



UNIVERSITY  
OF THE PEOPLE  
The Education Revolution



# Institutional Three-Year Strategic Plan

## 2022-2024

-Office of Strategic Planning-



UNIVERSITY  
OF THE PEOPLE  
The Education Revolution



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## 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 2022-2024 period. These focus areas have a potentially significant impact on the level on which the university accomplishes its mission and require concentrated efforts and investment from the institution, 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 Organizational Development and the Vice President for Strategic Planning

The VP of Organizational Development and VP for Strategic Planning ensure the operation of the entire Strategic Planning Cycle. The VP of Organizational Development works closely with the VP of Strategy and Planning, as well as 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 Organizational Development, 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 Organizational Development, the VP of Strategic Planning, the Provost, the Vice Provost for Academic Development, the Executive VP for Academic Operations, the Dean of Student Affairs, the CFO, the SVP for Operations, the SVP for Enrollment, the SVP for Information Systems and Technology, the SVP for India Operations, the VP for Human Resources, the VP for Business Development, and two faculty members.

### 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
<b>Step 1:</b> Current State Analysis	<ul style="list-style-type: none"><li>• A study of baseline information</li><li>• Collection of supporting data (wherever necessary)</li><li>• SWOT analysis</li><li>• Review of UoPeople's Mission, Vision, Goals, Values and Business Plan</li></ul>
<b>Step 2:</b> Future State Analysis	<ul style="list-style-type: none"><li>• Analysis of gaps between current state with Vision, Mission, Goals, Values and Business Plan</li></ul>
<b>Step 3:</b> Determining Strategic Themes and Appropriate Strategies	<ul style="list-style-type: none"><li>• 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</li><li>• Determining priorities and agreeing upon a set of goals to be addressed</li></ul>
<b>Step 4:</b> Implementation and Deployment	<ul style="list-style-type: none"><li>• Breaking down the strategic themes into specific objectives, resources and timelines forming a structured institutional work plan</li><li>• Identifying strategic indicators to monitor progress</li></ul>



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



## OUR VISION, MISSION AND VALUES

### UOPEOPLE'S VISION

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. It 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, and in promoting understanding and tolerance.

### UOPEOPLE'S MISSION

The mission of University of the People is to offer affordable, quality, online, degree-granting educational programs to any qualified student.

### 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.



## 2009-2021: KEY MILESTONES

Founded on the belief that access to higher education is a fundamental right for all, University of the People was established in 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, 16 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 academic 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 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 6 million views to date, and translated into 37 languages, TED has uniquely spread the word about UoPeople and helped with 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 (NSC). 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 Foundation 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 June 2017, University of the People received generous funding from the Ford Foundation toward its Syrian refugee initiative. In October 2017, the university entered yet another high-profile academic partnership. The collaboration between the University of Edinburgh and University of the People supports 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. In October 2018, UoPeople launched a Master of Education (M.Ed.) in Advanced Teaching Degree in partnership with the International Baccalaureate. The M.Ed. program will produce a new generation of globally minded educators with an in-depth knowledge of curriculum, pedagogy, and assessment to support student-directed inquiry, interdisciplinary learning, intercultural competence, and critical thinking.

In April 2019, UoPeople celebrated its first ever graduation ceremony and 10<sup>th</sup> anniversary with a celebration in New York City. Students, graduates, administrators, and supporters gathered together to mark a decade of success for the University. The University also announced its partnerships with the German and US governments to provide scholarships for students around the world to study with UoPeople.

In March 2020, UoPeople received eligibility to proceed with an application for accreditation by the WASC Senior College and University Commission (WSCUC). The University also launched its Business Administration in Arabic program as a solution to the higher education crisis in the MENA region. For refugees and displaced populations around the globe who cannot study in any language other than Arabic, this online, tuition-free degree is a major step toward solving the lack of education solutions.

In 2021, UoPeople announced its collaborations with distinguished institutions worldwide, including Harvard Business School Online, McGill University (Canada), Effat University (Saudi Arabia) and Long Island University. The University also launched nine certificate programs in Business Administration and Health Science.

Today, UoPeople has grown to over 75,000 enrolled students from more than 200 countries and territories around the world. Headquartered in Pasadena, California, UoPeople is run by hundreds of volunteers worldwide and a 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), Sofia (Bulgaria) and Mysore (India).



## FINANCIAL PLAN HIGHLIGHTS

All monetary figures are in thousands, USD.

We are planning for 50% growth in the number of students, year over year as compared to 100% growth in previous years. The projected number of students at the end of each year is as follows:

	AY2022	AY2023	AY2024
Number of students at the end of year	150,000	225,000	337,000

Additional highlights include:

- Increased investments in academics to further improve the quality of academic programs and student outcomes.
- Increase in the average honorarium payment per instructor.
- Investments in technology will double in AY 2022 and will further increase in the following two years to support future growth, improved quality of service, and efficiencies.

