

NEW DEANS INSTITUTE & SUMMER WORKSHOP SCHEDULE

New Deans Institute

SATURDAY, JULY 13

7:30 AM - 5:00 PM	REGISTRATION	CALIFORNIA FOYER
7:30 AM - 8:15 AM	CGS CONTINENTAL BREAKFAST	GARDEN TERRACE
8:15 AM - 8:30 AM	WELCOME AND INTRODUCTIONS <i>Suzanne T. Ortega, President, Council of Graduate Schools</i> <i>Christopher Sindt, Chair, Board of Directors, Council of Graduate Schools and Provost and Dean, Graduate Studies, Lewis University</i>	GRAND BALLROOM
8:30 AM - 9:45 AM	SESSION I: 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: Luis Cifuentes, Dean, Graduate School, New Mexico State University</i> <i>Thomas Jeitschko, Dean, Graduate School and Associate Provost, Graduate Education, Michigan State University</i> <i>Janet Woodruff-Borden, Vice Provost and Dean, Graduate School, University of Oregon</i>	SAN DIEGO BALLROOM
9:45 AM - 10:15 AM	MORNING COFFEE	GARDEN TERRACE
10:15 AM - 11:30 AM	SESSION II: 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: Julie Coonrod, Dean of Graduate Studies, University of New Mexico</i> <i>Christopher Sindt, Provost and Dean, Graduate Studies, Lewis University</i> <i>William Tate, Dean, Graduate School of Arts & Sciences and Vice Provost, Graduate Education, Washington University in St. Louis</i>	SAN DIEGO BALLROOM
11:30 AM - 11:45 AM	BREAK	

11:45 AM - 12:30 PM	SESSION III: MANAGING OPERATIONS: TIME, STAFF, AND PARTNERSHIPS	SAN DIEGO BALLROOM
	<p>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.</p>	
	<p><i>Speakers: Scott Lanyon, Vice Provost and Dean, Graduate Education, University of Minnesota Paula D. McClain, Dean, Graduate School and Vice Provost, Graduate Education, Duke University Chevelle Newsome, Dean, Graduate Studies, California State University, Sacramento</i></p>	
12:30 PM - 1:45 PM	NETWORKING LUNCH	GARDEN TERRACE
1:45 PM - 3:00 PM	SESSION IV: MANAGING ENROLLMENT: RECRUITMENT, ADMISSIONS, AND FUNDING	SAN DIEGO BALLROOM
	<p>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.</p>	
	<p><i>Speakers: Andrew Campbell, Dean, Graduate School, Brown University Graham Hammill, Vice Provost, Educational Affairs and Dean, Graduate School, The University at Buffalo, SUNY Tammi Vacha-Haase, Dean, Graduate College, Boise State University</i></p>	
3:00 PM - 3:30 PM	AFTERNOON REFRESHMENT BREAK	GRAND TERRACE
3:30 PM - 4:45 PM	SESSION V: ADVOCACY 101	SAN DIEGO BALLROOM
	<p>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.</p>	
	<p><i>Chair: Lauren Inouye, Vice President, Public Policy and Government Affairs, Council of Graduate Schools</i></p>	
	<p><i>Speakers: Ernest Brothers, Associate Dean, Graduate School, The University of Tennessee, Knoxville Jerry Kukor, Dean, School of Graduate Studies, Rutgers University Joanne Romagni, Vice Chancellor, Research and Dean, Graduate School, The University of Tennessee at Chattanooga</i></p>	
4:45 PM - 5:00 PM	SESSION VI: WRAP-UP	SAN DIEGO BALLROOM
	<p><i>Suzanne T. Ortega, President, Council of Graduate Schools</i></p>	
6:45 PM	OPTIONAL DINNER SIGN-UPS	MEET IN HOTEL LOBBY
	<p><i>Sign-up at the Registration Area or at Afternoon Break</i></p> <p>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.</p>	

Summer Workshop

SUNDAY, JULY 14

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

8:00 AM - 12:00 PM **CGS BOARD OF DIRECTORS MEETING** **CORONADO**

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

1:15 PM - 2:45 PM **PLENARY I: SURVEY SAYS: UNDERGRADUATES AND THE PROSPECT OF GRADUATE SCHOOL** **SAN DIEGO BALLROOM**

To those of us in the graduate education community, the benefits of holding a master's or PhD are clear. But undergraduate students might have different ideas about the value of graduate education, especially given concerns about student debt and employment prospects. Join our panel as they discuss findings from a national survey of undergraduate students concerning the factors they are weighing when considering a master's or PhD.

