

# The 67<sup>th</sup> Annual Meeting of the Comparative and International Education Society



## CIES 2023 ANNUAL MEETING CALL FOR SUBMISSIONS

February 14 – 15: Online Days  
February 18 – 22: On-site Days in Washington, D.C.

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### Theme: Improving Education for a More Equitable World<sup>1</sup>

All improvement requires change, but not every change is improvement.

*The Improvement Guide*, p. 109<sup>2</sup>

To many, education remains a dream of equal opportunities for all learners, regardless of their backgrounds and contexts. Confucius advocated 2,500 years ago for education without discrimination (有教无类), a dream of education for all. This evolving vision was renewed right after WWII by the United Nations Universal Declaration of Human Rights, stipulating that everyone has the right to education. Although pioneers, like minority woman leader Patsy Mink, have long envisioned equal education with persevering efforts for the United States, the realities in the country and worldwide do not reflect this dream.

Educational reforms abound around the globe, but limited improvements have been made to actualize educational equity, as is reported again and again by the UNESCO in [Global Education Monitoring Reports](#) (2021) and more recently in [Reimagining Our Futures Together: A New Social Contract for Education](#) (2022). There are many interrelated factors, often working in tandem, attributing to these limited improvements. These factors include power disparity, income, gender, sexuality, race, ethnicity, language, ability, culture, religion, geo-politics, and neocolonialism, among others. It is important to note the context within which these factors exist. We are facing a global emergency of climate change, in an uncertain era post-Covid. However, the people and communities most impacted by these crises are already vulnerable and the situation will only worsen if drastic changes are not made immediately; these factors will only expand existing inequalities, and in particular, further widen the existing gaps of learning access and success. We must then ask ourselves an urgent and crucial question: What responsibilities, agendas, and solutions can properly address these alarming, coalescing challenges?

Educational improvement is not merely a technical term, evidenced by the emerging, fast-growing, and interdisciplinary field of educational improvement studies. It constitutes a powerful *approach* and a dynamic *process* to advance education, through which reality and uncertainty are examined and problems are tackled. It varies across educational levels, forms, and contexts, including but not limited to equity, inclusion, diversity, quality, effectiveness, and sustainability. Each deserves stronger policy actions and more integrated theories and applications, requiring capacity- and community-building, a systemic approach, and multi-perspective inquiries.

Comparative and international perspectives are essential to fulfilling the dream of educational equity. How should we critically look at and meet desired outcomes across time and space? In what ways may micro, meso, and/or macro educational strategies, structures, and processes be improved along with their environments? How do we know through rigorous methods that we ARE making progress responsively? What changes can bring about responsible and sustainable advancement in learning, teaching, and schooling? What implications may these changes have on individual systems, contexts, and the already vulnerable planet? And how may our endeavors help redefine comparative and international education in a way that reconnects it with contextualized educational policy and practice?

Our mission for educational improvement to empower learners, educators, and many more on local, national, regional, and global scales continues daily. Our hope is to continue to engage and to inspire one another at the CIES 2023 Annual Meeting in Washington, D.C. and online, February 14–22.

We enthusiastically invite you to contribute to CIES 2023 by sharing your latest research and transformative ideas on improving education for a more equitable world.

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<sup>1</sup> We welcome your written responses to the Annual Meeting Theme to inspire the CIES community and beyond (see <https://cies2023.org/meeting-theme>). Please submit yours as a MS Word attachment to [cies2023@cies.us](mailto:cies2023@cies.us) with Written Response in your subject line.

<sup>2</sup> Langley, G. J., Moen, R. D., Nolan, K. M., Nolan, T. W., Norman, C. L., & Provost, L. P. (2009). Developing a change. *The improvement guide: A practical approach to enhancing organizational performance* (pp. 109–137). Jossey Bass Wiley.

## Thematic Guiding Questions for Submissions

Your submission(s) to CIES 2023 may address, but are not limited to, the thematic guiding questions listed here, which you may use as provocations or inspirations to engage with the Meeting Theme above. The following suggestions are by no means exhaustive, and your submissions should not be limited by them.

