GRADUATE SCHOOL
ANNUAL REPORT
2022-2023

UNIVERSITY OF WISCONSIN-MADISON

TABLE OF CONTENTS

"

Our mission is to foster excellence in graduate education by offering students research opportunities and experiences that prepare them to be thought leaders in a wide range of disciplines.

William J. Karpus
Dean of the UW–Madison
Graduate School

UNIVERSITY OF WISCONSIN–MADISON
GRADUATE SCHOOL

MESSAGE FROM THE DEAN

Dear Colleagues,

In the past year, the Graduate School has continued to make meaningful contributions in line with its mission to provide exceptional service and advocacy for the graduate education community at UW–Madison. The Graduate School's commitment to engaging with students, faculty, and staff has been demonstrated in many ways over the past year, some of which I would like to highlight here.

Throughout the past year, we have engaged with stakeholders to create a Graduate School strategic plan for graduate education at UW–Madison. The resulting strategic priorities will guide our work as we continue to support graduate students, faculty, and staff on campus. As we implement the plan, we look forward to collaborating with many partners across campus.

This year, we worked with campus leaders to raise the minimum stipend for graduate assistants by 10 percent for 2023-2024, which has kept UW–Madison's minimum stipend levels at or above the median for our peer institutions. It is a priority for us to continue to advocate for increased support for graduate assistants, which helps the university remain competitive for top applicants and helps students to succeed while they are here.

We are proud of our students and their accomplishments. To highlight one, the National Science Foundation (NSF) announced graduate fellowships for 47 current UW–Madison graduate students in spring 2023 – the most of any single year to date. With these awards, UW–Madison continues to be one of the top institutions for NSF Graduate Research Fellowship recipients.

This year, we have also achieved milestones in key projects in graduate education administration. We began a project to implement Slate as the new admissions system that will soon be used to manage graduate applications and evaluation. The project team has completed initial training with Slate and began building the application interface with input from an advisory team of graduate program staff from diverse areas of campus.

The multi-year project to implement the Graduate Student Tracking System (GSTS) for checking students' academic progress has reached another milestone, having onboarded the final graduate programs into the system and standardized training opportunities for staff. I appreciate the work that Graduate School staff have put into creating this project alongside graduate programs to ensure GSTS is a helpful tool on students' academic journeys and in student advising.

Our graduate student newsletter, *GradConnections Weekly*, achieved a 49% open rate over the past year, representing almost half of all enrolled graduate students engaging with the resources and events shared by the Graduate School each week. This shows how many students recognize the Graduate School's name and our commitment to supporting students in their academic pursuits and their future careers. It also positions the Graduate School as an important source of information for students during their graduate studies.

Through the Delta program, we created a new position focused on research mentor training for graduate students. Mentorship is a key component of graduate education, including when students receive quality mentorship and when students become mentors to others. The new Research Mentor Training Specialist position has helped us expand programs that strengthen graduate students' mentorship skills. Training like this better prepares the next generation of faculty, researchers, and teachers for their roles as current and future leaders.

Finally, the Graduate School's Engagement, Equity, and Diversity Committee has done great work over the past year to build capacity among Graduate School staff to contribute positively toward a school and campus climate that includes all voices and enables all staff to achieve their highest potential. Using results from the 2022 campus-wide climate survey as a starting point, the committee led discussions for Graduate School staff about maintaining the school as a high-performing organization. This engagement with a campus initiative at our local level is just one example of our staff's commitment to growth and excellence.

The following report details these and other initiatives from the past year. Read on to learn about more of our accomplishments.

WILLIAM J. KARPUS

Dean of the Graduate School and Professor of Pathology and Laboratory Medicine
University of Wisconsin–Madison

EXECUTIVE SUMMARY

SERVICE

Advance graduate admissions and recruitment
- Ensured smooth and efficient processing for over 21,000 applicants
- Achieved early milestones in implementing a new application management system

Bolster student funding
- Advocated for and achieved a 10% increase to assistantship stipend minimums
- Allocated more than $16M in WARF and Chancellor's funds to enhance recruitment, retention, and student services
- Awarded $781,200 in 991 travel and research grants to students
- Celebrated 47 NSF Graduate Research Fellows, highest in recent history

Promote academic excellence
- Many programs continued to rank highly in the U.S. News & World Report's "Best Graduate Schools"
- Sustained commitment to high academic standards through the actions of the Graduate Faculty Executive Committee
- Onboarded the final programs into the Graduate Student Tracking System, a major milestone of the project

Support student career success and professional development
- Hosted welcome and orientation activities
- Offered 70 professional development workshops and 22 courses; curated and communicated 500+ opportunities from units across campus
- Sustained on-demand, online career development resources
- Provided improved data resources on employment outcomes for postdocs

DIVERSITY

Foster inclusive experiences
- Supported 166 Advanced Opportunity Fellows through $6.552M in funding
- Engaged 974 students in 25+ diversity and engagement programs
- Worked to improve staff inclusion and workplace climate through the school's Engagement, Equity, & Diversity Committee

Increase student diversity
- Received 1,289 applications and selected 170 to participate in 15 Summer Research Opportunity Programs
- Leveraged national name exchanges and other resources to recruit the highest qualified pool of applicants from diverse backgrounds
- Awarded approximately 620 application fee grants

Use data to inform diversity initiatives
- Provided data tools to graduate programs for the Graduate School Support Competition, Graduate Research Scholars administration, and the HHMI Gilliam Fellowship

- Collected and analyzed student survey data on experiences of inclusion and intolerance at the university

Celebrate achievement
- Recognized 5 new Bouchet Graduate Honor Society inductees
- Celebrated recipients of the Peer Mentor Awards, Graduate Student Commitment to Engagement and Activism Award, and Graduate Student Service Scholarship

ENGAGEMENT

Build awareness and connections
- Engaged prospective and current graduate students from all over the world through a website with 1.36M+ unique pageviews
- Published a weekly student newsletter with a 49.4% open rate
- Utilized a student advisory board to discuss policy proposals, seek feedback, and raise concerns
- Offered training opportunities for graduate program coordinators/managers and recognized their work through awards

Focus on mentoring
- Developed a micro-course for students on working effectively with faculty advisors, recognizing dysfunctional relationships, and accessing Hostile and Intimidating Behavior resources
- Contributed to the steering committee of the Center for Teaching, Learning, and Mentoring
- Through a new Research Mentor Training role in the Delta program, increased visibility of training and expanded offerings

Support student wellbeing
- Continued Dean of Students Office partnership, where there was an increase of 71% among graduate student drop-in visits
- Promoted Badger Fare and Open Seat, from which 54% and 62% of the benefits, respectively, went to graduate students

Improve data access and transparency
- Contributed to campus efforts to improve data use
- Created domain-specific supplemental data queries for campus stakeholders
- Fulfilled over 40 ad hoc requests for custom data reports

Strive for Graduate School organizational excellence
- Developed a strategic plan for graduate education at UW–Madison, which relies on partnerships with schools, colleges, and other central units
- Focused on staff engagement and workplace climate through data-informed recommendations from the Engagement, Equity, and Diversity Committee
- Contributed to university shared governance and received recognition for performance excellence

ABOUT
THE GRADUATE SCHOOL

VISION: The Graduate School cultivates an inclusive environment of excellence that inspires innovation, advances knowledge, furthers the Wisconsin Idea, and prepares the next generation of leaders by empowering every graduate student to reach their greatest potential.

MISSION: The Graduate School fosters excellence in graduate education in partnership with graduate programs and faculty by advancing graduate students' research, learning, career development, and professional success.
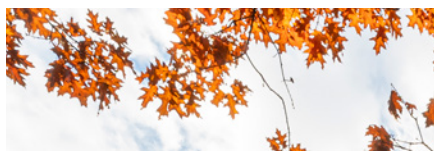
The **Office of the Dean** provides executive leadership for graduate education administration at UW–Madison, in close collaboration with graduate program faculty, the Graduate Faculty Executive Committee, and university leadership, as well as oversees the operations of the Graduate School.
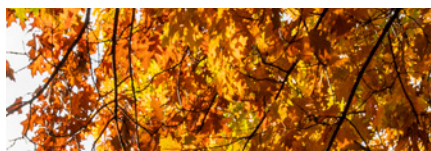
The **Office of Academic Analysis, Planning and Assessment** plays a critical role in the continuation of high quality graduate programs, and in turn, in the successful research enterprise on campus. The unit has two core functions: academic planning and program review, and data analytics and reporting.
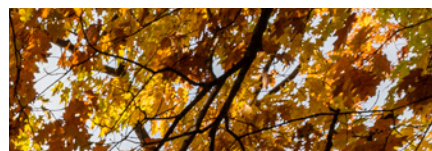
The **Office of Academic Services** is a campus resource to promote and facilitate excellence in graduate education for current students, from matriculation through conferral of the graduate degree, as well as to those faculty and staff across campus who also support students during this time.

The **Office of Admissions** partners with over 160 academic programs to process approximately 21,000 applications for admission annually. It is a resource for applicants, students, faculty, and graduate programs throughout the admissions process, from prospect through matriculation.
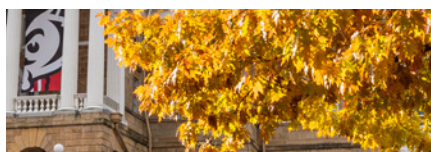
The **Office of Diversity, Inclusion and Funding** helps to create an inclusive and multicultural educational landscape through the retention and recruitment of students from diverse backgrounds. The unit oversees the school's fellowship and funding competitions, coordinates external fellowships, and assists with campus-wide funding issues.
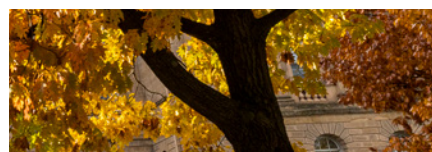
The **Office of Professional Development and Communications** develops and promotes learning opportunities to foster academic and professional skills, including through the Delta program for future faculty. It supports the various communication platforms of the Graduate School, including website, social media, and print.

SERVICE

Supporting graduate education through high-quality service to current and prospective graduate students, faculty, and staff is core to the operational goals of the Graduate School.

Advance graduate admissions and recruitment

The Graduate School plays a crucial role in ensuring a smooth and efficient admission process for over 21,000 applicants, including administering the application system, verifying the completeness of application materials, ensuring minimum requirements are met, and addressing questions from applicants. Admission staff work in close contact with graduate program faculty and coordinators who evaluate academic transcripts, letters of recommendation, personal statements, CVs, resumes, and other supplemental documents, and then make recommendations to the Graduate School for admission. Over 50% of UW-Madison graduate applicants are international, requiring admission staff to evaluate academic credentials from around the globe, ensure English proficiency is met, and work closely with International Student Services on immigration and visa matters.

In 2022-2023 the Graduate School achieved early milestones in implementing Slate as its new application management system for admission, evaluation system, and status check starting in spring 2024. After a competitor analysis of other major vendor-based solutions, the school determined that Slate was the best comprehensive client relationship management platform to address its needs and constraints. In early 2023 the school finalized its project charter, hired an applications developer, and began communicating about the Slate implementation process to graduate programs. The project team completed initial Slate training and began building the application and review interface.

Bolster student funding

The Graduate School has a number of funding mechanisms to attract and retain highly qualified graduate students, such as the Graduate Research Scholars program, the Graduate Student Support Competition, and the Student Research Grants Competition. Graduate School leaders also continually advocate for central campus resources to increase stipends for graduate assistants. In 2023-2024, minimum stipends will increase by 10 percent, which keeps UW–Madison's minimum stipend levels at or above the median for peer institutions.

The Graduate School Support Competition (GSSC) is an annual exercise conducted by the Graduate School through which the school allocates Wisconsin Alumni Research Foundation (WARF) and Chancellor's fellowship funds to graduate programs to enhance recruitment, retention, and student services. The

DEGREE PROGRAMS OFFERED

168 master's and specialist

111 research and clinical doctoral

GRADUATE ENROLLMENT
(summer 2022, fall 2022, spring 2023)

11,176 total

5,733 master's and specialist

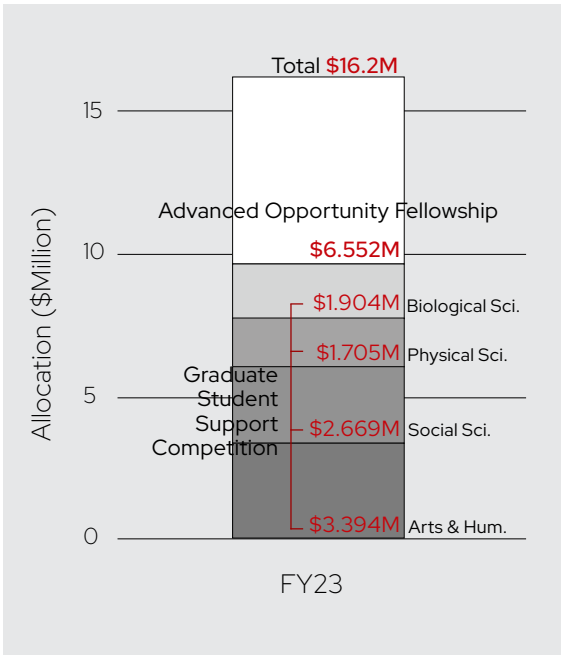6,097 research and clincial doctoral

3,645 international

1,236 underrep. students of color

DEGREES CONFERRED
(summer 2022, fall 2022, spring 2023)

2,719 master's and specialist

808 research and clincial doctoral

FY23

Graduate Faculty Executive Committee Actions

Established new awards: 5 degrees, 21 named options, and 1 graduate/professional certificate

Approved 5 Notices of Intent or Fast-Track proposals to plan a new degree

Substantially redirected 1 master's degree (changed to non-admitting status)

Changed the academic/departmental home of a PhD, doctoral minor, and two named options within the master's degree

Renamed: 1 PhD degree, 2 master's degrees, and 1 doctoral minor

Changed the mode of delivery for one capstone certificate

Suspended admissions: 5 master's degrees, 4 named options, 2 graduate/professional certificates, 2 capstone certificates, and 2 doctoral minors

Discontinued: 6 master's degrees, 7 named options, 2 graduate/professional certificates, 2 capstone certificates, and 2 doctoral minors

Approved 13 program reviews, 10 program review responses, and 11 three-year check-ins

Approved extension of active graduate faculty status for 13 professors emeriti

2022-2023 allocation totaled more than $16 million and was awarded to programs across all four campus divisions. These funds go toward student fellowships, including stipend, fringe benefits, tuition and fees, and various types of student recruitment and support activities, such as welcome checks and lab rotation stipends. As a component of the allocation, $3.3M WARF dollars were allocated to the GRS communities for Advanced Opportunity Fellowships.

The Graduate School's annual Student Research Grants Competition made 991 awards to students totaling $781,200. Through this popular and long-standing competition, funded by the Vilas Trust and WARF sources, graduate students receive funding for travel expenses to present research at a conference or to complete research for a thesis or final exhibition.

The National Science Foundation (NSF) offered graduate research fellowships to 47 current UW–Madison graduate students. The NSF Graduate Research Fellowship Program (GRFP) is one of the most prestigious and competitive sources of graduate research funding across the country. The 47 recipients in 2023 mark the most in recent history for UW–Madison, which continues to be a leading university in GRFP recipients. The Graduate School supported this success by offering a workshop on developing broader impacts concepts in GRFP applications.

In addition, the Graduate School provides support for a large number of National Institutes of Health (NIH)-sponsored predoctoral training grants on campus, both through institutional matching funds and via the Office of Training Grant Support that provides shared resources and opportunities for collaborative exchange.

In this photo, graduate student and postdoctoral participants engage in discussion as part of a Research Mentor Learning Communiity led by the Delta Program, which focuses on the development of future faculty.

Promote academic excellence

U.S. News & World Report again ranked many UW–Madison graduate programs highly in their respective fields. This included ranking the School of Education second among public universities and third overall, placing it in the top five for the 10th consecutive year.

The Graduate Faculty Executive Committee (GFEC) sustained its commitment to high academic standards for graduate study at UW–Madison. The Graduate School approved 260 Lumen Program Proposals for the Fall 2023 Guide, in addition to proposals reviewed by GFEC and administrative proposals to update tuition status. Three quarters of these changes had curricular impacts, which required updates to the Graduate Student Tracking System (GSTS) to ensure accurate program requirements reporting.

The Graduate School onboarded the final graduate programs into GSTS and added 26 Graduate/Professional Certificates and 124 Doctoral Minors "shells" that enable students to declare awards with curricular requirements pending. Additional milestones included transitioning to self-paced, online training for graduate programs and migrating resources from the project website to the Graduate School KnowledgeBase and website. Incorporating GSTS into the transfer credit process, as well as developments related to the Exceptions Tool and Program Milestones will continue into the upcoming academic year.

