

Strategy 2020

RED CROSS
NORDIC

UWC



Contents

About UWC	2
Core Mission, Values and Pillars	2
UWC Mission	2
UWC Values	2
Introduction: UWC Red Cross Nordic	3
Statutes and Pillars	4
The Strategic Aims	5
Academic	6
Extra-Academic	7
Pastoral	8
Stewardship	9
Management	10
Impact	11
Final Word	12

About UWC

UWC was founded in 1962 with the vision of bringing together young people whose experience was of the political conflict of the cold war era, offering an educational experience based on shared learning, collaboration and understanding so that the students would act as champions of peace. We remain committed to this goal today, having expanded our reach to embrace the tensions and conflicts that exist within as well as between societies.

UWC currently has 15 schools and colleges educating students aged between 2 and 19. The education at UWC schools and colleges is underpinned by shared guiding principles. Our short programmes offer a condensed UWC experience and take the mission and values to a wider audience. UWC schools, colleges and programmes all have distinctive characters but share the same commitment to our mission and values.

UWC depends on the dedication and expertise of an active and unique volunteer based network called 'National Committees'. National Committees operate in more than 140 countries to recruit, select and prepare more than 1000 students every year to join our schools, colleges and short programmes.

We welcome students from a deliberately diverse range of backgrounds and experiences. This diversity extends to differences in socio-economic background, culture, race and religion as well as nationality. UWC students are united in their commitment to positive social action to build a more equitable and fairer world.

A UWC education reaches far beyond a student's time at the College. Our students share a lifelong commitment to our values. Many see their time in our classrooms and on our campuses as the beginning of their UWC journey: a time in which they find ways to achieve a more peaceful and sustainable future – a commitment that will continue throughout their adult lives as UWC alumni.

Core Mission & Values

UWC Mission

UWC makes education a force to unite people, nations and cultures for peace and a sustainable future

UWC Values

UWC schools, colleges and programmes deliver a challenging and transformational educational experience to a diverse cross section of students, inspiring them to create a more peaceful and sustainable future.

UWC believes that to achieve peace and a sustainable future, the values it promotes are crucial:

- International and intercultural understanding
- Celebration of difference
- Personal responsibility and integrity
- Mutual responsibility and respect
- Compassion and service
- Respect for the environment
- A sense of idealism
- Personal challenge
- Action and personal example

Introduction

UWC Red Cross Nordic

Founded in 1995 and sponsored by the Nordic governments and the Norwegian Red Cross, UWC Red Cross Nordic is a unique college within the UWC movement with its Nordic heritage, humanitarian understanding and environmental vision.

Our responsibility at UWC Red Cross Nordic is to support and inspire our students – with moral and social responsibility at the heart of our educational practice – so that they can achieve their potential and live their lives in support of our mission. Two hundred students, representing over 95 nations, come together each year at our College to live and study on the edge of a Norwegian fjord. The shared experiences and conversations between cultures are defining characteristics of UWC Red Cross Nordic. We share a campus with the Red Cross Haugland Rehabilitation Centre. Our co-operation is based on shared values with a particular focus on the belief in the resourcefulness of the individual, be it in education or health.

We seek to preserve the values, traditions and spirit that distinguish the College but, at the same time, to prepare the students both for the demands of an evolving world and to contributing to shaping its future.

We seek to make an institutional impact through our ongoing relevance to education (with particular focus to the Nordic Region) and, driven by the UWC Mission, to commit and equip our students to making a positive difference in the world.

Statutes & Pillars

The Statutes of the College were first adopted at a meeting of the Foundation in September 1993 and have been later amended at different stages. At the heart of the design was the intention that the main bulk of students are selected from 'underprivileged and / or conflict-torn regions' and that 'functionally disabled students are integrated into the body of students'.

The Statutes also outlined a clear commitment to environmental and humanitarian / conflict-resolution education of young people in line with the 1976 testament of Christian Bekker, who gave his land at Haugland to the Sogn og Fjordane District of the Red Cross.