Chair: Josephine Nalbantoglu, Dean, Graduate and Postdoctoral Studies, McGill University

Speaker: Jeff Allum, Director of Research, Association of American Law Schools

Respondents: David Berkowitz, Dean, Graduate School, The University of Alabama in Huntsville

Karen Butler-Purry, Associate Provost, Graduate and Professional Studies, Texas A&M University

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

SPONSORED BY:

UNIVERSITY OF CALIFORNIA, BERKELEY

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UNIVERSITY OF CALIFORNIA, SAN FRANCISCO

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

UNIVERSITY OF CALIFORNIA, SANTA CRUZ

3:15 PM - 4:30 PM **CONCURRENT DEAN DIALOGUES**

INTERDISCIPLINARY GRADUATE EDUCATION: DIFFERENT MODELS, DIFFERENT FUNDING STREAMS **CALIFORNIA B**

Interdisciplinary collaboration is key to solving the world's grand challenges and graduate deans are developing different models to facilitate interdisciplinary research, learning, and pedagogy. This session will explore these models, discuss their essential components, and identify funding streams deans use to support, scale, and sustain them, specifically once extramural funding ends.

Moderator: Nirmala Kannankutty, Deputy Division Director, Division of Graduate Education, National Science Foundation

*Speakers: Carol Genetti, Dean, Graduate Division, University of California, Santa Barbara
Phillip Trella, Associate Vice Provost, Graduate and Postdoctoral Affairs, University of Virginia*

Marjorie Zatz, Vice Provost and Graduate Dean, Graduate Division, University of California, Merced

3:15 PM - 4:30 PM	CONCURRENT DEAN DIALOGUES (CONTINUED)	
	DATA ANALYTICS AND MACHINE LEARNING: IMPROVED OUTCOMES FOR STUDENT SUCCESS	CALIFORNIA A
	Understanding and leveraging the strengths and limitations of mathematical and statistical models can yield important discoveries leading to student success. Session facilitators will share examples of how their respective universities are using data along the graduate student life cycle, from admissions to degree completion, to monitor progress. They will further discuss the importance of ensuring accurate institutional data for maximizing program impact.	
	<i>Speakers: Brian Kloeppe, Dean, Graduate School and Research, Western Carolina University Victor Prybutok, Dean and Vice Provost, Graduate Education, University of North Texas</i>	
4:45 PM - 6:00 PM	FLASH TALKS	PLAZA
	In this session, ten meeting attendees will have five minutes to present on a topic of their choosing to highlight a successful campus initiative or offer an innovative approach to solving a challenge. Each presentation will be followed by a short audience Q&A. (Speakers/topics were chosen from submitted presentation ideas and were accepted on a first-come, first-serve basis.)	
6:15 PM - 7:00 PM	OPENING RECEPTION	GARDEN TERRACE
7:00 PM - 9:00 PM	OPENING DINNER	SAN DIEGO BALLROOM

