



United Nations
International School



Strategic Plan 2025-2030

Our Mission

Under the auspices of the United Nations and guided by its ideals, UNIS provides a rigorous international program in an inclusive and diverse learning environment focused on academic excellence. UNIS fosters innovation, creativity and cross-cultural communication, educating and inspiring its students to become an active force in shaping a better world:

**PEACEFUL,
COMPASSIONATE
AND
SUSTAINABLE.**



Dear Members of the UNIS Community,

Although the new school year is now well underway, we want to take this opportunity to add our voice to this year's emphasis on kindness. At UNIS, kindness reflects our values: respect for diversity, care for one another, and a commitment to building a compassionate world.

This year the UNIS Board of Trustees is excited to present a new Strategic Plan for the years 2025-2030, developed and refined over the past 12 months with input from representatives of all UNIS stakeholder groups. As we roll it out to our school's community, we want to share a copy with you as an initial introduction to the goals and priorities to give you an overview before we begin the implementation of the Plan.

The Strategic Plan evolves and sharpens the five Strategic Goals that were developed for 2020-2025 to guide the school in its mission while defining new and updated priorities. It also reinforces UNIS's connection with the United Nations as the centerpiece of the school's identity and focuses on nurturing students' talents and aspirations through a rigorous and innovative curriculum delivered by a diverse team of highly motivated and committed faculty and staff. The new Plan also keeps a focus on our responsibility for long-term financial sustainability and pushes us to create social and physical learning spaces that are sustainable, inclusive, and compassionate. The Board of Trustees, led by the Strategic Planning Committee (SPC), designed the Plan to focus on the most impactful priorities we can achieve over the next five years.


Our school has been resilient in what continue to be challenging times. We expect that, while we continue to adapt as necessary, the five updated 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 constituencies of the UNIS Community later this Fall to discuss the Plan and align our efforts – we will be in communication soon with the specific dates.

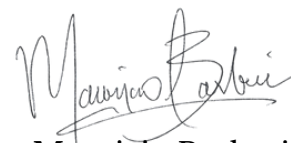
Sincerely yours,



Izumi Nakamitsu
Chair, UNIS Board of Trustees



Dan Brenner, Ph.D.
Executive Director, UNIS



Mauricio Barberi
Chair, Strategic Planning Committee

Strategic Planning Team

- The team was led by the Strategic Planning Committee (SPC) of the UNIS Board of Trustees
- The SPC engaged with six additional UNIS Board Committees:
 - Academic Policy
 - Advancement
 - Buildings, Grounds & Security
 - Executive
 - Finance & Audit
 - Health & Safety
- The Executive Director and his leadership team were fully engaged throughout the process
- Consultants from Growth for Good assisted with Summit preparation, workshop facilitation, and documentation/organization of perspectives gathered
- Faculty, staff, families, students, alumni, and trustees shared their perspectives and recommendations during the all-day 'Summit' at UNIS



Strategic Planning Process

Phase 1

SEP 2024 - JAN 2025



Meetings take place on Zoom
(and in-person, as required)

Committee Review of Strategic Goals & Priorities

- Six BoT committees assigned to review and propose revisions to the current Strategic Goals and corresponding priorities
- Through working sessions, committees discuss existing SGs and formulate recommendations
- Chair of SPC gathers feedback and consolidates input into single 'master document'
- Working with ED and Consultant, SPC Chair determines goals, format and timing of one-day 'Summit'

Phase 2

FEB - MAR 2025



One-day workshop at UNIS:
March 8, 2025, 8:00 am - 3:30 pm

Strategic Planning Summit Prep & Session

- SPC Chair and Consultant prepare pre-read and facilitation materials and exercises
- SPC Chair and Consultant 'train' session facilitators on how to guide discussions
- 35-40 BoT members, faculty & staff, parents, students and alumni gather on 8-March to review proposed updates to SGs and Priorities and discuss ideas on how to measure and manage achievement of goals
- Notetakers at each session record feedback and submit summary reports

Phase 3

MAR - SEP 2025



Meetings take place on Zoom
(and in-person, as required)

