Attachment E:

**Strategies for Sustainability from Current
CGS PhD Career Pathways Participants**

Updated March 30, 2018

This document contains emerging themes from the draft Sustainability Reports submitted by all 15 project awardees, including individual reports from each member of the University of Maryland Baltimore County/Morgan State University and University of Texas at Austin/Texas A&M University partners and single reports from both the University of California Consortium and the State University of New York Consortium. Additionally, 5 project affiliate institutions submitted draft Sustainability Reports that are included in this document.

This document is not intended to be a guide or a template for future reports. Its intended use is to simply share information and ideas and to foster dialogue between project participants.

The identified themes and the examples provided by institution are not an exhaustive list, they are simply relevant themes and examples that emerged from initial readings of the submitted reports. Additional themes and examples from institutions likely do exist and will be further identified and examined through the life of this project.

This document is a modified version of a document that was shared with all current project participants in December 2017. Names of institutions and other identifiable information has been removed from this document. Examples in the original document were listed by institution, but as institution names have been removed, examples are listed in no particular order. No other thought was put in to the order in which examples of themes are listed.

The identified themes are, in no particular order:

- Changing Culture
- Response Rates
- Alumni Engagement
- Communication of the Project
- Showing/Sharing the Data
- Integration of Career Pathways Data Into Existing Efforts
- Using the Data
- Additional Funding Needs & Sources
- Partnerships (Internal & External)

Changing Culture – how the project will either help create a change in culture or be used as part of a current culture change already transpiring

- Graduate Center was previously established and promotes a campus-wide culture that supports diverse career pathways. Currently leads an initiative that will fund program development for doctoral students' success in multiple employment trajectories. Findings will guide programs' efforts to enhance opportunities for PhD students to explore diverse career pathways. Question added to the survey to measure respondents' perceptions of the degree to which faculty in their departments are receptive to non-faculty career aspirations among doctoral students. Responses will educate faculty about their program's climate in relation to student goals and outcomes
- Goal to change the culture on campus to one that acknowledges and facilitates PhD preparation for a wide range of careers within and outside of academia
- Well on their way to developing a culture of evidence-based program improvement institution-wide
- Grant period used to shift the culture in departments towards one where data collection becomes institutionalized
- Part of larger institutional emphasis on data-informed decision making
- Opportunity to learn how to communicate with institution faculty and program leaders and how to use data to make strategic decisions about program analysis, review, and continuous improvement
- Use of a Contact Relationship Management tool to allow departments to aggregate all aspects of student experience, from demographics, to course performance, to research outcomes, etc.
- Culture of institution's program review has evolved to focus on student learning and student experience, informed by data as much as possible. This Project will supplement the culture
- Project will influence cultural change and training that embraces PhD careers outside of academia
- It is imperative that the Graduate School, programs, and campus colleagues improve resources and trainings available to faculty advisors and mentors on support of broad career paths and change the culture around what a "successful" outcome for a PhD graduate looks like

Response Rates – how will institutions connect with alumni to complete the surveys or other ways that institutions are working to ensure high response rates

- Deans of the College of Humanities and the College of Social and Behavioral Sciences have agreed in writing to assist in contacting students and alumni and encouraging participation. Will seek similar collaboration from all academic Deans in future
- To encourage students' participation in the survey and to foster in them a habit of responding to requests for info, the Dean of the Graduate College will send an annual letter to students along with their survey, communicating that the institution values and supports their careers

- Part of the annual reporting process, program staff are asked to update information about alumni positions. Email address has been added as a required field
- Partnership with Development and Alumni Relations system to improve exchange of information. Using staff member's time to compare email addresses and location information of alumni between the 2 systems
- Incorporating this project into the existing framework for surveying institution's doctoral students
- Gathering data from Alumni Relations, Career Center, and social media sites for current email addresses and places of employment for the alumni that are being surveyed. More recent alumni must give a permanent email address when applying to graduate, which will be used
- Institution has found that communications with students from the Office of Graduate Studies are more likely to be successful when the individual academic departments also share that info with students and encourage students to be involved or respond. The involvement of those offices is critical to ensure that students both receive and respond to the surveys
- Institution's Alumni Association data will be used, LinkedIn and other resources will be used to track down other contact info
- Likely to sustain a strong response rate via continual administration of surveys to all PhD graduates via a Institutional-Gmail account that persists post-graduation and is used to contact the alumni
- Will distribute an open letter from the University System's Chancellor directly to Students and Alumni encouraging participation in the survey
- Institution is using an external vendor for assistance in locating alumni
- Integrating these efforts into existing alumni surveying efforts. Using an automated alumni email verification system to verify email addresses
- Partnering with institution's office for Advancement to utilize their contact lists
- Taking advantage of institution's alumni directory to connect with alumni

