

UWC STRATEGIC PLAN

2010-2015

ACTION PLAN

To ensure that UWC's model of education maintains relevance and becomes more widely known as an example of education for a peaceful and sustainable future.

1. Define and monitor UWC's educational philosophy and model and encourage development which emphasises relevance, quality and innovation .
 - a. Define and articulate UWC's educational philosophy (by October 2010).
 - b. Monitor the educational model, using data and reports from the Colleges and appropriate external sources of advice, research and information (2010 onwards).
 - c. Keep under review the interpretation of relevance in the light of developing global contexts and data and information available on UWC graduates (2010 onwards).
 - d. Develop standards relating to the effectiveness of the delivery of the educational model (by 2012).
 - e. Review and implement a revised College evaluations process (by October 2010).
 - f. Emphasise the importance of professional development for College staff, supporting orientation and training opportunities internally and externally and staff exchange within the organisation (2010 onwards).
 - g. Implement an induction programme for new College Heads (2011).
 - h. Identify ways of supporting and facilitating the exchange of information and ideas between Colleges in all key areas of work within the Colleges (2010 onwards).
 - i. Support the Colleges to implement systems to underpin the educational model, including student support systems. (2010 onwards)

2. Support National Committees and Colleges to widen access and increase diversity by selecting and admitting students on the basis of their potential as much as on their proven achievements.
 - a. Support the Colleges to redefine their measures of success in ways that can take account of an increased emphasis on selection on the basis of potential (2010-2011).
 - b. Further define potential as a basis for selection (by October 2011).
 - c. Support National Committees in making selection decisions based on potential, and work with National Committees and Colleges to understand and respond to the implications of this (October 2011 onwards).
 - d. Support the Colleges to identify other ways of diversifying their communities, including in their staffing structures (2010 onwards).

3. Develop a system of certification or recognition, including a UWC Diploma, that will: recognise the full scope of the UWC experience and its objective of equipping students to make a positive difference; articulate the distinctiveness of the UWC experience; support widening access; allow

for the incorporation of an academic or vocational curriculum appropriate to the College and the future requirements of its students; be applicable at various levels.

- a. Support and monitor UWC Diploma pilot programmes in the Colleges (August 2009-June 2011).
 - b. Create a recognition framework that focuses on the key essences of the UWC experience but which allows sufficient flexibility for local interpretation (by October 2011).
 - c. Research and develop an appropriate moderating structure for effective oversight and quality assurance purposes (by June 2012).
 - d. Implement a prototype UWC Diploma or equivalent (August 2012)
 - e. Implement the UWC Diploma or equivalent across the organisation (August 2014).
 - f. Ensure that a recognition system is sufficiently adaptable to provide a framework for other UWC programmes, including for use with younger students and in short-term courses, and research its adaptability for potential use outside the organisation (2012-2014).
4. Identify and develop appropriate outcome data, research and evidence to support further developments in UWC's educational model.
- a. Identify and collate existing data particularly relating to graduates, including university and professional destinations (by June 2011).
 - b. Build a body of qualitative data and information in order to understand more about UWC's graduates' alignment with UWC values and the scope and effectiveness of graduates' impact (2011-2013).
 - c. Identify areas that would benefit from new research, and identify potential partners and other ways of commissioning relevant research (by October 2011).
 - d. Establish ways of disseminating the results of research and systems for responding to research findings (by October 2013).
5. Work with and learn from relevant other organisations to develop and draw attention to UWC's model of education.
- a. Review and where necessary update existing policies intended to establish indicators for assessing input through other organisations (by October 2011).
 - b. Monitor relationships with other relevant organisations, included but not limited to educational organisations such as the IB (2010 onwards).

