

2020-2025

**STRATEGIC
PLAN**



UNITED NATIONS INTERNATIONAL SCHOOL

Dear Members of the UNIS Community,

It is our pleasure to share with you the new Strategic Plan for UNIS for 2020-2025.

The plan puts UNIS' connection with the United Nations at the heart of the School's identity and focuses on a rigorous and innovative curriculum delivered by a diverse team of highly motivated and committed faculty and staff. It underlines the need for financial sustainability and pushes us to create social and physical learning spaces that are sustainable, inclusive, and compassionate. The plan defines diversity and anti-racism as essential characteristics of the School.

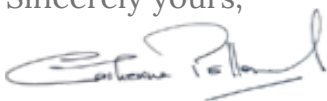
The Strategic Plan sets out five strategic goals to guide the School in its mission and defines priorities for the next five years. In keeping with its responsibility for long-term strategy and ensuring the School stays true to its mission, the Board of Trustees developed the strategic plan in close collaboration with the leadership of the School. In designing the plan, the aim has been not to "do everything" but to focus on the most impactful goals we can set for the next five years.

Engaging different stakeholders is an important part of strategic planning. Since in-person meetings were not possible for most of 2020, input was collected through a survey in late March and early April. It speaks to the commitment of our UNIS Community that over a thousand people found the energy and took the time to respond to the survey, even during a time when the pandemic was at its height in New York City.

The longer-term effects of the pandemic are still far from clear and there is significant uncertainty about the coming years. We do know that UNIS has been able to respond swiftly and strengthen its resilience in challenging times. We hope that, while we continue to adapt as necessary, the five goals set out in this plan will support our common endeavor to make UNIS shine even brighter and distinguish itself as a leader in international education.

The Board of Trustees looks forward to a series of conversations with different parts of the UNIS Community to discuss the plan and align our efforts.

Sincerely yours,



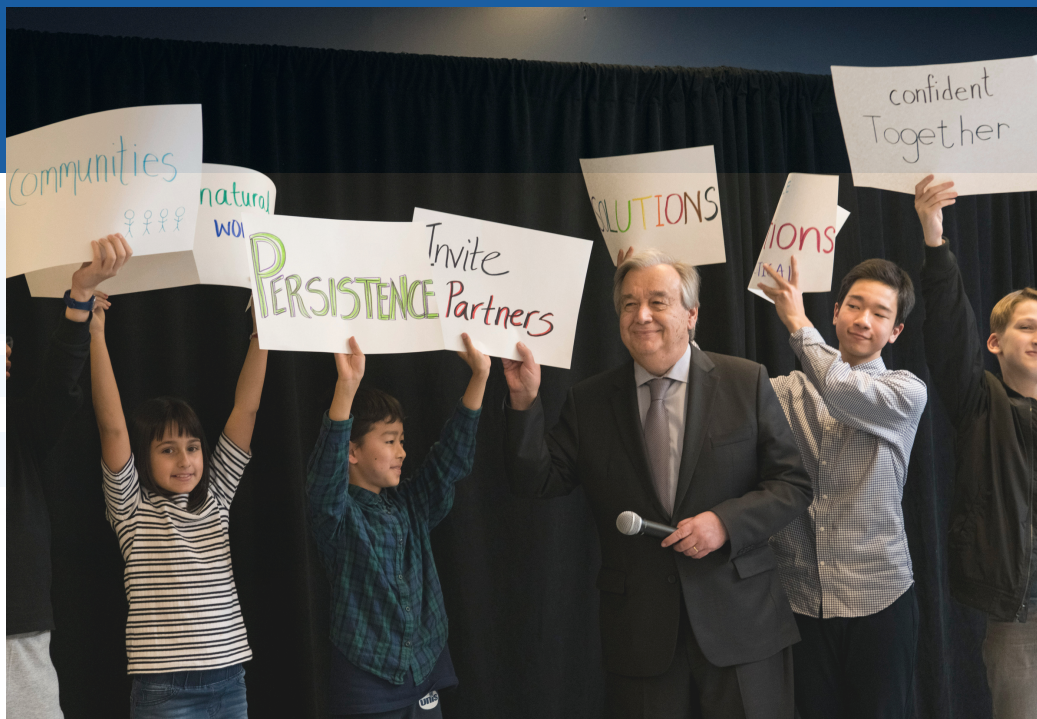
Catherine Pollard
Chair, UNIS Board of Trustees



Dan Brenner, Ph.D.
Executive Director, UNIS

MISSION STATEMENT

Under the auspices of the United Nations and guided by its ideals, UNIS provides an inclusive and diverse learning environment in which rigorous international programs foster academic excellence, innovation, creativity and cross-cultural communication to educate and inspire its students to become an active force in shaping a better world: peaceful, compassionate and sustainable.