The three pillars of the College - Humanitarian, Environmental and Nordic - serve to underpin both the learning in the classroom and beyond.

We operate in partnership with the Red Cross, the world's largest humanitarian organization, which provides assistance without discrimination as to nationality, race, religious beliefs, class or political opinions and seeks to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.



Strategic Aims Overview

2015 marks the 20th anniversary of the College, a suitable opportunity to reflect on achievements of the past and to define the strategic direction ahead.

At UWC RCN, we seek to be distinctive within the UWC - especially given our partnerships with the Norwegian Red Cross and the Red Cross Haugland Rehabilitation Centre.

The Survivors of Conflict (SOC) programme at UWC RCN is a genuine illustration of how the institutions on our campus work in tandem to support and empower students who are survivors of conflict. For the Red Cross institutions this programme enables co-operation where we have our core expertise - in education and rehabilitation - underpinned by the Red Cross' humanitarian mission.

The future of UWC RCN is to be shaped by our commitment to the UWC mission, its shared values, and its guiding principles implemented in a Nordic context. The College seeks to provide an example for other UWCs, educational organisations and governments as to how Nordic values and practices can contribute to the central mission of making education a force to unite peoples, nations, and cultures for peace and a sustainable future.

The UWC RCN Strategy 2020 strives to articulate a coherent strategy - developed through consultation with Council, Board, the Red Cross, staff, students, alumni and other key stakeholders - which complements operational targets and the UWC RCN Action Plan. The UWC International's post 2015 planning process should guide us with regard to:

- Distinctiveness and Quality
- Growth and Impact
- Financial Sustainability

and it should inform and guide the work of the College over the next five years.

The UWC RCN Strategy 2020 also draws upon the College's Strategic Plan 2010-2015, UWC International's post 2015 planning and consultation process, Post 2015 Millennium Development Goals, and Red Cross Global Strategic Priorities including ICRC Strategic Plan 2015-18.

The UWC RCN Strategy 2020 presents a selection of objectives for the period 2015-2020 that will guide in the development of the work of the College - and will be available both internally and externally (posted on the College website) in both English and Norwegian.



Strategic Aims

Academics

To sustain and develop an academic curriculum at UWC RCN that challenges pupils to think, to engage, to find relevance and application to the world in which they live and to aspire to give of their best intellectual efforts.

To promote outstanding teaching and learning at UWC RCN appropriate to our diverse student portfolio.

Objectives

- Ensure 'Distinctiveness and Quality' in UWC RCN's academic delivery in the light of the deliberately diverse profile of students across nationalities, languages, prior education contexts;
- Ensure that the curriculum offered at the College – mainly IB Diploma subjects with supplementary UWC RCN-developed courses (e.g. Nordic Life Skills) - promotes intellectual engagement and curiosity, valuing breadth, depth and rigour, allowing for all to be appropriately stretched and challenged;
- The development of a meaningful and supportive Survivors of Conflict programme / Foundation Year for those from conflict / refugee backgrounds who are unable to complete the IB programme in 21 months due to disrupted learning and / or language difficulties;
- Ensure that in a culture of high expectations and commensurate support, each student is aware of his or her potential and that all Education Staff encourage and support all profiles of students to achieve to their highest – including in IB examinations;
- Foster culture of student / staff collaboration and collective lifelong learning;
- Improve the academic support systems currently available to students of all profiles as part of our commitment to the deliberately diverse profile of UWC RCN students across nationalities, languages, prior education contexts;
- Create a shared teaching vision for UWC RCN, focused on group and individualised learning and embracing digital technology;
- Promote Education Staff competence and excellence through opportunities and structures for collegial collaboration, professional development, feedback and evaluation;
- Ensure that students have access to advice from the University Office and teachers / advisors, enabling their application onto their best-suited tertiary educational programmes worldwide;
- Nurture academic links between UWC RCN and the local and global community, including the International Baccalaureate Organization and sister colleges;
- To equip, through learning, our students to making a positive difference in the world.

