



UNIVERSITY
OF THE PEOPLE
The Education Revolution



Institutional Three-Year Strategic Plan 2019-2021

Version 01

-Office of Strategic Planning-

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OF THE PEOPLE
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Contents

UoPeople’s Strategic Planning Approach.....	5
Rationale	5
Scope	5
Benefit.....	5
Leadership.....	5
Process and Stages.....	6
Our Vision, Mission and Values.....	8
UoPeople’s Vision	8
UoPeople’s Mission.....	8
UoPeople’s Values	8
Opportunity	8
Community	8
Integrity	8
Quality	8
2009-2018: Key Milestones.....	9
Financial Plan Highlights.....	12
SWOT Analysis	13
Strategic Goals for 2019-2021	14
Goal 1: Open the Gates.....	14
Strengthen global student recruiting capabilities, including advanced digital marketing support	15
Expand reach to additional underserved communities	16
Develop additional channels and programs to recruit students.....	16
Grow and elaborate the Admission Advising function.....	18
Goal 2: Enhance retention through improved student experience	19



Improve the Program Advising function	19
Improve student related services, processes and activities	19
Goal 3: Pursue academic excellence	21
Invest in faculty skills and development	21
STRENGTHEN ACADEMIC PROGRAMS	22
Expand program offerings	23
Develop and implement more engaging and innovative instructional model	24
Goal 4: ACHIEVE sustainable growth	26
Develop and implement formal, streamlined and automated procedures for all key institutional departments	26
Become a data driven organization	26
Develop staffing models adequate for scaling up, and ensure effective management capacity	27
Accelerate technology implemented to improve efficiency and reduce manual work.....	28
Reduce operational risk.....	29
Goal 5: Raise Funds	31
Establish institutional fundraising capacity.....	31
Develop long term corporate partnerships.....	32
Goal 6: Increase Job Preparedness and Opportunities for Students.....	33
Develop a Career Services framework	33
Develop an alumni network	33
Establish Strategic partnerships	34



UOPEOPLE'S STRATEGIC PLANNING APPROACH

RATIONALE

Strategic planning is a management tool for improving institutional performance by aligning internal personnel and departmental goals with key institutional goals. The practice of strategic planning brings the entire institution together to function as a single organization and forms a bridge between an institution's current state and where it hopes to be in the future. Strategic planning differs from traditional planning in that it is a process that actively brings about change through internal and external analysis; by balancing past, current and speculative conditions; by seeking broad input from all levels of the institution; and by re-evaluating conditions on a regular basis. The process can guarantee this not only by identifying goals, but also by laying out a concrete plan of action to achieve them.

SCOPE

The strategic planning process addresses key focus areas of the entire institution for the 2019-2021 period. These focus areas have a potentially significant impact on the level in which the university accomplishes its mission and require concentrated efforts and investment from the institution as a whole, including human and financial resources.

BENEFIT

The strategic planning process benefits the institution by driving a programmatic approach that promotes efficient collaboration among relevant stakeholders to optimize the identification and agreement upon priorities and strategic themes. It also ensures the higher focus of the institution's limited resources on those activities which significantly contribute to accomplishing UoPeople's mission.

LEADERSHIP

The Vice President of Strategic Planning

The VP of Strategic Planning ensures the operation of the entire Strategic Planning Cycle. The VP of Strategic Planning works closely with the institutional leadership to set a clear long-term vision, which provides the context within which they will determine their own appropriate plans of action.



THE INSTITUTIONAL STRATEGIC PLANNING COMMITTEE

The Institutional Strategic Planning Committee, chaired by UoPeople’s VP of Strategic Planning, is responsible for reviewing the Strategic Plan progress reports on an annual basis and directing any required changes and corrective actions. The Strategic Planning Committee members include the university’s VP of Strategic Planning, the Provost, the Vice Provost for Academic Development, the CFO, the Senior VP of Operations, the Senior VP of Enrollment, and UoPeople’s Vice Provost for Academic Operations.

PROCESS AND STAGES

The strategic planning process involves assessing internal and external environments; determining the best response to conditions described through the analysis; identifying assumptions about future conditions; identifying critical issues that must be addressed; reaffirming the institution's vision, mission and values, and aligning goals accordingly; developing action plans to implement goals and strategic indicators to monitor progress; and finally, communicating the plan to all stakeholders and the public.