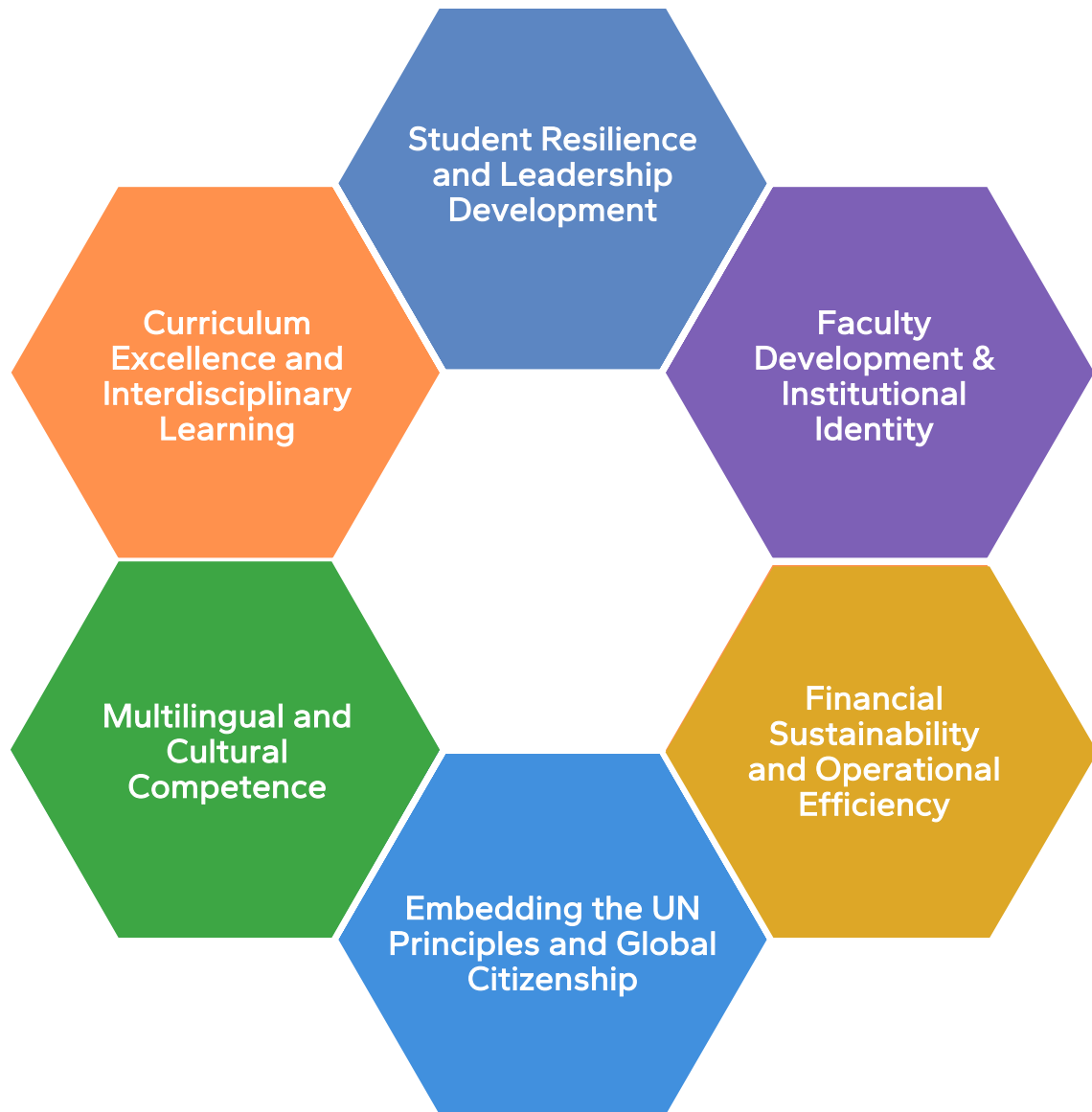
Finalize Updated Strategic Plan & Present to UNIS Community

- Consultant reviews stakeholder feedback and follows up with select members of stakeholder groups (as required)
- Based on feedback from follow-up sessions, SPC and Consultant finalize proposed 2025-2030 Plan
- UNIS Communications Team 'packages' updated Plan, including contextual narrative
- At the beginning of 2025-2026 academic year, New Strategic Plan presented to UNIS Community



Overall Key Takeaways and Themes

Several key themes emerged throughout the strategic planning process, reflecting both aspirations and practical considerations for UNIS's future. These themes were shaped by the ideas, reflections, and points for action shared by representatives of the different stakeholder groups (faculty, staff, families, students, alumni, trustees) who participated in the 'Summit' on 8-March-2025:



Curriculum Excellence and Interdisciplinary Learning

A strong consensus emerged around the need for a student-centered, rigorous curriculum that integrates the IB framework with interdisciplinary studies. Feedback emphasized the importance of fostering critical thinking, analytical skills, and preparing students for a rapidly evolving world. There was a shared commitment to balancing technological integration (such as AI) with traditional pedagogies that encourage creativity and deeper learning.

