

SUMMER WORKSHOP & NEW DEANS INSTITUTE



JULY 12-16,
2025



Program

New Deans Institute

SATURDAY, JULY 12

7:30 AM - 5:00 PM	REGISTRATION	GRAND BALLROOM FOYER
7:30 AM - 8:15 AM	CGS CONTINENTAL BREAKFAST	GRAND BALLROOM II
8:15 AM - 8:30 AM	WELCOME AND INTRODUCTIONS <i>Chevelle Newsome, President, Council of Graduate Schools</i> <i>Michael Solomon, Chair, Board of Directors, Council of Graduate Schools and Dean, Rackham Graduate School and Vice Provost, Academic Affairs, University of Michigan</i>	GRAND BALLROOM I
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: Hillary Fouts, Dean, Graduate School, University of Colorado, Colorado Springs</i> <i>Charles Golden, Dean, Graduate School of Arts and Sciences, Brandeis University</i> <i>Leslie Shor, Vice Provost, Graduate Education and Dean, Graduate School, University of Connecticut</i>	GRAND BALLROOM I
9:45 AM - 10:15 AM	MORNING COFFEE	GRAND BALLROOM 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 program experiences using real budget challenges recently addressed by current graduate school deans.	GRAND BALLROOM A

Speakers: Claudia Petrescu, Associate Vice President for Graduate Education & Internationalization Initiatives, Illinois State University
Rodrigo Rentería-Valencia, Dean, Graduate Studies and Research, Central Washington 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: Mary Farmer-Kaiser, Dean, Graduate School, University of Louisiana at Lafayette
Thomas (Tal) Lewis, Dean, Graduate School, Brown University

12:00 PM - 1:30 PM NETWORKING LUNCH GRAND BALLROOM II

1:30 PM - 2:45 PM MANAGING ENROLLMENT: RECRUITMENT, ADMISSIONS, AND FUNDING GRAND BALLROOM I

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: Susan Carvalho, Associate Provost and Dean, Graduate School, University of Alabama
Michael Solomon, Dean, Rackham Graduate School and Vice Provost, Academic Affairs, University of Michigan

2:45 PM - 3:15 PM AFTERNOON REFRESHMENT BREAK GRAND BALLROOM FOYER

3:15 PM - 4:30 PM ADVOCACY 101 GRAND BALLROOM I

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.

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

Speakers: Nicole Lounsbery, Director, Graduate School, South Dakota State University
Emory Woodard, Dean, Graduate Studies, Villanova University

4:30 PM - 4:45 PM SESSION VI: WRAP-UP GRAND BALLROOM I

Chevelle Newsome, 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 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 13

8:00 AM - 5:00 PM **REGISTRATION** **GRAND BALLROOM FOYER**

8:30 AM - 12:00 PM **CGS BOARD OF DIRECTORS MEETING** **SKYLINE II**

1:00 PM - 1:15 PM **WELCOME AND OVERVIEW OF CGS** **GRAND BALLROOM I**
Chevelle Newsome, President, Council of Graduate Schools

1:15 PM - 2:45 PM **PLENARY I: MAKING CONFLICT CONSTRUCTIVE:
HOW UNIVERSITIES CAN PROMOTE PRODUCTIVE DIALOGUE ACROSS DIVIDES** **GRAND BALLROOM 1**
At this session, we'll explore how universities can be conflict-literate communities. To do so, we'll look at some basic communication principles and conflict dynamics, and then consider some of the neurobiology of building trust and navigating conflict. We'll then discuss how those insights apply to a university setting and conclude with concrete ideas for how universities can promote better communication and conflict resolution. Along the way, we can look into what makes a community resilient in times of uncertainty.
Chair: Fahim Quadir, Vice-Provost and Dean, Graduate Studies, Queen's University
Speaker: Melinda Burrell, Conflict Resolution Trainer