The strategic planning process includes five phases, as described in the table below:

Step	Key Activities
Step 1: Current State Analysis	<ul style="list-style-type: none">• A study of baseline information• Collection of supporting data (wherever necessary)• SWOT analysis• Review of UoPeople's Mission, Vision, Goals , Values and Business Plan
Step 2: Future State Analysis	<ul style="list-style-type: none">• Analysis of gaps between current state with Vision, Mission, Goals, Values and Business Plan
Step 3: Determining Strategic Themes and Appropriate Strategies	<ul style="list-style-type: none">• Based on output of Step 2, mapping of issues that may have a strategic impact on the ability of the institution to execute its plans• Determining priorities and agreeing upon a set of goals to be addressed
Step 4: Implementation and Deployment	<ul style="list-style-type: none">• Breaking down the strategic themes into specific objectives, resources and timelines forming a structured institutional work plan• Identifying strategic indicators to monitor progress• Integration and harmonization of the Strategic Plan with the Business Plan



Step	Key Activities
	<ul style="list-style-type: none">• Communicating the strategic work plan to the organization
Step 5: Monitoring and Evaluation	<ul style="list-style-type: none">• Annual reporting of key performance indicators• Review of progress by the Institutional Strategic Planning Committee• Annual action planning based on progress• Updating of the plan, as necessary



OUR VISION, MISSION AND VALUES

UOPEOPLE'S VISION

The University of the People (**UoPeople**) believes that access to higher education is a key ingredient in the promotion of world peace and global economic development. The university views higher education as a basic right and believes that it can both transform the lives of individuals and be an important force for societal change. UoPeople believes that education plays a fundamental role in strengthening respect for human rights and fundamental freedoms, as well as in promoting understanding and tolerance.

UOPEOPLE'S MISSION

The mission of UoPeople is to offer affordable, quality, online, degree-granting educational programs to any qualified student worldwide.

UOPEOPLE'S VALUES

Opportunity

UoPeople is based on the belief that education at a minimal cost is a basic right for all qualified applicants, not just for a privileged few. 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 making this opportunity affordable.

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 seriousness of 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.



2009-2018: KEY MILESTONES

Founded on the belief that access to higher education is a key ingredient in the promotion of world peace and global economic development, University of the People was established in early 2009 to address the global need for accessible low-cost, high-quality online education. In January 2009, President Shai Reshef announced the establishment of University of the People, the first ever non-profit, tuition-free, degree granting online university at the DLD Conference in Munich, Germany. That same month the State of California licensed UoPeople as a non-profit institution of higher education, authorized to award undergraduate and graduate degrees. In May 2009, the university was formally announced at the UN. Shai Reshef was also named to UN GAID's High-Level Panel of Advisers. In May 2009, Fast Company named President Reshef as one of its 100 Most Creative People in Business.

In September 2009, the University enrolled its first cohort of 177 students who came from 49 countries around the world. It began with four programs – Associate and Bachelor of Science in Business Administration and Computer Science. In October 2009 UoPeople signed its first academic research agreement with Yale Law School's Information Society Project (Yale ISP).

In 2010, in recognition of President Reshef's vision of making higher education a basic right for every qualified student around the world, The Huffington Post selected President Reshef as the Ultimate Game Changer in Education. In September 2010 at the Clinton Global Initiative (CGI), UoPeople committed to provide full scholarships to 250 Haitians in support of that country's post-earthquake recovery efforts. In November 2010, sixteen Haitian students began their studies at a dedicated Student Computer Center in Port-au-Prince, where students were given a place to study with computers, satellite internet connection and security.

In June 2011, UoPeople signed its first articulation agreement with New York University. The collaboration created the opportunity for UoPeople's top performing students, who have completed at least one year of study, to apply for admission and generous financial aid at NYU's prestigious and highly selective Abu Dhabi campus.

In July 2011, as part of the HP Catalyst Initiative, Hewlett-Packard announced the creation of an internship program for UoPeople students to help prepare them for work in today's global economy. This was the university's first major corporate partnership. Through the partnership, HP generously committed to the sponsorship and mentorship of 200 women worldwide, established Virtual Research Internships, provided computers for the learning center in Haiti, and gave general support to help UoPeople achieve accreditation.



In 2012, UoPeople joined with ASAL Technologies to create a technology center in Ramallah, Palestine, awarded its first Associate of Science degrees, and received its first significant support from the Bill & Melinda Gates Foundation to pursue its accreditation.

In 2013 year, UoPeople received support from Google, Western Union, and others. UoPeople enjoyed the support of leaders of the academic world with the formation of its new President's Council, composed of distinguished active and emeritus leaders from top universities all over the world. The founding members of the President's Council chaired by NYU President Emeritus John Sexton, were Sir Colin Lucas (University of Oxford), Judith Shapiro (Barnard College President Emerita), and Stephen Joel Trachtenberg (George Washington University President Emeritus).

In February 2014, with 500 enrolled students, UoPeople became accredited by the Distance Education Accrediting Commission (DEAC). In April 2014, UoPeople awarded its first Bachelor of Science degrees. The graduates, seven in total, came from four different countries: Jordan, Nigeria, Syria and the United States. In August 2014, President Reshef gave a TED Talk at the 2014 TED Conference. With over 5 million views to date, and translated into 37 languages, TED has uniquely spread the word about UoPeople and helped with much-relied on publicity to reach students and supporters around the globe. Following its accreditation and President's Reshef TED talk, UoPeople has entered a phase of accelerated growth.