Multilingual and Cultural Competence

Language learning remains a pillar of UNIS's educational framework, with participants suggesting a stronger focus on measurable outcomes for multilingual fluency. Several innovative ideas were discussed, including expanding cultural programs, global trips, and immersing students in experiences that broaden their perspectives, which will allow them to develop the global leadership skills that are central to the school's mission.

Embedding the UN Principles and Global Citizenship

UNIS's deep connection to the UN and its values was a consistent theme throughout the day. Stakeholders emphasized the importance of continuing to integrate UN values and the SDGs into the curriculum. The idea of fostering student engagement with the UN through hands-on learning experiences, internships, and leadership programs emerged as a key opportunity to strengthen this relationship further.

Student Resilience and Leadership Development

The feedback highlighted the importance of equipping students with the resilience, adaptability, and leadership skills required to thrive in a dynamic global environment. Discussion centered on creating spaces for healthy debate, promoting emotional intelligence, and encouraging independent thought—all while ensuring long-term success through alumni tracking and university retention rates.

Faculty Development & Institutional Identity

A key takeaway was the need for continuous faculty development, especially in interdisciplinary and student-centered teaching methods. Feedback reinforced the importance of strengthening UNIS's institutional identity, ensuring that both educators and students are aligned with the school's mission of fostering global citizens.

Financial Sustainability and Operational Efficiency

Discussions on financial sustainability emphasized the need to grow the school's endowment, optimize operational efficiency, and develop diversified fundraising strategies. Ensuring tuition affordability while maintaining world-class educational programs was a priority, with participants noting the importance of building a strong, systematic approach to fundraising and alumni engagement.



Strategic Goals

2025-2030

One

UNIS offers a student-centered rigorous, holistic, and innovative curriculum combining the academic excellence of the IB program with unique programming that reflects the UNIS identity and prepares students for global leadership in a rapidly evolving world.

Two

UNIS places its connection with the United Nations—both the UN System and the diplomatic community—at the heart of the school's identity. UNIS students embrace their roles as stewards championing the aims and principles of the UN towards creating a more sustainable and equitable world.

Three

UNIS embraces the diversity of backgrounds and experiences of all members of its community and actively fosters a culture of belonging.

Four

The UNIS community comes together to learn, grow, and innovate in the comfort and safety of the school's facilities. Our campus is thoughtfully designed to support diverse learning experiences, promote well-being, and provide inclusive, sustainable, and collaborative spaces that reflect the values of the United Nations.

Five

UNIS achieves financial sustainability through ethical, prudent, and informed operational and financial management, diversified and sustainable sources of funding, competitively priced world-class educational programs, and the growth of a robust endowment, ensuring adaptability to global economic trends and events.

Strategic Goal One

UNIS offers a student-centered rigorous, holistic, and innovative curriculum combining the academic excellence of the IB program with unique programming that reflects the UNIS identity and prepares students for global leadership in a rapidly evolving world.



PRIORITIES

- 1.1** UNIS students engage in the study of a rigorous and well-articulated K-12 curriculum that includes the arts, English, humanities, languages, sciences, mathematics, and interdisciplinary studies towards building their resilience and intellectual curiosity to prepare them to become responsible global citizens.
- 1.2** UNIS students navigate multilingual and multicultural environments confidently, using immersive language experiences, global trips, translanguaging, and intercultural learning to build empathy and communication skills for real world action and global citizenship.
- 1.3** UNIS students understand and utilize technology across the curriculum, including AI, to enhance their learning and critical thinking, while becoming adaptable and responsible digital citizens.
- 1.4** UNIS students apply United Nations principles and sustainability goals in both academic and extracurricular programs addressing local and global challenges.

Strategic Goal Two

UNIS places its connection with the United Nations—both the UN System and the diplomatic community—at the heart of the school’s identity. UNIS students embrace their roles as stewards championing the aims and principles of the UN towards creating a more sustainable and equitable world.