	AY2022		AY 2023		AY 2024	
Students Fees	27,587		48,122		77,600	
Donations	5,000		7,500		11,250	
<b>Total Revenues</b>	<b>32,587</b>	100%	<b>55,622</b>	100%	<b>88,850</b>	100%
Academic	10,575	32%	19,528	35%	30,856	35%
Enrollment	6,225	19%	8,845	16%	13,547	15%
Technology	5,033	15%	9,598	17%	15,398	17%
Student support	4,049	12%	6,941	12%	10,667	12%
Advancement	604	2%	906	2%	1,359	2%
Public Affairs	1,038	3%	1,618	3%	2,368	3%
General and Administrative	2,512	8%	3,915	7%	5,731	6%
Financial Expenses	852	3%	1,486	3%	2,397	3%
<b>Total expenses</b>	<b>30,888</b>	95%	<b>52,838</b>	95%	<b>82,323</b>	93%
<b>Surplus</b>	<b>1,699</b>	5%	<b>2,785</b>	5%	<b>6,528</b>	7%



## SWOT ANALYSIS

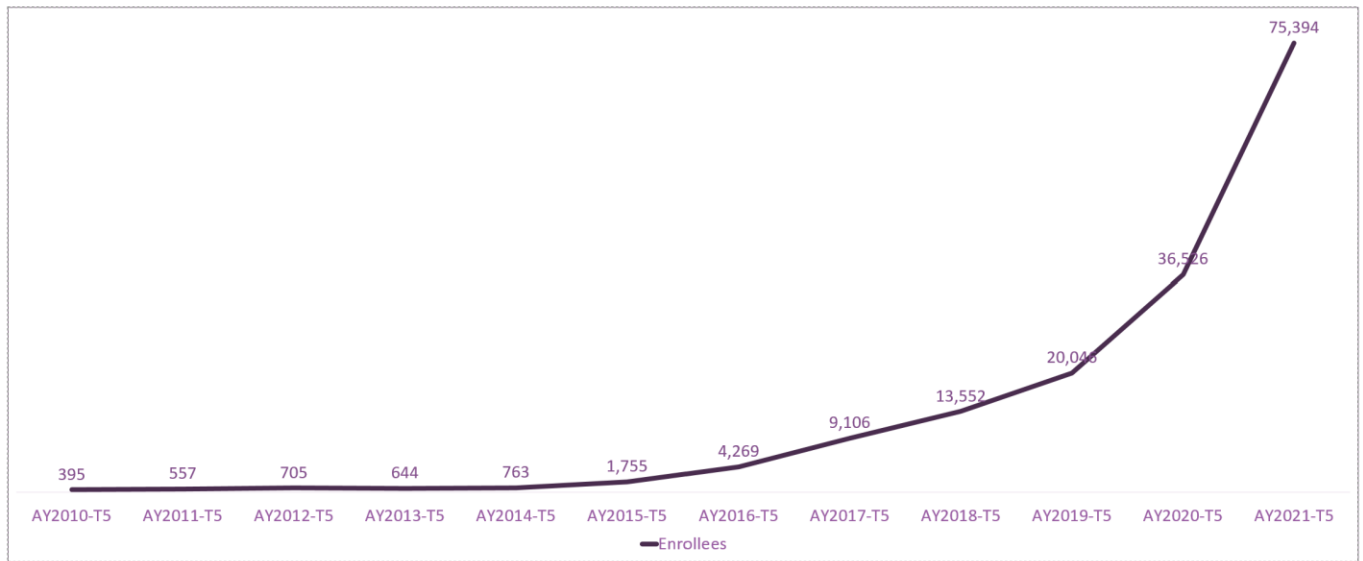
<b>Internal</b>	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Ability to offer high quality value at low cost via sophisticated technology and lean budget management</li> <li>• Our Mission, Vision and unique educational offering makes us approachable and attractive to large populations of underserved students</li> <li>• Use of open-source technology and open educational materials</li> <li>• Highly experienced academic and board leadership</li> <li>• Passionate and committed volunteer and employee base</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Volume of scholarships needed exceeds funding capacity</li> <li>• Insufficient development execution and results</li> <li>• Need for more comprehensive and systematic student assessment</li> <li>• Relatively low student graduation rates</li> <li>• Inadequate brand visibility and awareness</li> <li>• Need for expanded employee training, development, and succession planning</li> <li>• Further develop data infrastructure to drive stronger insights and outcomes</li> </ul>
	<b>External</b>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Worldwide demand for access to higher education is large</li> <li>• Global heightened awareness on diversity</li> <li>• The quickly growing legitimacy and sentiment of online education</li> <li>• Our program offerings are consistent with what students are seeking</li> <li>• Partnering with Govt's, NGO's, and international institutions to address educational challenges and offer solutions</li> <li>• Transition operations model from "Start Up" to larger more mature, scalable enterprise</li> <li>• Stay current on new emerging technologies which enable scaling and greater productivity</li> <li>• Marketing our strong student and faculty diversity numbers to potential new students as we recruit.</li> <li>• Learn and apply best corporate work force models and practices to UoPeople</li> <li>• Movement for free community college</li> </ul>



# STRATEGIC GOALS FOR 2022-2024

## GOAL 1: MAINTAIN SUSTAINABLE GROWTH

Over the past year, and particularly after its formal accreditation in April 2014, UoPeople has seen significant growth in the number of its 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
2022	150,000	50%
2023	225,000	50%
2024	337,000	50%

This ambitious growth target requires a sustained focus on scaling up UoPeople student recruiting capabilities. UoPeople will focus on these six strategic areas:

- A. Optimize Marketing Strategy



- B. Scale, Secure, and Enhance Technology and Automation
- C. Execute and Optimize India Strategy
- D. Leverage Data to Drive Stronger Insights and Outcomes
- E. Strengthen Our Talent and Employee Engagement
- F. Raise Funds via Development, Partnerships, Collaborations, and Grants