Strategic Aims

Extra-Academics

To promote and extend extra-academic opportunities at UWC RCN, so that pupils are enabled to develop creativity, responsibility, and a sense of enquiry and adventure.

To forge a mutually beneficial partnership between UWC RCN and the Norwegian Red Cross at regional and national levels – and the wider Red Cross movement.

Objectives

- Ensure 'Distinctiveness and Quality' in UWC RCN's extra-academic delivery in the light of the UWC Educational Model;
- Ensure that each student has an extra-academic programme which is enriching, stimulating and enjoyable;
- Ensure that each student has a balanced extra-academic programme which also includes a commitment to a healthy lifestyle, physical fitness, personal sustainability and well-being;
- Improve the structures in place to strengthen the bonds with the local community ;
- Develop opportunities for teamwork, leadership, service and community engagement;
- Sustain and enhance the level of student initiative and ownership;
- Increase the understanding of and commitment to 'friluftsliv' (open air life) across the College;
- Focus on a distinct brand of experiential learning;
- Redesign and implement a programme for the first year students which introduces them to the history and values of UWC and the Red Cross – alongside promoting the three pillars of the College within a Nordic context;
- To equip, through different extra-academic experiences and a commitment to voluntary service, our students to making a positive difference in the world.



Strategic Aims

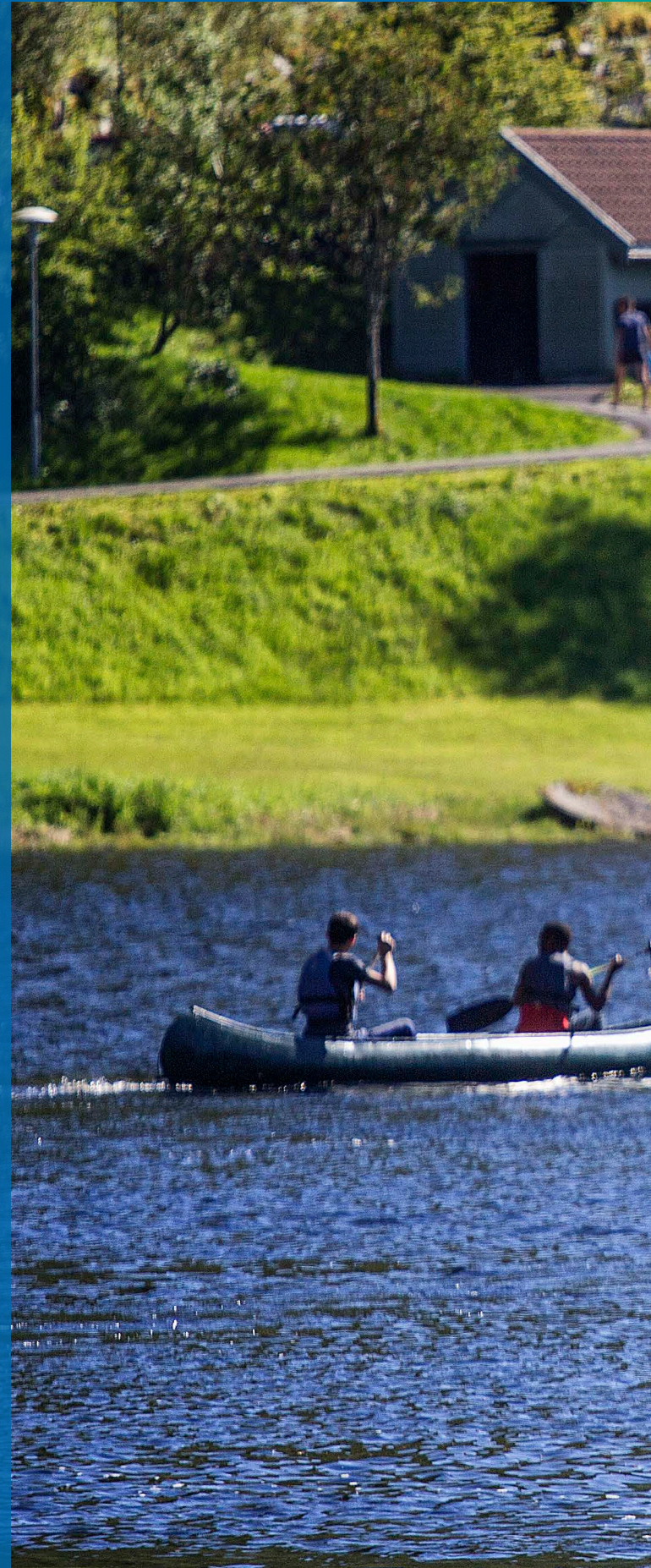
Pastoral

To maintain and develop the residential system at UWC RCN in which students live and learn in a safe and attractive environment supported by outstanding pastoral care.

To sustain, develop and promote the unique value of a residential two year programme at UWC RCN for a deliberately diverse community of students.

Objectives

- Ensure 'Distinctiveness and Quality' in UWC RCN's pastoral delivery in the light of the deliberately diverse profile of RCN students;
- Develop infrastructures so that UWC RCN can be a safer, healthier, more resilient and stronger community;
- Develop a balanced and supportive residential experience and keep under constant review including analysing appropriate feedback to support further developments;
- Support both the UWC Code of Conduct and the Students' Charter - and strengthen UWC values as integral parts of the residential student experience;
- Incorporate the 7 Fundamental Principles of the Red Cross – and personal skills - as part of the core UWC RCN experience;
- Improve the quality and consistency of pastoral delivery;
- Sustain and enhance high calibre health care in order to support the well-being of each student with special focus on mental and physical health;
- Promote personal responsibility for each student's individual well-being;
- Promote local connections so that students can benefit from experiences beyond the campus;
- Strengthen UWC RCN's organisational resilience and crisis management capacity.