Alumni Engagement – utilizing this project to connect with or engage alumni

- Anticipate providing annual updates to campus stakeholders through hard copy of e-newsletter dedicated to CP initiative, including feature student and/or alumni profiles
- With Career Services, hosted 4th annual Graduate Student Conference that features School alumni who have pursued careers beyond academia
- Graduate School team and Development and Alumni Relations are active partners and tell alumni with whom they meet about the CP project
- Project has become a foundation for ongoing communication with doctoral graduates to build a stronger link to graduate alumni
- Including Alumni Association in the project
- On Graduate School website, alumni from relevant humanities and STEM fields will share narratives about their chosen career paths to give current and prospective students perspective of career potentials of their degrees

- Objectives include assessing and understanding the satisfaction of PhD alumni to improve alumni engagement and professional development for current PhD students.
- Hired Associate Director of Alumni Engagement to make use of this data to understand the doctoral student experience. Data will also be used in recruiting alumni participants for PD activities with current students.
- Project will aid in enhancing connections among alumni and the University as a whole.
- Will be using the project to promote a new culture of continuous contact with alumni
- Data used to reconnect PhD alumni back with university, to allow alumni to mentor and/or host students who are interested in similar careers for experiential learning opportunities
- University currently publish Vignettes of successful alumni
- University will engage alumni to mentor students (which can lead to increased philanthropic donations from alumni)
- Survey will provide new avenue for regular dialog with alumni
- Partner with Alumni Association to use online community and resources portal that provides alumni seeking connectional for professional advice, career changes, and those wishing to connect with alumni around the globe a place to do so

Communication of the Project - how will institutions get the word out to relevant constituents about the results of this project.

- Publicizing importance of data collection for program improvements via the University News Media, the Grad and Professional Students Association, face-to-face forums for PhD students
- Show survey data and emphasize how the info can be used to improve student recruitment and program quality through meeting with program leaders. Meetings with college Deans will also take place
- Findings will also be shared with Provost, Deans' Council, Graduate Council
- Partner with University Communication to disseminate study findings to general university community and various external constituencies, including alumni, business leaders, governing board members, and legislators
- Provost giving a presentation to Faculty Senate, etc.
- Focus on deans/chairs communicating plan to their section of the community
- Using University's daily Newswire to publish research findings to campus community
- Project highlighted through official University communication channels, including stories published on institution's news site, the Graduate School homepage, University and Graduate School social media, and multiple e-newsletters
- Dissemination of results at annual graduate program retreats and included in program review packets the Graduate School issues to each academic program in the fall
- Survey data shared and discussed with:
  - Leadership and staff responsible for graduate "student success", including Diversity and Inclusion, Professional Development, Career Services, Research Training, Graduate Support, etc.

- o Doctoral program Deans, including Deans of academic school and divisions, department chairs, directors of graduate studies, and current students
  - o Graduate Student Association and Postdoctoral Association chapters on campus
  - o Graduate Councils on campus.
  - o Internal and external users of the Graduate Division website – summary and notable talking points posted and disseminated on website for public access
- Department chairs and program directors invited to review survey results separately and in tandem with senior staff from the Graduate and Professional Education Office
  - o Program directors expected to share survey results with program faculty in order to begin conversations about small and large-scale program improvement ideas that might emerge from the feedback
- Year 2 and 3 activities include presentations at September meetings with graduate program director's university-wide that will be designed to gauge interest in continuation with and expansion past the current college participating
- Emails sent to graduate department chairs detailing the project, the data and resources needed from them, and what they receive for participating. Follow up meetings held on each primary campus to answer questions from departments and graduate chairs
- Hosting a kick off student lunch event to inform current students about the project and answer any questions they may have
- Distribute an open letter from the Chancellor directly to Students and Alumni encouraging participation in the survey
- Write press-releases about the project to introduce the project and then to update the campuses each year with progress reports about the project
- Will communicate career outcomes data internally to campus through town hall meetings, campus newsletters, and social media
- Institution's robust communication plan includes:
  - o Project website including overview, progress reports, news, FAQs
  - o Grad School website including data display for prospective students with outcomes data
  - o Media release publicized through University Communications
  - o Media release to school/college communicators, features in campus newsletter, presentations at Improvement Showcase, Council on Academic Affairs and Assessment, and Academic Planning Council
  - o Direct email to department chairs, directors of graduate study, graduate program coordinators, school/college Deans, and faculty upon project milestones
  - o Presentation at Career Services executive board meeting, direct email to university Career Services staff upon project awards
  - o Direct email to students upon project award, progress updates in weekly newsletter
  - o Direct email to University Foundation and Alumni Association president and CEO
  - o Direct email to Office of Corporate Relations managing director
  - o Twitter and Facebook posts and links to articles, corresponding to project updates and progress reports