## A. OPTIMIZE MARKETING STRATEGY

Marketing allows UoPeople to connect with prospective students, no matter where they are in the world or what barriers prevent them from earning an education. The University develops content that is specifically relevant to the potential student that UoPeople seeks to attract. It focuses on engaging prospective students and progressively leading them to become not only consumers of content, but active advocates and promoters of UoPeople’s brand. Its goal is not to push messages out to audiences, but to pull potential students in, via engaging content.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• Low cost per student compared to the average of U.S. Institutions</li> <li>• One of the highest number of fans in combined social media channels</li> <li>• Strong organic share of voice through our active presence online</li> <li>• Multiple strong ratings on reviews sites coupled with a solid process to mitigate negativity online</li> <li>• Highly engaged student advocates of UoPeople to share our story online</li> <li>• Data-driven culture driving marketing activities and decisions</li> <li>• Dedicated, passionate team with strong goal and KPI alignment</li> </ul>	<ul style="list-style-type: none"> <li>• Raise brand awareness across the globe</li> <li>• Attract new audiences through creating and executing an influencer strategy from ground-level up to major figures</li> <li>• Partnering with PR to strength brand credibility</li> <li>• Conversion optimization via use of big data, AI, and industry leading tools</li> <li>• Focusing on maintaining a self-learning, high quality team</li> <li>• Improved analytics integration, data processing and collection</li> </ul>



<ul style="list-style-type: none"> <li>• “Startup” culture and mindset coupled with fast execution and creativity</li> <li>• Focused SEO efforts have driven sustained organic traffic growth</li> <li>• Proven ability to create high-quality written and static visual creative assets quickly</li> <li>• Unified branding and messaging across all UoPeople touchpoints with well-defined quality control processes.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased web development capacity/complex programming projects</li> <li>• Develop segmented, targeted nurturing journeys based on different multiple data parameters</li> <li>• Development of high-quality, high-volume video content program</li> </ul>
<p><b>Planned activities</b></p>	
<ul style="list-style-type: none"> <li>• Drive high converting social channels such as YouTube by hiring specialist for video hosting and webinar events to be the “Face of UoPeople” for broadcast -AY2022</li> <li>• Hire experienced agency to increase high converting referral traffic to site– AY2022</li> <li>• Mapping the full potential student journey via touchpoint programs - AY2023</li> <li>• Developing a tailored personalized experience to the top segments by the end of AY2023</li> <li>• Initiate and develop Ambassadors program for the Arabic Division by the end of AY2023</li> <li>• Explore and pilot Affiliate Marketing during- AY2023</li> <li>• Run a marketing penetration campaign once a term, each term in different countries (AY2022-AY2024)</li> <li>• Develop in-language version(s) of the UoPeople site to capture potential students searching in languages other than English -AY2022-AY2024</li> </ul>	

## **B. SCALE, SECURE, AND ENHANCE TECHNOLOGY AND AUTOMATION**

As the University continues to grow, we need to ensure our platforms can 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.



Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"><li>• Strong team of developers for our core SIS platform</li><li>• A modern cloud-based infrastructure</li><li>• Our technology footprint is based on world-class companies including Microsoft for our core Student Information System and Amazon Web Services hosting our learning management system</li></ul>	<ul style="list-style-type: none"><li>• Prepare the SIS and for scale and ensure ongoing security</li><li>• Build out the Corporate Systems infrastructure</li><li>• Strengthen and improve the Term Cycle processes and technology</li><li>• Prepare the Learning Management System for scale</li><li>• Modernize and improve student relationship approach and technologies</li><li>• Increase the automation and efficiency of the program advising function</li><li>• Strengthen career services portal and tools</li><li>• Provide the technology platforms and analytical expertise to enhance the university's data-driven decision making</li><li>• Support the expansion of the University's course and program offerings</li><li>• Leverage technology to measure and improve academic outcomes</li></ul>
Planned activities	
<ul style="list-style-type: none"><li>• Complete the transition to a stateless architecture – AY 2022</li><li>• Conduct an end-to-end security review and implement full security monitoring service – AY 2022, follow up end-to-end review in AY 2024</li></ul>	



- Transition IT team to DevOps (Development Operations), establish performance monitoring, and modernize automated testing suite – AY 2022-23
- Build out and upgrade core financial systems such that a full HR Management System and Upgraded Financial System are in place by AY 2024 Term Cycle Optimization Code and Processes – AY 2022-23
- Review LMS platform and either update current architecture or select new platform – AY 2022
- Implement an upgraded outbound to student communication solution including a UoPeople mobile app – AY 2021-22
- Upgraded support and automation tools for Program Advisors – AY 2022-24
- Resume Database and Career Matching – AY 2022 (second half)
- Staff BI Team, establish data standards, and build out KPI dashboards for the University – AY 2021-22
- Enhance Academic Analytics and scope of data in the warehouse in support of Institutional Research including tracking Program Level Objectives – AY 2022

### C. EXECUTE AND OPTIMIZE INDIA STRATEGY

The University has opened an Operations office in India. With the aggressive growth planned, the university needs to quickly scale its operations and administrative services such as admissions, student support, IT, and academic support services. With India offering an abundance of quality talent at relatively low cost, the university plans to scale and expand its operations from here.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• Over 200 trained and high-performing employees in India already</li> <li>• Thoughtful well-defined roles, processes, and training structure</li> <li>• Minimal annual attrition</li> <li>• Experienced team managers strongly aligned to the mission</li> </ul>	<ul style="list-style-type: none"> <li>• Develop systematic approach to modify/change processes of various departments and create the optimal governance structure</li> <li>• Create a new Academic Operations office to improve operational efficiencies and scalability for managing the faculty life cycle.</li> <li>• Leverage technological solutions to enhance student communication quality, turnaround</li> </ul>