2:45 PM - 3:15 PM **AFTERNOON REFRESHMENT BREAK** **GRAND BALLROOM FOYER**
SPONSORED BY:
CHAPMAN UNIVERSITY
NEW MEXICO STATE UNIVERSITY
PORTLAND STATE UNIVERSITY
UNIVERSITY OF CALIFORNIA, LOS ANGELES
UNIVERSITY OF NEVADA, LAS VEGAS

3:15 PM - 4:45 PM **CONCURRENT DEAN DIALOGUES**
NEW PATHWAYS TO AND THROUGH THE MASTER'S DEGREE **GRAND BALLROOM II**
Flexibility has been a hallmark of the master's degree, but changes to policies regarding admissions standards and required credit hours raise important quality considerations. This session will consider institutional policy changes designed to expand pathways to-- and through-- the master's degree, including guidelines for reviewing bachelor's degree programs that require fewer than 120 credits and 3+1 and 3+2 program models.
Speakers: Graham Hammill, Vice Provost, Academic Affairs and Dean, Graduate School, The University at Buffalo, SUNY
Stephanie Huffman, Associate Vice President, Strategic Initiatives and Dean, Graduate College, University of Northern Iowa
Brandy Randall, Dean, Graduate School, Oakland University

FORMALIZED INTERNATIONAL EDUCATION AND RESEARCH **ATRIUM BALLROOM**
EXPERIENCES FOR GRADUATE STUDENTS
International research experiences provide graduate students with opportunities to develop intercultural competencies, collaboration and communication skills, self-efficacy, and research expertise. Such opportunities may also prepare students to develop solutions to global grand challenges. This session will explore a variety of international education and research experiences, from coursework for credit and jointly taught courses to research exchanges and co-mentoring arrangements.

Speakers: Philippe-Edwin Bélanger, Director, Graduate and Postdoctoral Services, National Institute for Scientific Research, Canada
Wojtek Chodzko-Zajko, Vice Provost for Graduate Education and Dean, Graduate College, University of Illinois Urbana-Champaign
Mary Stromberger, Vice Provost and Dean, Graduate Education, The Ohio State University

6:00 PM - 7:30 PM

OPENING RECEPTION

SKYLINE I&II

MONDAY, JULY 14

7:30 AM - 3:30 PM

REGISTRATION

GRAND BALLROOM FOYER

7:30 AM - 8:30 AM

BREAKFAST: SPONSORED BY PROQUEST (PART OF CLARIVATE)
SUPPORTING THE GRADUATE STUDENT JOURNEY

ATRIUM BALLROOM

Graduate students today are faced with multiple challenges when completing their degrees. This presentation will feature resources available from ProQuest to graduate school administrators and students to support their journey from topic selection, to writing, to promotion of their graduate research.

Presider: Gilia Smith, Director, Partnerships, ProQuest

7:00 AM - 8:30 AM

CGS ADVISORY COMMITTEE ON ADVOCACY AND PUBLIC POLICY MEETING

SKYLINE IV

9:00 AM - 10:30 AM

PLENARY II: WE WILL SURVIVE: PROTECTING MISSION AND VALUES
IN TUMULTUOUS TIMES

GRAND BALLROOM I

The first half of 2025 has seen people, ideas, and programs that have animated research and graduate education for decades under threat of elimination. But higher education has a responsibility to continue upholding our missions and values and serving the public and workforce and we will do so. The power of knowledge and justice is bigger than any one moment. This talk will assess where we stand and how to support one another in pursuit of our highest ideals.

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

Speaker: Holden Thorp, Editor-in-Chief, Science Journals, American Association for the Advancement of Science

10:30 AM - 11:00 AM

MORNING COFFEE BREAK

GRAND BALLROOM FOYER

SPONSORED BY:

SAN DIEGO STATE UNIVERSITY

UNIVERSITY OF CALIFORNIA, RIVERSIDE

UNIVERSITY OF COLORADO BOULDER

11:00 AM - 12:00 PM

CONCURRENT DEAN'S TOOLBOXES

BEYOND ADMISSIONS: LEVERAGING CRM SYSTEMS TO
ENHANCE STUDENT SUPPORT AND STREAMLINE GRADUATE SCHOOL OPERATIONS

PAVILION BALLROOM WEST

In this presentation, we will explore innovative ways to utilize admissions CRM systems beyond their traditional roles. By integrating these systems into student support programs and graduate school processes, institutions can improve operational efficiency and foster better communication. Session attendees will learn how CRM systems can be leveraged to, 1) enhance student success and tracking, 2) streamline competitive awards and events, 3) automate processes for petitions, funding requests and service tickets.

