

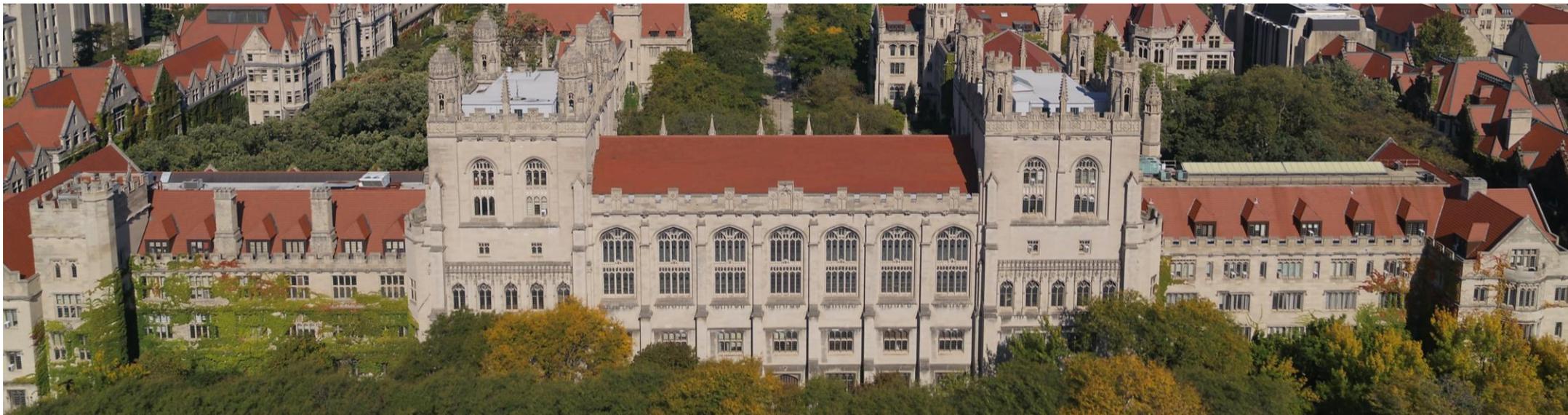
Lifelong Learning, *Unbound*

The Strategic Plan of the
Graham School, 2022-2024



An Evolving Road Map

We see this plan as an evolving road map for the Graham School. We are committed to embracing the vision and strategies in this plan with an entrepreneurial mindset that prioritizes continuous learning and adaptation.



Why Develop a Strategic Plan for Graham?

The world around us has transformed . . .

- Technology is revolutionizing how people learn. The pandemic accelerated this revolution.
- Social and economic change is altering the needs of lifelong learners.

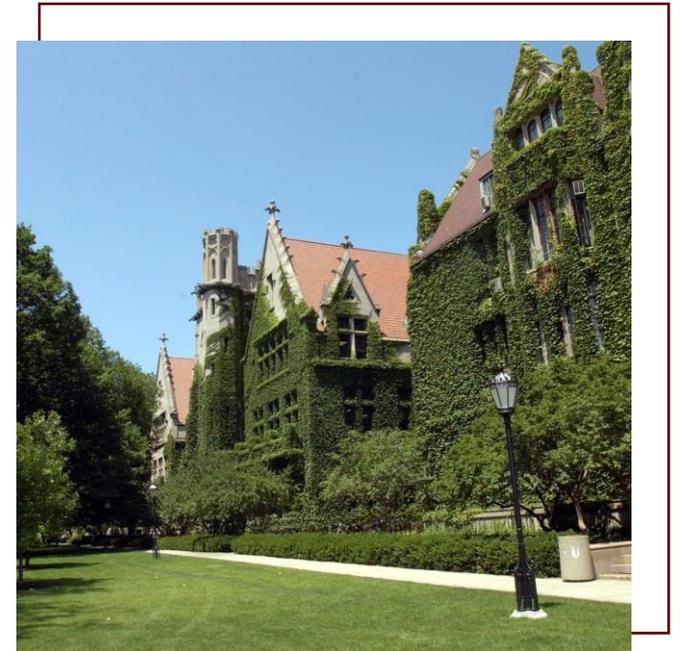
Why Develop a Strategic Plan for Graham?