Showing/Sharing the Data – building off of Communicating, how will institutions share this data with stakeholders

- Results will be shared with program leaders and Deans to highlight the value for:
    - Sharing results to allow programs to better inform prospective students about career paths of program graduates, thus enhancing recruitment efforts
    - Sharing data with current doctorate students will increase retention of those who may otherwise have left because they did not fully understand the range of career options available to them
- Publicizing importance of data collection for program improvements via the University News Media, the Grad and Professional Students Association, face-to-face forums for PhD students
- Show survey data and emphasize how the info can be used to improve student recruitment and program quality through meeting with program leaders. Meetings with college deans will also take place
- Findings also shared with Provost, Deans' Council, Graduate Council
- Partner with University Communication to disseminate study findings to general university community and various external constituencies, including alumni, business leaders, governing board members, and legislators
- Findings disseminated through multiple means with goal of empowering units, administrators, faculty, and students in the improvement of career aspirations, preparation, and outcomes
- Utilize University Newswire for a series of special reports. Social media will be used. Profiles of doctoral alumni online
- Developing interactive data dashboards using Tableau, available on Office of Institutional Research website
- Integrating survey results in annual data packets that are shared with each academic program
- Survey data shared and discussed with leadership and staff responsible for graduate "student success", including:
    - Diversity and Inclusion, Professional Development, Career Services, research Training, Graduate Support, etc.
    - Doctoral program Deans, including Deans of academic school and divisions, department chairs, directors of graduate studies, and current students
    - Graduate Student Association and Postdoctoral Association chapters
    - Graduate Councils, systemwide and on campuses. Systemwide Coordinating Committee on Graduate Affairs will also be involved
    - Internal and external users of the Graduate Division websites – summary and notable talking points posted and disseminated on website for public access
    - Systemwide and campus publicity items, in legislative advocacy materials, in presentations to the Regents, in institution's accountability report and other summary data presented by the Office of the President to various stakeholders
- All data from academic Analytics has been moved to Tableau server. Incorporating aggregate Project survey results for University and National populations into this process

- Graduate College has a graduate education dashboard that can be utilized to show some of the collected data
- Creation of a Career Pathways database
- Data will be a regular part of the annual report and shared with graduate program coordinators, faculty, and programs undergoing cyclic program reviews
- Reports detailing alumni career paths will be supplied to each department
- Data compiled into Infographics that are shared with Deans campus-wide
- Data shared with Office of Institutional Research, Office of Educational Technology to facilitate creating reports and data products that will be shared with senior academic leaders, academic units, PhD students, and the campus Center for Career Development
- Planned use of grad school website to incorporate data products, such as interactive maps, to further illustrate the varied career paths of alumni
- Creating summary reports for individual programs and designing interactive visualizations aggregating data across board disciplines for each wave of data
- Creating an evergreen communication strategy
- Plan to create more sophisticated statistical reports leveraging other academic data from student records systems, such as GPA, time to degree completion, financial support/debt levels, etc. to form a more robust profile of students and their career trajectories
- Share descriptive data products with the recruitment office for incorporation into program level recruitment materials and web spaces
- Show campus's planned output of communication tactics, audiences, timeline, etc.
- Project results communicated via presentations to various stakeholders:
  - Graduate Operations Committee – advisory committee chaired by Associate Provost for Graduate Studies comprised of Associate Deans responsible for graduate students in colleges
  - Deans, department heads and faculty in individual PhD programs
  - Graduate and Professional Student Council
  - Graduate and Professional student forums
- Key findings posted on the Office of Graduate Studies website
- Information to be shared with students, legislators, press, and society at large
- Results shared with deans of relevant schools and university wide Graduate Affairs Network
- Graduate School Dashboard used to visualize career outcomes across all graduate programs
- Shared with current and prospective students
- Vignettes of successful alumni
- Communicate career outcomes data internally to campus through town hall meetings, campus newsletters, and social media
- Robust communication plan includes:
  - Project website including overview, progress reports, news, FAQs
  - Grad School website including data display for prospective students with outcomes data
  - Media release publicized through University Communications