Facilitator: E. Scott Adler, Dean, Graduate School, University of Colorado Boulder

**YOU CAN DO THIS! STRATEGIES FOR SECURING PHILANTHROPIC
SUPPORT FOR GRADUATE EDUCATION**

GRAND BALLROOM II

Fundraising can feel unfamiliar—even intimidating—for many graduate deans, but securing external support is critical to sustaining and growing graduate education. This session will provide three essential tools: (1) fostering a culture of philanthropy, (2) crafting a compelling case for support, and (3) navigating collaboration with academic deans and advancement teams to maximize impact. Leave with practical strategies and confidence to engage in fundraising effectively.

Facilitator: Levon Esters, Vice Provost, Graduate Education and Dean, J. Jeffrey and Ann Marie Fox Graduate School, Pennsylvania State University

**INFOGRAPHICS POWERED COMMUNICATION FOR
GRADUATE DEANS**

PAVILION BALLROOM EAST

In an era rife with information overload, infographics have emerged as a crucial communication tool, distilling complex ideas and data into visually engaging and easily digestible formats. The University of Maryland, Baltimore has developed infographics to quickly communicate with stakeholders. Session attendees will learn: (1) key principles for creating clear, engaging, and informative infographics tailored to academic audiences (2) potential dissemination processes (3) how to engage with various tools for designing infographics.

Facilitator: Erin Golembewski, Senior Associate Dean, Graduate School, University of Maryland, Baltimore

**THE PARTNERSHIP ADVANTAGE: INNOVATING PROGRAMS TO STRENGTHEN
TRAINEE COMMUNICATIONS**

PARLOR

Assistant and Associate Deans frequently operate in environments with limited resources, especially when it comes to personnel and finances to support new professional development trainings. This session will 1) share successful approaches to overcoming these barriers, 2) describe innovative programs to support holistic trainee professional development, and 3) guide attendees in building action plans for implementing new programs at their home institutions.

Facilitator: Bruce Mandt, Associate Dean and Director, Postdoctoral Office and Career Development Office, Graduate School, University of Colorado Anschutz Medical Campus

12:00 PM - 1:30 PM

NETWORKING LUNCH

ATRIUM BALLROOM

1:30 PM - 3:00 PM

CONCURRENT DEAN DIALOGUES

NAVIGATING LEGAL ISSUES FOR INTERNATIONAL STUDENTS

GRAND BALLROOM II

This year, graduate institutions have faced numerous challenges in supporting international students. Detainments and uncertainty about the future of Optional Practical Training (OPT) affect both the success and wellbeing of current international students as well as the recruitment of future ones. This session is designed to help you understand and discuss options for understanding and navigating this environment and providing support and resources for students.

*Speakers: Lisa García Bedolla, Vice Provost, Graduate Studies and Dean, Graduate Division, University of California, Berkeley
Fuhui Tong, Associate Provost and Dean, Graduate and Professional School, Texas A&M University
Christine Wagner, Vice Provost and Dean, Graduate School, The University at Albany, State University of New York*

**CRAFTING A SUCCESSFUL ETS/CGS AWARD PROPOSAL:
FROM DESIGN TO IMPLEMENTATION**

PARLOR

How would you create a successful proposal for ETS/CGS Award for Innovation in Promoting Success in Graduate Education: From Admission through Completion? In this session, past awardees will describe the impetus for their project, the process they used to develop the proposal, what has been accomplished through the award, and what is still to do. A previous reviewer will share insights on what makes proposals stand out.