<ul style="list-style-type: none"> <li>Establishing an India office in Mysore, a tier 2 town, enables hiring of a high-quality workforce at a more globally competitive cost</li> <li>With “Work from Home” becoming the new normal, talent across India becomes accessible without the candidate needing to relocate</li> </ul>	<p>and ensure round-the-clock availability, especially in the Student Advising teams</p> <ul style="list-style-type: none"> <li>Create and implement a better and faster bulk hiring process working closely with Technology and HR.</li> <li>Recruit new Directors/ Managers to run an organization as it grows</li> <li>Create and implement an India Learning &amp; Development Team to onboard and train all employees</li> </ul>
<p><b>Planned activities</b></p>	
<ul style="list-style-type: none"> <li>Create Standard Operating Procedures (SOPs) for each team with an appropriate governance structure - H1 AY2022</li> <li>Modify existing KPIs to prepare for the new phase of growth - H1 AY2022</li> <li>Identify suitable HR technology partners to enable bulk hiring with minimal manual intervention - H1 AY2022</li> <li>Partner with Technology team to create dashboards for key organizations to ease and smoothen decision making – ongoing through H2 AY2022</li> <li>Recruit, train and build a new team to support institutional operations - Ongoing till H1 AY2023</li> </ul>	

## D. LEVERAGE DATA TO DRIVE STRONGER INSIGHTS AND OUTCOMES

As a virtual university, we have a great deal of data about our academics and our operations. We have an opportunity to make this a strategic asset by better utilizing the data to assess and improve academic outcomes as well as streamline operations. If used to its full capacity, our data can serve as a basis for continuous improvement – allowing us to identify strengths and weaknesses, while testing and rolling out changes that work best.

<p><b>Current strengths</b></p>	<p><b>Identified focus areas for the planning period</b></p>
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<ul style="list-style-type: none"> <li>• Large amount of data in consistent digital format</li> <li>• Solid core platform for data warehouse and business intelligence</li> </ul>	<ul style="list-style-type: none"> <li>• Scale the Data &amp; Analytics Team</li> <li>• Enhance the areas of data in our data warehouse and establish data controls definitions, and standards</li> <li>• Support KPIs across the University</li> </ul>
<p><b>Planned activities</b></p>	
<ul style="list-style-type: none"> <li>• Complete staffing of BI Team – AY 2022 (first half)</li> <li>• Add Learning Data to the Data Warehouse – AY 2022</li> <li>• Establish Data Dictionary, Standards, and Data Quality Monitoring – AY 2022</li> <li>• Create University-Level KPI Dashboards – AY 2022</li> <li>• Complete departmental and operational KPI dashboards – AY 2022-23</li> <li>• Enhance Academic Analytics in support of Program Level Outcomes – AY 2022 (first half)</li> <li>• Extend Academic Analytics to support continuous improvement – AY 2023</li> <li>• Incorporate Predictive Analytics - ongoing</li> </ul>	

## E. STRENGTHEN OUR TALENT AND EMPLOYEE ENGAGEMENT

Successful talent management needs to be dependent on goal structure and alignment closely linked to the culture and processes of the University. We aim to attract and retain the best talent, help our employees grow and develop, and increase employee satisfaction and engagement. Organizations that succeed have cultures that encourage and empower the individual to learn and develop their abilities and skills. Engaged employees add value by pushing limits, driving growth, and finding innovative ways to address opportunities.

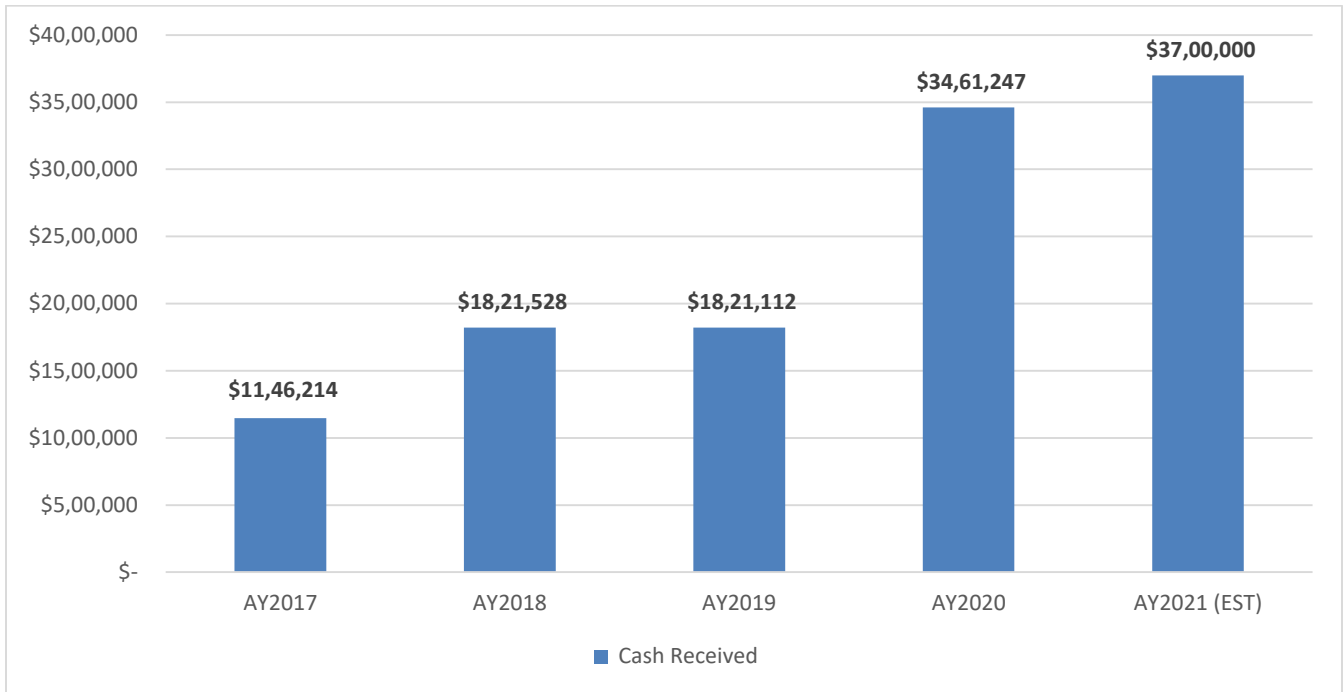
Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• Our mission and vision attract strong candidates globally.</li> <li>• Employees believe in the cause and are passionate and committed</li> </ul>	<ul style="list-style-type: none"> <li>• Launch SuccessFactors software to optimize people management objectives and improve productivity</li> </ul>