- o Share DiscoverPD to *The Chronicle* and *Inside Higher Ed*
- o Media release to school/college communicators, features in campus newsletter, presentations at Improvement Showcase, Council on Academic Affairs and Assessment, and Academic Planning Council
- o Direct email to department chairs, directors of graduate study, graduate program coordinators, school/college deans, and faculty upon project milestones
- o Presentation at career services executive board meeting, direct email to university career services staff upon project awards
- o Direct email to students upon project award, progress updates in weekly newsletter
- o Direct email to University Foundation and Alumni Association president and CEO
- o Direct email to Office of Corporate Relations managing director
- o Twitter and Facebook posts and links to articles, corresponding to project updates and progress reports

Integration of Career Pathways Data Into Existing Efforts, including accreditation documents and program reviews – what ways are institutions planning to integrate the data from this project into other existing efforts already in progress on their campuses

- Project's priorities and objectives closely align with university's Strategic Plan
- Graduate Center Director will build project efforts into the regular operations of the office
- With Provost's support, programs undergoing Academic Program Reviews must have their Handbooks approved by the Graduate College. Data from the project will be available for inclusion in the Handbooks
- Findings will be incorporated into the 7-year Academic Program Review process. Programs undergoing APRs will use the data for improvement of curricula, professional development, mentoring, and career services. Data will also help programs define and clarify their mission
- Project will build upon 2 current practices:
  - o Data collection system to gauge the effectiveness of student services and student experiences at the institution
  - o Professional development model for graduate students
- Data systematically collected currently overlaps with this project. Will infuse the questions from this project into current university surveys to leverage the routine data collection efforts being made at the institution
- Data collected will provide the Graduate College with opportunity to refine colloquium, develop programs, and offer best practices to academic units when advising first-year students
- Strategic program development process includes review of the project findings as well as subsequent cycles of career related data collected through the surveys and PD activities
- Faculty will combine survey data within their existing program reviews
- Survey complements existing efforts in the Graduate School to strengthen doctoral advising and to expand resources for professional development and career advising

- University strategic plan has emphasis on excellence in graduate education – this project's results will be a critical element to advancing this priority
- Project will be used to build on foundation established by 2 signature initiatives of graduate education: Mellon Foundation funded Open Graduate Education program; NIH funded Initiative to Maximize Student Development
- Integrates with 3 previously administered campus surveys
    - Graduate Student Wellbeing Survey
    - Graduate Alumni Career Survey
    - Accountability Reports
- Will be including project data as part of a mandatory external review process all graduate programs complete on a regular cycle, which includes a narrative discussion and a presentation of significant program data
- Career Pathways project complements the work being done in campus's Next Generation PhD interdisciplinary initiative in African American Public Humanities
- Institutional Research Office will integrate survey into the ongoing graduate student campus climate and student success survey routine. Career Pathways will be a part of the annual calendar and cycle of survey related to graduate and professional education
- With IR and Career Services, will integrate responses into Career Outcomes website
- All data from academic analytics has been moved to Tableau server. Will be incorporating aggregate project survey results for the institution and National populations into this process
- Graduate School makes all program planning data available with departments and programs for use in the self-studies so that they produce as part of the institutional department and program review cycles
- Integrated the project into current metrics tracking of doctoral students
- Data used to increase the visibility of varied career paths of alumni for current students and faculty through resources on campus including Career Exploration Groups individual advising, and conversations with alumni with the goal of helping empower students in their career planning
- Will integrate project results in academic program reviews
- Robust assessment program currently exists at the university, guided by University Assessment Committee. This project serves as a jump start for the university to undertake a long-term, systematic feedback process that will help us complete meaningful program review and make adjustments in curricular and co-curricular experiences for future doctoral awardees
- Evidence-based program improvement is a central objective of University Assessment Committee. Faculty are expected to incorporate this approach in both annual assessment plans and cyclic program reviews and will utilize this data
- Career Services currently implements a short survey to all University grads, focusing on their career immediately after graduation and their salary information. This survey will continue to be administered. This new project is a way to further enhance the results from this survey
- Integrating project efforts into Campus Center for Career Development's surveying of PhD students

