



Hello,

I am very pleased to present our three-year strategic plan, worked on by our Strategic planning committee and its Chair, Mr. Yoav Ventura, and approved by our Board of Trustees on August 25th, 2022.

As we approach 15 years, we see a bright future ahead as we serve more students in need of higher ed at an ultra-low cost, which is increasingly important as the problems in our world become more complex.

Sincerely,

Shai Reshef

President



UNIVERSITY
OF THE PEOPLE
The Education Revolution



Institutional Three-Year Strategic Plan 2023-2025

-Office of Strategic Planning-



OUR VISION, MISSION AND VALUES

UOPEOPLE'S VISION

University of the People (UoPeople) envisions a world in which all qualified high school graduates have access to higher education, regardless of financial, geographic, political, and personal circumstances.

UOPEOPLE'S MISSION

The mission of UoPeople is to offer an accessible, quality education to any qualified student through flexible, affordable, online, accredited degree-granting programs that give graduates the potential to lead successful, fulfilling lives as individuals and members of society.

UOPEOPLE'S VALUES

Opportunity

UoPeople is based on the belief that education is a basic right for all qualified applicants, not just for a privileged few: Cost should not be a barrier. The university works to open the gates of higher education to qualified students anywhere in the world by offering its programs through distance learning and by keeping this opportunity affordable and guiding them, wherever possible, to successful graduation

Community

UoPeople creates a global community by making its academic programs, educational services, and employment opportunities available to qualified individuals from all over the world, and by providing learning opportunities that engage students and faculty from diverse backgrounds.

Integrity

UoPeople grounds its institutional culture in candor, transparency, and best professional practices, and expects all students, faculty, staff, and administrators to uphold the highest standards of personal integrity, honesty, and responsibility. Additionally, the university expects its students to take responsibility for their education, and to pursue their studies diligently and with purpose.

Quality

UoPeople provides a high-quality, online liberal arts education suitable in scope and depth to the challenges of the 21st century. The university assesses and evaluates all aspects of its academic model on an ongoing basis.



STRATEGIC GOALS FOR 2023-2025

GOAL 1: MAINTAIN SUSTAINABLE GROWTH

Driven by its mission of opening the gates of higher education, the current financial plan is based on a constant annual growth of 20% in the number of students. The planned growth target requires a sustained focus on scaling up UoPeople student recruiting capabilities.

As the University grows, it will also scale all processes, systems, and support so that the student experience, student learning outcomes, and student success will all continue to improve and remain strong over time.

1A. OPTIMIZE MARKETING STRATEGY

The University develops content that is specifically relevant to the potential students that UoPeople seeks to attract. It focuses on engaging prospective students and progressively helping them understand that UoPeople exists to help them gain access to quality higher education. Our marketing goal is not to simply push messages out to audiences, but to pull potential students in, via engaging content. Marketing is largely conducted through social media as an alternative to higher priced traditional print- or media-based advertising.

1B. SCALE, SECURE, AND ENHANCE TECHNOLOGY AND AUTOMATION

As the University continues to grow, its platforms must be able to support the increased demand and load. In addition to handling the volume, technology can be a key enabler for process improvement, employee productivity, and enhanced interactions with students.

1C. LEVERAGE DATA TO DRIVE STRONGER INSIGHTS AND OUTCOMES

As a virtual university, substantial data about its work has been collected. This provides an opportunity to make data a strategic asset by better utilizing it to assess and improve academic outcomes as well as streamline operations. If used to its full capacity, the data can serve as a basis for continuous improvement – allowing the University to identify strengths and weaknesses, while testing and rolling out appropriate changes.



1D. STRENGTHEN OUR TALENT AND EMPLOYEE ENGAGEMENT

The University aims to attract and retain the best talent, help employees grow and develop, and increase employee satisfaction and engagement. Organizations that succeed in the long run have cultures that encourage and empower the individual to develop their skills and talents. Engaged employees add value by creatively and collaboratively solving problems and driving for excellence.