In 2015, UoPeople was honored by the White House with an invitation for President Reshef to brief members of the White House's National Security Council (NCS). In the Fall of 2015, UoPeople announced its Emergency Refugee Initiative. In response to the crisis in Syria, UoPeople committed to accepting at least 500 refugees and provide them with scholarships to pursue associate's and bachelor's degrees. This was more than any other college or university. UoPeople was fortunate to receive generous grants toward this initiative from Fondation Hoffmann and the Oak Foundation.

In January 2016, HSH Prince Albert II of Monaco awarded the prestigious 2016 Prince's Prize for Innovative Philanthropy to President Shai Reshef for his work with UoPeople. In March 2016, UoPeople launched the world's first tuition-free, accredited online MBA to address the great demand in the job market for candidates with advanced qualifications. The university also launched its first health science program – Community and Public Health - to address the demand for skilled healthcare workers worldwide. In April 2016, UoPeople entered into another academic partnership: The University of California Berkeley (UC Berkeley) partnered with UoPeople to accept applications from top qualified UoPeople associate degree graduates to transfer to complete a bachelor's degree at Berkeley.



In June 2017, University of the People received generous funding from the Ford Foundation toward its Syrian refugee initiative. In October 2017, the university entered into yet another high profile academic partnership. The collaboration between the University of Edinburgh and University of the People will support those uprooted by war, famine and natural disasters and serves to further open the gates of opportunity to UoPeople students. In November 2017, President Reshef was invited to meet His Holiness Pope Francis in the Vatican where the Pope praised the “commitment to social responsibility, to building a more just and more human world,” by educating refugees and migrants. The Pope spoke of the need of “offering distance learning for those who live in camps or reception centers and by making scholarships available”.

In January 2018, UoPeople announced that American gymnast and Olympic gold medalist, Simone Biles, will be the university’s first Global Ambassador, launching The Education Revolution and the Simone Biles Legacy Scholarship Fund for foster kids and others.

Today, UoPeople has grown to over 12,000 enrolled students from more than 200 countries and territories around the world. The university has received media coverage in over 3000 publications, and over 6,000 people have offered themselves as volunteers. Headquartered in Pasadena, California, UoPeople is run by hundreds of volunteers worldwide and a small cadre of paid staff. Its academic personnel work from home and are located throughout the globe. Administrators work in offices in Pasadena, New York, Tel Aviv (Israel), Ramallah (Palestine), and Mysore (India).



FINANCIAL PLAN HIGHLIGHTS

All monetary figures are in thousands, USD.

	AY2019	AY2020	AY2021
Number of students end of year	25,031	38,831	62,926
Student Fees	6,631	10,589	15,869
Expenses			
Academic	2,188	3,427	4,770
Enrollment	396	430	514
Marketing	997	1,718	2,960
Technology	770	780	790
Program Advisors	554	823	1,136
Student Services	138	152	173
General and Administrative	1,205	1,342	1,512
Reserved for unbudgeted scale up expenses	382	1,919	4,014
Total Expenses	6,631	10,589	15,869
Ongoing operating Surplus / Deficit	-	-	-

1. Growth of approximately 50% in the number of students a year vs. 100% in previous years
2. Growth in expenses is based mainly on increases of variable costs. Additional costs which will be required to support the growing operations in the next three years, have not been assigned to specific categories. These additional expenses are included under "Reserved for unbudgeted scale up" in the expenses section of the financial plan.