Speakers: Elizabeth Adams, Interim Associate Vice President, Academic Affairs and Dean, Academic Programs, California State University, Bakersfield
Mark Garrison, Dean, Graduate Studies, Morgan State University
Lidia Kos, Vice Provost and Dean, Graduate Studies, University of California, Riverside

4:45 PM - 7:00 PM

WILLAMETTE RIVER COCKTAIL CRUISE

MEET AT RIVERPLACE MARINA

Join us for a private cruise aboard the elegant Willamette Star, for a scenic happy hour along the Willamette River. Enjoy stunning views of Portland's skyline, iconic bridges, bald eagle nesting sites, distinctive floating homes, and more as you glide along the water. Don't miss this opportunity to experience the beautiful views and warm breezes from the waters of the Willamette River! Ticket price: \$90. As space is limited, pre-registration is required. ***Tickets will not be available for purchase onsite.***

TUESDAY, JULY 15

7:30 AM - 3:00 PM

REGISTRATION

GRAND BALLROOM FOYER

7:30 AM - 8:30 AM

BREAKFAST: SPONSORED BY ETS

ATRIUM BALLROOM

BRIDGING THE GAP BETWEEN HIGHER EDUCATION AND CAREER READINESS

As the transition from education to career becomes increasingly complex, bridging critical gaps—like durable skills, industry-specific training, and real-world experience—requires innovative and collaborative solutions. ETS is leading the way with an integrated approach to education and workforce development, focusing on skill tracking, career progression, and lifelong learning to empower future-ready learners.

Speakers: Chrystal Molnar, Executive Director, Global Higher Education, ETS
Wil Zemp, General Manager, Global Higher Education, ETS

9:00 AM - 10:30 AM

**PLENARY III: CREATING INCLUSIVE LEARNING AND MENTORING
ENVIRONMENTS: PROFESSIONAL DEVELOPMENT IN INCLUSIVE PEDAGOGY**

GRAND BALLROOM I

Preparing the next generation of scholars to engage in inclusive teaching and learning can enhance their skills, as well as improve the landscape of undergraduate and graduate education. Gaining an understanding of, and experience in, evidence-based teaching strategies can be excellent preparation for a variety of career pathways. Graduate student professional development in inclusive pedagogy can provide practical, evidence-based training for teaching, mentoring, researching, and communicating to broad audiences. Lessons learned and promising strategies will be presented.

Chair: Rick Tankersley, Vice President, Research and Graduate Studies, Portland State University

Speaker: Erin Shortlidge, Incoming Executive Director, Center for Teaching and Learning and Professor of Biology, University of New Mexico

10:30 AM - 11:00 AM

MORNING COFFEE BREAK

GRAND BALLROOM FOYER

11:00 AM - 12:00 PM

CONCURRENT HOT TOPIC SESSIONS

BREAKING NEWS: PUBLIC POLICY HOT TOPIC

GRAND BALLROOM II

Facilitators: Nicquet Blake, Vice Provost and Dean, Division of Graduate Education and Postdoctoral Affairs (GEPA), University of California, San Francisco
Ashby Kinch, Vice Provost and Dean, Graduate School, University of New Hampshire

SUSTAINING GRADUATE EDUCATION AND RESEARCH IN CHANGING FUNDING ENVIRONMENTS

PARLOR B/C

Facilitators: Marvin Nieman, Vice Provost and Dean of Graduate Studies, Case Western Reserve University
Joy Williamson-Lott, Dean, Graduate School, University of Washington

NEW CARNEGIE CLASSIFICATIONS: IMPLICATIONS FOR GRADUATE EDUCATION

BROADWAY I

Facilitators: Tracy Baynard, Associate Vice Provost, Graduate Education, University of Massachusetts Boston
Adam Woolley, Dean, Graduate Studies, Brigham Young University

WHAT DOES HISPANIC SERVING MEAN?