MONDAY, JULY 15

7:30 AM - 3:30 PM	REGISTRATION	CALIFORNIA FOYER
7:30 AM - 8:30 AM	BREAKFAST: SPONSORED BY PROQUEST	CALIFORNIA AB
	PROQUEST DISSERTATION AND THESIS PUBLISHING: WHO WE ARE, WHAT WE DO, AND HOW WE SUPPORT THE GRADUATE COMMUNITY	
	The presentation will focus on how ProQuest interacts with Deans, other administrators in the graduate office, and especially graduate students in the submission process, as well as access to the PQDT Database of Dissertations and Theses.	
	<i>Presider: Jessica Horowitz, Director, Academic Relations, ProQuest</i>	
9:00 AM - 10:30 AM	PLENARY II: HUMANITIES FOR THE 21ST CENTURY: INNOVATIONS AND THE FOURTH INDUSTRIAL REVOLUTION	SAN DIEGO BALLROOM
	The study of humanities is under attack by pundits, policy makers, and others. Yet, a closer examination of the evolving innovation economy reveals a need for the benefits of a liberal arts education. Dr. Papazian will reflect on the importance of the humanities in a world that more than ever requires empathy, leadership, and tolerance, as well as the so-called “soft skills” of communication, collaboration, creativity, and critical thinking.	
	<i>Chair: Marc d’Alarcao, Interim Dean, College of Graduate Studies, San Jose Sate University</i>	
	<i>Speaker: Mary Papazian, President, San Jose State University</i>	
10:30 AM - 11:00 AM	MORNING COFFEE BREAK	CALIFORNIA FOYER
	SPONSORED BY:	
	ARIZONA STATE UNIVERSITY	
	CALIFORNIA STATE UNIVERSITY, DOMINGUEZ HILLS	
	NATIONAL UNIVERSITY	
	UNIVERSITY OF SOUTHERN CALIFORNIA	
	UNIVERSITY OF THE PACIFIC	

11:00 AM - 12:00 PM

CONCURRENT DEAN'S TOOLBOXES

IDENTIFYING AND SUPPORTING GRADUATE PROGRAM DIRECTORS

CALIFORNIA A

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

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

HOW TO MAXIMIZE A 3MT®

CALIFORNIA B

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

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

CULTIVATING THE ALUMNI BASE: FRIENDRAISING TO FUNDRAISING

PLAZA

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

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

USING CAREER PATHWAYS DATA TO CHANGE PROGRAM CULTURE

CALIFORNIA C

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

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

12:00 PM - 1:30 PM

NETWORKING LUNCH

GARDEN TERRACE

1:30 PM - 3:00 PM

CONCURRENT DEAN DIALOGUES

OVERCOMING IMPOSTER SYNDROME

CALIFORNIA A

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

*Speakers: Mary Owens-Southall, Dean, School of Graduate Studies, Coppin State University
Stacey Satchell, Graduate Life Coach, The Graduate School, Vanderbilt University*

1:30 PM - 3:00 PM

CONCURRENT DEAN DIALOGUES (CONTINUED)

INNOVATIONS IN CAPSTONES, THESES, AND DISSERTATIONS

CALIFORNIA B

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

Speakers: James Marshall, Dean, Research and Graduate Studies, California State University, Fresno

Susan Porter, Dean and Vice-Provost, Graduate and Postdoctoral Studies, The University of British Columbia

Sheryl Tucker, Vice Provost and Dean, Graduate College, Oklahoma State University

5:45 PM - 8:00 PM

SAN DIEGO BAY SUNSET COCKTAIL CRUISE

MEET AT BOAT DEPARTURE DOCK

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

TUESDAY, JULY 16

7:30 AM - 3:00 PM

REGISTRATION

CALIFORNIA FOYER

7:30 AM - 8:30 AM

BREAKFAST: SPONSORED BY ETS

CALIFORNIA AB

THE GRE® GENERAL TEST: VALID, FAIR, AND MISUNDERSTOOD

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

Speakers: Alberto Acereda, Executive Director, Global Higher Education, Educational Testing Service

Brent Bridgeman, Distinguished Research Scientist, Educational Testing Service

9:00 AM - 10:30 AM

**PLENARY III: TOWARD A CULTURE OF ACCESS:
LESSONS FROM THE NEURODIVERSITY MOVEMENT**

SAN DIEGO BALLROOM

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

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

Speaker: Melanie Yergeau, Associate Professor of English, University of Michigan and author of "Authoring Autism: On Rhetoric and Neurological Queerness"