INTRODUCTION

The United Nations International School (UNIS) was founded to deliver an international education with the United Nations ideals and principles at its core. Today, nearly seventy-five years later, we remain steadfast in our commitment as the School of the United Nations to educate, empower and nurture future global leaders.

UN objectives such as the Sustainable Development Goals, adopted by the UN Member States in 2015, are not just topics for instruction. They are the heart and soul of the School. Our students recognize the value of working in partnership to build a world that promotes equality, peace, human rights, sustainable development, and justice for all.

THE UNIS IDENTITY

UNIS is a diverse, inclusive, and culturally rich environment, having students from 112 countries, speaking 93 mother tongues, and a faculty representing 62 nationalities. This unique demographic makes UNIS a melting pot of international cultures and perspectives and puts it in a unique position to be inclusive and anti-racist.

In delivering on its mandate UNIS is guided by its connection to the values, goals, aspirations, purposes and principles of the United Nations including a profound appreciation for diversity, human rights, and the interconnection of nations and a deep commitment to the principle of non-discrimination. The school is built on support from and for, the United Nations Community.





CROSS CUTTING AMBITIONS

Cutting across the strategic goals in this plan are a number of ambitions for the school. The first is for the school to be flexible and adaptable, requiring the school leadership to be agile and respond quickly to changing circumstances. There is also a need for constant dialogue and communication with all stakeholders and members of the UNIS community, in order to foster a strong sense of common purpose and identity. Lastly the school requires strong governance and leadership, ensuring efficiency and effectiveness in line with the goals set out in this plan.

STRATEGIC PLAN 2020-2025

The Strategic Plan sets out five strategic goals to guide the school in its mission and sets its priorities for the next five years. While there have been many worthy and important considerations for this plan, we have captured the highest priorities distilled from extensive consultation with the Board, Management and the UNIS community. Our aim is not to “do everything” but to meet the challenge of the most impactful goals we can set for the next 5 years.

These goals provide direction and ambition that will enable UNIS to continue to deliver on its mandate: to provide the best international education in New York and beyond.

FIVE STRATEGIC GOALS

STRATEGIC GOAL 1

UNIS offers a rigorous and innovative curriculum that combines the academic excellence of the IB program with unique programming that reflects the UNIS identity and prepares our students to become global leaders.

STRATEGIC GOAL 2

UNIS places its connection with the United Nations at the heart of the school's identity and champions its aims and principles. It maintains close relationships with the UN and its diplomatic community and supports the UN's efforts to build a better world.

STRATEGIC GOAL 3

UNIS attracts and retains a diverse team of highly motivated, committed and, qualified faculty and staff to provide world-class teaching that fosters the best possible learning outcomes for students.

STRATEGIC GOAL 4

At UNIS, our physical and social spaces advance our mission. They are dedicated to learning, promote the comprehensive well-being of the person, prioritize the environment, and are true to the culture of the UN; sustainable, inclusive, and compassionate.

STRATEGIC GOAL 5

UNIS achieves financial sustainability, for itself and its community, through prudent and informed operational and financial management, diversified revenue streams and a strong endowment.

STRATEGIC GOAL ONE

UNIS offers a rigorous and innovative curriculum that combines the academic excellence of the IB program with unique programming that reflects the UNIS identity and prepares our students to become global leaders.





STRATEGIC GOAL ONE: PRIORITIES 2020-2025

1

UNIS will provide a cohesive and balanced K-12 academic program that prepares all students for the IB curriculum and challenges each one of them to achieve their full potential.

2

UNIS offers a rigorous curriculum that focuses on excellence in mathematics, science, and humanities to prepare our students to become global citizens and international leaders.

3

UNIS is committed to providing a wide offering of modern languages, including all six official languages of the UN, through culturally immersive language learning, based on an understanding of the importance of languages and the demands of diplomacy.

4

UNIS uses the latest technologies to inspire imagination, creativity, collaboration, and independent research, recognizing that science, technology, and innovation are essential to unlocking opportunities for the future.

5

UNIS is committed to the principles and values of the United Nations and these are integrated into its academic programs, extra-curricular offerings and service to the community. A diversity of perspectives is actively promoted in the classroom and curriculum.

STRATEGIC GOAL TWO

UNIS places its connection with the United Nations at the heart of the school's identity and champions its aims and principles. It maintains close relationships with the UN and its diplomatic community and supports the UN's efforts to build a better world.





STRATEGIC GOAL TWO: PRIORITIES 2020-2025

1

UNIS celebrates the cultures of the peoples of all nations, cultivates diversity and anti-racism as essential characteristics of the school and builds a community skilled in respectful and constructive expression and reconciliation of differing opinions.