<ul style="list-style-type: none"> <li>• Experienced workforce</li> <li>• Leadership is open and committed to change</li> <li>• High percentage of peer recommendations (refer a friend programs)</li> <li>• Low attrition rates</li> <li>• Flexible work arrangements (working from home, flexible hours)</li> </ul>	<ul style="list-style-type: none"> <li>• Upskill workforce via employee learning, training, and development strategy</li> <li>• Understanding and defining our organizational culture as a reflection of UoPeople values and identity.</li> <li>• Provide more internal mobility and promotion opportunities</li> <li>• Increase employee ROI through engagement and retention</li> <li>• Optimized recruitment, onboarding, training, and assessment processes</li> <li>• Strengthen Employee recognition and rewards process</li> </ul>
<p><b>Planned activities</b></p>	
<ul style="list-style-type: none"> <li>• Launch and build out Success Factors tool -T1- AY2022</li> <li>• Build a culture that values talent, enables learning, and encourages more open dialogue and feedback -T3, AY2022</li> <li>• Map and understand current skills gap and future strategic skills required -T1. AY2022</li> <li>• Design and implement organization development strategy for employees and faculty (T2-AY2022)</li> <li>• Building effective partnerships with managers and senior leaders who make decisions and allocate resources toward learning and performance development programs- T2, AY2022</li> <li>• Educate managers on the benefits and ROI of an engaged workforce- T5, AY2022</li> </ul>	

## F. RAISE FUNDS VIA DEVELOPMENT, PARTNERSHIPS, COLLABORATIONS, AND GRANTS

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



Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• Our mission and vision resonate with our audiences when we have opportunity to meet with them</li> <li>• Heavy hands-on involvement from university President</li> <li>• Established strategic partnerships and collaborations with distinguished institutions worldwide, including Harvard Business School Online, McGill University (Canada), Effat University (Saudi Arabia) and Long Island.</li> <li>• Hired 2 new Sr. Leaders to Development Team</li> <li>• Successful Series of Zoom Meetings to stimulate Donor interest</li> </ul>	<ul style="list-style-type: none"> <li>• Dramatically increase Pyramid and funnel size via data-driven analytics and focused deployment of our resources</li> <li>• Continually monitor external best practices and implement where needed</li> <li>• Build more robust cultivation and stewardship models and gift programs</li> <li>• Focus on the collective (e.g., Zoom Meetings, Regional/Social Groups, etc.) as much as the individual donors in order to build peer to peer fundraising activities</li> <li>• Donors, Foundations, and Corporations require customized marketing collateral, messaging, and PR to create awareness and open doors</li> </ul>



	<ul style="list-style-type: none"><li>• Establish more strategic partnerships and collaborations</li><li>• Implement more robust SIS discipline and transparency</li><li>• Development processes need to be automated and sharpened delivering higher quality outputs with less effort required</li><li>• Build a culture of philanthropy</li></ul>
<b>Planned activities</b>	
<ul style="list-style-type: none"><li>• Improve and enhance SIS to become “source of all truth”- T1, 2022</li><li>• Continue to build out all levels of the pyramid (e.g., Annual Giving- Non major donors, Students, Alumni, Supporters) coupled with creation of regional, industry, interest, and social groups, and councils- AY 2022</li><li>• Develop and execute higher impact cultivation and stewardship strategy- AY 2022</li><li>• Develop and execute customized marketing campaigns, collateral, and PR- T1, 2022</li><li>• Conduct high impact Zoom Meetings- Ongoing</li><li>• Continue leveraging the experience and connections of existing board members.</li><li>• Strengthen and automate development processes where needed - AY 2022</li><li>• Develop more specified gift opportunities/programs (e.g., \$100K degree fund, technology funding, Presidents Discretionary fund)</li><li>• Host Gala- TBD</li><li>• Expand Development Committee Membership- AY 2022</li></ul>	