- Will incorporate the project as an item in the Academic Excellence Checklist that departments must complete as part of their required annual assessment reports
- Graduate School has 45 NIH and NSF training grants that require the Graduate School and faculty to maintain knowledge about graduate career paths
- Will integrate data products from the project into existing assessment structures, such as annual and long-term program review and accreditation
- Campus Will build upon prior efforts of tracking degree completion and attrition characteristics, with previous contributions to the *Doctoral Initiative on Minority Attrition and Completion* and *Completion and Attrition in STEM Master's Programs* studies
- Project provides new empirical data for graduate program review which previously has not been standardized or available in each program
- Project will complement processes that are already taking place on campus, like the Graduate Student Information System that has info on every grad student since 1989
- Project will enhance the faculty innovation center's graduate student teaching needs survey
- Project will add value to additional communication with grad students/alumni, particularly through social media
- Will incorporate the project as part of the design and development of a new program, a university-wide program to enhance career and professional development for all PhD students
- Will use project results as a value added to existing student and alumni data collection efforts
- Will integrate project into the accreditation process
- Using a Contact Relationship Management tool to allow departments to aggregate all aspects of student experience, from demographics, to course performance, to research outcomes, etc.
- Project supports the Graduate School's strategic priorities of Service, Engagement, and Diversity. The information gathered through the PhD Pathways survey will be integrated into the standard operating procedures of annual survey efforts for all operating units
- Project provides additional data resources and avenues for regular dialog with alumni for evidence-based program improvement during the 10-year campus program review and annual Graduate School program review cycles. Data from this project will be integrated into the data the Office of Academic Planning and Assessment provides to each program during review
- In review process, faculty are asked: What do students do after graduation? How does the program prepare them for careers or further academic training? What career resources are available to students?
  - A lack of comprehensive alumni survey and current student career planning survey has hindered the ability of faculty reviewers to consider these questions and recommend improvements in curricula, advising and professional development
- Project results will be integrated into faculty's annual Learning Outcomes Assessment Reporting
- Current exit surveys collect data on first employment, this Project provides the missing centralized mechanism to understand career pathways beyond initial placement

Using the Data (Particularly for: Academic Advising, Career Advising, Recruitment) – how are institutions planning to use this data

- Using data from the survey to facilitate mentoring non-traditional doctoral students in humanities and STEM, identifying non-academic mentors from nearby corporations, nonprofits, government agencies, etc.
- Provide relevant data to the Career Services team and Internship Network so that they can use their tools for organizing and providing internships, career exploration, and job search resources to current and former students
- Project data will contribute to efforts to strengthen doctoral advising for student success in wide range of career pathways
- Will use the data to create intern-like project-based experiences in local and partner institutions and organizations, through grant or other cost-sharing, to extend graduate practicums and mini-internships
- Graduate Dean can use the data to create evidence-based guidelines and training for more effective doctoral mentorship, including the expansion of mentorship networks beyond the major advisor
- Graduate division, with career centers, have been introducing new programs to improve professional development for doctoral students and support in preparation for their diverse career paths. This data will identify gaps in current programming
- The project results will allow for greater refinement of efforts in outreach, recruitment, and admissions
- Graduate College has a graduate education dashboard
- Data is being used to increase the visibility of varied career paths through resources including Career Exploration Groups, individual advising, and conversations with alumni with the goal of helping empower students in their career planning
- Reports will be produced and shared with each department. The departments may then use the results to implement changes to their programs
- Data from project will allow expansion and tailoring of programs to better meet student needs and accurately convey career trajectories of alumni
- Using results with graduate programs to inform ongoing efforts, such as campus wide program review
- Graduate School has 45 NIH and NSF training grants that require the Graduate School and faculty to maintain knowledge about graduate career paths
- Hired Associate Director of Professional Development and Associate Director of Alumni Engagement to make use of this data to understand the doctoral student experience. Data will also be used in recruiting alumni participants for PD activities with current students
- Data is similar to a current data collection program that collects career outcome data for alumni immediately after graduation and 5 years post-graduation. Data will be integrated into this annual program summaries prepared by the Graduate School
- Graduate Career Services team will use data for consultations and career advising with graduate students and postdocs