### 1. *Sub-Theme I: Social Justice and Inclusion*

- What gaps in—or challenges to—social justice, equity, and inclusion can we identify in contemporary education settings? How can we amplify voices of the marginalized and minoritized or those who are denied their Indigeneity?
- How can education best reckon with conflict and war, the fragility of democratic institutions, and the undermining of education as a basic right?
- How can education best enable an awareness of inter-being, togetherness, compassion, understanding, and a cooperative future in combating social, economic, and political injustice?

### 2. *Sub-Theme II: Environmental Sustainability*

- How can education best address social justice and sustainability in light of planetary degradation and climate change?
- What progress has been made on UN Sustainable Development Goal (SDG) 4, to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all”, including implementable examples from around the world?
- How can the study and practice of comparative education, teaching, learning, and research facilitate and enable practicing earth-sustaining measures and transition into a just and cooperative planetary future?

### 3. *Sub-Theme III: School Systems and Educators to Improve Learning and Teaching in Formal or Informal settings*

- How can we go about building lifelong learning opportunities that are socially and ethically just, environmentally conscious, globally oriented, and based on empirical and observational methodological and theoretical approaches?
- How should we go about preparing teachers to educate students in uncertain, insecure moments, where competing values, pressures, and agendas exceed the traditional scope of the profession?
- How can school systems (teachers, school directors, school administrators, parents, students, board members and elected officials) be better prepared to adapt to and to combat disruptions such as natural disasters and the COVID pandemic? Under such circumstances, how can they better support and contribute meaningfully to education for all?

### 4. *Sub-Theme IV: Critical Reflection on the Society and the Field of Comparative and International Education*

- What do we see if we look inwards and critically at the Comparative and International Education Society itself? How could its interrogation of social, political, economic, and cultural systems contribute to the search for solutions across contexts, systems, and communities around the world?
- How is the field of comparative and international education, which itself is rooted in colonial and post-colonial era engagements, so crucial in working toward improving education for a more equitable world across the global, South-North knowledge transfer, hegemonies, and collaborations?
- How are practices of CIE teaching, learning, and research across varied academic institutions, journals and publishing houses, governmental and non-governmental agencies, donors, development banks, and foundations shaping and reshaping the field?

**These thematic guiding questions expand our understanding, but do not bind us to a single interpretation of the CIES 2023 Meeting Theme. We invite you to critically reflect on the challenges we face, while coming prepared to share not only your research, but also your vision about improving education for a more equitable world.**

## General Information and Policies

- The vast majority of the CIES 2023 Program<sup>3</sup> consists of papers and sessions selected through this open call and based on a blind peer-review process guided by unit planners and committees. The Program also includes featured events such as the Presidential Address, invited keynote speeches, and other special events, in addition to workshops, institutional receptions, SIG business meetings, exhibitions, etc.
- By submitting to CIES 2023, you acknowledge that you adhere to the standards of academic integrity, such as the originality and/or proper acknowledgement of your work. You also acknowledge that you adhere to standards of professional conduct, including equity, diversity, and inclusivity (e.g., nondiscrimination, non-exploitation, non-harassment, non-microaggression, etc.).
- By submitting to CIES 2023, you acknowledge that you adhere to the latest measures of health and safety in place guided by the United States Centers for Disease Control as well as additional policies dictated by the hotel of the meeting venue from the moment you as an attendee check in for the meeting until you exit the venue.
- By submitting to CIES 2023, you are making a commitment to strictly follow the Submission Guidelines (Next section in this Call for Submissions). Failure to follow the related policies and/or procedures will result in submissions being removed from consideration.
- By submitting to CIES 2023, you acknowledge that you are committed to your professional obligations, such as serving as a volunteer peer reviewer for other submissions (if you can).
- By submitting to CIES 2023, you are making a commitment, should your work be accepted, to
  - a) sign up or renew as a CIES member and register as a CIES 2023 attendee no later than January 3, 2023. Failure to do so will result in the removal of your names from the Program after this deadline.
  - b) present at CIES 2023 at either an on-site or online session.
- BOTH the meeting registration fee and CIES membership fee are required for presenters, chairs and discussants, and other attendees whose names are listed in the Program. The two fees must each be paid fully through the CIES online payment system no later than January 3, 2023. Failure to follow the rule will result in the removal of your names from the Program after this deadline.

Please note that our early bird period opens on October 26 – December 15, 2022, and that no on-site payment of such fees will be accepted.