BROADWAY II

Facilitators: Stephen Crites, Dean, Graduate School, University of Texas at El Paso
Amanda Hill, Assistant Vice President, Graduate Studies, Adams State University

THE GRADUATE ADMISSIONS OUTLOOK

BROADWAY III

Facilitators: Krista Chronister, Vice Provost, Graduate Studies, University of Oregon
Jerry McMurtry, Dean, College of Graduate Studies, University of Idaho

HEALTHY RESEARCH TEAMS AND LABS

BROADWAY IV

Facilitators: Robert Doerksen, Associate Dean, Graduate School, University of Mississippi
Donald Thomason, Dean, College of Graduate Health Sciences, University of Tennessee Health Science Center

12:00 PM - 1:30 PM

NETWORKING LUNCH

ATRIUM BALLROOM

12:00 PM - 1:45 PM

CGS MASTER'S ADVISORY COMMITTEE MEETING

SKYLINE III

12:00 PM - 1:45 PM

CGS ADVANCEMENT ADVISORY COMMITTEE MEETING

SKYLINE IV

2:00 PM - 4:00 PM

CONCURRENT TECHNICAL WORKSHOPS

MASTERING MENTORSHIP

PAVILION EAST

This workshop provides participants with a toolkit for enhancing and supporting their own and others' mentoring relationships. Participants will learn how to clarify goals and expectations, manage boundaries and confidentiality, establish an evaluation process, and bring these relationships to a successful conclusion. Participants will also learn strategies to manage conflict and promote trust in mentoring relationships. Participants will be actively engaged throughout the workshop.

Speaker: Katharine Stewart, Senior Vice Provost and Professor Emerita, North Carolina State University

THE AI POWERED GRADUATE SCHOOL: LEVERAGING AI TO IMPROVE STUDENT OUTCOMES

PAVILION WEST

Artificial intelligence is transforming graduate education. This session will explore new developments in AI - including personalized learning pathways, AI-driven student support models, using AI to streamline administration, and improved data for decision-making - with an emphasis on practical ways to deploy these technologies on campus. Since this session will be hands-on, please remember to bring a computer or smartphone.

*Speakers: Kevin Cassel, Vice Provost, Academic Affairs, Illinois Institute of Technology
Thomas (Tal) Lewis, Dean, Graduate School, Brown University
Joy Olabisi, Assistant Vice Provost, Graduate Education and Executive Director, Graduate Admissions, Georgia Institute of Technology*

5:00 PM - 6:00 PM

RECEPTION HONORING NEW CGS PRESIDENT CHEVELLE NEWSOME

SKYLINE II

LEAD SPONSOR: ETS

SPONSORS: PROQUEST, RISEPOINT

WEDNESDAY, JULY 16

7:00 AM - 8:30 AM

DIVERSITY AND INCLUSIVENESS ADVISORY COMMITTEE MEETING

GALLERIA II

7:45 AM - 8:45 AM

BREAKFAST: SPONSORED BY RISEPOINT

ATRIUM BALLROOM

2025 VOICE OF THE ONLINE LEARNER: KEY FINDINGS FROM THE NEW GRADUATE EDITION

This session will present findings from the 2025 Voice of the Online Learner, Graduate Edition (a first in this report's 14-year history). This research, published by Risepoint (formerly Academic Partnerships and Wiley University Services), examines the experience and perspectives of modern learners and provides insights for improving online student support.

Presider: Kerry Pokorny, VP, Research & Insights, Risepoint

9:00 AM - 11:00 AM

TECHNICAL WORKSHOP

**MEETING THE MOMENT: SUPPORTING GRADUATE STUDENT
MENTAL HEALTH AND WELLBEING**

GRAND BALLROOM II

Swift changes in U.S. policy and funding environments have led to uncertainty and confusion for many graduate students, threatening their ability to persist and thrive in their programs. In this technical workshop, graduate deans will provide strategies for helping graduate students navigate three types of uncertainty: financial uncertainty, the loss or threatened loss of equity considerations for specific identity groups, and uncertainty around issues related to immigration status.

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

Beth Gibbons, Associate Dean, Graduate Education, Gallaudet University

Michael Kocet, Professor of Counseling and former Assistant Vice Chancellor, Graduate Education, University of Colorado, Denver