- Using the data to make the business case for running the survey in perpetuity by framing results as a significant base of evidence for maintaining program quality and informing program improvement
- Will incorporate appropriate data products into campus graduate education data dashboards
- Data will be used to strengthen applications for future grants that require robust data about graduate students and alumni
- Data gathered in surveys will help Faculty Innovation Center, Graduate Student Career Services, and departments gain a clear understanding of where students place in the job market to in turn better assist students in developing teaching and other professional skills they need to obtain the jobs they desire. Data from this project will better equip Grad Student Career Services to assist graduates in a variety of career paths and how to support students during their studies
- Project results will integrate into PhD student career counseling, and targeting training focused on the development of core competencies shown to be important for the development of specific careers
- Provide career counselors with data on the spectrum of careers that PhD graduates are currently engaged in
- Facilitating evidence-based conversations with faculty and graduate program leadership regarding doctoral student experience
- Using the data for new program development and revitalization and responding to workforce development needs
- Will share the project's data with public and state legislators interested in alumni outcomes of the Graduate School
- Project's results will help respond to the needs of current students as identified by alumni. Will provide information for an interactive tool for current students, that matches individual skill development needs with campus events, self-guided activities, online trainings, and other resources. Helps students build their Individual Development Plans
- Will inform how institution demonstrates to current graduate students the broad applicability and value of their graduate degree and provides evidence about the transferability of skills gained through graduate education
- Project findings will guide a path forward for career services for graduate students. Current decentralized career services model relies on schools and colleges to provide career support to grad students, with no accountability for doing so
- Understand how graduate experiences and outcomes differ by demographic groups to identify targeted opportunities to improve recruitment and retention of underrepresented students

Additional Funding Needs & Sources – what additional resources are needed for the department to sustain this effort. If there are financial implications, how will they fund it?

- Graduate College has committed a .50 FTE GA position to help administer the surveys and extend their benefits to programs throughout the university. Graduate Center Director will

build the project into the regular operations of the office. No requirement for additional external support

- Seeking partnerships with internal and external entities and securing sources of funding and other non-financial resources for workshops, colloquia, and the like
- New Task Force on Doctoral Advising, charged by Provost and led by Associate Dean of Academic Affairs, charged with creating recommendations for enhancing doctoral advising across University
- Additional question: Asking alumni if their faculty have continued to advise them on their career paths since graduation, and if so, how valued that continued professional support has been
- Funding to hire a Career Diversity Fellow for 3 departments to work closely with a faculty team to plan programming and seminars to cultivate cultural and curricular change within the department
- Using reserves to fund a 10 hour/week graduate assistant in Institutional Research to conduct the surveys
- President's Office provided IR some one-time financial support to increase survey administration, analysis and dissemination
- Additional permanent staff will be needed within IR to support the expanded portfolio of graduate survey administration, analysis and dissemination
- IR and Office of Graduate and Professional Education are factoring resource needs related to this project into their FY19-21 budget planning
- During the grant period, Graduate School is "buying" staff time from Office of Institutional Research and Effectiveness with the understanding that OIRE will incorporate survey administration into its annual workflow
- Hired a data analyst in the Graduate School to help with this and other projects
- Plan to make this project a permanent part of the duties and responsibilities of the Assistant Dean for Progressions and Academic Services
- Campus will make use of Center for Predictive Analytics staff
- Office of Graduate Studies employs a few graduate assistants and an undergraduate student worker who could be used to help with cleaning and organizing the data. May also use graduate or undergraduate student workers in the Colleges or departments themselves
- Graduate Data Support Specialist and Graduate Data Analyst in OGS (already on staff) will be involved in organizing a database of collected information
- Bureau of Sociological Research collects and analyzes sociological data. Charges for their services, estimated to be a few thousand dollars per year – no confirmed source for this funding yet
- Graduate student interns hired by Office of Academic and Student Affairs to assist with this project
- Graduate School has 45 NIH and NSF training grants that require the Graduate School and faculty to maintain knowledge about graduate career paths
- Hired Associate Director of Professional Development and Associate Director of Alumni Engagement to make use of this data

- Human resources have been supplied by the Office of Strategic Planning and Institutional Research at no cost
- Plan to use additional staff resources and potentially an external vendor to assist in locating alumni
- Campus will likely need to hire a new long-term project manager. Resources for this will be pursued through matching fund partnerships with Alumni Association, Advancement, and the Office of the Provost
- Use of a Contact Relationship Management tool to allow departments to aggregate all aspects of student experience, from demographics, to course performance, to research outcomes, etc.
- $65k startup costs for this project and Alumni Census. $35k/year in costs for project for software licenses, personnel needs for data cleansing and maintenance of electronic data transfers between university systems.
- Dean of Graduate School is responsible for advocating to the President and the Provost for additional secured funding
- Academic Planning and Assessment provides 1.5 FTE data analysts

Partnerships (Internal & External) – what partners, both internal and external, will the institutions collaborate with during this project?

- Provost, Deans' Council, Graduate Council, Graduate and Professional Students' Council, Senior academic leaders, Institutional Research Office, Alumni Association, Career Services, Academic units, Doctoral students, Directors of Graduate Studies, alumni, business leaders, governing board members, legislators
- Board of Regents, Graduate and Professional Student Association, University Office of Evaluation and Educational Effectiveness, State Legislature, Higher Learning Commission, Graduate College Knowledge Mobilization Studio, University Graduate Council, Career and Professional Development Services (Institution's Internship Professionals Network), Post-doctoral Fellows Office
- Graduate School and International Education, Career Development Center, Alumni Association, Deans/Associate Deans/Chairs/faculty of academic colleges with doctoral level programs
- Seeking partnerships with internal and external entities and securing sources of funding and other non-financial resources for workshops, colloquia, and the like
- Internal: Office of Provost, Career Services, School of Engineering, Center for Entrepreneurship, Center for Public Service and Engaged Scholarship, individual academic departments, including doctoral program leaders, external review committees, current and prospective students, alumni
- External: NIH, Mellon Foundation, Modern Language Association (by attending MLA-Association of Departments of English Summer conference to facilitate roll-out of the MLA's Connected Academics project), American Historical Association (with Mellon Foundation project on Career Diversity for Historians)

- Regents, Office of the President, Office of the President's Institutional Research and Academic Planning, campus graduate divisions, Career Services on individual campuses, Graduate Student Association and Postdoctoral Association, Graduate Council
- President's Office, Institutional Research, Career Services, Alumni Relations, Center for Teaching and Assessment of Learning, CIRTL Network, Library and Writing Center, Office of Communications & Marketing
- Directors of Graduate Studies, Office of Institutional Research and Effectiveness, Development and Alumni Relations
- President's Council, Council of Deans, University System, Career Center, Alumni Relations, Office of Institutional Research, Analysis and Decision Support
- Provost's Deans Council, Graduate Council, University Assessment Committee, Graduate Student Association, Center for Predictive Analytics, Assistant Vice President for Assessment
- Career Development Center, Alumni Relations, Dean's Office, Academic and Student Affairs
- Collaborating with campus's National Endowment for the Humanities
- Partnership with each graduate program, alumni, and other experts
- Robust partnership with Alumni Association
- Utilizing staff from Office of strategic Planning and Institutional Research
- Will forge partnerships with academic departments
- Create implementation team, thoughtfully formed to include representatives from Alumni Affairs, Career Services, Student Life, Graduate School administration, Institutional Research, and Sponsored Projects to maximize campus buy-in and meaningful involvement
- Administration, faculty, Career Services, graduate students, the Faculty Innovation Center, the Graduate School, Dean of Graduate School, Sr Vice-Provost for Academic Affairs, Provost, President, Deans Council consisting of the Provost and the Deans of all Colleges and Schools, Graduate Advisors and Coordinators, Graduate Student Assembly
- Data will forge new industry partnerships between graduate programs, alumni, current grad students, government
- Provost for Academic Affairs, Office of Institutional Effectiveness, Office of Graduate and Professional Studies
- Career Counseling, deans of relevant schools, university wide Graduate Affairs Network, Office of Graduate and Postdoctoral Affairs, Institutional Assessment and Studies
- Alumni Association, Advancement, Office of the Provost
- Federal and state legislators, CGS, MAGS, AAMC/GREAT, NAGAP. Campus's Office of Government and Community Affairs
- Office of the Provost, Graduate School's Office of Academic Planning and Assessment, Graduate School's Office of Professional Development, Chancellor, Media Relations, Survey Center, Provost's Office of Academic Planning and Institutional Research, Provost's Office of Academic Assessment for Learning Outcomes Reporting, Alumni Association, Foundation