Strategic Aims

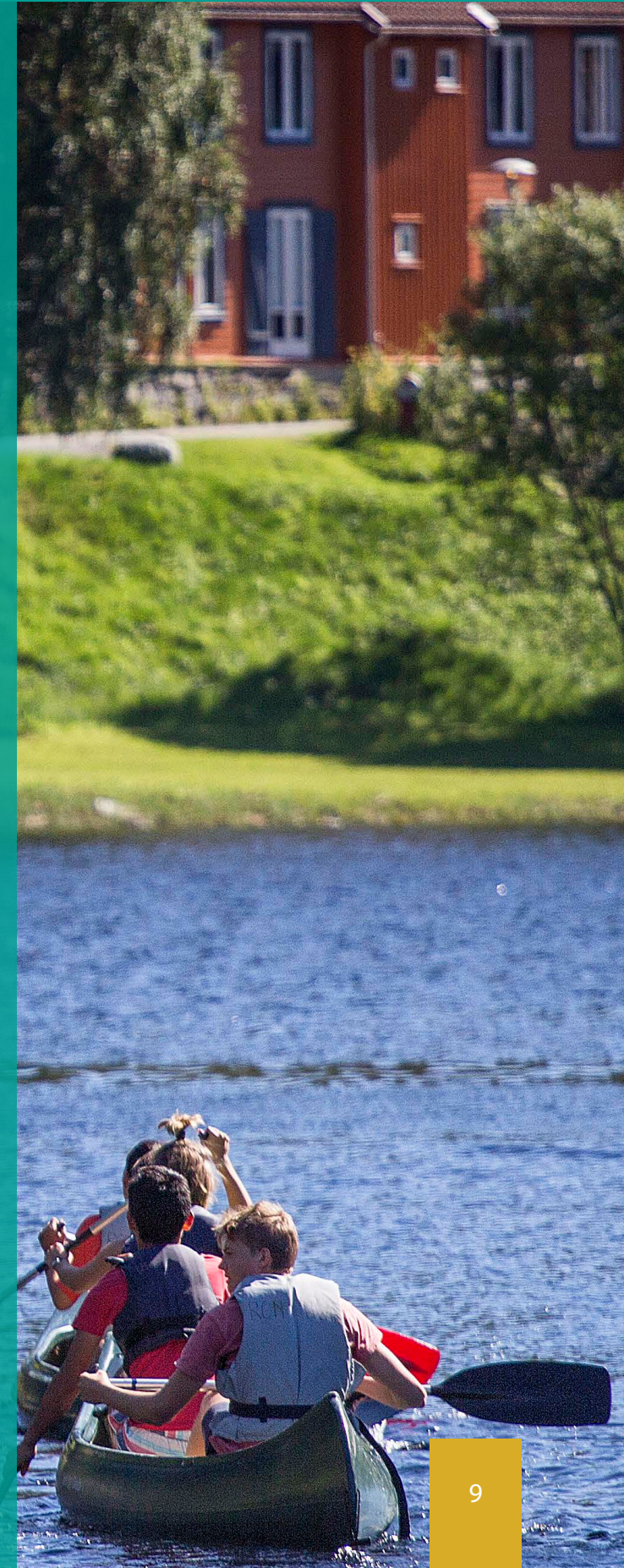
Stewardship

To ensure that UWC RCN has the financial strength, facilities, infrastructure, and associated services essential to the UWC mission.

To foster an appreciation of, and sense of stewardship for our local and global environment and a commitment to maintaining and developing an environment that enhances human health and ecological sustainability.

Objectives

- Ensure a secure, long-term financial sustainable model for UWC RCN including economic, environmental and social responsibility;
- Review all sources of income and maintain cost discipline and control and ensure that this is understood and properly communicated throughout the organisation;
- Develop further and maintain continuous working relationship with Norwegian, Nordic and local institutions / authorities including Red Cross and the Rehabilitation Centre – and secure long term and binding Nordic financial support, anchored at a political level;
- Continue to focus on providing universal access for physically challenged students who are functionally independent;
- Ensure that UWC RCN practices and promotes sustainable development and environmental awareness;
- Engage in careful stewardship and ownership of UWC RCN's campus and all its resources with active involvement of all students and staff;
- To equip and commit our students to being environmentally committed and responsible for their lives.



Strategic Aims Management

To strengthen organisational effectiveness, good practice and high level of professionalism at UWC RCN essential to the UWC mission.

To maintain a reputation for being outward looking, forward thinking and innovative.

Objectives

