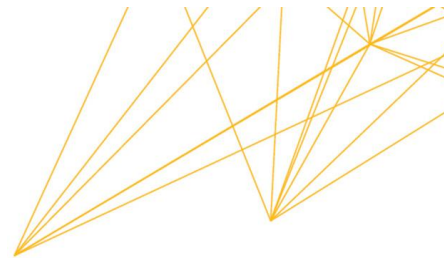




UNIVERSITY
OF THE PEOPLE



AY26-28 STRATEGIC PLAN

August 2025

University of the People

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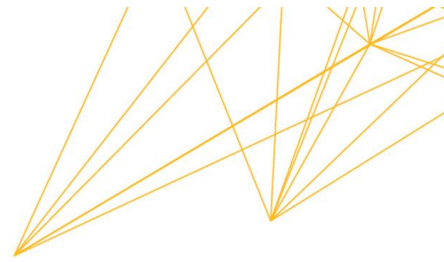
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CONTENTS

1. President's Note on UoPeople's strategic planning approach
2. UoPeople's strategic planning approach
3. Our Vision, Mission, and Values
4. Strategic Goals for 2026-2028
 - GOAL 1: **MAINTAIN SUSTAINABLE GROWTH**
 - GOAL 2: **ENHANCE ACADEMIC OFFERINGS**
 - GOAL 3: **ENHANCE STUDENT SUCCESS AND EXPERIENCE**
 - GOAL 4: **IMPROVE CAREER OPPORTUNITIES FOR STUDENTS**



Hello,

I am very pleased to present our strategic plan for academic years 2026–2028. This roadmap is the result of dedicated collaboration by our Strategic Planning Committee and the entire UoPeople team and was formally approved by our Board of Trustees in August 2025.

Our trajectory has never been clearer: In an era where global challenges are growing in complexity, our mission to provide ultra-low-cost higher education is more vital than ever. This plan ensures we remain a resilient, accessible, and high-impact institution for the students who need us most.

Sincerely,

Shai Reshef
President



UOPEOPLE'S STRATEGIC PLANNING APPROACH

Rationale

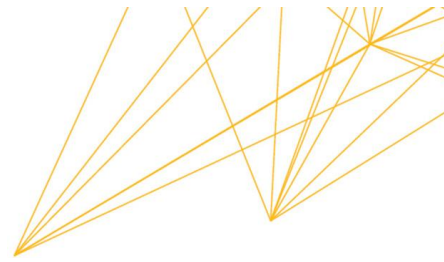
Strategic planning is a management tool for improving institutional performance by aligning internal personnel and departmental goals with key institutional goals. The practice of strategic planning brings the entire institution together to function as a single organization and forms a bridge between 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 by identifying goals and laying out a concrete plan of action to achieve them. An operational and financial plan will be created each year in alignment with this strategic plan, to create a transparent and holistic plan of action across the institution.

Scope

The strategic planning process addresses key focus areas of the entire institution for the 2026-2028 period (AY 2026, AY 2027, and AY 2028). These focus areas have a potentially significant impact on the level at which the university accomplishes its mission and require concentrated effort and investment from the institution, including human and financial resources.

Benefits

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



Our Vision, Mission, and Values

UoPeople's Vision

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

UoPeople's Mission

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

UoPeople's Values

Opportunity

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

Community

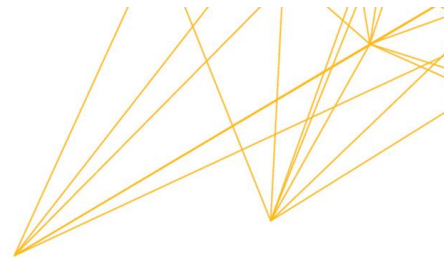
UoPeople creates a global community by making its academic programs, educational services, and employment opportunities available to qualified individuals from all over the world, and by providing learning opportunities that engage students and faculty from diverse backgrounds.

Integrity

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

Quality

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



Strategic Goals for 2026-208

GOAL 1: MAINTAIN SUSTAINABLE GROWTH

Driven by our mission of opening the gates of higher education with ever-growing student success, defined by students achieving professional growth and socio-economical mobility, the strategic plan is focused on both student number growth and financial sustainability.

Sustainable growth requires us to strategically continue to focus on different areas of our model.

