health and supervision. Presenters will discuss creating healthy supervision across different disciplines, utilizing faculty working groups, intersections between mental health and communication/feedback style and content, and strategies for creating, assessing, and sustaining effective student-supervisor relationships.

*Moderator: Erin Golembewski, Senior Associate Dean, University of Maryland, Baltimore*  
*Speakers: Philippe-Edwin Bélanger, Director, Graduate and Postdoctoral Services, National Institute for Scientific Research, Canada*  
*Mamoun Medraj, Associate Dean, Recruitment and Awards, School of Graduate Studies, Concordia University*  
*David Sept, Associate Dean, Rackham Graduate School, University of Michigan*

**START, STOP, OR GROW: GRADUATE PROGRAM EVALUATION AND DEVELOPMENT ARCHIVES**  
**SPONSORED BY GRAY DECISION INTELLIGENCE**

There are many factors to consider when evaluating existing graduate programs and launching new ones. In this session, learn more about the latest data, tools, and strategies that institutions can employ to revitalize and expand their offerings and to predict program demand for students. Discussion will include collaboration across campus, optimizing resources, and best practices for evaluating and developing programs.

*Speakers: Michael Crowder Associate Provost and Dean, Graduate School, Miami University*  
*Zachary Paz, Senior Partner and Chief Product Officer, Gray Decision Intelligence*

- 5:00 PM - 6:00 PM**

**DEANS OF COLOR NETWORKING**

**MINT**
- 5:00 PM - 6:30 PM**

**CGS RESEARCH AND INFORMATION SERVICES COMMITTEE MEETING**

**MONUMENT**
- 5:15 PM - 6:15 PM**

**CGS ADVANCEMENT ADVISORY COMMITTEE MEETING**

**SUPREME COURT**

## SATURDAY, DECEMBER 9

- 7:00 AM - 8:00 AM**

**IELTS USA BREAKFAST**

**INDEPENDENCE E-H**
- Breakfast open to all attendees*

**A SHARED OBLIGATION TO INTERNATIONAL STUDENT SUCCESS**

IELTS is committed to preparing students to thrive in a culturally rich, English-medium academic world. Universities face numerous considerations to ensure that admitted international students not just survive, but are poised to contribute to academic and social communities. Join IELTS USA and SUNY Buffalo for breakfast to learn more about how we can work together to support international graduate students.

*Speakers: Caitlin Hoekstra, Director, Career Development & Experiential Learning, Graduate Education and Research, SUNY Buffalo*  
*Marianne Schlickeisen, Graduate Program and Research Manager, IELTS USA*
- 8:00 AM - 8:30 AM**

**CGS ANNUAL BUSINESS MEETING**

**LIBERTY**
- President: *Graham Hammill, 2023 Chair, Board of Directors, Council of Graduate Schools and Vice Provost, Educational Affairs and Dean, Graduate School, University at Buffalo, SUNY*

President's Report: *Suzanne T. Ortega, President*

Board of Directors' Report: *Graham Hammill, Chair*

Election Results

Committee Reports
- 8:30 AM - 10:00 AM**

**PLENARY V**

**LIBERTY**
- SOCIALLY DIRECTED SCIENCE AND ENGINEERING: GRADUATE EDUCATION FOR A MORE SUSTAINABLE FUTURE**

This dialogue will focus on a holistic research and education model which integrates science and technology with humanistic fields and the social sciences to shape technologically-driven

societal impact towards more sustainable outcomes. Implemented at MIT, the nonprofit higher education institution Station1 and its values-aligned partners are advancing pedagogical innovation, broadening access, and integrating innovation ecosystems. Learn about this model and its application to research, curriculum, diversity, and cross-sectoral partnerships in graduate education.

*Chair: Daniel Kleinman, Associate Provost, Graduate Affairs, Boston University*

*Speakers: Christine Ortiz, Morris Cohen Professor, Materials Science and Engineering and Founder and Chair of the Board of Directors, Station1, Massachusetts Institute of Technology  
Saif Rayyan, Board Director, Station1 and Manager, Quantum Computational Science Research, IBM*

*Ellan F. Spero, Instructor, Department of Materials Science and Engineering and Co-Founder and Professor of the Practice, Station1, Massachusetts Institute of Technology*

**10:00 AM - 10:30 AM**

**MORNING COFFEE**

**LIBERTY FOYER**

**SPONSORED BY:**

**VILLANOVA UNIVERSITY**

**10:30 AM - 12:00 PM**

**PLENARY VI**

**LIBERTY**

**THREE-MINUTE THESIS (3MT®): SHOWCASE AND ROUNDTABLE DISCUSSION**

**SPONSORED BY PROQUEST, PART OF CLARIVATE**

Globally, universities and regional organizations of graduate schools are launching 3MT® competitions to help prepare graduate students to communicate the value of their research to a broad audience. This plenary session will showcase the winners of regional competitions and conclude with a roundtable discussion and People's Choice award. Students will reflect on their experiences, offering insights that can help graduate schools develop successful 3MT® competitions and other programs designed to hone students' communication skills.

*Presider: Maribeth Watwood, Dean, Graduate College, Northern Arizona University*

*Winners: Lady Karen Pesqueda Cendejas, COMEPO Awardee, Universidad de Guadalajara*

*Riya Dutta, CAGS Awardee, Concordia University*

*Paulina Eberts, MAGS Awardee, University of Minnesota*

*Thalia Guadalupe Ochoa Bernal, COMEPO Awardee, Universidad Autónoma de Chapingo*

*Hershey Kondeti, MAGS Awardee, Loyola University of Chicago*

*Elizabeth (Liz) Mahon, NAGS Awardee, Brandeis University*

*Shiva Nageswaran, CSGS Awardee, Auburn University*

*Saif Nayani, CAGS Awardee, Simon Frasier University*

*Adrian Rodriguez, WAGS Awardee, Boise State University*

*Eliana Uriona, NAGS Awardee, Villanova University*

*Jeremy VanDriesshe, WAGS Awardee, University of Idaho*

*Sabrina Zequeria, CSGS Awardee, University of Florida*

**12:00 PM**

**MEETING CLOSING**

**LIBERTY**

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