To extend UWC's impact

6. Building on the experience of Colleges, Short Courses and similar programmes, define the scope of 'outreach' activities that extend impact and can be brought within a UWC framework, connecting this definition with plans for a system of recognition or certification and supporting the development of existing and new outreach programmes.
 - a. Agree a definition of outreach that encompasses all ways in which UWC's mission can be taken to a wider community, including activities undertaken within the normal framework of College and National Committee programmes and shorter programmes specifically intended to reach a wider audience (by October 2010).
 - b. Encourage Colleges and National Committees, through their own activities, to reach more people and thereby draw attention to UWC's mission and ambition (2010 onwards).
 - c. Ask all Colleges to nominate such an 'outreach' activity to be used to celebrate UWC's 50th anniversary in 2012 (by October 2010).
 - d. Review the current Short Course guidelines in line with the definition of 'outreach' and to bring about consistency with plans for a UWC system of recognition (by December 2010).
 - e. Undertake a feasibility study into the establishment of a separately-governed centre to administer, develop and support other UWC programmes (2010-2011).
 - f. If a feasibility study is positive, seek the resources for/establish such a centre (2012-2013).

7. Consider carefully proposals for new Colleges, seeking to grow strategically in order to strengthen the existing organisation and to minimise any adverse impact of growth.
 - a. UWC will not consider proposals for new Colleges in 2009 and 2010, other than the ongoing investigation into a College in the Middle East or North Africa and those (four) proposals which are already at various stages of formal consideration.
 - b. In considering all proposals, including for new ventures and for the transition of existing institutions, UWC will require from the outset that there is a sufficiently robust and attainable financial and funding model in order to establish the College, to maintain an ongoing scholarship commitment appropriate to the model of College, and to avoid any adverse financial impact on the existing Colleges (2009 onwards).
 - c. Those proposing a new College will first be expected to demonstrate a financial commitment to the UWC organisation through support for existing scholarships for students from the country or region concerned (2009 onwards).
 - d. We do not intend to consider in this planning period any proposals for new Colleges in western Europe, other than one currently under consideration (2009 onwards).
 - e. We will draw up a supplementary list of criteria for new Colleges that addresses not only the appropriateness of the model proposed, but also the relevance and value of a College in a particular location (including with reference to the existing distribution of the Colleges) (2010). We will reserve the right to reject a proposal on the basis of these criteria.

- f. Where resources allow, UWC will actively seek opportunities that may lead to College proposals in parts of the world where we are not currently represented, including central and eastern Europe, east and central Asia and Africa as well as the Middle East (2012 onwards).
8. Investigate the opportunities and implications of a programme of associated and affiliated schools (by October 2011).
 9. Encourage the Colleges to investigate the potential for their own expansion in terms of both size and reach (2010 onwards).
 10. Utilise the UWC graduate community to extend UWC's impact.
 - a. Make UWC graduates more aware of their responsibility for drawing attention to the impact of the UWC experience and for extending UWC's impact (2010 onwards).
 - b. Articulate the responsibilities and obligations of being a UWC graduate (by October 2012).
 - c. Expect that Colleges and National Committees communicate these responsibilities and obligations, from promotional and selection activities onwards (2012 onwards).
 - d. Work with the Colleges and National Committees to build a more active and productive graduate network that can extend UWC's impact and strengthen the contribution of graduates to the organisation (2011 onwards).

To strengthen and develop the UWC National Committee system

11. Create and implement a strategy to strengthen National Committees and the role of the National Committee system.
 - a. Recognise the contribution the National Committee system makes to UWC's distinctiveness and review and implement policies to uphold the central role of the National Committee system within UWC (2010 and onwards).
 - b. Expect all current and future Colleges to have a commitment to selection through National Committees appropriate to the model of College (2010 onwards).
 - c. Share good practice throughout the National Committee system (2009 onwards).
 - d. Consider the overall structure of the National Committee system, including ways of recognising different types of Committees and different capacities (2010-2011).

- e. Develop a set of standards, including but not limited to selection standards, ensuring that systems are in place to support the associated expectations, requirements and need for transparency (2011).
 - f. Establish appropriate mechanisms for monitoring and evaluating the work of National Committees (2012).
 - g. Support Committees to increase the reach of their activities where appropriate or to focus on core functions where necessary (2010 onwards).
 - h. Support Committees to prepare selected students most effectively for the Colleges and for a lifelong commitment to UWC (2011 onwards).
 - i. Recognise the enormous volunteer commitment involved in the National Committee system and support National Committee volunteers with appropriate training and resources (2010 onwards).
12. Extend the reach of the National Committee system.
- a. Continue to develop National Committees in the Middle East and North Africa region (2009 onwards).
 - b. Develop a National Committee in mainland China (by October 2010).
 - c. Identify other countries and/or regions where, within the context of a limited number of places in the Colleges and the greater availability of funds in some countries, it would be appropriate to establish National Committees (2010 onwards).
13. Focus on widening access in selection.
- a. Articulate more clearly the attributes that Committees should be seeking to identify in students (by October 2010).
 - b. Support selection on the basis of potential rather than proven merit, where possible identifying appropriate support strategies and tools (2011 onwards).
 - c. Support Committees to look more widely and creatively, including to non-traditional sources, for their applicants (2010 onwards).
 - d. Diversify the pool of applicants, in terms of socioeconomic and other diversity, and where appropriate increase numbers of applications (2010 onwards).