. . . Graham has transformed, too.

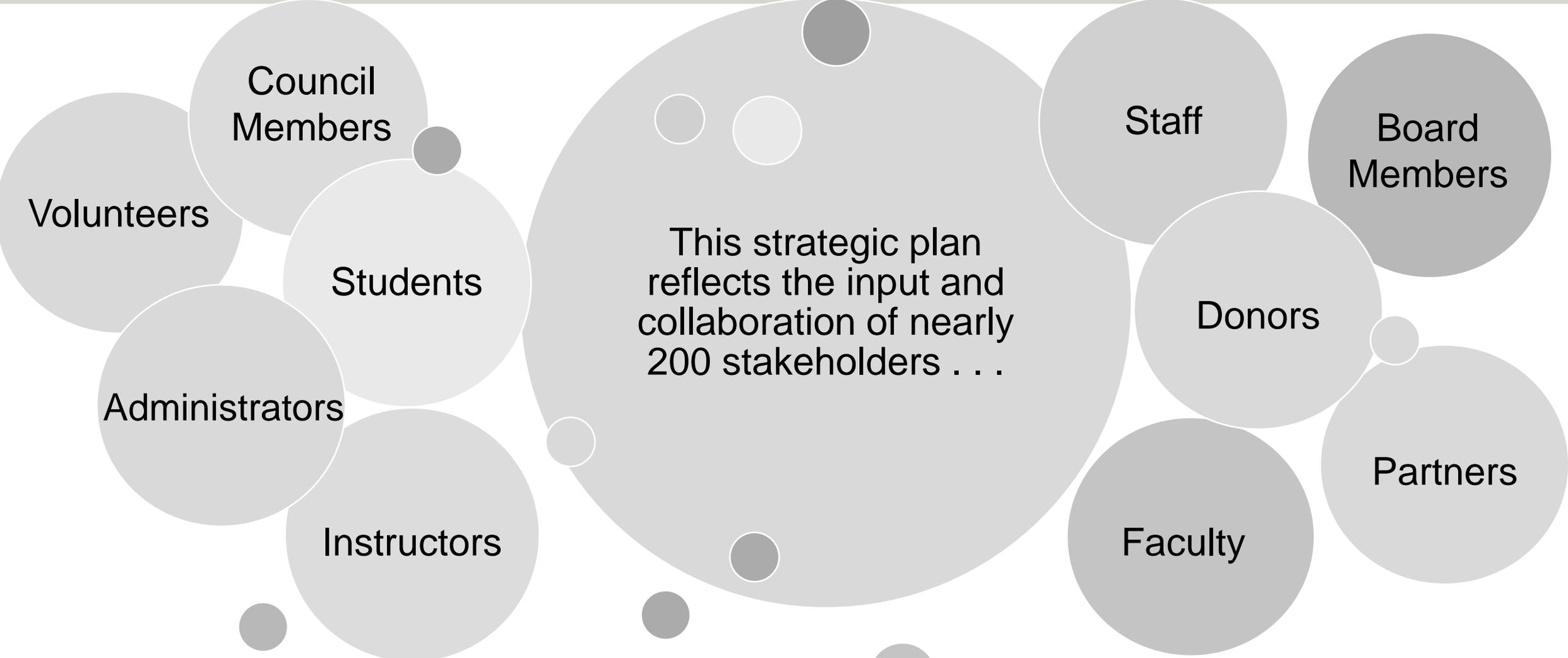
- The launch of University of Chicago Professional Education has focused our School exclusively on lifelong, liberal arts learning.
- A new University President has inspired us with his vision of an “Engaged University” and a new Dean has brought fresh energy to put that vision into action.

The Question at the Center of Our Strategic Plan

How do we lean into this transformative moment in higher education to meet the needs of lifelong learners and to be even more engaged in our world?



Our Strategic Plan



SWOT Analysis

Strengths

S

- Devoted and ambitious learners
- Extraordinary instructors and elective faculty
- Longstanding, passionate, and brilliant staff
- Transformational educational programs
- A culture of inquiry

Weaknesses

W

- A large, structural budget deficit
- An incomplete portfolio of educational programs
- A lack of full racial, ethnic, and economic diversity

Opportunities

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- Pandemic has accelerated online learning and globalized our potential audience
- Learners are eager for dialogue and discovery in a world awash with information

Threats

T

- Rise of platforms such as Coursera and edX are transforming online learning

Our Vision for Graham



We strive to be the leading destination for lifelong learners of all academic backgrounds seeking to rigorously explore the big ideas that challenge and change our world.