1E. RAISE FUNDS VIA DEVELOPMENT, PARTNERSHIPS, COLLABORATIONS, AND GRANTS

For UoPeople, gifts, grants, and strategic partnerships are the key resources and initiatives that will foster growth as well as provide scholarships to students who need support.

GOAL 2: ENHANCE ACADEMIC QUALITY

The multi-year strategies detailed below collectively ensure continual improvement in student learning outcomes through the deliberate, sustained attention to academic excellence in teaching and learning.

2A. DEVELOP AND IMPLEMENT A THREE-YEAR TEACHING AND LEARNING ASSESSMENT PLAN TO DRIVE ACADEMIC QUALITY AND STUDENT SUCCESS.

The Learning Outcomes Assessment Plan builds a community of learning through deep engagement with UoPeople's faculty in the assessment of student learning. The plan is complemented by the launch of a *Center for Teaching Excellence (CTE)* to energize the transformation of UoPeople's assessment and improvement of student learning.

2B. BUILD OUT A ROBUST PROGRAM REVIEW METHODOLOGY

The program review process ensures that program goals are being realized by UoPeople graduates. It also ensures that the academic programs are staying up to date in content and are aligned with best practices in respective fields.



GOAL 3: INCREASE STUDENT SATISFACTION AND COMPLETION

UoPeople is committed to addressing retention and completion through a variety of innovative strategies. Collectively, these strategies will support increased completion for both current and future UoPeople cohorts.

3A. ENHANCEMENT OF STUDENT SUPPORT SERVICES

Maintaining quality and a high level of service to students is key to achieving student persistence and satisfaction, and thereby completion of their degree or certificate program. The institution is committed to providing students with services and supports that contribute to the achievement of the intended learning outcomes and to completion of the intended program of study.

3B. ENHANCING THE EFFECTIVENESS OF THE LEARNING EXPERIENCE

The institution is committed to improving and enhancing the learning experience for students.

3C. STUDENT SUPPORT SYSTEMS

UoPeople is a fully online university. The institution leverages smart technology to ensure the optimal level of human effort for student support services. The University plans to expand upon and improve the student experience by incorporating user-friendly tools in the student portal.

3D. IDENTIFYING AT-RISK STUDENT POPULATIONS

The University will systematically identify students who need additional support to complete their programs of study. As an open-access institution, UoPeople attracts a wide range of students with varying backgrounds and circumstances. By identifying students who may need more or different learning support, University personnel can then design interventions to improve student outcomes.



GOAL 4: IMPROVE CAREER OPPORTUNITIES FOR STUDENTS

UoPeople's goal of improving access to higher education for students also includes maximizing their career opportunities. As one example of this approach, UoPeople's choice of degrees is focused on fields that are in high demand in the marketplace. In addition, the University is allocating resources to assist students in exploring and preparing for career opportunities.

4A. ENHANCE CAREER SERVICES CENTER (CSC)

UoPeople aims to support its students seeking employment so that they can be competitive in the job market. Its Career Services Center gives students tools to prepare them for a job search and to manage their careers.

4B. DEVELOP AND EXECUTE CORPORATE ENGAGEMENT STRATEGY

As part of the University's advancement efforts, opportunities for corporate collaboration are pursued. These relationships can take a variety of forms, with the University offering corporate partners the following opportunities:

- Engage with the University's diverse student body for internships and job recruiting.
- Utilize UoPeople's certificate and degree programs to advance employee education, reskill workers, and boost their retention and satisfaction.
- Provide scholarships to current students and view them as a potential employee pipeline.

4C. STRENGTHEN ALUMNI NETWORK

An alumni network is an essential component of the eco-system of any mature institution. As its number of graduates grows, UoPeople is strengthening its post-graduate network to improve alumni engagement. Given the international nature of the UoPeople student body, a local alumni presence is important for the strength of the network.