SWOT ANALYSIS

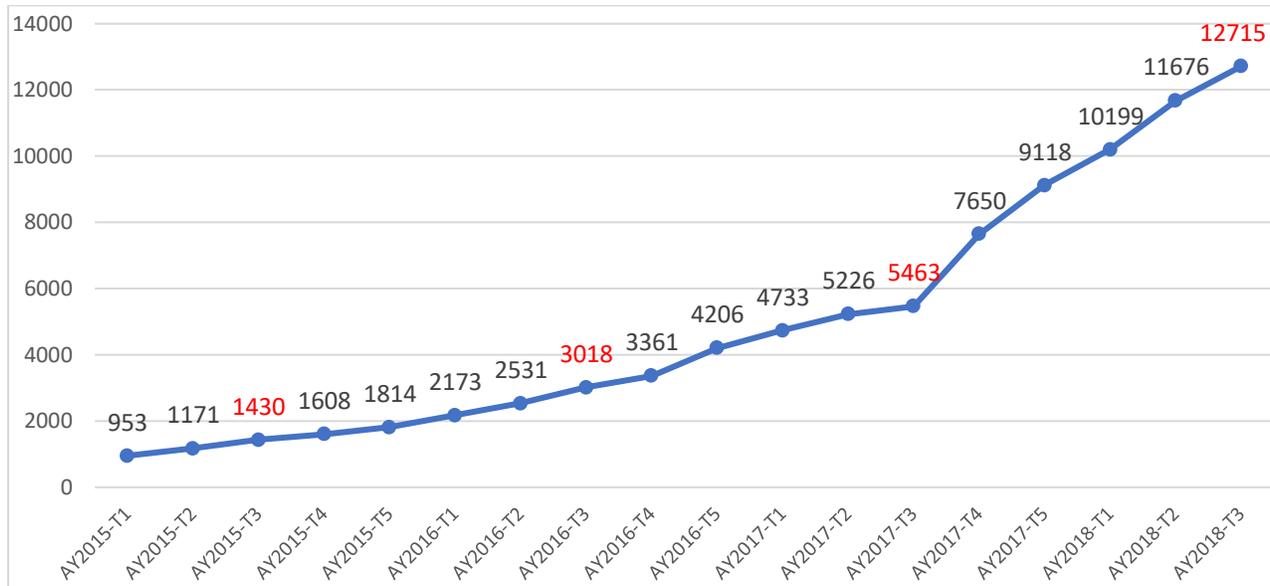
Internal	<p>Strengths</p> <ul style="list-style-type: none"> • Unique value proposition: tuition-free, accredited • Highly experienced leadership, with deep experience in top-tier American universities • Low operating expenses, driven by sophisticated technology and a unique volunteer model • Wide, global recognition 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Shortage in available scholarships for students in need • Relatively low student retention rate • Restricted financial resources, limiting desired investments in hiring more staff and accelerating technology development • Offer only a small number of programs
External	<p>Opportunities</p> <ul style="list-style-type: none"> • Almost infinite market size, representing potentially millions of students • Growing movement for tuition-free education in the US • Near universal spread of the Internet, and growth in consumption of online services • Increasing costs of higher education 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of organizational capacity to support growth in student number • Unpredictable changes in US regulations/laws • Slow fundraising
	Positive	Negative



STRATEGIC GOALS FOR 2019-2021

GOAL 1: OPEN THE GATES

Over the past years, and particularly after the its formal accreditation in April 2014, UoPeople has seen significant growth in the number of its enrolled students:



Driven by its mission of opening the gates of higher education, the current financial plan is based on a constant annual growth of +50% in the number of students, as outlined in the following table:

End of AY	Number of students	% increase from previous year
2019	25,031	47%
2020	38,381	55%
2021	62,926	62%

This ambitious growth target requires a sustained focus on scaling-up UoPeople student recruiting capabilities. UoPeople will focus on the following areas to ensure it will meet its growth targets:



Strengthen global student recruiting capabilities, including advanced digital marketing support

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none">• Strong digital presence, including 1.17 million Facebook followers and 5.3 million views of UoPeople's President's TEDTalk• Well-established marketing automation abilities, which auto-managed over 300k inquirers• An engaged student body, committed to helping the university to grow, through spreading UoPeople's message, and becoming ambassadors of its mission and vision	<ul style="list-style-type: none">• Assess and implement better, innovative online marketing approaches and tools in current channels• Expand the marketing automation capacity and capabilities of the university• Leverage the current student body, particularly in developing countries
Planned activities	
<ul style="list-style-type: none">• Update the Institutional Marketing Plan, which will set the strategy and approach to meet the university's growth targets over the coming years by early AY2019	



Expand reach to additional underserved communities

To fulfill its mission of providing higher education to underserved populations across the globe, UoPeople will focus its efforts more heavily towards certain audiences.

UoPeople expect that by 2021, 20% of students will be recruited through these new channels

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> • Existing presence in underserved communities • UoPeople’s offering is well-suited to recruiting new underserved populations 	<ul style="list-style-type: none"> • Encourage word-of-mouth recruitment of new students as part of the focus of the to-be-created Alumni Association • Identify underserved target audiences to focus on • Identify partners best suited to <ul style="list-style-type: none"> ○ expand reach to these audiences with their on-the-ground presence ○ expand access for target groups through dedicated scholarships
Planned activities	
<ul style="list-style-type: none"> • Develop a plan for an Alumni Association by mid AY2018 and start implementation by AY2019 • Pick three target audiences by EOY AY2018, identify partners and start implementation in AY2019 	

Develop additional channels and programs to recruit students

UoPeople is constantly looking for additional channels and sources to recruit new students. This can not only help the university to meet its growth target, but also help it to reach new populations which can benefit from UoPeople’s offerings.



Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none">• UoPeople’s experienced staff, has the knowledge and expertise to find additional relevant channels• Well established data collection infrastructure• Strong resources for understanding the target markets and well-defined content marketing plan	<ul style="list-style-type: none">• Develop the required measurements, to assets the cost-effective of each channel• Selecting the right channels for each target audience
Planned activities	
<ul style="list-style-type: none">• Finalize a plan for implementing new channels by early AY2020	



Grow and elaborate the Admission Advising function

The University implemented an interactive, supportive, and well-designed admission process with students being guided throughout and then into their studies. Applicants are invited to start their application and are assigned an Advisor to assist them to complete the admissions process.

Admissions Advisors are expected to apply a proactive approach and ensure that applicants get all the support required for them to start their studies.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none">• An established function, with over 10 employees and managers• Clear processes and working procedures are in place	<ul style="list-style-type: none">• Develop the technology needed to empower Admissions Advisors, by providing them aggregated information about student activity• Implement clear KPIs, development and performance evaluation plans as well as tracking abilities
Planned activities	
<ul style="list-style-type: none">• Develop a technology roadmap for Admissions Advising by early AY2019• Complete core elements by end of AY2019	



GOAL 2: ENHANCE RETENTION THROUGH IMPROVED STUDENT EXPERIENCE

While opening the gates to new students is important, UoPeople is also committed to a focus on retaining its students by ensuring a proper level of support and a good customer experience. This will be achieved by:

Improve the Program Advising function

To increase retention, UoPeople continues to invest time & efforts in improving the effectiveness of the Program Advising office. The Program Advisor’s role is to serve as a single point-of-contact for students. Program Advisors are expected to apply a proactive approach and ensure that students get all the relevant support when its needed to ensure that students will continue their studies toward graduation.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> • An established function, with over 40 employees and managers • Professional management, clear processes and working procedures are in place 	<ul style="list-style-type: none"> • Improve technology support for the program advising team • Set key performance indicators and reporting mechanism for program advisers and instructors. • Shift from the current model in which program advisors are working mostly remotely, to brick and mortar service centers.
Planned activities	
<ul style="list-style-type: none"> • Develop a technology roadmap for Program Advising as part of AY2019 technology workplan • Complete core elements by end of AY2019 	

Improve student related services, processes and activities

UoPeople students receive support and guidance from the Program Adviser and their instructors. The program advising department is being reorganized into a central department located in India.

Current strengths	Identified focus areas for the planning period
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<ul style="list-style-type: none">• Well defined policies and process and procedures• High degree of process automation	<ul style="list-style-type: none">• Higher focus on student experience• Process simplification
Planned activities	
<ul style="list-style-type: none">• Mapping the student experience and identify potential improvement areas, including review with relevant stakeholders – end of 2018	



GOAL 3: PURSUE ACADEMIC EXCELLENCE

As an accredited institution, UoPeople continually works to sustain and improve its academic practices. In this context, and for the strategic planning period, UoPeople will focus on the following areas:

Invest in faculty skills and development

UoPeople sees the quality of its faculty as a major element of its academic excellence.

Since the business plan suggests fast growing faculty numbers (over 1,200 by AY2019), it is critical that UoPeople will have the capacity in place to train and develop the faculty.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> • Well-established Provost’s Office, capable of leading internal improvement programs • Experienced leaders 	<ul style="list-style-type: none"> • Design a structure for faculty leadership such as chairs or course leads • Improve course automation to reduce amount of administration time required from instructors, to allow greater focus on instruction and student support • Further formalize and develop Faculty training capacity • Implement process to verify international faculty credentials
Planned activities	
<ul style="list-style-type: none"> • Revised Handbook, revised FAQs, International faculty credentials authenticated, tool to report student evaluations - during AY 2019. 	



STRENGTHEN ACADEMIC PROGRAMS

When new degree programs are developed, their curricula and courses reflect the current state of knowledge in the field. All fields change over time, although there are rarely paradigm shifts that negate an entire program. More typically, new research findings and other special reports contribute to the expansion of knowledge and create gradually-shifting views on various aspects. It is the case, however, that changes occur in some fields more quickly than others, e.g., computer science versus art history. UoPeople must have in place processes and procedures that support review at both the individual course and full program levels.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> • UoPeople has a tested process in place for course review. Some courses have been reviewed. • UoPeople has a tested process in place for program review. The undergraduate major in computer science has been reviewed. 	<ul style="list-style-type: none"> • Every course must be subjected for a full course review every three years. • Every program must be subject to a full program review every six years.
Planned activities	
<ul style="list-style-type: none"> • Establish a comprehensive 3-year review schedule for every course by September 2018 • Review the first 1/3 during AY 2019 • Review the second 1/3 during AY 2020 • Review the final 1/3 during AY 2021 • Review the undergraduate major in Business Administration in AY 2020 • Review the MBA program and the undergraduate Community and Public Health in AY 2021 	