2

UNIS contributes to the achievement of the 2030 Agenda and its Sustainable Development Goals, embraces collective action to build a better world and promotes understanding of the interdependence of nations within the UNIS community.

3

UNIS makes every effort to be accessible to and be the school of choice for UN Staff members, International families and New York families seeking a global education.

4

UNIS maintains strong relationships with the leadership of the United Nations, its staff and the diplomatic community.

5

UNIS fosters a spirit of global solidarity, cultivates ethical leadership, and introduces students to a broad vision of public service, locally as well as globally.

STRATEGIC GOAL THREE

UNIS attracts and retains a diverse team of highly motivated, committed and, qualified faculty and staff to provide world-class teaching that fosters the best possible learning outcomes for students.





STRATEGIC GOAL THREE: PRIORITIES 2020-2025

1

UNIS promotes a culture of inclusion and celebrates diversity in the broadest sense of the word, including of nationality, race, sexual orientation, gender, culture, religion. Teachers and staff bring experiences from the world's diverse education systems.

2

UNIS supports students and parents to understand their options around the world and make the best choices for their post-UNIS education. UNIS helps navigate college and university admissions process to obtain the best possible outcome for the student.

3

UNIS provides its teachers with regular feedback and supports their professional development, promoting a culture of reflection and life-long learning. UNIS enables its teachers and staff to incorporate the values and goals of the UN in their teaching.

4

UNIS uses the latest scientific evidence to innovate its programs and improve its scheduling to reach optimal educational outcomes and student well-being.

5

UNIS teachers know their students, are committed to seeing them succeed and provide them with opportunities to learn and grow.

STRATEGIC GOAL FOUR

At UNIS, our physical and social spaces advance our mission. They are dedicated to learning, promote the comprehensive well-being of the person, prioritize the environment, and are true to the culture of the UN; sustainable, inclusive, and compassionate.





STRATEGIC GOAL FOUR: PRIORITIES 2020-2025

1

UNIS will renovate the building and grounds to create more classrooms, better science labs, a gathering hall and a global learning center in order to provide the community with physical spaces that promote excellence and discovery.

2

UNIS fosters commitment to the Sustainable Development Goals and will be guided by the principles of sustainability in its construction and renovation projects and operation of all campus facilities.

3

UNIS actively anticipates and effectively responds to health and safety risks.

4

UNIS fosters a culture of belonging, true to the values of the United Nations, including kindness, compassion and understanding. It will take appropriate measures to prevent and respond to harmful expressions and behaviors.

5

UNIS creates a safe and healthy environment that nurtures well-being across the breadth of our community and operations and promotes students' social, mental, and physical development as well as their environmental awareness.

STRATEGIC GOAL FIVE

UNIS achieves financial sustainability, for itself and its community, through prudent and informed operational and financial management, diversified revenue streams and a strong endowment.





STRATEGIC GOAL FIVE: PRIORITIES 2020-2025

1

UNIS keeps tuition predictable by actively managing costs and supplementing revenue with income from non-tuition sources.

2

UNIS strives to preserve the school's unique cultural and socio-economic diversity through a financial aid policy and by working with the United Nations to ensure long-term accessibility for UN-affiliated families.

3

UNIS will raise funds via a capital campaign for large investments in the building, leveraging its institutional link with the UN. Adequate funding will ensure proper maintenance of learning spaces and building infrastructure.

4

UNIS pursues and funds a proactive advancement policy to increase the endowment and the annual fund, through targeted outreach to alumni and non-alumni donors with progressive annual goals.

5

UNIS ensures compliance with its strategic goals by continuously strengthening its operational and financial management.

UNIS PROUD



“I hope you will go on to practice in the world what you have learnt within the walls of the United Nations International School – understanding, open-mindedness, community service, respect and communication across all cultures.”

SECRETARY-GENERAL **KOFI ANNAN**
GRADUATION SPEECH TO UNIS CLASS OF 2006

“As you embark on a new phase in life, I have one request – that you always act as a global citizen. You have been educated to respect and live up to the UN Charter. To practice tolerance and to live together in peace.”

SECRETARY-GENERAL **BAN KI-MOON**
GRADUATION SPEECH TO UNIS CLASS OF 2015



"As members of the UNIS community you have been imbued with an awareness of diversity as a strength and of global cooperation as a must. Please take the orientation with you wherever you go, so you will become Ambassadors of UN values."

SECRETARY-GENERAL **ANTÓNIO GUTERRES**
SPEECH TO THE CLASS OF 2020 AND THE
UNIS COMMUNITY