- Registration remains open until the last day of CIES 2023 for anyone whose name is NOT listed in the Program (i.e., not presenting, chairing, or discussing at CIES 2023). You are encouraged to register for both CIES 2023 and CIES membership, and you can also enjoy our early bird registration rate during the period of October 26 – December 15, 2022.
- For inquiries about SIG or Committee-specific themes and calls for submission, please contact related SIG or Committee chair(s), whose contacts can be found by clicking [here](#) for SIG chairs and [here](#) for Committee chairs.
- For inquiries about your submission and CIES 2023 Program, please write to the Organizing Committee at [cies2023@cies.us](mailto:cies2023@cies.us) with a subject line "Submission" and "Program", respectively.
- For other general inquiries, please contact the CIES Office of the Executive Director at [oed@cies.us](mailto:oed@cies.us).

## Submission Guidelines

The following procedures and policies must be adhered to. Failure to follow these policies will result in submissions being removed from consideration.

1. *Submission is open to CIES members and non-members.* Any CIES member or non-member may advance a submission to any SIG or committee regardless of CIES membership or membership in a specific SIG or committee.
2. *Submissions are accessible online at [cies2023.org](https://cies2023.org).* Click [Submit Now](#) in the official website of CIES 2023 and follow its instructions to finish all steps of your submission in [All Academic](#).<sup>4</sup>
3. *Submission period.* The Online Submission System opens on Wednesday, June 15, 2022, and closes on Monday, August 8, 2022, at 11:59 PM Eastern Daylight Time. No late submissions will be accepted, nor will any exception be made.

<sup>3</sup> Hereafter the Program.

<sup>4</sup> All Academic is an online platform that manages all submissions of CIES 2023.

4. *Types of research contributions.* While there are no rigid boundaries between different types of research, submitters will be asked to indicate which type of research best describes their contribution to the conference program:
  - a) Applied research: A report on a project or program intervention relevant to CIES 2023.
  - b) Conceptual/theoretical research: A critique of literature, a program, or an institution relevant to CIES 2023.
  - c) Empirical research: an evidence-based qualitative, quantitative, and/or historical analysis relevant to CIES 2023.
  
5. *Questions to be addressed in proposal summaries:*
  - a) Applied Research
    - How is the topic relevant to CIES 2023?
    - What is the need or the problem that the program or intervention tries to address?
    - What advice do you offer or seek at CIES, and how can it address similar challenges elsewhere?
    - What would you have done differently, knowing what you know now about the project or program?
    - What was the impact of the project on the problem it targeted? How was the project's impact assessed?
  - b) Conceptual/Theoretical Research
    - How is the topic relevant to CIES 2023?
    - In reviewing literature or alternative perspectives, how does the contribution build on existing work?
    - How is the theoretical contribution situated in terms of linguistic, national, or geo-political contexts?
    - What are the implications of the critique for future practice, policy, or theory?
    - How original is the contribution? What do we learn that we did not know, and why is it important?
  - c) Empirical Research
    - How is the topic relevant to CIES 2023?
    - Is there a strong theoretical framework that uses theories to guide questions? Which theories?
    - How are sources of information used to inform choices about data collection and analysis?
    - How do the research methods and results support the conclusions drawn from the data?
    - How original is the contribution? What do we learn that we did not know, and why is it important?
  
6. *Types of submission.* CIES 2023 accepts two major types of submission: an individual presentation and a group submission. An individual presentation is one proposal (with one or more authors) for presentation at a formal paper, poster, or refereed roundtable. A group submission is a session planned by authors of multiple individual presenters with a chair (and possibly 1-2 discussants), and they could be a formal panel or refereed roundtable session. There is a third type of submission that accepts workshops, book launches, visual art exhibits, or special sessions such as an invited keynote speech, etc.
  
7. *Formal paper presentation (individual submission).* Formal papers are submitted by individuals, then reviewed and formed into a panel session by conference organizers (either through a CIES SIG, CIES Standing Committee, or the CIES 2023 Program Committee). In these 90-minute sessions, presenters briefly discuss their research, followed by audience discussion. Between 4-5 presenters will be assigned to each panel, and each presenter will have 12-15 minutes to present. In the case of co-authored presentations, more than one presenter may present within these 12-15 minutes. Each session is assigned a chair who moderates and monitors time; a discussant may also be assigned to offer commentary and critique and to elicit discussion. Submissions for a formal paper presentation include an abstract of up to **1,000 words**.
  