Expand program offerings

Providing access to education is at the core of the UoPeople mission. Offering programs that help students secure a solid economic future and contribute to the improvement of their communities is fundamental to its vision. Ensuring the institution’s financial viability is critical to UoPeople’s ability to fulfill mission, and expanding enrollments is necessary to maintain continued stability. UoPeople must broaden the array of degree programs that it offers in order to attract students with other interests and educational aspirations and serve the needs of communities for a varied workforce.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> • UoPeople has a track record of successfully adding new undergraduate majors. Community and Public Health was added at the associate’s and bachelor’s level in 2016. • UoPeople has a track record of successfully adding programming at the graduate level. A Master of Business Administration program was added in 2016. • UoPeople has in place an effective and test model for the design and development of new degree programs. 	<ul style="list-style-type: none"> • Add a Master of Education in Advanced Teaching • Add Business Administration Degrees in Arabic
Planned activities	
<ul style="list-style-type: none"> • Complete development of first 50% of the Master of Education in Advanced Teaching courses by May 2018 • Complete the development of the second 50% of the Master of Education in Advanced Teaching courses by May 2019 • Submit request to DEAC for provisional program approval – May 2018 • Obtain provisional approval – October 2018 • Complete development of the Arabic language Associate of Science in Business Administration by March 2020 	



- Complete development of the Arabic language Bachelor of Science in Business Administration by March 2021
- Submit request and courses to DEAC for provisional program approval for the Arabic language Associate of Science in Business Administration by March 2020
- Submit request and courses to DEAC for provisional program approval for the Arabic language Bachelor of Science in Business Administration by March 2021
- Obtain approval by the DEAC for the Arabic language Associate of Science in Business Administration by July 2020
- Obtain approval by the DEAC for the Arabic language Bachelors of Science in Business Administration by July 2021
- Offer Arabic language Associate of Science in Business Administration degree, September 2020
- Offer Arabic language Bachelors of Science in Business Administration degree, September 2021

Develop and implement more engaging and innovative instructional model

The instructional model includes OER textbooks, peer assessment, exams (some proctored), discussion forums, and student journals. The model has been in place since the inception of the University about 9 years ago.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> • Model provides a high level of student engagement. • Efficiency of faculty time. • Low cost materials. • Minimal technology required. 	<ul style="list-style-type: none"> • Complete a scan of recent developments and alternative instructional models i.e. competency-based models, adaptive learning, and self-paced formats.
<p>Planned activities</p>	



- Develop an assessment process and recruit participants by the end of AY 2018
- Report findings and agree on action plan by the end of AY 2019



GOAL 4: ACHIEVE SUSTAINABLE GROWTH

Rapid increases in the number of students served means that the institution must constantly be adjusting itself to the new challenges introduced by each phase of the growth. At the same time, the institution has limited financial resources and, therefore, needs to think strategically about every investment it makes. Keeping the right balance between scaling up while staying financially sustainable is one of the top priorities of UoPeople. To achieve this, the university will:

Develop and implement formal, streamlined and automated procedures for all key institutional departments

UoPeople’s accelerated increase in student enrollment requires the institution to streamline and automate its procedures while ensuring quality, consistency and efficiency across all student administration processes.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> • Top academic and administration experts are engaged with UoPeople as employees, consultants or as volunteers. • World class, highly flexible technology infrastructure, allowing rapid development of tools and applications to automate processes. 	<ul style="list-style-type: none"> • Institutional functions that are involved in high-volume administration, such as program advising and faculty administration. • Interfaces between the various offices. • Interfaces between users and administration offices such as portals of instructors, applicants & students.
Planned activities	
Nominate a project leader and prepare a work plan to be implemented in AY2019.	

Become a data driven organization

UoPeople’s innovative operational and pedagogical concepts require continuous evaluation, providing institutional leadership with essential feedback regarding performance and progress.

This can only be achieved with strong data collection, which requires a change in the organizational culture.

Current strengths	Identified focus areas for the planning period
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<ul style="list-style-type: none"> • Measurement of routines and processes, in place from the very beginning of UoPeople’s operation, including all students, applicants and contacts data • As an online institution, all activity – of students, employees and other stakeholders - happens online and can be tracked and measured 	<ul style="list-style-type: none"> • Moving from data collection and measurement to generating meaningful insights, through the development of predictive analytical models. • Broaden and deepen the institutional data capacity through the implementation of big data approaches, as well as AI systems
<p>Planned activities</p>	
<ul style="list-style-type: none"> • Implementation of a computerized Dashboard, providing real time, online decision-supporting analytical data throughout AY2019 • Implementation of an AI system, providing real time insights throughout AY2021 • Ongoing implementation of ‘data driven’ management culture among all levels of institution 	

Develop staffing models adequate for scaling up, and ensure effective management capacity

In the next few years, UoPeople is planning to transform itself and become a large-scale, global, online institution. Such a transformation requires a highly competent management team that can manage all aspects of the change effectively and adjust itself to new types of management challenges presented.