Our Aspiration for Graham in 2025

Five thousand learners are enrolled in courses at Graham (up from 1,560 today).



Our Aspiration for Graham in 2025

These **learners are diverse** in age, gender, income, race, ethnicity, and geography and share a commitment to deep inquiry and an examined life of purpose.



Our Aspiration for Graham in 2025

These learners are supported by an array of **timeless and timely programs** that span the University's disciplines and that leverage multiple learning modalities (online, in-person, hybrid, residential).



Our Aspiration for Graham in 2025

These learners serve as **powerful ambassadors** of the University, helping translate the University's field-defining ideas into positive impact on the world.



Strategies to Realize Our Vision

Engage

We will **engage a broader community of lifelong learners** by expanding existing programs and by curating learning that is timeless and timely.

Extend

We will **extend the University's intellectual resources** by more intentionally creating "front doors" into the University's distinctive research and approach.

Sustain

We will **sustain the School for generations to come** by transforming the School's business model, broadening philanthropic support, embracing diversity and inclusion, and developing our operational capacity.

Engage by Expanding Existing Offerings

Engage / Extend / Sustain



Grow enrollment in the Master of Liberal Arts (MLA)



Increase enrollment and retention in the Basic Program



Expand travel study programs



Continue to partner in Know Your Chicago and National Museum Publishing Seminar.



Grow the Master of Liberal Arts

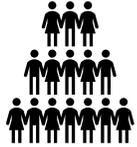


Engage / Extend / Sustain



- ✓ Expand course offerings to incorporate areas of growing interest among learners, both for personal and professional goals.
- ✓ Strengthen marketing, communications, and outreach for the Master of Liberal Arts.

Increase Enrollment and Retention in the Basic Program



Engage / Extend / Sustain



- ✓ Increase entry and retention of students through tailored entry-point courses for new students such as How to Read a Text and through innovative alumni courses for long-term students.
- ✓ Gain new students by strengthening marketing, communications, and outreach for the Basic Program.

Expand Travel Study Programs



Engage / Extend / Sustain



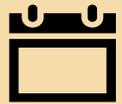
- ✓ Expand Fortnight in Oxford offerings to accommodate strong interest.
- ✓ Launch the Residential Seminar to engage Graham learners outside Chicago in the Hyde Park experience.
- ✓ Develop travel study programs that connect to Graham courses, in consultation with interested faculty.

Engage by Curating New Learning Opportunities & Leveraging All Learning Modalities

Engage / Extend / Sustain



Offer interactive lecture courses with eminent faculty



Offer courses on timely topics at scale



Launch the Leadership & Society Initiative



Leverage all learning modalities: online, in-person, hybrid, and residential.



Offer Interactive Lecture Courses with Eminent Faculty



Engage / Extend / Sustain



- ✓ Monks to Voltaire with Associate Professor ADA PALMER
- ✓ Literature and the Financial Crisis of 2008 with Fairfax M. Cone Distinguished Service Professor KENNETH WARREN
- ✓ Saints and Sinners with Associate Professor RICHARD PAYNE

Offer Courses on Timely Topics at Scale



Engage / Extend / Sustain



- ✓ Identify timely issues that interest lifelong learners.
- ✓ Develop course format with large lectures and small group discussions.
- ✓ Weave suggested readings into cohesive curriculum.
- ✓ Recruit eminent faculty for lectures.
- ✓ Develop process for training small group facilitators.

Launch Leadership & Society Initiative



Engage / Extend / Sustain



- ✓ Develop a yearlong program to support accomplished executives in successfully transitioning from their longstanding careers toward next chapters in leadership, service, and philanthropy.
- ✓ Help individuals live more meaningful, connected, and fulfilling lives.
- ✓ Help society by equipping these individuals with the knowledge, tools, and networks to drive significant and positive impact.