## 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.

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

The Teaching and Learning 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 (CTEL)* to energize the transformation of UoPeople’s assessment and improvement of student learning.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• Elements of UoPeople can technologically deliver synchronous and asynchronous professional development to its global faculty</li> <li>• The LMS can effectively house and sustain the Center for Teaching and Learning</li> <li>• Initial outreach to recognize faculty scholarship has already been seeded.</li> </ul>	<ul style="list-style-type: none"> <li>• This strategy engages faculty as key stakeholders with Academic Affairs leadership in determining a teaching and learning plan to support curriculum improvement, assessment, pedagogy, scholarship, and innovation in teaching and learning during T1 and T2 of Academic Year 2022.</li> <li>• The Teaching and Learning Plan establishes a Center for Teaching Excellence and Learning (CTEL) to centralize faculty teaching, learning and assessment activities, inclusive of workshops, seminars, and special events.</li> <li>• The Teaching and Learning Plan will incentivize scholarship and research opportunities for faculty in areas that improve student teaching, learning, and assessment.</li> </ul>
<p><b>Planned activities</b></p>	



- Establish a taskforce to develop a draft Teaching and Learning Assessment Plan including listed below roadmap and processes- T3, 2022
  - Academic Policy Development
  - Faculty Assessment Committees
  - Faculty Assessment Fellows
  - Curricula Governance
  - Program Stewardship and Program Review
  - Research and Scholarship Incentives
  - The UoPeople Assessment Calendar
  - UoPeople Annual Assessment Conference
  - UoPeople Assessment Methods
- Launch the Center Teaching Excellence and Learning (CTEL) portal in Moodle. - T3, AY 2022
- Review student learning data to develop targeted, discipline specific CETL professional development needs- T5, AY 2022-24
- Institute an annual competition and recognition program through CTEL to support faculty research and innovative pedagogy in the classroom - AY 2023

## **B. REDESIGN AND LAUNCH A ROBUST PROGRAM REVIEW METHODOLOGY**

The redesigned program review will support not only the external review of program courses but shall also provide a faculty-led outcomes assessment process to ensure program goals are being realized by UoPeople graduates.



Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• A program review methodology has been applied in the review of two UoPeople programs.</li> <li>• The program review process has been redesigned to support the attainment of program goals, as well as student and program level outcomes.</li> <li>• An Outcomes Assessment Plan has been developed and provides a basis for building the assessment content for the Teaching, Learning and Assessment Plan.</li> <li>• Longitudinal student success is available in the data warehouse</li> <li>• Some indirect assessments are established and routinely scheduled.</li> </ul>	<ul style="list-style-type: none"> <li>• Beginning in T1 in Academic Year 2022 the Director of Institutional Research and Assessment will implement the new program review process.</li> <li>• The new program review will enable the collection and use of the assessment of learning throughout the student lifecycle and the achievement of program outcomes</li> <li>• A robust schedule for all UoPeople program reviews will be executed during the three years of the plan and shall include General Education.</li> <li>• The review process shall report results to stakeholders, while also implementing improvements and measuring their impact on student success.</li> </ul>
Planned activities	
<ul style="list-style-type: none"> <li>• Implement a self-study for the MBA program review -T1 and T2 AY 2022</li> <li>• Implement an external reviewer evaluation for the MBA program review - T3 and T4 AY 2022</li> <li>• Share program review results with stakeholders and implement recommendations. - T5 AY 2022, AY 2023</li> <li>• Measure the impact of program review recommendations to inform ongoing improvement – AY2024, ongoing T1 2023, T5 AY 2022.</li> <li>• Complete General Education, Computer Science, Education, and Health Science program reviews -AY 2024</li> </ul>	

## C. HIRE FACULTY DEPARTMENT CHAIRS TO IMPROVE STUDENT OUTCOMES



With the seating of Faculty Department Chairs, UoPeople is investing in the direct support of our faculty and students at the program level. This strategy will ensure improved academic quality that results in significant gains in student learning and success outcomes across every academic program. The Department Chairs will serve as the backup of the Deans.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• Volunteer District level Deans are available to support high level curricula decision making.</li> <li>• Since Academic Year 2021-22 faculty are present on various standing committees, are increasingly active in the Learning Resource Center and Library and are primed for benefiting from direct program management.</li> <li>• Programs are already established under the leadership of the Dean and Advisory Board, with the Faculty Department Chairs role ready to operationalize a quality teaching and learning experience specific to the discipline.</li> </ul>	<ul style="list-style-type: none"> <li>• In Fall, 2021, the Faculty Department Chairs will be seated and charged with developing faculty teaching excellence to improve student learning outcomes.</li> <li>• Faculty Department Chairs will be charged with improving academic outcomes using data driven decision making, faculty recognition and development, courseware improvements, and management of related student success initiatives.</li> <li>• Faculty Department Chairs will provide discipline level support during the program review lifecycle in their <u>discipline</u>.</li> </ul>
Planned activities	
<ul style="list-style-type: none"> <li>• Chairs will launch a Moodle site for each discipline to engage students in a community of learning and student life- T2, AY 2022</li> <li>• Chairs will work in concert with academic leadership and faculty to execute scheduled program reviews.</li> <li>• Chairs will identify discipline-specific professional development opportunities for the Professional Development Lead to deliver annually, beginning in T3 2022</li> <li>• Each term chairs will host a faculty department meeting focused on student success and formalizing faculty participation in curricular, policy, and governance issues- T1 of AY 2022</li> <li>• Each year chairs will select 3 Learning Resource Officers from UoPeople faculty to serve in the Learning Resource Center student support forums -T2, AY 2022</li> </ul>	



