



ATENEIO

Graduate Education

THREE-YEAR STRATEGIC PLAN

2024-2027



Graduate education has always been the cornerstone of Ateneo de Manila University's commitment to leadership and national development. The graduate programs' excellence in the areas of research, teaching and learning and service rests on the quality and commitment of its world-class faculty and mentors. Starting in 1946 at the Padre Faura campus with a mission to support the country's post-war recovery, the university's graduate programs have grown significantly. Today, it offers 73 masters and doctoral degrees that attract a diverse group of talented scholars and produce world-class graduates.

This three year strategic plan supports the vision of the university to be "a force for good in seeking innovative and sustainable solutions to society's most pressing challenges". The contents of this document are based on the feedback gathered from a two-month extensive consultation with external and internal stakeholders, which was refined during a two-day planning exercise involving administrators from all nine schools. This plan articulates our collective vision as a unified graduate education community, reflecting on our achievements post-pandemic and embracing the dynamic era of rapid technological advancements and Artificial Intelligence.

The strategy that guides our work through 2027 is grouped into three broad themes: **academic innovation, inclusivity and diversity** and **Ignatian graduate experience**. These themes encompass activities along 4 growth areas in graduate education, namely: (i) admissions and financial aid, (ii) curriculum and academic standards, (iii) distance education and micro credentials, and (iv) graduate student life and alumni.

The Office of the Assistant Vice President for Graduate Education will spearhead the implementation of these plans, working in close collaboration with all 9 Schools to ensure their success. The specific Action Items are attached to this document.

ACADEMIC INNOVATION

Academic innovation is a dynamic and proactive process of quality improvement. It aims to meet the challenges and harness the opportunities of the future, ultimately enhancing the impact of graduate education on our communities and society. We undertake innovation that is future-oriented but purposeful and culturally grounded. This goal encompasses the following elements:

1. Design and implement forward-thinking graduate curricula that integrate inter- and transdisciplinarity, advanced research and technical skills, critical thinking, and entrepreneurial mindset.
2. Leverage cutting-edge technologies such as digital collaboration tools and artificial intelligence to create individualized, flexible and diverse learning pathways and advanced research that support academic, professional and lifelong learning goals.
3. Promote research and educational initiatives that target the four strategic priority areas of the university (Lux-in-Domino 2030) through partnerships with local communities, industries, international organizations and other institutions.

INCLUSIVITY AND DIVERSITY

Academic creativity can only thrive if a vibrant and dynamic community of graduate students, professionals and scholars supports it. Our educational environment must be welcoming, respectful and value the unique contributions and perspectives of individuals from all backgrounds. Key elements that support this goal include:

1. Ensure our programs are accessible to students from diverse socioeconomic, cultural, and geographical backgrounds. This includes providing financial aid, scholarships, and support services to remove barriers to entry and success.
2. Deepen partnerships with diverse communities and industries, local and international, to foster mutual learning and encourage the development of cultural competence and global citizenship.

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3. Implement curricula that incorporate diverse perspectives and voices and adopt pedagogical approaches that recognize and accommodate diverse learning styles and need.

IGNATIAN GRADUATE STUDENT EXPERIENCE

Graduate students lead very complex and challenging lives, often balancing professional and personal responsibilities with academic aspirations. Therefore, a great deal of care (*cura*) is necessary to allow them to make the most out of their educational experience. Rooted in the Ignatian tradition and Jesuit education, the following are elements of our graduate student experience:

1. Create a supportive and inclusive community (students, alumni, faculty, and staff) that values collaboration, mutual respect, and shared purpose.
2. Develop programs that support the holistic development of graduate students, addressing their intellectual, emotional, spiritual and physical well-being.
3. Embed opportunities to promote compassionate and ethical leadership committed to influencing policy, driving positive change, fostering the greater good and integrity in all professional and academic endeavors.

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