- Develop and strengthen the partnership with the Red Cross at regional, national and international levels;
- Remain alert and adaptive in innovation by being outward-looking and forward-thinking as an institution;
- Develop a management structure that is accountable and progressive with effective communication channels throughout the College;
- Ensure that the UWC Educational Model is delivered with high quality and supported by all staff;
- Focus on careful appointment of key individuals to positions of responsibility to drive the College forward;
- Ensure that UWC RCN attracts, recruits and retains a diverse blend of exceptional Education and Support Staff, who are committed to UWC values, the College's principles of good practice and their own continuing professional development;
- Promote staff competence and excellence through sustaining an annual professional appraisal system for all staff;
- Ensure that the Board and Council operate with commitment and a strong understanding of the College's statutes and governance responsibilities and that the staff members have a similar understanding of the role of the Board in enabling the College to meet its strategic aims;
- Ensure that the Admissions policy and process aim to support the College's statutes on student diversity, to reinforce UWC RCN's strategic aims and to provide a necessary income stream in line with UWC-wide practices;
- Review and update all procedures and practices associated with National Health and Safety regulations / guidelines and the Norwegian Inclusive Workplace initiative with the emphasis on supporting dignity and integrity in the workplace;
- Evaluate opportunities for further mutually-rewarding partnerships with external agencies regionally, nationally, and internationally - and streamline.