To create a secure and sustainable financial and funding model

14. Analyse and monitor the financial health of the UWC organisation.
 - a. Collect financial data from the Colleges, National Committees and the International Office in order to create an aggregate financial picture (by June 2010).
 - b. Understand UWC's financial strengths and weaknesses and areas of vulnerability and risk (by March 2011 and onwards).
 - c. In conjunction with the relevant constituencies, consider how to address areas of risk (2011 onwards).
 - d. Offer support where financial vulnerability is identified, but also acknowledge that circumstances may cause some parts of the organisation to become financially unviable (2011 onwards).

15. Review UWC's scholarship allocation model and identify means of delivering scholarships in ways that meet 100% of need.
 - a. Research need-based allocation systems that currently operate within UWC and in other organisations (2009-2010).
 - b. Implement pilot projects (2010 and 2011 entry)
 - c. Develop a model that can meet 100% of need by being flexible enough to operate in all local environments but which is underpinned by an appropriate level of consistency and transparency and an agreed set of standards (2011-12).
 - d. Support the implementation across the organisation of this new scholarship allocation model (2012 entry onwards).
 - e. Ensure that this model does not result in any disincentive to fundraising within the movement (2011 onwards).

16. Build a culture of collective responsibility for fundraising, in particular to increase significantly the number of graduates making a financial commitment.
 - a. Support all constituencies to contribute to fundraising efforts (2010 onwards).
 - b. Emphasise the professionalism necessary for successful fundraising, including the need for effective research and donor stewardship (2010 onwards).
 - c. Build a stronger culture of fundraising throughout the movement so that all individual members and supporters are aware of the critical importance of fundraising to UWC's continuation and development (2010 onwards).
 - d. Support efforts to professionalise fundraising from UWC graduates (2010 onwards).
 - e. Create a culture of giving among all graduates (2009 onwards) and establish targets for graduate giving (by October 2010) that are ambitious in the context of the varying stages of development of graduate fundraising strategies in the Colleges; it is expected that in the

case of some Colleges, the target of 50% of graduates making a financial commitment by 2012 will be feasible.

17. Implement a fundraising capability in the International Office that will identify new sources of funds and support and strengthen fundraising across the organisation.
 - a. Build a case for support for UWC as a whole (by October 2010) and support the development of constituency cases for support (2010 onwards).
 - b. Develop a fundraising plan (by June 2010).
 - c. Agree (by June 2010) and meet (by August 2012 and August 2014) targets for income to be disbursed to the Colleges, and raise additional funds for UWC's development and central infrastructure (2012 onwards).
 - d. Put in place effective research and donor stewardship strategies for international level fundraising (by January 2011).
 - e. Be financially self-sustainable as a function (by 2012).
 - f. Put in place a coordinating and support function to increase the capacities of all fundraising operations, including facilitating a support and resource network among the organisation's professional and volunteer fundraisers (2010 and onwards).
 - g. Devise and implement protocols, in particular to enhance coordination and communication, to resolve potential conflicts between constituencies in fundraising and to address ethical questions (by October 2011 and onwards).
 - h. Share best practice for the benefit of fundraising throughout UWC (2011 and onwards).

18. Increase the fundraising capacity of National Committees.
 - a. Ensure that all National Committees are aware of the collective responsibility for fundraising (2010 onwards).
 - b. Develop a scholarship allocation model that provides an appropriate context for fundraising and does not act as a disincentive (by October 2012).
 - c. Identify where there is potential to build National Committee fundraising capacity and support the development of that potential (2010 onwards).