UoPeople will focus on these five strategic areas:

- A. Optimize Go-To-Market Strategy
- B. Accelerate progress towards Financial Sustainability
- C. Optimize the University's infrastructure
- D. Continue to evolve Advancement with long-term funding
- E. Strengthen our Talent and Culture

As we prepare our next phase of growth, we will investigate optimization of the Go-To-Market strategy, from the perspective of targeting the global regions with the highest opportunity for impact and from the perspective of potential regional localization to enable UoPeople to be most effective towards our mission's impact.

Growth for the University is defined within the boundaries of financial sustainability and as such we will strategically investigate diversification of income, evolving the fee structure and continue to evolve our Advancement efforts towards long-term funding through diversification of funding sources.

In the next three years, the University will strategically optimize its infrastructure, which includes organizational structure and development, technology capabilities, policies, processes and tooling.

Driven by its mission, and subject to its financial and institutional resource availability, UoPeople's leadership will continuously seek opportunities to expedite the growth further as an increasing number of individuals around the world seek affordable postsecondary education. However, we will monitor the student experience, student learning outcomes, and student success to ensure that all those remain at high levels of performance as we scale our model to serve more learners.



GOAL 2: ENHANCE ACADEMIC OFFERINGS

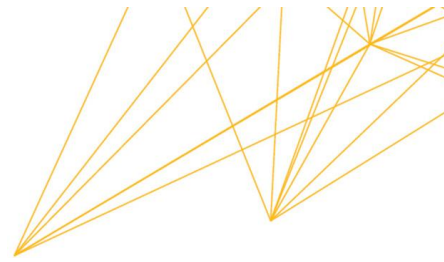
Our high-quality academic offerings sit at the core of UoPeople, central to our mission and the key outcomes we provide for our students. The focus areas for the planning period detailed below represent enhancements to our overall academic offering and delivery systems that build on our experience and will ensure alignment with current workforce demand and student experience expectations.

While trends in higher education continue to evolve, including a move toward shorter-term credentials, learning pathways with fewer choice points, greater focus on retention and graduation, and an emphasis on career skills and job placement, the focus areas for the planning period ensure alignment with both demands of the market and our mission, which is to serve underserved communities in the US and beyond, identified as Black, Latino, Indigenous, Low-Income and Refugees.

The multi-year strategies detailed below will be implemented in accordance with all WASC accreditation requirements and collectively ensure continual improvement in student learning outcomes through the deliberate, sustained attention to academic excellence in teaching and learning.

Focus areas for the planning period

- Evolve the academic portfolio
- Evolve the Faculty model
- Evolve Courseware development methods
- Continue Enhancement of Academic Quality

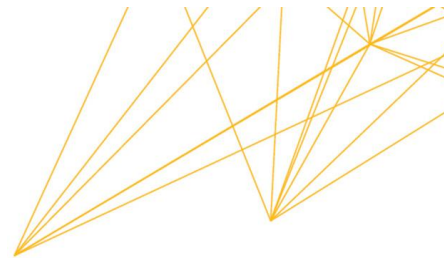


GOAL 3: ENHANCE STUDENT SUCCESS AND EXPERIENCE

Preparing students for a life-long journey supported by a higher education credential is UoPeople's main objective. This implies that not only do we plan to enroll more students during the planning period, but also that they are adequately supported to complete their program. Maintaining quality and a high level of service to students is key to achieving student persistence and satisfaction and thereby completing their program. UoPeople furthermore acknowledges that every student is going through their own individual learning journey. Finally, student success and experience are central to the long-term viability of the institution, and enhancements in these areas will support this.

UoPeople's current enrollment work demonstrates the institution's commitment to student success and experience. Drawing from this ongoing work and introducing enhancements during the plan period, UoPeople will employ a variety of innovative strategies that will collectively support increased completion for both current and future UoPeople cohorts including:

- A. Support student persistence to degree completion
- B. Continue to improve student retention and completion
- C. Optimize the Learning experience
- D. Further enhance Student Support services



GOAL 4: IMPROVE CAREER OPPORTUNITIES FOR STUDENTS

UoPeople has defined Student Success not only as enabling strong student performance towards their higher education degree, but also as career progression.

As one example of this approach, UoPeople's choice of degrees is focused on fields that are in high demand in the marketplace. In addition, the University is allocating resources to assist students in exploring and preparing for career opportunities. In this next planning period, the University plans to focus the investments on this goal by providing several resources to support students' career planning and development efforts:

- A. Enhance the Career Service Center
- B. Optimize the Career Services Student Experience
- C. Establish a Placement practice