Strategic Aims Impact

To consolidate and extend UWC RCN's relevance and impact locally, nationally and globally in support of the UWC mission.

To develop a strong communications function which will ensure that relevant and consistent messages are communicated internally and externally to demonstrate impact and will also offer vital support to UWC RCN's strategic plan.

Objectives

- Develop the potential of students from deliberately diverse backgrounds who will – through a combination of intellectual skills, emotional intelligence, responsibility and service to others – be able to set an example, to become ethically-driven leaders in their communities and to commit themselves to making a positive difference in their personal and professional contexts in line with the UWC Mission;
- Increase, through the development of UWC Connect and HIFUS, both the number of opportunities available on campus for visitors to gain an understanding of the UWC mission and values and the impact that we create;
- Sustain and develop currently successful outreach programmes;

- Create and implement an external communication strategy to identify key stakeholders and audiences and to raise awareness of UWC RCN and its part in the UWC mission;
- Communicate positively and actively the progress, achievement, impact and aspirations of individuals and the College, so that other stakeholders feel connected, included and responsible for ongoing institutional success;
- Promote ongoing engagement for alumni (including parents) and supporters by exploring opportunities to reconnect with the College;
- Contribute to the provision of evidence-based proof of the individual and collective impact made by UWC RCN graduates in the way they continue their commitment after graduating;
- To encourage and foster a wider culture of 'giving' and philanthropy, thereby building a sustainable pyramid of donors that supports immediate and future projects;
- Adapt and strengthen organisational capacities to sustain growth and the continued relevance and impact of a UWC education.



Final Word

An articulation of our current strength came in a letter from a student from the graduating cohort of 2015:

'Here is where we have students who are truly interesting and interested, staff who are really inspiring and inspired, and together we create an engaged and engaging community that actively cares and supports each other's ambitions, for ourselves and for the world'

We must now strategically position UWC Red Cross Nordic as a driving and leading force in education - underpinned by our three pillars - and the UWC RCN Strategy 2020 provides a roadmap for doing so. It is our ambition to become a prominent institution with a distinct voice within education for peace in the Nordic region. Furthermore, we aim to become a recognised and respected educational resource centre with expertise in multi-cultural education and sustainability alongside the ability to serve within western Norway and the country as a whole.

Developing financial sustainability is key to the strength and ambitions of the College. As we look ahead we need to preserve the values and traditions that distinguish UWC Red Cross Nordic and, at the same time, prepare to achieve our mission in a competitive, technologically-driven world that requires new knowledge, new resources and new forms of resilience.

An Action Plan for each of the six Strategic Areas will be created by members of the Management Teams and relevant Standing Committees. The Action Plan will follow on directly from UWC RCN's Strategy 2020, set priorities and indicators of achievement – and will be revisited by Standing Committees at intervals throughout each academic year. It shall provide the basis for doing more, doing better and reaching further.

The implementation of both the UWC RCN Strategy 2020 and Action Plans will also help position the College to undergo accreditation with an internationally recognised quality control agency in line with the expectation from the UWC International Office that all UWC schools and colleges have entered into the process of accreditation by 2017.

Our task ahead is to develop further our relevance within society and to help shape the ethical leaders of tomorrow. With a clear set of objectives and collaborative effort, we can provide a clear path to UWC Red Cross Nordic's future.