Support student career success and professional development

The Graduate School kicked off the fall semester with its annual Graduate Student Welcome Week, addressing timely topics like uncovering the "hidden" curriculum of graduate school, time management, stress reduction, productivity tools, minimizing implicit bias, and more. Over 750 new students attended New Graduate Student Welcome to learn about campus and community resources, gain advice

I love working on such a small scale, studying the micro- and nano-mechanics of materials, so it's fun that I can do something to contribute to the bigger picture of clean energy.

-Claire Griesbach, a PhD candidate in Engineering Mechanics and funding recipient through the U.S. Department of Energy Office of Science Graduate Student Research Program

Programs Created in GSTS

Active and Enrolling Plans/Subplans	363
Non-admitting Plans/Subplans	47
Discontinued Plans/Subplans	20
Doctoral Minors	124
Graduate/Professional Certificates	26
Total	**580**

Professional Development for Graduate Students

programming hosted by the Graduate School - including the Delta Program

workshops	70
courses	22
participants	3,251
livestream clicks	736
programming contact hours	9,777
graduate degree plans represented	182
named options represented	116

DiscoverPD

a skills self-assessment and curated database of professional development activities on campus and beyond, built by the Graduate School

users	2,819
average session time	1:06
users who did a self-assessment	547
recommendations favorited	666

Example Professional Development Programming and Initiatives

Sifting and Reckoning Presentation and Reception for Graduate Students – Familiarized graduate students with the Public History Project and its exhibit at the Chazen Museum of Art, and inspired interdisciplinary connections among students

pd|hub Peer-Facilitated Career Exploration - A multi-year, national project to develop and disseminate models for the professional development of graduate students and postdocs in STEMM

Special Lecture: Uncovering Grad School's Hidden Curriculum - Welcome Week keynote that covered important-to-know information helpful to success in graduate school, such as how to choose a good advisor or how to get funding

Summer Career Development Series for Graduate Program Coordinators/Managers - 10th annual series aimed at increasing graduate students' access to career planning expertise among program staff

Grants for Graduate Student Professional Development - Competitive grants of up to $1,000 to encourage student organizations and departments to host professional development programming

Delta Internship – A program designed to support graduate students and postdocs in becoming reflective practitioners of teaching, and to develop skills to be effective and efficient instructors in their future careers

These on-demand, online career training platforms are sponsored by the Graduate School and available to all of UW-Madison.	Beyond the Professoriate *for doctoral students*	Beyond Graduate School *for master's students*
unique platform users	1,092	586
pageviews	10,211	3,670
event counts (clicks, downloads, video loads, etc.)	65,760	26,722
users who attended live webinars (19 offered)	866	352

from experienced graduate students, and hear words of encouragement from campus leadership. After a two-year pause due to the COVID-19 pandemic, the Graduate School resumed the Degree Dash where Bucky Badger, the Chancellor, and the Graduate School Dean welcomed over 650 participants. All members of the graduate education community – master's and doctoral students, families, faculty, and staff – were invited to the celebratory event.

The Graduate School continued its commitment to supporting graduate students' transition to graduate school, as well as skill development for academic and professional success. Event formats varied - in-person, online, hybrid, and in-person and with streaming - to offer flexibility to busy graduate students and postdoctoral scholars. Almost half of the events were held in person, and the broad range of participants demonstrate the appeal of the school's programming across a range of disciplines.

In addition to hosting its own array of programming, the school plays a leadership role in curating and communicating professional development opportunities from over 20 units across the university to graduate students. The school hosts an events calendar with over 500 events in 2022-2023, as well as DiscoverPD, the campus-wide database and self-assessment tool for graduate student professional development. Many individuals contributed expertise to this programming: 106 faculty and staff and 37 graduate students served as facilitators, presenters, or panelists.

The school's professional development program further incorporated future faculty opportunities offered by the Delta program into its offerings. This includes institutional membership in the Center for the Integration of Research, Teaching, and Learning (CIRTL) Network. Through CIRTL, students participated 78 times in teaching development programming.

Graduate students engaged with external membership services sponsored by the Graduate School and campus partners. Over 1,000 individuals from UW–Madison used Beyond the Professoriate, an on-demand e-learning platform where PhDs explore diverse career options, and the school began offering university access to a new online career training platform for master's students called Beyond Graduate School.

With the goal of better understanding employment outcomes, the Graduate School improved the Office of Postdoctoral Studies data dashboard to feature current employment data obtained from web sources with filters to view data by citizenship and PhD-granting institution. The Office of Postdoctoral Studies reports that the dashboard has been widely used by schools, colleges, and departments involved in postdoctoral training to "rigorously investigate training issues and propose interventions in an evidence-based manner." By collecting and publishing postdoctoral demographics and employment outcomes the dashboard has also helped establish UW–Madison as a national leader in the area of postdoctoral data reporting transparency.

DIVERSITY

Graduate School Diversity Statement

Diversity, Equity, and Inclusion in all its forms is central to a robust educational, professional, and research environment. The Graduate School aims to increase the enrollment of students from historically underserved and underrepresented populations while helping them be successful academically and personally. The Graduate School is committed to supporting our schools and colleges in creating an inclusive environment for all students to thrive.

Graduate students on our campus are valued individuals who are teachers, leaders, workers, volunteers, advocates, family members, and researchers in our community. We endeavor to support them in all aspects of their identities.

Foster inclusive experiences

Throughout the 2022-2023 academic year, the Graduate School engaged with graduate programs and master's and doctoral students in many ways, including on several key initiatives aimed at recruiting and retaining underrepresented students of color. The school's diversity and engagement programming focuses on the needs of underserved graduate student populations such as graduate students of color and first-generation graduate students. In 2022-2023 974 students engaged in over 25 events that centered social networking, learning, and professional development.

The Advanced Opportunity Fellowship (AOF) fellowship, which is administered by the Graduate School and allocated to the eight Graduate Research Scholars (GRS) communities, supported 166 AOF fellows through $6.552 million in funding in 2022-2023. The two-year AOF fellowships support outstanding prospective students from underrepresented backgrounds and/or select pipeline programs.

The Graduate School awarded funding to four project teams through the Partnership Program in Graduate Excellence. The program bolsters partnerships with Minority Serving Institutions (MSIs) by creating long-term and mutually beneficial relationships between UW–Madison and MSIs. Projects focus on areas such as research collaboration, faculty professional development, and student and faculty exchange programs.

The Graduate School Engagement, Equity, & Diversity Committee (GS-EEDC) continued its efforts to improve staff inclusion and workplace climate. New initiatives included creation of a "News & Notes" e-newsletter to let GS staff know what the GS-EEDC is working on and to announce upcoming GS-EEDC and campus opportunities to engage in the important work of diversity, equity,

Graduate School diversity and engagement programs connected 974 graduate students at 25+ events, including:

Welcome Reception

Office of Diversity, Inclusion, and Funding (ODIF) Lunch Series

Edward Alexander Bouchet Honor Society Induction Ceremony

Graduate Research Scholars Community Gatherings

Graduate Student Panels

Building of Community Champions Program

End of Semester Celebrations

Community Events: Trivia Night, Adventure Learning Team Building, Coffee Hour, Ice Skating, Art Classes, Devil's Lake Hiking, and Paint Night

and inclusion. The committee hosted a group visit to Sifting & Reckoning: UW-Madison's History of Exclusion and Resistance and led a facilitated book discussion of the UW-Madison Go Big Read Book: *How the Word is Passed*.

Increase student diversity

The Summer Research Opportunities Program (SROP) helps to prepare outstanding undergraduate students for graduate-level research, at the same time facilitating the recruitment of these students into graduate programs at UW–Madison. The Graduate School received 1,289 applications across all 15 SROP programs, and 170 students were selected to participate in the 10-week on-campus summer research experience. The school distributed $230,000 to the programs in support of SROP. The school also expanded utilization of the Research Mentor Training (RMT) curriculum for graduate students mentoring SROP undergraduate participants; this evidence-based curriculum equips graduate students and postdocs with the skills to be effective and culturally-aware mentors.

The Graduate School leverages national resources to support UW-Madison graduate programs in recruiting the highest qualified pool of applicants from diverse backgrounds. The school maintains a membership with the Institute for the Recruitment of Teachers, the National GEM Consortium, and the National Name Exchange, and as a member of the Council of Graduate Schools, receives lists of seniors participating in the Ronald E. McNair Postbaccalaureate Achievement Program.

Domestic prospective students who participate in a recognized research pipeline initiative and/or who grew up in low-income households are eligible for grants to cover their application fees, reducing a barrier to access. Approximately 620 prospective students were awarded application fee grants worth $75 each in 2022-2023.

Use data to inform diversity initiatives

The Graduate School updated its reports and data dashboards to be more inclusive and to align with campus practices on data reporting for Underrepresented Students of Color. It also promoted data-informed decision-making by providing data tools for several key initiatives: the Graduate School Support Competition featured custom dashboards and data queries used by programs applying to the competition and by the competition review committee, Graduate Research Scholars administration and reporting benefited from custom data dashboards, and tailored data reports and informed applications for the prestigious Howard Hughes Medical Institute Gilliam Fellowship.

In recent years the Graduate School has used its student surveys to collect rich descriptive data from students on their experiences of inclusion and intolerance while at the university. Analysis of the data is currently underway, and the school will share a summary report with campus partners during the upcoming academic year.

"

The people [at UW–Madison] are really helpful and there are tons of opportunities to collaborate. Even the most senior professors and researchers, they're very approachable. You can just go up to them and talk with them and discuss any idea you have.

–Shashank Rajput, PhD student in computer sciences and recipient of the 2022 Google Fellowship in Machine Learning

Celebrate achievement

A spring reception recognized five new UW–Madison inductees into the Edward Alexander Bouchet Graduate Honor Society, a national organization that prepares dissertators, postdoctoral researchers, and early career faculty for careers in the professoriate through recognition, networking, and mentorship. Each Bouchet chapter selects up to five inductees each year who exemplify the five characteristics of the society: character, leadership, advocacy, service, and scholarship. The UW–Madison inductees were honored among friends and family, presented a plaque of recognition, and invited to the Annual Bouchet Conference on Diversity and Graduate Education at Yale University.

The Graduate School's Peer Mentor Awards and the Graduate Student Commitment to Engagement and Activism Awards recognized phenomenal mentorship of students from underrepresented or marginalized backgrounds and social justice and engagement. The school recognized six awardees at the Bucky Awards Ceremony held spring in 2023.

The Graduate Student Service Scholarship recognizes and honors the graduate students who volunteer to take on service roles in addition to their research, work, and family obligations. Ten students received this scholarship in spring 2023 for their contributions including service on university committees, creating affinity groups and programming for underrepresented communities, and serving as mentors to others on campus.

In this photo, Edward Alexander Bouchet is depicted on medals awarded to new inductees to the Bouchet Society.

Five outstanding scholars at UW–Madison joined the national Edward Alexander Bouchet Graduate Honor Society at an induction ceremony held in early 2023. In this photo, left to right: Dr. Catherine Chan, Assistant Vice Provost for High Impact Practices in the Division of Diversity, Equity, and Educational Achievement; 2023 Bouchet Graduate Honor Society inductees Pilar Gauthier, Dr. Lisandra Flores-Aldama, Aicha Quamine, and Paris Wicker, and Graduate School Dean Dr. William J. Karpus. 2023 Bouchet Graduate Honor Society inductee Adati Tarfa is not pictured.

ENGAGEMENT

By fostering strong, collaborative relationships with partners across the university, the Graduate School is instrumental in advancing shared goals in a decentralized environment.

Build awareness and connections

The Graduate School's website continues to be a central source of information for prospective and current graduate students. In 2022–2023, the website drew more than 1.36 million unique pageviews. Webpages on how to apply, UW–Madison graduate programs, and funding opportunities were the most popular year-round. Visitors to the website come from all over the world, including the U.S., India, China, Nigeria, Ghana, South Korea, and many more countries.

GradConnections Weekly is the Graduate School's main email newsletter to graduate students. Students learn about opportunities for professional development, campus employment, and funding through the newsletter, as well as receive information on important campus updates and deadlines. Each newsletter includes a column called Tips for Grads, focused on various academic, professional, and career development aspects of graduate school. In the 2022–2023 year, 14 authors contributed to Tips for Grads. The Pet of the Week photo at the end of the newsletter continued to be a popular feature as well.

Between July 2022 and May 2023, an average of 49.4% of newsletter recipients opened *GradConnections* each week. That represents almost 4,500 graduate students that the newsletter connected with campus events and resources consistently throughout the semester. In addition, of those who read the newsletter, 6.4% on average clicked on at least one of the opportunities listed. In the education industry, email newsletter open rates average between 23% and 28%, and average click rates range from 2% to 5%.

The Graduate School's communications office continued its new student email campaign that connects admitted students to information and resources about UW–Madison and preparing for graduate study. This campaign includes monthly emails throughout the summer leading up to the start of fall semester, as well as access to a microsite called Graduate Student Life, which covers topics like housing, transportation, student life, thriving in graduate school, and more.

The onboarding campaign also included specific welcome messages and resources for students enrolled in online programs. The messages, designed for students to access them on their own schedules, included welcome video messages from Dean Karpus and Jeff Russell, Vice Provost for Lifelong Learning and Dean of Continuing Studies. In addition, online students gained access to a webpage

In this photo, graduate students attend an information session at the annual New Graduate Student Welcome.

GradConnections newsletter for graduate students

Open rate: 49.41% (The average rate of recipients who opened the email after receiving it from the Graduate School)

Unique opens: 4,448 (The number of recipients who opened the email on average)

Click rate: 6.37% (The average rate of those who opened the email that clicked at least one link in the newsletter)

> **"** *The mentorship that I've had has been key. My advisor... has just been fantastic and I think that's been very key in my development through graduate school and the experience that I've had.*
>
> –Amy Pfaff, master's student in epidemiology and Class of 2023 graduate

outlining the campus and community resources they can access online. This webpage filled a need on campus for online students to have clearer information about which resources they can take advantage of from a distance.

Each year, the Graduate School invites graduate programs to request presentations about professional development for their students, typically during orientation week. In fall 2022, the school responded to 56 requests from graduate programs by sending 20 pre-recorded presentations, giving 26 in-person and virtual talks, and facilitating 10 sessions on Individual Development Plans.

The Graduate School Dean's Advisory Board met frequently over the course of the 2022–2023 year to discuss policy proposals, provide feedback to the dean, and raise concerns that they or their peers hold. The board consists of 12 members, four of whom are appointed by the Associated Students of Madison student shared governance body.

The school trained graduate program coordinators/managers on topics such as graduate admissions processes, resources for students with children, ombuds services, enrollment audits, career development, and GSTS, and newly hired graduate program coordinators and managers are onboarded with an online JumpStart training. The Graduate School hosted monthly virtual Lunch & Learns for graduate program staff, as well as semesterly update meetings and a summer meet-and-greet at Bascom Hall.

The school recognized the dedication and excellence of UW–Madison graduate program staff by awarding two Awards for Excellence in Graduate Student Support, organized in partnership with the Office of Undergraduate Advising. The honor highlights outstanding academic, research, and scholarly success of master's and doctoral students through their work across the graduate student lifecycle.

Focus on mentoring

Mentorship is a critical element of graduate education and an area of increasing emphasis among external funding agencies. Faculty mentors help their mentees achieve academic and professional goals and navigate the complexities of graduate study, and graduate students who aspire to academic and research careers must develop the mentorship skills required of those roles. As such, mentorship is an emerging priority for the Graduate School and one that requires carefully cultivated partnerships across the university.

Examples of the Graduate School's efforts to improve mentored experiences for graduate students include developing an interactive micro-course, *A Graduate Student Guide to Working with Faculty Advisors*, through which graduate students learn about the characteristics of functional and dysfunctional relationships with faculty advisors, strategies for communicating effectively and aligning expectations, as well as program grievance processes and Hostile and Intimidating Behavior resources. Additionally, Graduate School leadership sit on the steering committee for the Center for Teaching, Learning, and Mentoring (CTLM), contributing advice on strategic initiatives that impact graduate students. Examples of CTLM initiatives include training for instructors on inclusive teaching, instructional design support for all instructors, and mentor training for faculty. Staff from CTLM and the Graduate School collaborate on an operational level, syncing communication and web resources, as well as identifying needs expressed by graduate students.

The Graduate School, with funding from the Office of the Vice Chancellor for Research and Graduate Education, hired a new Research Mentor Training (RMT) Specialist within the Delta program, which has long-standing experience offering RMT learning communities for graduate students and postdocs to build their skills as effective and culturally-aware mentors. The new role increased the reach and visibility of the training across campus, cultivating relationships with new and existing campus partners, and expanded curricular offerings overall and particularly within the social sciences. A total of 99 graduate students and postdocs completed Research Mentor Training during 2022–2023.

Support student wellbeing

Graduate school can be an especially challenging time for students as they learn to balance their wellbeing with academic, research, work, and other responsibilities. The Graduate School, together with partners across campus, offers services and resources to help graduate students thrive and succeed.

The Graduate School sustained its partnership with the Dean of Students Office (DoSO), which during 2022–2023 served its greatest number of graduate students to date. DoSO staff saw an increase of over 71% in graduate students served compared with the previous academic year. Those drop-in visits represented complex graduate student cases, including mental health issues, challenges with advisor relationships, and faculty or staff concerns about graduate students. Teaching assistants came to the DoSO for support navigating issues with disruptive undergraduates in their classroom, mental health accommodation requests from students, highly impactful student deaths, and a harmful racist incident at the end of the semester.

In 2022–2023 428 graduate students dealing with temporary and ongoing food insecurity benefited from DoSO's Badger Fare Program. This totals $32,100 in food insecurity support; 54% of all Badger Fare benefits were given to graduate students. The Open Seat food pantry also saw significant utilization by graduate students, representing about 62% of Open Seat users or 309 individuals.

Improve data access and transparency

Graduate School staff contributed to efforts aimed at improving data use campus-wide, including supporting the migration from the InfoAccess data warehouse to Badger Analytics, revising campus data dashboard publication standards, and serving on the campus subcommittee reviewing standard data definitions for use across divisions, technologies, and data domains.

To engage the campus community, the school created domain-specific supplemental data queries so campus stakeholders can view historical student-level record data underpinning the Graduate School Explorer data visualization— the primary reporting tool used by graduate programs for program review. Data domains include admissions, funding, degree completion, and retention.

The school fulfilled over 40 ad hoc requests for custom data reports to support program assessment and review, grant preparation and reporting, admissions reviews, alumni tracking, faculty tenure review, and more. Graduate School leadership made decisions informed by custom data reports and analyses on a variety of topics including graduate admissions, enrollment, and student funding. Staff in the Graduate School guided the campus community on the use of the schools' data tools and resources via video tutorials, updated KnowledgeBase documentation, and "Open Lab" sessions.

One of my favorite things about Madison is the wealth of diversity and knowledge that exists in our university and local communities. I want to help build bridges between these communities through shared interests – in math, for example – and learn from each other.

-Karan Srivastava, PhD student in mathematics and 2023 Teaching Assistant Award winner of the Exceptional Service Award

"

I am extremely grateful for the assistance and the opportunities that the fellowship provided. With the funds I managed to carry out a research trip that I had not counted on, but which proved immense for my work.

–Yacov Zohn, PhD candidate in history and recipient of a WARF-funded University Fellowship

Strive for organizational excellence

The Graduate School started a collaborative process in 2022 to develop a strategic plan for graduate education at UW–Madison. The Dean appointed a steering committee of faculty, staff, graduate students, and campus leaders from across the academic disciplines, which examined strengths and opportunities, completed an environmental scan, and discussed the school's current mission and values. The strategic planning process engaged the graduate education community and Graduate School staff through focus groups and surveys. A unique factor in the strategic plan that was developed in early summer 2023 is that it relies on partnerships between the Graduate School and other schools, colleges, departments, and central units to advance shared goals for graduate education within a decentralized environment. (See appendix 1 for the full strategic plan.)

Graduate School staff also contributed to university shared governance, including serving as a district representative for the Academic Staff Assembly, on the Committee for Women in the University, and as a member of the Academic Staff Executive Committee. Staff represented graduate education on various campus-level committees, such as the Behavioral Intervention Team, Service-Based Pricing Program Committee, the edX Academic Governance and Data Team, the Career Services Executive Committee, and the Academic Staff Mentoring Committee, and received recognition for their work, such as through the Chancellor's Award for Excellence in Leadership.

Informed by input from Graduate School staff and data from the 2022 UW-Madison Staff Climate Survey results, the Graduate School Engagement, Equity, & Diversity Committee (GS-EEDC) issued a document "Improving Graduate School Climate: Staff Priorities & Recommendations" under the committee's charge to address staff engagement and inclusion. The GS-EEDC engaged with Graduate School leadership on action steps and follow-through on the priorities and recommendations, which will continue into 2023-2024.

Each year, the university recognizes outstanding academic staff members who have excelled in leadership, public service, research and teaching. In early 2023, Graduate School Assistant Dean for Professional Development and Communications, Alissa Ewer, shown in this photo, was a recipient of the Chancellor's Award for Excellence in Leadership: School, College, or Larger University Level.

Appendix 1

GRADUATE SCHOOL STRATEGIC PLAN
FOR GRADUATE EDUCATION AT UW–MADISON

2023-2028

The responsibilities of the Graduate School at the University of Wisconsin–Madison encompass a wide range of tasks, including the development of campus-wide policies and procedures, and the management of admissions, funding, and degree completion processes for our diverse community of over 10,000 graduate students. Central to the operational goals of the Graduate School is its commitment to providing exceptional service to current and prospective graduate students, as well as the faculty and staff who contribute to graduate education at UW–Madison.

To improve the quality and clarity of our shared priorities in graduate education, the Graduate School started a collaborative process in 2022 to develop a strategic plan for graduate education at UW–Madison. The dean of the Graduate School appointed a steering committee of faculty, staff, graduate students, and campus leaders from across the academic disciplines. The group was guided by consultants from the Office of Strategic Consulting to examine strengths and opportunities for graduate education at UW-Madison, complete an environmental scan, and discuss the school's current mission and values. The process engaged the graduate education community and Graduate School staff through focus groups and surveys, and the resulting vision, mission, values, priorities, and initiatives for 2023-2028 follow.

A unique factor in this strategic plan is that it relies on partnerships between the Graduate School and other schools, colleges, departments, and central units to advance shared goals for graduate education within a decentralized environment. While the school plays a vital role in establishing university-wide standards and policies, it also serves as a dedicated advocate and campus-wide collaborator, actively enhancing the overall excellence of the institution. Initiatives enhancing mentorship of graduate students, belonging and mental health support, access to career services, and multi-year funding support and competitive stipend levels cannot be achieved by the Graduate School alone. Success in these areas relies on engagement, cooperation, and shared responsibility across campus.

We invite you to join us as a collaborator on these strategic priorities to further increase the quality of graduate education at UW–Madison moving forward.

VISION The Graduate School cultivates an inclusive environment of excellence that inspires innovation, advances knowledge, furthers the Wisconsin Idea and prepares the next generation of leaders by empowering every graduate student to reach their greatest potential.

MISSION The Graduate School fosters excellence in graduate education in partnership with graduate programs and faculty by advancing graduate students' research, learning, career development, and professional success.

VALUES Excellence, open exchange of ideas, respect, integrity, inclusion, and collaboration

GRADUATE SCHOOL STRATEGIC PLAN
FOR GRADUATE EDUCATION AT UW–MADISON

2023-2028

PRIORITIES & INITIATIVES

(A) Advance innovative graduate education, career development, and professional success

1. Offer high-quality graduate programs that enhance student academic and professional success
2. Utilize and enhance data resources within the Graduate School to support graduate program quality and student success
3. Sustain resources to help master's and doctoral students develop academic and professional skills, as well as explore and prepare for diverse career pathways
4. Create opportunities for and celebrate student achievements in living the Wisconsin Idea

(B) Recruit and retain a talented and diverse student body

1. Implement tools and resources to help train admission committees to recruit and evaluate applicants using a holistic perspective
2. Develop coordinated and collaborative pipeline programs for recruitment
3. Offer students inclusive mechanisms to bring forth concerns related to equity and inclusion
4. Prepare graduate students to foster environments of diversity, equity, and inclusion (DEI)

(C) Establish and support university-wide expectations for consistent and high-quality graduate student mentorship

1. Promote use of evidence-based mentorship best practices, such as compacts and goal setting
2. Advocate for expanded participation in mentorship training for faculty and directors of graduate study
3. Offer training for graduate students to work effectively with faculty mentors
4. Ensure graduate students have access to teaching- and mentoring-related professional development

(D) Strengthen collaboration among campus partners to support the success, wellbeing, and belonging of graduate students

1. Strengthen processes and resources to train and support graduate coordinators
2. Grow current partnership with Dean of Students Office to focus on assistance and support for graduate students
3. Ensure that all graduate students have access to career services
4. Support and offer programming that promotes a sense of belonging among graduate students

(E) Facilitate access to funding, resources, and opportunities

1. Incentivize and increase extramural graduate funding, such as creating and maintaining a repository of extramural funding sources and providing workshops about pursuing external funding
2. Set competitive stipend levels that take into consideration student needs and cost of living
3. Collaborate with programs to offer multi-year funding guarantees and address gaps in student funding as needs arise
4. Advocate with campus partners to promote attention to providing opportunities such as conference funding and professional development
5. Cultivate philanthropic partners to increase grants and opportunities