10:30 AM - 11:00 AM	MORNING COFFEE BREAK SPONSORED BY: CALIFORNIA STATE UNIVERSITY, FULLERTON UNIVERSITY OF NEVADA, LAS VEGAS UNIVERSITY OF OREGON WASHINGTON STATE UNIVERSITY	CALIFORNIA FOYER
11:00 AM - 12:00 PM	CONCURRENT HOT TOPIC SESSIONS RESEARCH ETHICS IN THE HUMANITIES AND FINE ARTS PLAZA A <i>Facilitators: Suzanne Barbour, Dean, Graduate School, University of Georgia</i> <i>Thomas Jeitschko, Dean, Graduate School and Associate Provost, Graduate Education, Michigan State University</i> BREAKING NEWS: PUBLIC POLICY HOT TOPIC PLAZA B <i>Facilitators: Mark Sheridan, Vice Provost, Graduate Affairs and Dean, Graduate School, Texas Tech University</i> <i>Elizabeth Watkins, Dean, Graduate Division and Vice Chancellor, Student Academic Affairs, University of California, San Francisco</i> GRADUATE STUDENT HEALTH AND WELLNESS: AN OUNCE OF PREVENTION PLAZA C <i>Facilitators: Elizabeth Klonoff, Vice President for Research and Dean, College of Graduate Studies, University of Central Florida</i> <i>Frances Leslie, Vice Provost, Graduate Education and Dean, Graduate Division, University of California, Irvine</i> CULTURES OF INTERNATIONAL INCLUSIVITY: THE ROLE OF THE GRADUATE DEAN SANTA FE <i>Facilitators: Andres Gil, Vice President, Research and Economic Development and Dean, University Graduate School, Florida International University</i> <i>Sally Pratt, Vice Provost, Graduate Programs, University of Southern California</i> LATINX GRADUATE STUDENT LIFE CYCLE: PROMISING PRACTICES SIERRA A <i>Facilitators: Charles Ambler, Associate Provost, Graduate Studies, The University of Texas at El Paso</i> <i>JoAnn Canales, Dean-in-Residence, Council of Graduate Schools</i> ASSESSING THE QUALITY OF ONLINE PROGRAMS AND MICRO-CREDENTIALS SIERRA B <i>Facilitators: Carol Beck, Associate Dean, Jefferson College of Life Sciences, Thomas Jefferson University</i> <i>Maribeth Watwood, Dean, Graduate College, Northern Arizona University</i>	
12:00 PM - 1:30 PM	TABLETOP NETWORKING LUNCH GARDEN TERRACE This lunch is a chance for you to join your colleagues in informal tabletop discussions on topics such as: Title IX, GHSI graduate deans, recruitment best practices, creating an inclusive climate, graduate student unionization and supporting international students.	
2:00 PM - 4:00 PM	CONCURRENT TECHNICAL WORKSHOPS DESIGNING PROGRAMS WITH THE END IN MIND CALIFORNIA A We all design programs to support student success, but how do we know that our efforts are working? Increasingly, often prompted by funders, we need to design programs with clear goals and collect data that allow mid-course adjustments and revisions to our strategies. Join a discussion of logic models, templates, and other tools to develop evidence-based programs that include robust assessment of outcomes. <i>Speakers: Ranjit Koodali, Dean, Graduate School, University of South Dakota</i> <i>Anne Laughlin, Director of Assessment, Graduate School, Cornell University</i> <i>Richard Tankersley, Vice Chancellor, Research and Economic Development, University of North Carolina at Charlotte</i>	

2:00 PM - 4:00 PM

CONCURRENT TECHNICAL WORKSHOPS (CONTINUED)

HOW TO INCREASE ENROLLMENT BY BETTER UNDERSTANDING PROSPECTIVE GRADUATE STUDENTS

CALIFORNIA B

SPONSORED BY EAB

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

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

WEDNESDAY, JULY 17

7:00 AM - 9:00 AM

DIVERSITY AND INCLUSIVENESS ADVISORY COMMITTEE

BALBOA

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

7:45 AM - 8:45 AM

CGS CONTINENTAL BREAKFAST

GARDEN TERRACE

9:00 AM - 11:00 AM

TECHNICAL WORKSHOPS

SUPPORTING THE SUCCESS OF MASTER'S STUDENTS

SAN DIEGO BALLROOM

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

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

LIVING LESSONS FROM THE PHD CAREER PATHWAYS PROJECT

HARBOR

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

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