Learning from Prior Initiatives in Graduate Education:
25 Years of Effort, including the Carnegie Initiative on the Doctorate

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Change Over 25 Years

- We face persistent and stubborn problems
- Progress on them is slow
- Impact of deliberate change efforts is uneven and modest
Persistent Challenges Facing Doctoral Education: 25 Years

- Program Size
- Diversity and Inclusion
- Duration and Completion
- Career Preparation: Future Faculty
- Career Preparation: Non-Faculty Career Paths
- Versatility and Broader Skills
- Data
- Transparency, Clarity & Accountability
- Advising
Change Over 25 Years

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Why Is Effecting the Change We Desire So Hard?

- Culture change is slow
- PhD is a local enterprise
- Complex ecosystem
- Causality hard to determine
- Efforts sometimes at cross purposes
- Requires collaboration across stakeholders
- Persistent effort and accountability is rare
Carnegie Initiative on the Doctorate (CID): Overview

- Department and discipline-centered
  - 6 disciplines
  - 84 departments

- Take a critical look
  - What is the purpose of the doctoral program?
  - Do current practices serve those goals?
  - If not, what can and should change?

- Departments determined actions

- Three summers of convenings
  - Two discipline based; report and imagine
  - One cross-disciplinary and thematic
CID: Legacy

- Changed practices in departments
  - Modest changes; no funding provided
  - Unevenness in ambition, scale and durability
  - Those practices that endure are not attributed to CID

- Important ideas
  - Stewardship
  - Intellectual Community
  - Apprenticeship reconsidered
  - Pedagogy of research as shared concern
CID: Lessons About Promoting Change

- Students are important agents of change
- Context matters
- Partial myth of money
- Time is the most precious resource
- Convenings are powerful tool
- Purpose, practices, and evidence iterate
Purpose and Practices

“There is a three-way mismatch…. The training doctoral students receive is not what they want, nor does it prepare them for the jobs they take.”

At Cross Purposes, 2001, Golde and Dore, p. 4-5

“The primary objective of graduate education is the education of students.”

COSEPUP Report, 1995, p. 5
Three Different Stories About Change

- Graduate Education Initiative aka Mellon Time to Degree project
- Preparing Future Faculty
- Individual Development Plans (myIDP)