(F) Sustain the Graduate School as a high performing organization

1. Use equity and accessibility as a lens for all activities that Graduate School touches, e.g., recruiting, admissions, funding, advising, career development.
2. Increase transparency regarding goals, processes, and budgets
3. Embrace continuous process improvement and invest strategically in technology and infrastructure
4. Prioritize the professional and personal development of staff with a focus on equity

Appendix 2

GRADUATE SCHOOL ORGANIZATIONAL CHART

William J. Karpus
Dean
Professor of Pathology and Laboratory Medicine

Rachel Irving
Executive Assistant to the Dean

Marcy Carlson
Associate Dean
Professor of Sociology

Florence Hsia
Associate Dean
Professor of History of Science

Parmesh Ramanathan
Associate Dean
Professor of Electrical and Computer Engineering

Abbey Thompson
Assistant Dean for Diversity, Inclusion and Funding

Alissa Ewer
Assistant Dean for Professional Development and Communications

Katie Bourassa
Associate Director of Admissions

Kipp Cox
Assistant Dean of Academic Services

Jenna Alsteen
Assistant Dean for Academic Analysis, Planning and Assessment

Douachong Lee
Multicultural Initiatives Manager

Irina Diaz
Fellowship Manager

Mark Moralez
Diversity and Inclusion Project Assistant

Meghan Chua
Communications Specialist

Eileen Callahan
Director of Professional Development

Amy Fruchtman
Assistant Director of Professional Development

Emily Azevedo-Casey
Professional Development in Higher Education Project Assistant

Foram Gathia
Professional Development in Higher Education Project Assistant

Skye Phinizy
Professional Development in Higher Education Project Assistant

Benjamin Kilness
Admissions Business Analyst

Eric Lynne
Admissions Business Analyst

Debra Klimek
Senior Student Status Examiner

Austen Vizcarra
Applications Developer

Jessica Maher
Associate Director of Delta

Jules Whitaker
Delta Research Mentor Training Specialist

Elaine Goetz-Berman
Graduate Student Assistance Specialist

Elena Hsu
Degree Coordinator

Alexandra Walter
Degree Coordinator

Vacant
Acad. Serv./Admiss.

Students - Front Desk

**Carsen Abraham
Anna Bogan
Derry Donnelly
Ashley Tung**

Peter Kinsley
Senior Research and Policy Analyst

Lorena Kemen
Academic Planner

Nick Sigmund
Research and Policy Analyst

Ayse Okur
Project Assistant

☐ = student employees

Appendix 3

APPLICATION, ADMISSION AND ENROLLMENT

Research and clinical doctorate

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Applicants	10,191	9,918	9,456	9,430	8,818	9,245	9,510	10,090	11,031	10,736
Admits	2,417	2,262	2,270	2,365	2,197	2,258	2,130	2,292	2,269	2,515
New Enrollments	900	898	868	881	815	922	889	858	959	992

Master's and specialist

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Applicants	9,454	10,175	10,128	9,925	8,982	9,089	9,009	9,924	10,011	11,060
Admits	3,158	2,968	3,072	3,201	3,462	3,547	3,614	4,219	4,925	4,707
New Enrollments	1,701	1,621	1,744	1,784	2,014	2,012	2,021	1,919	2,484	2,303

Applicants   Admits   New Enrollments

Data visualizations retrieved 7/13/23. See grad.wisc.edu/data for up–to–date data.

Appendix 4

ENROLLMENT
AND DEMOGRAPHICS

Research and clinical doctorate
Enrollment by demographic group

Year	Underrep. Stud. of Color (Domestic)	Not Underrepresented (Domestic)	International	Unknown (Domestic)
2018-2019	11%	52%	32%	5%
2019-2020	11%	52%	33%	
2020-2021	11%	52%	33%	
2021-2022	12%	51%	34%	
2022-2023	12%	50%	35%	

Master's and specialist
Enrollment by demographic group

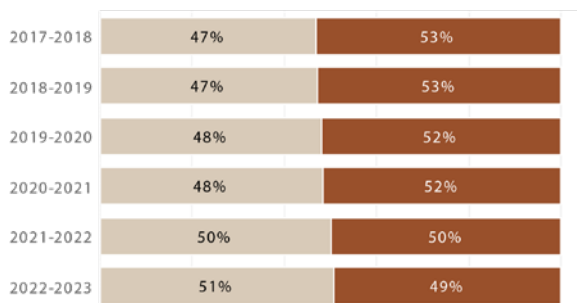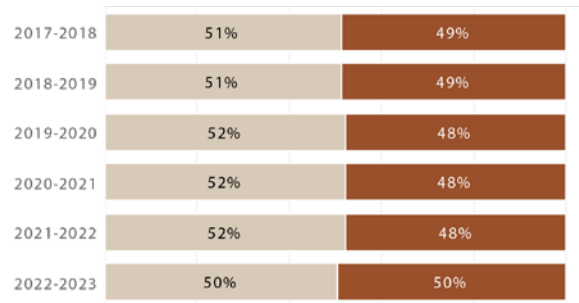| Year	Underrep. Stud. of Color (Domestic)	Not Underrepresented (Domestic)	International	Unknown (Domestic)
2018-2019	9%	65%	23%	
2019-2020	9%	63%	25%	
2020-2021	10%	64%	24%	
2021-2022	10%	63%	25%	
2022-2023	10%	59%	30%	

- ■ Underrep. Stud. of Color (Domesti.. ■ International
- ■ Not Underrepresented (Domestic) ■ Unknown (Domestic)

Research and clinical doctorate
Enrollment by gender

Year	Female	Male
2017-2018	47%	53%
2018-2019	47%	53%
2019-2020	48%	52%
2020-2021	48%	52%
2021-2022	50%	50%
2022-2023	51%	49%

Master's and specialist
Enrollment by gender

Year	Female	Male
2017-2018	51%	49%
2018-2019	51%	49%
2019-2020	52%	48%
2020-2021	52%	48%
2021-2022	52%	48%
2022-2023	50%	50%

■ Female   ■ Male

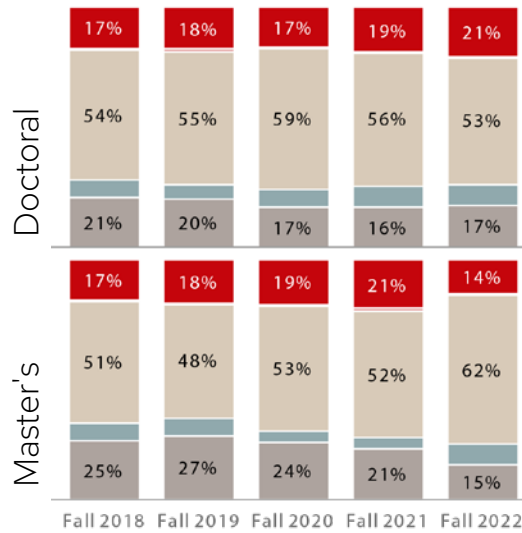Data visualizations retrieved 7/13/23. See grad.wisc.edu/data for up-to-date data.
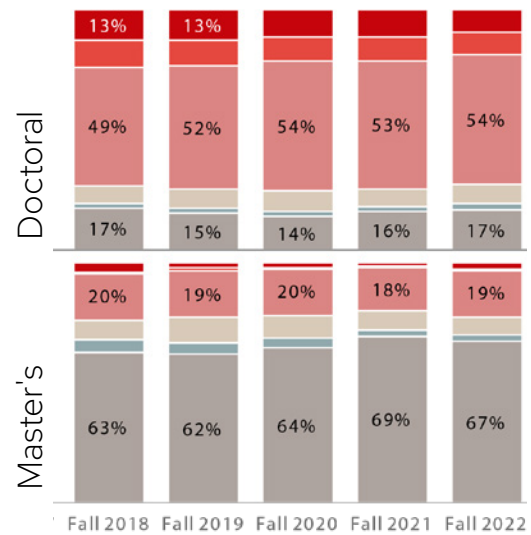
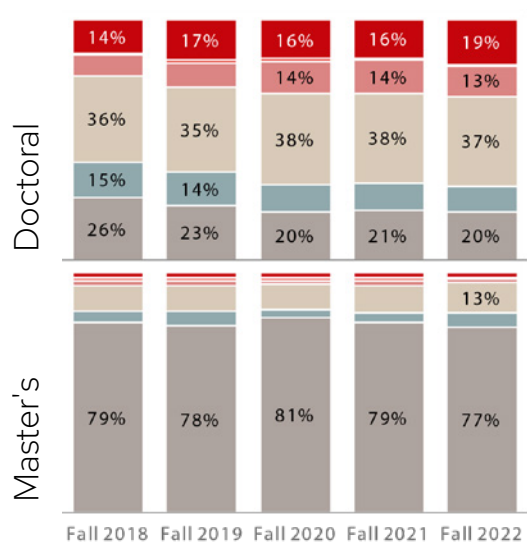*Appendix 5*

STUDENT FUNDING
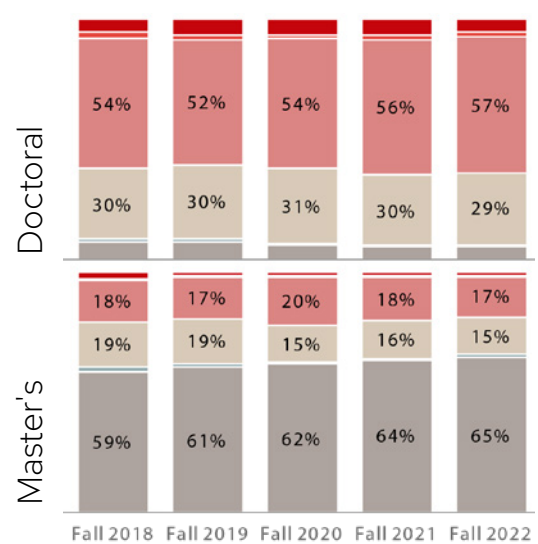## BY DIVISION

Arts & Humanities

Biological Sciences

Social Sciences

Phyiscal Sciences

Legend:
- Fellows
- Trainees
- Research Assistants
- Teaching Assistants
- Project Assistants
- Other Funding

Data visualizations retrieved 8/7/23. See grad.wisc.edu/data for up-to-date data.

Appendix 6

DEGREES
AWARDED

Doctoral Degrees by Graduation Year

834	878	863	915	856	851	782	730	816	808
2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
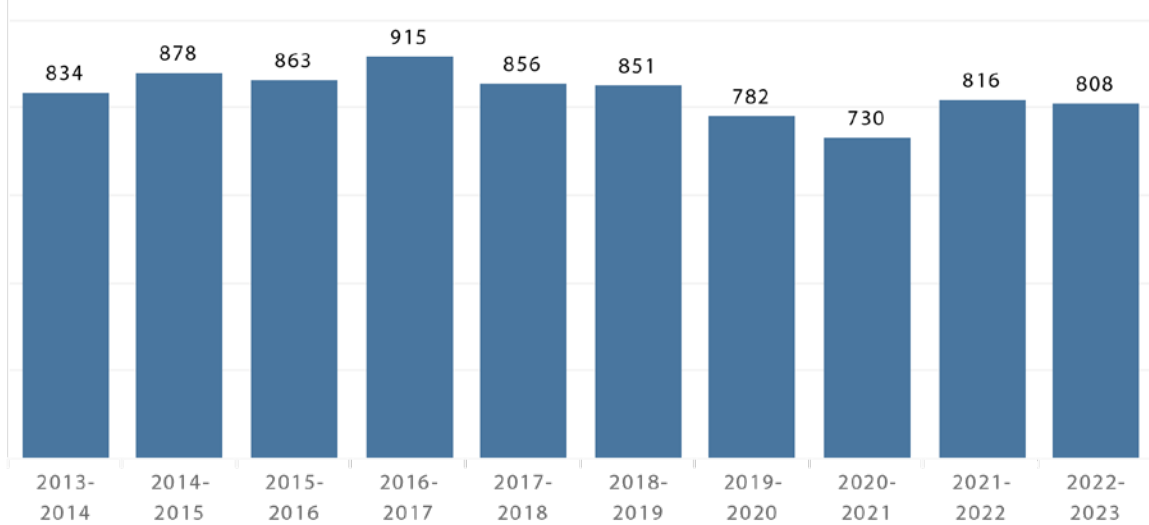
Master's and Specialist Degrees by Graduation Year

1,932	2,015	2,038	2,073	2,067	2,194	2,182	2,421	2,344	2,719
2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023

Data visualizations retrieved 7/20/23. See grad.wisc.edu/data for up-to-date data.
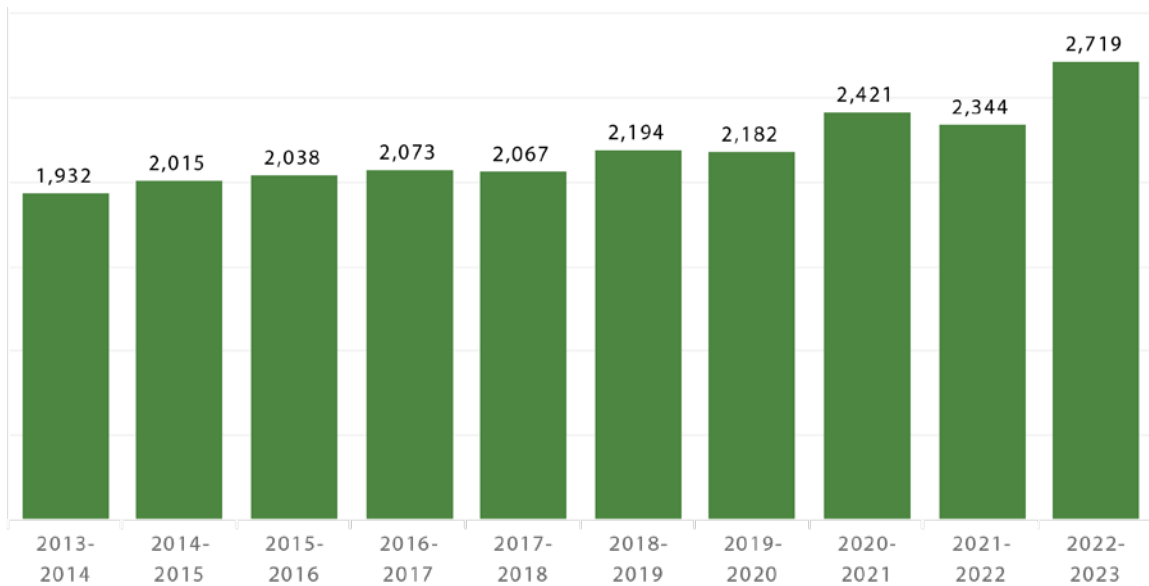
Appendix 7

STUDENT
SATISFACTION

Doctoral Exit Survey
Overall satisfaction:

Your academic experience at this university	13%	35%	46%
Your overall experience at this university	16%	38%	41%
Your student life experience at this university	8% 20%	33%	37%

Color Key
- Excellent ■
- Very Good ■
- Good ■
- Fair ■
- Poor ■
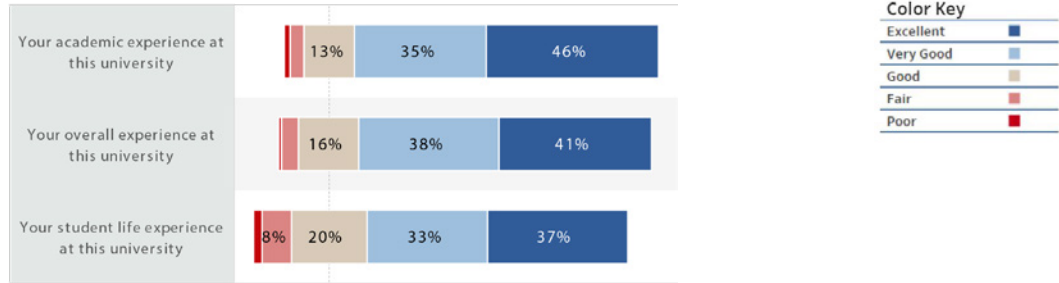
Aspects of doctoral program:

Quality of graduate level teaching of faculty	5%	17%	35%	42%
Quality of the graduate curriculum	5%	17%	36%	40%
Overall program quality	5%	17%	39%	38%
Preparation for candidacy/comprehensive exams	6%	19%	34%	38%
Quality of academic advising and guidance	4% 8%	16%	28%	44%
The opportunity to collaborate across disciplines	3% 10%	19%	26%	42%
Assistance in finding employment	9% 16%	24%	23%	27%
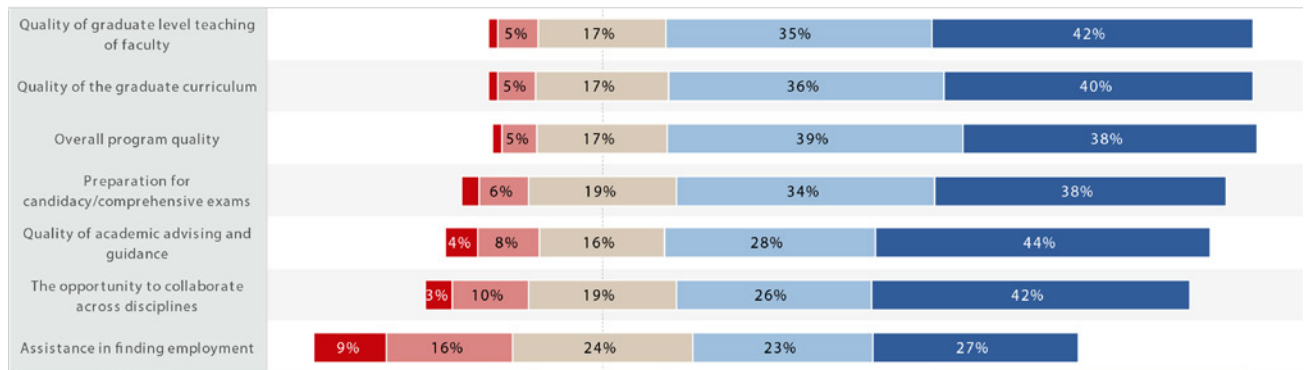
Master's Exit Survey
Overall satisfaction:

Your academic experience at this university	17%	36%	40%
Your overall experience at this university	21%	36%	37%
Your student life experience at this university	13% 24%	27%	32%
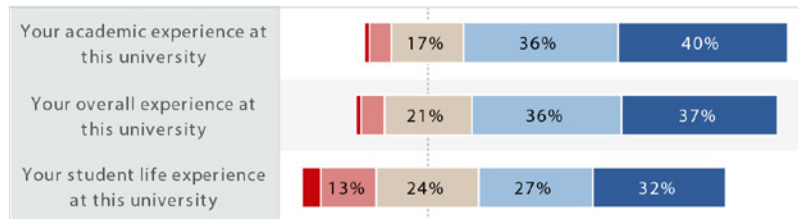
Aspects of master's program:

Quality of graduate level teaching of faculty	5%	17%	34%	42%
Quality of the graduate curriculum	6%	19%	36%	38%
Overall program quality	6%	20%	37%	36%
Quality of academic advising and guidance	6% 11%	20%	26%	38%
The opportunity to collaborate across disciplines	6% 13%	25%	26%	31%

Data visualizations retrieved 7/13/23. See grad.wisc.edu/data for up-to-date data.
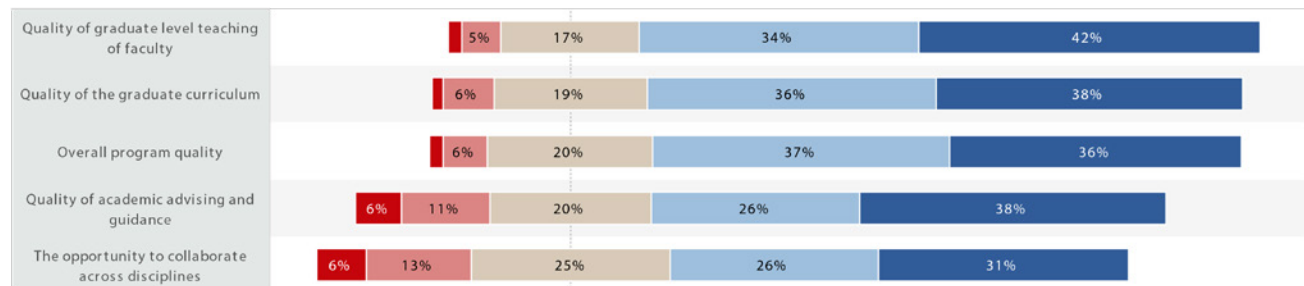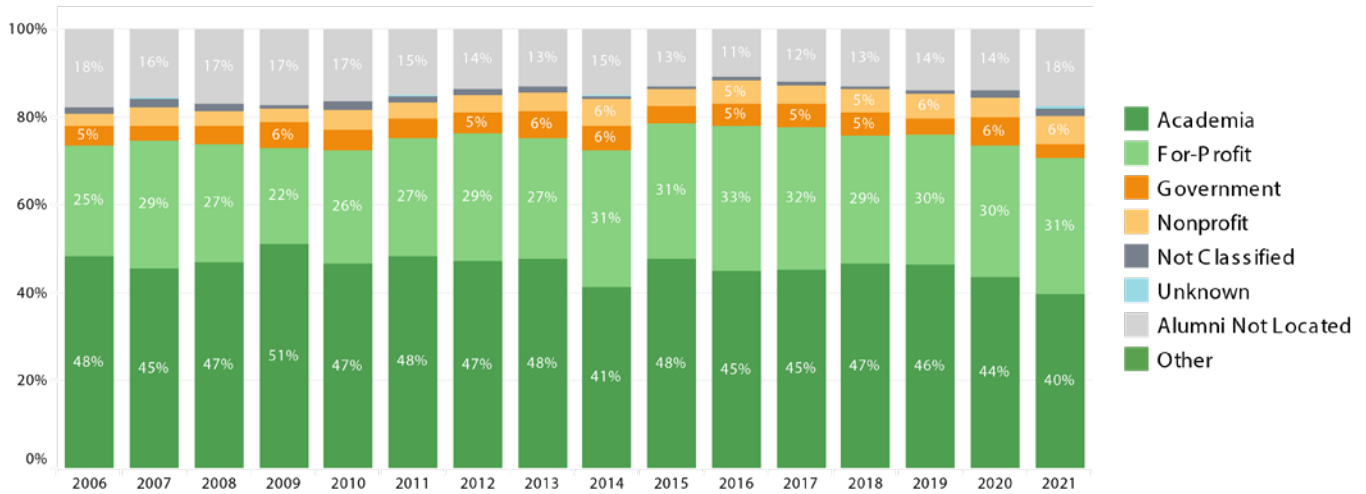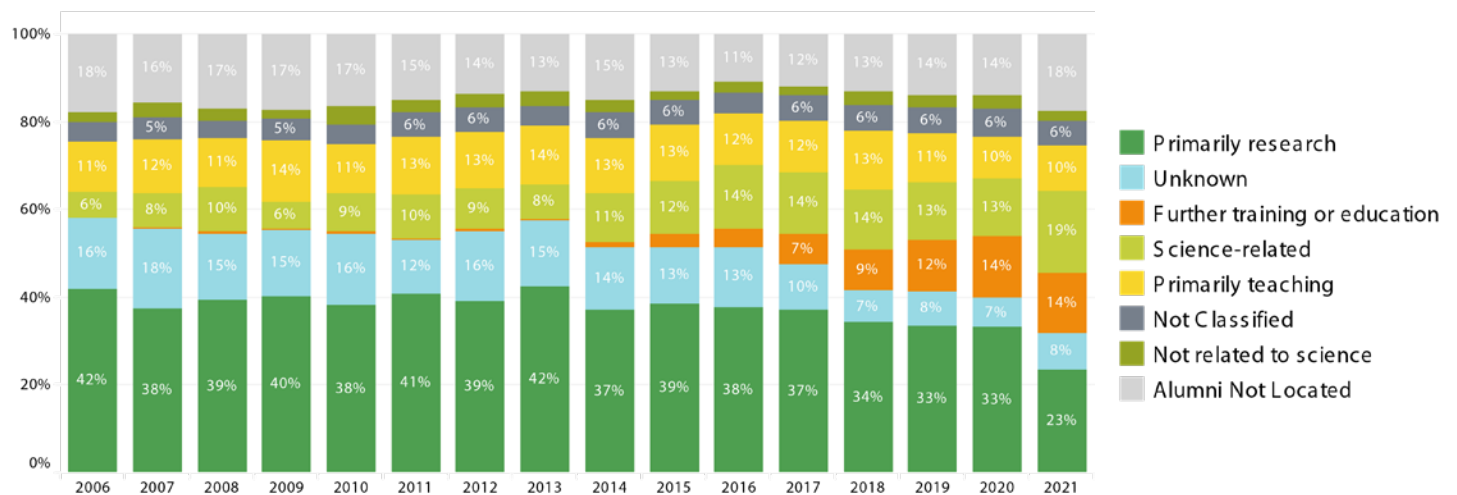
Appendix 8

CAREER
OUTCOMES

Doctoral career outcomes – job sector
Stratified by departure year

Doctoral career outcomes – job type
Stratified by departure year

Academic Analytics data visualizations retrieved from portal.academicanalytics.com/alumni 7/13/23.

Appendix 9

CAREER
OUTCOMES

Career destination of doctoral graduates, by country, 2006–2021

Academic Analytics data visualizations retrieved from portal.academicanalytics.com/alumni 7/13/23.