This will be achieved by developing the existing team and strengthening it, by hiring additional leaders with proven experience and qualifications.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> • Diverse and highly experience institutional management 	<ul style="list-style-type: none"> • Analyze the leadership and management capacity needed to serve the expected growth and develop adequate recruiting plan to address it



	<ul style="list-style-type: none"> • Develop and formalize talent management plan including development plans to strengthen existing managers and prepare them for future challenges.
Planned activities	
<ul style="list-style-type: none"> • Develop and maintain a cohesive talent management plan, covering aspects such as succession, planning, skills development, and hiring, in correlation with the business plan, until mid 2019. • Execute the talent management plan through AY2019. 	

Accelerate technology implemented to improve efficiency and reduce manual work

The daily operations of managing a university typically require intensive resources and a large number of personnel to manage the numerous issues and concerns.

Driven by its mission of providing affordable education, UoPeople seeks to achieve a high level of automation of its administrative processes in order to keep manpower costs minimal.

The core elements of this architecture include:

- Core Student Administration System - built on Microsoft Dynamics CRM. UoPeople's team uses this system to manage the full student life cycle including admission, courses, grades, SAP, fees and graduation. It requires minimal resources to monitor the system
- Learning environment - built on Moodle

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> • Durable, state-of-the-art, cloud infrastructure that manages the full 	<ul style="list-style-type: none"> • Technology coverage around areas such as alumni management and instructor management



<p>student life cycle within the institution – from application to graduation.</p> <ul style="list-style-type: none"> • Integrated, synchronized solutions • Experienced and stable R&D team 	<ul style="list-style-type: none"> • Develop self-service capabilities for students and instructors
Planned activities	
<ul style="list-style-type: none"> • Develop 3-year technology strategy and roadmap by Mid-2019 • Execute roadmap from AY2019, through AY2021 	

Reduce operational risk

The continuous growth in the number of UoPeople’s student body increases the complexity of the university's operation and administration.

UoPeople is committed to managing its risks systematically and to reduce the probability for any negative impact on its operation, once a risk is realized.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> • Experienced leadership that can plan and execute an institutional risk management program. • All UoPeople key applications run on Microsoft 365 cloud. • Existing operating procedures for various offices. 	<ul style="list-style-type: none"> • Technology risks – UoPeople is completely dependent on its technology vendors. • Talent risks – some critical function in the University has not defined successors, which also creates a risk around Knowledge retention and management. • The global compliance environment, particularly in Europe becomes more complex and demanding (e.g. GDPR) and more efforts needs to be invested to ensure compliance with the new regulations.
Planned activities	



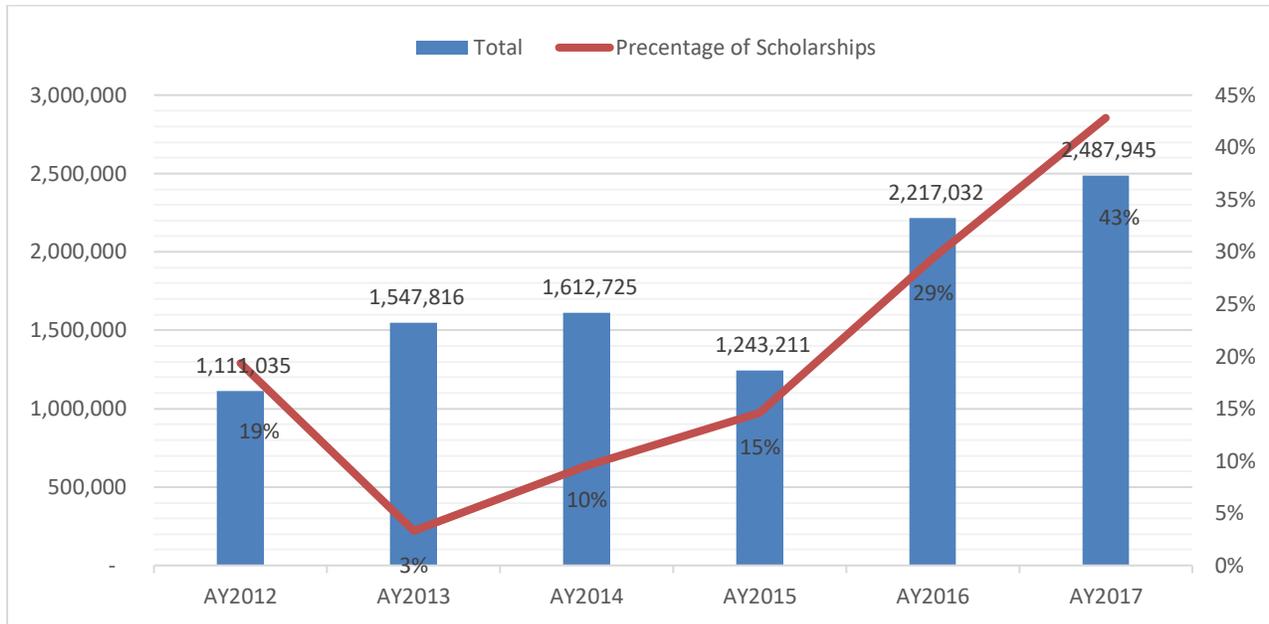
- Prepare an institutional risk management analysis that will be comprised of activities towards identifying, assessing, mitigating and monitoring the risks by Mid AY2019
- Prepare and execute an implementation plan by end of AY2019