19. Improve the quality of information available to support fundraising.
 - a. Develop appropriate fundraising support materials (2010 onwards).
 - b. Create a picture of the 'donor landscape' across all Colleges and National Committees (by March 2011).
 - c. Establish an 'information hub' for donor and other fundraising information from throughout the organisation (by October 2011).

20. Establish a group of prominent supporters, donors and others to support fundraising.
 - a. Build a concept and remit for a donor/supporter group and formulate a desired membership (by June 2011).
 - b. Have an initial donor/supporter group in place in advance of UWC's 50th anniversary events (by March 2012).

To increase awareness, recognition and understanding of UWC

21. Implement a family brand strategy with a brand that articulates what UWC stands for and provides coherence of key messages across the movement. It will be sufficiently inclusive to allow for the diverse models of school and college and other UWC activities.
 - a. Conclude research and consultative work and develop and launch a brand strategy (by March 2010).
 - b. Develop tools and resources to support all Colleges and National Committees to implement the family brand (2010).
 - c. Aim at all times to make the implementation of the brand as straightforward and as cost effective as possible (2010 onwards).
 - d. Expect implementation across the organisation in 2011 in time for UWC's 50th anniversary in 2012 (mid-2011).
22. Create and implement an external communications strategy to identify key audiences and to raise awareness of UWC, its mission and its model of education.
 - a. Develop a plan for external communications that seeks to position UWC as a leader in the field of education in such a way as to attract more funds, student and staff applicants and supporters and to raise awareness of UWC's model of education (2011).
 - b. Develop an electronic communications strategy for external audiences (2010).
 - c. Build a media capacity to operate at international level and provide appropriate media and marketing support to constituencies (2012).
 - d. Provide support to enable individual supporters and members to act more effectively as advocates for UWC (2010 onwards).
23. Create and implement an internal communications strategy to foster a strong sense of belonging to the UWC movement organisation.
 - a. Encourage the notion that a UWC education should be considered a lifelong journey (2010 onwards).

- b. Develop an appropriate selection of communications to reach all sections of UWC's membership (2012).
 - c. Develop an internal electronic communications strategy (2010).
 - d. Develop a range of materials that meets the needs of UWC constituencies in line with other objectives of this strategic plan, including in relation to fundraising, student recruitment and raising awareness (2010 onwards).
24. Use UWC's 50th anniversary to raise the movement's profile (2012).

To continue to strengthen organisational effectiveness and unity

25. Monitor UWC's organisational structure, relationships, governance model and practices to ensure that the organisation operates effectively and is best-placed to take forward and coordinate the mutual interests of all constituencies.
- a. Evaluate the organisation's structure, relationships and governance practices (2011 and onwards).
 - b. Develop the role of the UWC Council, and build greater diversity of membership (2009 onwards).
 - c. Further develop a skills-based International Board (2009 onwards).
 - d. Develop the Board's Committee structure and support it to become a relevant and effective means of carrying out the work of the Board and UWC Council (2010-2011).
 - e. Integrate into all aspects of the organisational structure a focus on standards and best practice in order to increase quality and professionalism (2010 onwards).
 - f. Strengthen the International Office to maintain its central role within the UWC organisation (2009 onwards).
26. Develop strategies, including effective use of technology, to allow the organisation and its constituencies to work together more effectively.
- a. Increase significantly UWC's use of technology as a means of sharing resources and information and bringing together individuals, groups and constituencies (2010 onwards).
 - b. Maximise the opportunities to bring together, remotely, virtually or in person, constituencies, professionals and volunteers (2010 onwards).

27. Require good governance throughout the organisation.
 - a. Develop UWC's guidelines on good governance and encourage their implementation in all parts of the organisation (2010).

28. Implement common codes of conduct for students and for staff in the Colleges.
 - a. Draw up codes of conduct which provide an appropriate framework to be implemented in all Colleges, while allowing Colleges to meet local requirements and where appropriate to respect local expectations (by August 2010).
 - b. Make these codes of conduct widely available within College communities (August 2010 onwards)

29. Develop systems for supporting and managing volunteers and establish a code for volunteers throughout the movement (2012).

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