## GOAL 3: INCREASE STUDENT SATISFACTION AND COMPLETION

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

### A. ENHANCEMENT OF STUDENT SUPPORT SERVICES

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

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• Dedicated advisor serves as a single point-of-contact for students</li> <li>• Robust data warehouse including templates and answers on all topics</li> <li>• Centralized service structure to quickly answer and escalate complicated inquires and complaints</li> <li>• Well-defined complaints procedure</li> <li>• Strong student information system which stores all historical student information and communication in one place</li> </ul>	<ul style="list-style-type: none"> <li>• Improve technology and work processes to support program advising and boost productivity</li> <li>• Review of all communications methods and channels with students across the student journey</li> <li>• Deploy measurement tools and surveys across multiple sensitive touch points throughout the student journey</li> <li>• Tailored specific service solutions to relevant audiences across the institution</li> </ul>
<b>Planned activities</b>	
<ul style="list-style-type: none"> <li>• Implement a state of the art Advising Platform which will enable advisors to manage every aspect of outreach and interaction with students - AY2022</li> <li>• Implement knowledge management system for first-line teams across the institution - AY2022</li> </ul>	



- Create a predictive model of students at risk that will enable the program advisor and faculty to focus their attention on the most needed students - AY2023
- Implement live chat advisors for students 24/7 - AY2024

## B. EXTENDING EFFECTIVENESS OF LEARNING EXPERIENCE

The institution is committed to ensuring in and out-of-class learning experiences, which have been demonstrated to strongly predict completion at UoPeople.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• Student journey in class is fully documented in UoPeople’s core systems database</li> <li>• Uniform structure of classes across all degrees and programs</li> <li>• The CSC offers a webinar series on career development, on interviewing skills, networking strategy and best practices for working remotely.</li> <li>• The CSC offers a speaker series “UoPeople Meets...” UoPeople Conversation Series</li> <li>• UoPeople Wellness Series</li> <li>• Utilizes Yammer as an online community platform for students to interact and network with each other</li> <li>• 12 local alumni communities around the world</li> <li>• Mentoring Program Pilot</li> </ul>	<ul style="list-style-type: none"> <li>• Learning methods in class, including multimedia elements and smart technology</li> <li>• Smart AI-driven technology for student services actions (such as course registrations)</li> <li>• Course redesign - new development standard and technologies based on course performances</li> <li>• Chatbots in classes - answer student questions while studying.</li> <li>• New course evaluation dashboard to follow and monitor course and instructor performance.</li> <li>• Articulate annual cocurricular plan including the assessment of outcomes</li> <li>• Enriching the co-curricular activities</li> </ul>
<b>Planned activities</b>	
<ul style="list-style-type: none"> <li>• Apply AI and Machine Learning to the Learning Path: UoPeople has developed the first generation of a student registration interface that utilizes big data to determine the</li> </ul>	



optimal core and elective sequence in each program. During the lifespan of this strategic plan this user experience, known as the “Learning Path”, will be upgraded to employ the benefits of artificial intelligence and machine learning to ensure that the Learning Path can guide students based not only in their program, but also on their unique demographics and student profile- AY2023

- Review and assess current co-curricular activities and then develop formal plan with assessments built in - AY 2022

**C. STUDENT SUPPORTING SYSTEMS**

University of the People is a fully online university. The institution leverages smart technology to ensure minimal human effort for student support services. The University plans to expand upon and improve the student experience in online tools, such as the University Portal, across different devices and operating systems.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• Self-service tools are available for students 24/7 in the Portal</li> <li>• Chatbots in portals help students navigate and find useful information</li> <li>• Friendly native web-based institution</li> <li>• Mobile friendly platforms across the institution</li> </ul>	<ul style="list-style-type: none"> <li>• Student mobile experience in the online platforms</li> <li>• Online streamlined communication between students and their instructors and advisors</li> <li>• Taking the learning management system to the next level</li> </ul>
Planned activities	
<ul style="list-style-type: none"> <li>• Create UoPeople mobile app – send general and personal notifications to increase student engagement and success rates – AY2022</li> <li>• Use new email automation platform to send personal emails with a better look and feel – AY2022</li> <li>• Improve UX/UI of the portal’s apps – AY2023</li> </ul>	



- Moodle enhancement- new look and feel, and online interaction with peers – AY2024

## D. IDENTIFYING AT RISK POPULATION

We will systematically identify students who need additional support, or tailored services, to improve their completion.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• Student journey and demographic information is fully documented in SIS and Moodle</li> <li>• BI platforms implemented with multiple reports and professionals who build reports daily</li> <li>• High-level professional team members leading institutional research</li> </ul>	<ul style="list-style-type: none"> <li>• Student demographics and behavior</li> <li>• Additional surveys across the student journey</li> <li>• Correlation and statistical analysis between satisfaction, success and other factors and parameters</li> </ul>
<p><b>Planned activities</b></p> <ul style="list-style-type: none"> <li>• Develop Predictive Analytics for Drop Out Prevention and Student Progression: Predictive analytics employs data mining, algorithms, queries, machine learning and artificial intelligence to predict the likelihood of the students who will succeed, as well as those who are at-risk for failure. UoPeople plans to use predicative analytics to identify opportunities to intervene early and provided targeted, resource efficient support- AY2023</li> <li>• Analyze and identify groups of students with the same experience, pain points and key drivers and adjust solutions for each group – AY2022-AY2024</li> </ul>	



## GOAL 4: IMPROVE CAREER OPPORTUNITIES

UoPeople's goal of improving access to higher education for students also includes maximizing their career opportunities. UoPeople's choice of degrees is focused on fields that are in high demand in the marketplace. In addition, UoPeople believes that better jobs will enhance future career opportunities for its graduates.