GOAL 5: RAISE FUNDS

For UoPeople, gifts and grants are the key investments that will support growth as well as provide scholarships to students in need.

Although an improved trajectory can be seen in UoPeople’s fundraising results in recent years, it is still considered a limited success:



Fundraising will be a top priority in the coming years with the intention of dramatically improving performance (as outlined by the following fundraising goals):

End of AY	Amount raised	% increase from previous year
2019	\$2.5M	-
2020	\$5M	100%
2021	\$7.5M	50%

To achieve these goals, the organization will:

Establish institutional fundraising capacity

The University is expected to continue its accelerated growth, meaning that the need for additional scholarships will continue to grow. The university will launch new initiatives to address additional populations that need its services and potentially launch new programs.



The university will build an office to focus principally on high net-wealth individuals, but also with corporate entities and foundations.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> • 8 years' experience with individuals, foundations and corporates. • Broad networking in the field 	<ul style="list-style-type: none"> • Hiring an experienced fundraiser. • Leveraging the experience and connections of existing supporters. • Relying on best practices
Planned activities	
<ul style="list-style-type: none"> • Hiring a fundraiser in AY 2018 • Adding members to the office to focus on the different channels 	

Develop long term corporate partnerships

Companies can be a source of scholarships for their employees, as well as for other students, and can employ UoPeople graduates.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> • UoPeople is well-suited to offer workforce development for companies • Existing student data and stories can create a compelling offer for companies 	<ul style="list-style-type: none"> • Identify potential corporate partners • Establish roadmaps for different types of corporate partnerships • Set up a pilot program with company or companies that can be used to evaluate and refine UoPeople's corporate offering
Planned activities	
<ul style="list-style-type: none"> • Work with fundraiser to identify potential corporate targets - AY2018 • Identify price structure for corporate scholarships – AY2019 • Create procedures to facilitate and manage corporate scholarships – AY2019 	



GOAL 6: INCREASE JOB PREPAREDNESS AND OPPORTUNITIES FOR STUDENTS

UoPeople’s commitment to its students doesn’t end with opening the gates to higher education, but also includes working towards the employability of its graduates. To achieve this, the university will:

Develop a Career Services framework

UoPeople leadership sees helping students to understand the job market and successfully plan their careers as part of its institutional mission.

In the coming years, the number of graduates will grow significantly, and the institution must develop its career services offerings.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> UoPeople has a well-defined framework for implementing career services for students. This framework was developed by UoPeople’s teams over the last 3 years. 	<ul style="list-style-type: none"> While the framework has been implemented, it is still in pilot stage, so the main focus for the upcoming years will be on evaluation and improvement of the existing framework.
Planned activities	
<ul style="list-style-type: none"> Develop updated implementation roadmap by early AY2019 	

Develop an alumni network

An alumni network is an essential component of the eco-system of any mature institution.

While the number of UoPeople graduates grows, UoPeople will dedicate resources to establishing and maintaining its alumni network.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> Engaged, committed student body Strong technology capabilities, including an active social network 	<ul style="list-style-type: none"> Improve UoPeople alumni program



Planned activities
<ul style="list-style-type: none"> • Present concept and implementation roadmap by early AY2019

Establish Strategic partnerships

To prepare UoPeople students for the job market, both in terms of aligning its program to the need work place as well as opening opportunities for UoPeople graduates as well as enabling people in the work force to advance their academic knowledge, UoPeople seek to partner with the corporate world.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> • Past support of corporations financially • Mentorship and internship for its students as well as hiring its graduates • Companies announcing its willingness to open their gates to UoPeople graduates • some of UoPeople graduates are already placed in well-known companies 	<ul style="list-style-type: none"> • Mapping relevant industries and identifying talent needs of companies • Developing partnerships with key companies and organizations for mentorships, scholarships, internships and placements
Planned activities	
<ul style="list-style-type: none"> • Develop CEOs' council by end of AY2019 	