8. *Formal panel presentation (group submission).* Formal panels provide an opportunity for coordinated interaction and exchange among presenters working on a common set of themes, questions, or problems related to either research or practice. Proposals for these 90-minute sessions are submitted by a group of presenters (at least three) who designate their own chair and discussants (who must also register for the conference). Panel sessions follow the format of individual paper presentations followed by discussant comments and audience discussion. Submissions for formal panel sessions include an abstract of up to **1,000 words**, as well as abstracts of up to **500 words** for each of the individual formal papers included.
  
9. *Poster presentation (individual submission).* Posters combine a visual summary of the findings of a paper/study with the opportunity for individualized and informal discussion of the presenter's work. On-site presenters will set up displays representing their papers/studies in a large area with other presenters. Posters will be set up in a prominent space throughout the day, while dedicated 90-minute poster sessions will facilitate interaction between poster presenters and interested conference participants. Audio-visual equipment is not provided for poster sessions, but presenters may choose to distribute handouts. Boards and pins will be provided for poster display. Online presenters will be offered asynchronous sessions with poster and/ or video as your presentation. Please

be noted that no synchronous presentations will take place, as they will be available during the entire meeting. Submissions for poster sessions include an abstract of up to **500 words**.

10. *Refereed roundtable presentation (individual submission)*. Roundtables allow for enhanced research collaboration and substantive discussion among participants. Proposals for roundtable contributions are submitted by individual authors and then formed into a roundtable discussion by conference organizers (either through a CIES SIG, CIES Standing Committee, or the CIES 2023 Program Committee) based on their discussion of common themes or shared research interests. These 90-minute sessions feature 3–4 presenters as well as conference attendees seated around large roundtables. After each presenter gives a short presentation on their study, collective discussion by presenters and attendees follows, providing an interactive setting for those who seek to engage in discussion about their work. Audio-visual equipment is not provided for round table sessions. Submissions for individual roundtable presentations include an abstract of up to **500 words**.
11. *Refereed roundtable presentation (group submission)*. This is similar to an individual submission for a roundtable presentation, but one submitter organizes and submits 3–4 summaries of individual roundtable contributions with a chair for the session. The individual presenters' contributions should be united by a common topic or theme. In this 90-minute session, each presenter gives a short presentation, followed by collective discussion with other conference attendees. Audio-visual equipment is not provided for roundtable sessions. Submissions for group roundtable paper sessions include an abstract of **1,000 words** describing the overall theme and objectives of the discussion, as well as abstracts of up to **500 words** for each of the individual presentations.
12. *Pre-conference workshop*. Pre-conference workshops are designed to offer a space for attendees to engage with experts on issues and questions related to research, policy, and practice in the field of comparative and international education. The vision for the workshops is to provide an interactive learning space through which attendees can enhance their skills, knowledge, and understanding of distinctive topics and their application to practice, training in curricular and pedagogical approaches, research methods, and data analysis. Workshop registration will be made available to conference attendees as part of the regular registration process for a flat rate.

The CIES 2023 program committee invites proposals for pre-conference workshops of three hours or six hours in duration. All workshop proposals must include

- a) The title of the proposed workshop.
- b) Workshop duration.
- c) Maximum number of participants.
- d) A 500-word description that explains the purpose of the workshop, identifies learning objectives, and includes a delivery plan to reach expected outcomes; and
- e) Names, institutional affiliations, email addresses, and short professional bios for all workshop presenters.

If your submission is accepted, workshop organizers will be asked to indicate preferred room setup and needs for audiovisual equipment. Conference organizers can provide only basic AV setup; other equipment (e.g., flip charts with markers) must be provided by workshops organizers or may be ordered through the conference AV provider at an additional cost.

13. *Book launch*. Authors of books published between March 2022 and February 2023 are invited to submit proposals for book launches, which provide an opportunity for members of our field to present recently published monographs and edited volumes in an interactive setting. All book launch proposals should include:
  - a) The book title, publisher, and date of publication.
  - b) A **500-word** description of the book.
  - c) The table of contents.
  - d) A list of contributors' names, affiliations, and email addresses; and
  - e) A book cover image (high definition in JPG, PNG, or PDF format). For a multi-authored work, please be sure to identify all the contributing authors who will be present for the book launch at CIES 2023. Limited to one book launch submission only.
14. *Visual art exhibit*. Submissions are invited for artistic exhibits related to the conference theme. Proposals may be submitted by an individual or group. Art exhibits will be online only (not on-site or hybrid). Art proposals include a **500-word** description of the exhibit. Artists whose proposals are accepted will be expected to provide the conference planners with the exhibit in a form that can be displayed online. We encourage exhibits that allow for audience engagement online through posting online comments, which can occur February 14–22, 2023. Unfortunately, we cannot accommodate on-site exhibits or performances.
15. *New Scholars Committee Submissions*. There are two types of workshops below organized by the Standing Committee of New Scholars.

- a) New scholars dissertation mentoring workshop. The New Scholars Dissertation Mentoring Workshop (NSDMW) is a unique opportunity for doctoral students (Ph.D. and Ed.D.) to discuss their dissertation research in small groups of experienced scholars as well as with peers with similar topical or methodological interests. Participants receive feedback on the design, data collection, and/ or analysis of their dissertation.
- b) New scholars publication mentoring workshop. The New Scholars Publication Mentoring Workshop (NSPMW) is a unique opportunity for doctoral candidates in the final dissertation writing stage, recent doctoral graduates, and early career professionals to discuss and refine a paper for publication with experienced scholars and peers. Participants will be provided feedback, particularly on theoretical framework, methodology, and findings. The NSPMW will also contribute to strengthening links among peers in the field of Comparative and International education. To participate in one or both of the workshops, you are required to submit a proposal of up to **750 words** to each type of workshops. Details can be found by clicking [here](#).

16. *Word limits.* Submissions must not exceed the word limits specified for each type of submission as below:

- a) Formal paper presentations (individual submissions): Up to **1,000 words**.
- b) Formal panel sessions (group submissions): Up to **1,000 words** for panel proposal and **500 words** for each of its individual proposals.
- c) Poster or refereed roundtable presentations (individual submissions): Up to **500 words**.
- d) Refereed roundtable sessions (group submissions): Up to **1,000 words** for panel proposal and **500 words** for each of its individual proposals.
- e) Workshops, book launches, or visual art exhibits: Up to **500 words**.

References, tables, charts, graphs, images, and figures are not included in the word count.

These are different word limits for different submission types. Only submissions that adhere to their respective word limits will be considered.

17. *Anonymization of submission.* Submissions in the first two major types, as indicated above (e.g., individual submission of formal paper, poster, or refereed roundtable, and a panel submission), are to be reviewed blind, and for this reason no identifiable information about the author(s) is allowed to be included in the abstract or proposal upload. Failure to exclude author identification from the abstract or proposal upload will automatically disqualify your submission(s) from consideration. References may include citations from the author(s) if applicable but must be kept in line with the anonymization format in the APA style (7th ed.), e.g., replacing your actual author names with something like: (Author, 2023). The anonymization policy does not apply to workshops, book launches, visual art exhibits, or special sessions such as an invited keynote speech, etc.

18. *Submission limits of first authorship.* To promote broader participation in CIES 2023, you shall not appear as first author on more than one paper presentation, though you may serve as one of coauthors as long as you do not serve as first author of your co-authored submission(s). Failure to follow this rule will automatically disqualify your submission(s) from consideration.

Submissions in the third type (e.g., workshops, book launches, visual art exhibits, or special sessions such as an invited keynote speech, etc.) do not count toward this limit, and participants may be listed more than once as a co-author, chair, organizer, or discussant.

19. *Submission limits of single SIG or committee.* Should an individual or panel paper be submitted to more than one SIGs or committees, all these submissions will be removed from consideration.

20. *Submission languages.* Your proposal(s) may be submitted in a non-English language but must include its English version to facilitate the reviewing process (the additional language texts do not count towards the word limits of submission). To foster a climate of inclusion, diversity, and interdisciplinarity, you are encouraged, when possible, feasible, practical, and/or pertinent to present bilingually or multilingually, with English being one of the languages included. For example, a presenter may speak in one language facilitated by a PPT in English, or vice versa (bilingual/multilingual presentations have the same time as those that use only English). Unfortunately, language interpreters will not be provided by CIES 2023.

21. *Types of presentation and participation.* Your accepted paper will be scheduled for presentation in the type decided by you when you submit it. If your submission selects "On-site", your presentation and participation will be "On-site", while you can also access all online sessions. But if your submission selects "Online", both of your presentation and participation will be "Online" only. In general, no change between "On-site" and "Online" will be accepted after your online submission.

22. *Formation of concurrent sessions.* Individual papers accepted will be grouped with other individual papers to form concurrent sessions. If you select "On-site" your accepted paper will be grouped with other "Onsite" papers in an "On-site" concurrent session. Similarly, if you select "Online", your paper will be grouped with other "Online" papers for an "Online" concurrent session. In other words, all concurrent sessions will be EITHER on-site or online and will

NOT be mixed. This is not a hybrid conference, which would require every aspect of the conference to be digital. Instead, the conference will consist of two fully remote days and five days on-site, with only special sessions available virtually.

23. *Originality of submissions.* No submission will be accepted if it has been previously published or presented at another professional meeting.
24. *Attendance requirement.* By submitting to CIES 2023, you acknowledge that you are committed to your presence and participation at the scheduled sessions whether you are an on-site or online attendee.
25. *Funding options.* Participants from the Global South with distinguished service to the field, and in particular educational reforms are invited to apply for the CIES International Travel Award (ITA). Candidates who have received the award in the past are not eligible. For more information, click [here](#).
26. *Inquiries about SIG or Committee-specific themes and calls for submission.* Please contact related SIG or Committee chair(s), whose contacts can be found by clicking [here](#) for SIG chairs and [here](#) for Committee chairs.
27. *Inquiries about your submission and CIES 2023 Program.* Please write to the Organizing Committee at [cies2023@cies.us](mailto:cies2023@cies.us) with a subject line "Submission" and "Program", respectively.
28. *Other general inquiries.* Please contact the CIES Office of the Executive Director at [oad@cies.us](mailto:oad@cies.us).

## Review Criteria

All submissions in the first two major types, as indicated earlier in 4.6 (e.g., individual formal paper, poster, or refereed roundtable, and a panel submission), are to be reviewed blind. Proposals submitted to specific SIGs or Committees are reviewed by reviewers appointed by that SIG or Committee. All other proposals are reviewed by reviewers assigned to the General Pool. There are five criteria in a 4-point rating scale used for CIES 2023:

1. *Relevance:* Relevance of topic as related to the field of comparative and international education, CIES 2023 Meeting Theme, and/or SIG/Committee.
2. *Theory/Context:* Strength of theoretical framework or contextualization.
3. *Inquiry:* Strength of critical analysis or research methods (including design, data, collection, analysis, etc.).
4. *Findings:* Clarity and coherence in the presentation of findings or argument.
5. *Contribution (Type A or Type B):*
  - a) Scholarly originality or contribution to existing knowledge, or
  - b) If this submission is a project report or a practice-oriented presentation, evaluate its application of existing scholarly knowledge.

The scale for each criterion is rated into the following four points:

- a) *Poor*
- b) *Acceptable*
- c) *Good*
- d) *Excellent.*

## Important Dates

Please pay special attention to the important dates below, in addition to other dates that may facilitate your submission and participation in the Annual Meeting:

- a) *Deadline for submissions:* **August 8, 2022**, at 11:59 PM EDT.
- b) *Period for early bird registrations:* **October 26, 2022 – December 15, 2022.**
- c) *Deadline of CIES membership sign-up or renewal AND of Meeting Registration for presenters, chairs, discussants, and any other attendees whose names are listed in the program:* **January 3, 2023 at 11:59 PM, EST.**  
\*Registration remains open until the last day of CIES 2023 for those whose names are NOT listed in the Program.
- d) *Deadline for reserving a room with CIES special rates at the Grand Hyatt Washington:* **January 24, 2023, EST.**
- e) *Online Meeting Hub:* Opens on **February 1, 2023, EST.**

## Contacts

- *For inquiries about SIG or committee-specific themes and calls for submission,* please contact related chair(s). Click [here](#) for SIG chairs and [here](#) for Committee chairs.
- *Inquiries about your submission and CIES 2023 Program.* Please write to the Organizing Committee at [cies2023@cies.us](mailto:cies2023@cies.us) with a subject line "Submission" and "Program", respectively.
- *Other general inquiries.* Please contact the CIES Office of the Executive Director at [oad@cies.us](mailto:oad@cies.us).