### A. 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 manage their careers.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• The CSC is accessed by the majority of degree students</li> <li>• The CSC offers courses to prepare students for job applications and interviews.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve data collection on student employment</li> <li>• Strengthen CSC with additional services</li> <li>• Implement tools to help students get direct job opportunities from employers</li> <li>• Evaluate how best to support students who are not on a corporate track</li> <li>• Offer networking opportunities with fellow students, alumni, professionals, and employers</li> <li>• Evaluate and build a plan for provide personalized career guidance</li> </ul>
Planned activities	
<ul style="list-style-type: none"> <li>• Evaluate creating a database of student profiles and resumes - AY2022</li> <li>• Evaluate existing commercial tools for student resumes and corporate recruiting (i.e., Handshake, RippleMatch and EMIS) - AY2022</li> <li>• Develop a plan for data collection to better assess students' needs regarding career services. - AY2022</li> </ul>	



- Review CSC services to match needs and demand, explore potential segmentation by region and career level - AY2023
- Create additional webinars with a variety of topics and speakers focusing on jobs - AY2022
- Increase awareness and engagement of the CSC through among students and faculty – AY2022
- Leverage automation to enable scalability of the different CSC elements– AY2023
- Develop an internal career services pathway for students throughout their UoPeople experience - AY2023
- Plan and create networking opportunities for students and alumni – AY2023
- Develop and execute an operational and scalable plan for personalized career advising for students - AY2024
- Evaluate creation or participation in career fairs

**B. DEVELOP AND EXECUTE CORPORATE ENGAGEMENT STRATEGY**

Opportunities for corporate collaboration can take a variety of forms, including the following: Engaging with our diverse student body for internships and recruiting programs can help companies reach their DE&I and CSR goals and overall hiring needs; UoPeople’s certificate and degree programs can advance employee education, reskill workers, and boost retention and satisfaction; Our ultra-low-cost model and scholarship programs have the potential of impacting far more students than traditional scholarships. Collaborations also provide opportunities for cooperative PR campaigns that reach otherwise untapped audiences.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• Hired Director of Corporate Relations AY 2021</li> <li>• UoPeople's global student population compliments Corporate DE&amp;I goals               <ul style="list-style-type: none"> <li>○ UoPeople’s student population is extremely diverse,</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Awareness and credibility building.               <ul style="list-style-type: none"> <li>○ Need to create targeted, customized, high impact, marketing collateral to get our foot in the door</li> <li>○ Increase PR activities</li> </ul> </li> </ul>



<p>representing over 200 countries.</p> <ul style="list-style-type: none"> <li>○ In addition, UoPeople's instructor diversity is far above the national average. In U.S. 30% of faculty is Black, compared to 6% average nationwide.</li> <li>● The flexibility offered by our model gives employers and employees flexibility and options to craft continuing education programs that suit their needs.</li> </ul>	<ul style="list-style-type: none"> <li>● Identify applicable collaboration areas most desired by corporations</li> <li>● Utilize technology to empower Student and Corporation interactions</li> <li>● Build larger pipeline and funnel           <ul style="list-style-type: none"> <li>○ Leverage our networking base to establish contact with key corporation decision makers- document in SIS               <ul style="list-style-type: none"> <li>▪ Deans</li> <li>▪ Boards</li> <li>▪ President’s Council</li> </ul> </li> <li>○ Utilize and triangulate multiple data sources to identify, research, and connect with more targeted approach</li> </ul> </li> </ul>
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**Planned activities**

- Review pipeline weekly - AY 2022
  - Track efficacy of lead generation sources and focus efforts on highest yield activities
- Create and distribute targeted marketing materials - AY 2022
  - Evaluate efficacy of materials/approach
- Engage with different UoPeople stakeholders to identify gaps and challenges - AY 2022
  - Explore technology solutions that can enhance, automate, or streamline various department functions (I.e., Handshake for career and alumni services)
- Establish relationships with employers to help create opportunities for internships and workforce recruiting programs - Ongoing
- Establish workforce development programs that offer UoPeople degrees and certificates as employee benefits- Ongoing
- Monitor external best practices and apply internally when applicable - Ongoing
  - Engage with organizations and industry groups (NACRO, NACE, etc.)



- Once relationships are established, initiate an Employer/Partner Spotlight Series
- Utilize Alumni Directory (Career and Alumni Services) with demographic and employment info that can be shared with employers (with their resumes)

**C. 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 alumni 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.

Current strengths	Identified focus areas for the planning period
<ul style="list-style-type: none"> <li>• An alumni online presence with social groups on LinkedIn (561) and Facebook (448)</li> <li>• Graduate engagement on social media through stories, events, and FB live</li> <li>• Alumni engagement in “Ask a Student” program</li> <li>• Annual alumni survey to monitor the alumni population</li> </ul>	<ul style="list-style-type: none"> <li>• Improve data collection on alumni to offer better services</li> <li>• Increase alumni awareness of Pay It Forward program</li> <li>• Enhance alumni engagement with existing students</li> </ul>
<b>Planned activities</b>	
<ul style="list-style-type: none"> <li>• Explore offering potential student profile database to alumni as well - AY2022</li> <li>• Explore mechanisms for students to interact with alumni for career advice and opportunities - AY2023</li> <li>• Enhance alumni networking opportunities - AY2023</li> <li>• Alumni Panels and Focus Groups - AY2022</li> <li>• Feature Alumni on Social - AY2022</li> <li>• Invite guests on blog - AY2023</li> <li>• Explore Alumni mentoring of students - AY2022</li> <li>• Alumni directory - AY2023</li> </ul>	