Leveraging All Learning Modalities

 **Engage** / Extend / Sustain



We are committed to building curricula, learning experiences, and infrastructure to enable learning that is:

- ✓ Online
- ✓ In-Person
- ✓ Hybrid
- ✓ Residential

Extend by Creating More Front Doors into the University

Engage / **Extend** / Sustain



Launch Intra-University Partnerships for Lifelong Learning



Expand Business Partnerships for Lifelong Learning



Broaden Access to the University's Liberal Arts Education



Launch Intra-University Partnerships for Lifelong Learning



Engage / **Extend** / Sustain



- ✓ Pilot Scientific Discovery Program in partnership with Marine Biological Laboratory
- ✓ Develop partnerships with UChicago Institutes and Centers to expand learning opportunities

Expand Business Partnerships for Lifelong Learning



Engage / **Extend** / Sustain



- ✓ Develop a rigorous, interdisciplinary education for business leaders on the major issues of our time.
- ✓ Offer a 360-degree, comprehensive lens on issues from climate change to racial equity through a mix of essential readings, faculty lectures, and intimate discussions.

Broaden Access to the University's Liberal Arts Education



Engage / **Extend** / Sustain



- ✓ Deepen partnerships with the Office of Civic Engagement
- ✓ Broaden partnership-based scholarship programs

Sustain by Transforming Our Business Model

Engage / Extend / **Sustain**

- ✓ Shift the School's Business Model toward Sustainability
- ✓ Deepen Our Commitment to Diversity & Inclusion
- ✓ Broaden Graham's Alumni Engagement and Philanthropic Support
- ✓ Expand Our Operational Capacity



Shift the School's Business Model toward Sustainability

Engage / Extend / **Sustain**



- ✓ Grow the average class size to reduce the number of classes with marginal deficits.
- ✓ Explore pricing to simultaneously ensure inclusion and sustainability.
- ✓ Change the mix of programs to include more programs that generate positive margins.

Deepen Our Commitment to Diversity & Inclusion

Engage / Extend / **Sustain**



- ✓ Develop Diversity and Inclusion (D&I) Action Plan for the Graham School that focuses on people, curriculum, and climate.
- ✓ Ensure all students in our programs have a sense of belonging.

Broaden Graham's Alumni Engagement and Philanthropic Support

Engage / Extend / **Sustain**



- ✓ Develop ongoing communication and events to connect the Graham School community of students and alums.
- ✓ Develop a giving circle to attract, acknowledge, and celebrate support of Graham.
- ✓ Explore creation of an advancement community to encourage and celebrate planned gifts.

Expand Our Operational Capacity

Engage / Extend / **Sustain**

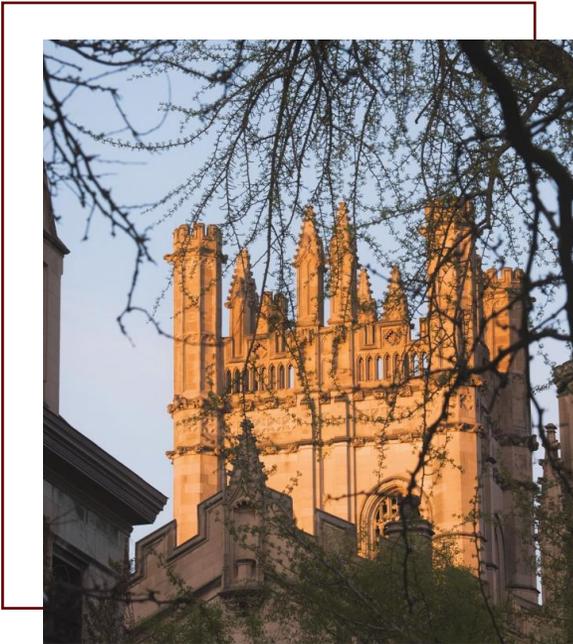


Early in the new year, we plan to add four positions to begin advancing the plan's priorities:

- Director, Leadership & Society Initiative
- Manager, Innovative Programs
- IT & Operations Specialist
- Program Advisor

The Future

We have an ambitious vision for the future and we need your help to realize it:



- Share** your feedback on our strategic plan survey
- Invite** a friend to learn more about Graham
- Join** us for an upcoming event
- Support** scholarships at Graham to ensure our programs reach more learners