PRIORITIES

- 2.1** UNIS honors the diverse cultures, faiths, and intellectual perspectives from around the world, fosters all dimensions of diversity and anti-racism as core values of the school, and nurtures a community skilled in respectful, constructive dialogue and acceptance of differing viewpoints.
- 2.2** UNIS supports the United Nations Pact for the Future and its Global Digital Compact and Declaration on Future Generations. It advances the 2030 Agenda by helping students and staff engage in action-based projects and initiatives that promote the Sustainable Development Goals, integrating global issues, such as climate action, social justice, and innovation, into their learning, and promoting understanding of the interdependence of nations.
- 2.3** UNIS students understand and utilize technology across the curriculum, including AI, to enhance their learning and critical thinking, while becoming adaptable and responsible digital citizens.
- 2.4** UNIS students apply United Nations principles and sustainability goals in both academic and extracurricular programs addressing local and global challenges.
- 2.5** On a global and local level, UNIS fosters a spirit of solidarity, cultivates ethical leadership, and introduces students to a broad vision of public service.

Strategic Goal Three

UNIS embraces the diversity of backgrounds and experiences of all members of its community and actively fosters a culture of belonging.



PRIORITIES

- 3.1** UNIS seeks to attract and retain student-centered faculty and staff from diverse backgrounds who are highly qualified, engaged, and invested in professional development.
- 3.2** UNIS faculty and staff support students and families to explore, assess, and determine their best post-UNIS educational opportunities with a global mindset.
- 3.3** UNIS faculty and staff seek and receive continuous feedback in support of their professional growth, promoting a culture of reflection and life-long learning.
- 3.4** UNIS faculty and staff use feedback mechanisms and the latest research to continuously evaluate and renew programs, fostering students' academic success and well-being.
- 3.5** UNIS faculty and staff understand each student's unique needs and potential, and provide guidance and mentorship to help them become global citizens and agents for shaping a better world.
- 3.6** UNIS creates a safe and healthy environment that nurtures well-being across its community and promotes social, emotional, and physical development.
- 3.7** UNIS promotes the values of the United Nations, including respect and tolerance, and takes appropriate measures to prevent and respond to harmful expressions and behaviors.

Strategic Goal Four

The UNIS community comes together to learn, grow, and innovate in the comfort and safety of the school's facilities. Our campus is thoughtfully designed to support diverse learning experiences, promote well-being, and provide inclusive, sustainable, and collaborative spaces that reflect the values of the United Nations.



PRIORITIES

- 4.1** UNIS students' educational needs and well-being will be the central focus as UNIS operates and enhances its facilities to meet the highest standards of quality, functionality, and regulatory compliance. These efforts will create environments that foster students' academic success and holistic development.
- 4.2** UNIS students will benefit from upgraded and modernized learning environments, including classrooms, science and technology labs, performing and visual arts studios, and the Global Learning Center. These innovative spaces will advance excellence, inspire creativity, and encourage discovery.
- 4.3** UNIS students, as future global citizens, will experience sustainability prioritized in UNIS's operations and renovation projects. Energy-efficient, waste-reducing, and eco-friendly facilities will reflect the school's commitment to environmental stewardship and students' roles in shaping a sustainable future.
- 4.4** UNIS students' physical health, mental resilience, and social connections will be supported through facilities that foster inclusiveness, compassion, and engagement. UNIS will enhance students' well-being and sense of identity as members of a global community aligned with United Nations values.
- 4.5** UNIS students' safety and security will be ensured as UNIS anticipates and addresses changing safety conditions and security risks. This proactive approach will provide a protected and supportive environment where students can thrive.

Strategic Goal Five

UNIS achieves financial sustainability through ethical, prudent, and informed operational and financial management, diversified and sustainable sources of funding, competitively priced world-class educational programs, and the growth of a robust endowment, ensuring adaptability to global economic trends and events.



PRIORITIES

- 5.1** UNIS maintains tuition predictable by proactively managing costs, leveraging technological advancements, such as AI, to transform operational efficiency, and supplementing operating revenue with existing and potential non-tuition sources, while staying competitive in delivering an excellent education.
- 5.2** UNIS strives to preserve its unique cultural and socio-economic diversity through an expanding financial aid program and sustained collaboration with the United Nations to ensure accessibility for UN-affiliated families, while also broadening accessibility for NYC families in need of financial support.
- 5.3** UNIS will raise funds through a capital campaign to support strategic investments in modern, sustainable learning spaces and building infrastructure, leveraging its institutional link with the UN and other partnerships.
- 5.4** UNIS seeks to achieve ambitious fundraising goals for its Endowment and Annual Fund, through a proactive advancement program that includes targeted outreach and stewardship initiatives that fully engage current parents, alumni, foundations, and other resource partners.
- 5.5** UNIS ensures operational and financial excellence by maintaining robust internal controls, leveraging and investing in technology for improved financial management with emphasis on cybersecurity, transparent reporting, and regularly reviewing processes to align with strategic goals.

We are the school of the UN.



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