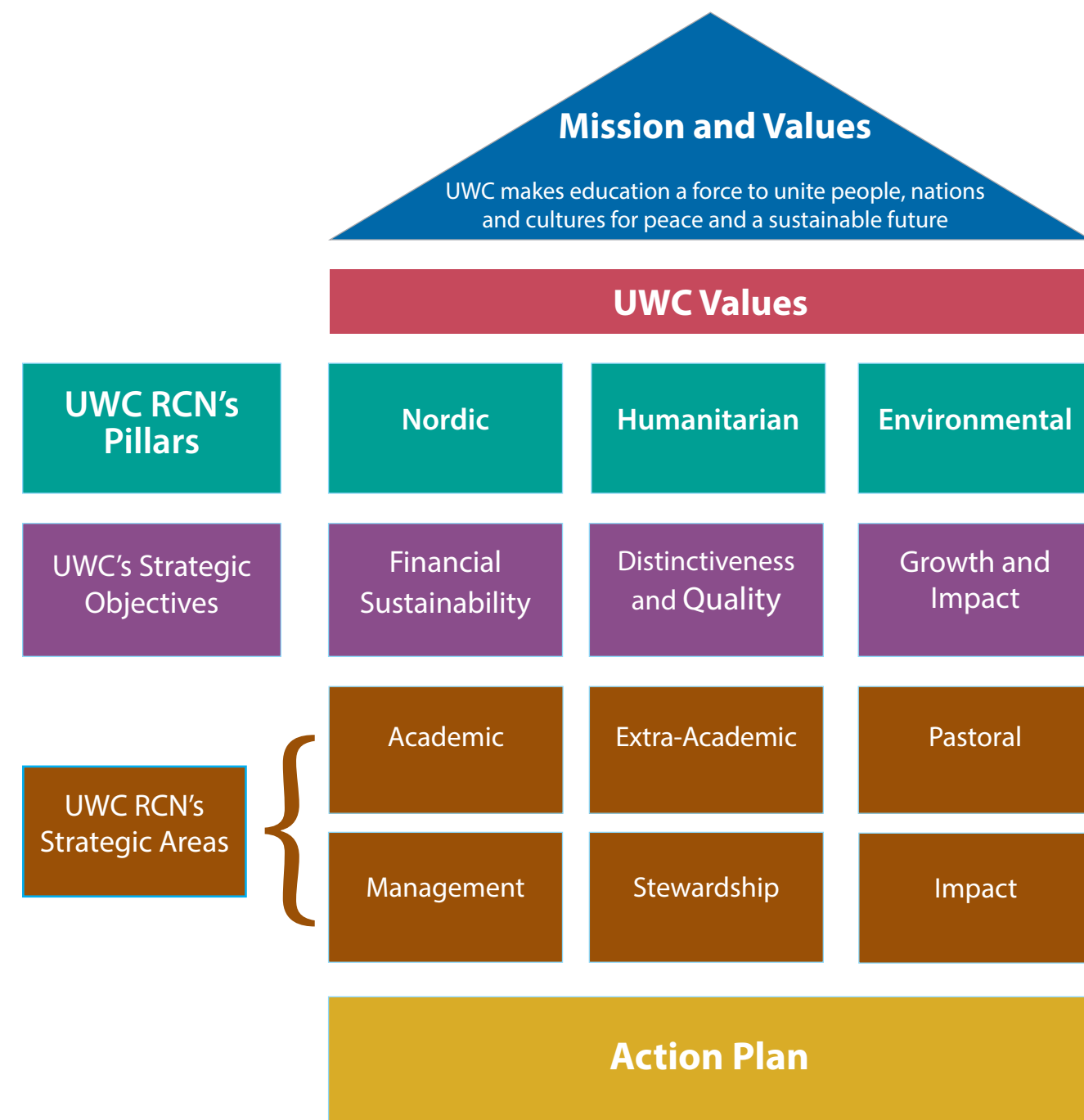
This should certainly stand at the heart of UWC RCN's Strategy 2020.

The UWC Red Cross Nordic Board adopts this Strategy

Date: 21st September 2015 – UWC Day

Tove Veierød

**Tove Veierød
Chair of Board**



UWC RED CROSS NORDIC



In partnership with:

