



# Strategy 2020

## “Our Values in Action”

[www.unishanoi.org/strategy2020](http://www.unishanoi.org/strategy2020)

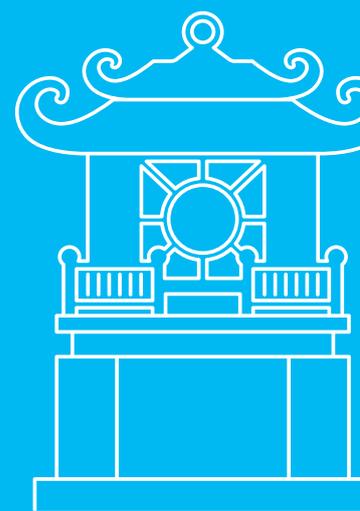


LEARNING TO INSPIRE



## “Our Values in Action”

- Imagine a world in which all students can be excellent.
- Imagine a world in which learning is personalised and learners are at the centre of their own learning.
- Imagine a world in which the impact of service sits at the heart of a school’s story...





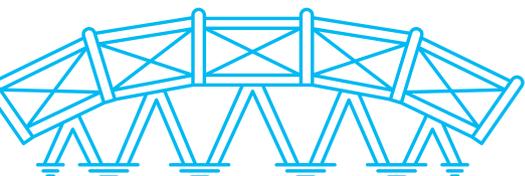
## “For a Better World”

This is just part of the UNIS Hanoi ‘world’ that we have committed to deliver for our students by 2020.

Our new strategic plan uses our core Values as the driving force to shape the future of our students’ learning and their worlds.

**LEARNING, COMMUNITY** and **RESPONSIBILITY** are the Values that both underpin and impel all that we do at UNIS Hanoi.

We have listened to our community’s many voices and have created Strategy 2020 to help us strive for our hopes and dreams. Together.





## Values & Beliefs

Because UNIS Hanoi values **LEARNING**, UNIS Hanoi believes that we:

- Learn, think and reflect critically in an inspiring environment, using a dynamic curriculum that exceeds international standards;
- Use and apply knowledge in the classroom and beyond for life-long personal development, as we strive for happy, balanced lives;
- Question and research collaboratively to seek innovative solutions for local and global issues.

Because UNIS Hanoi values **COMMUNITY**, UNIS Hanoi believes that we:

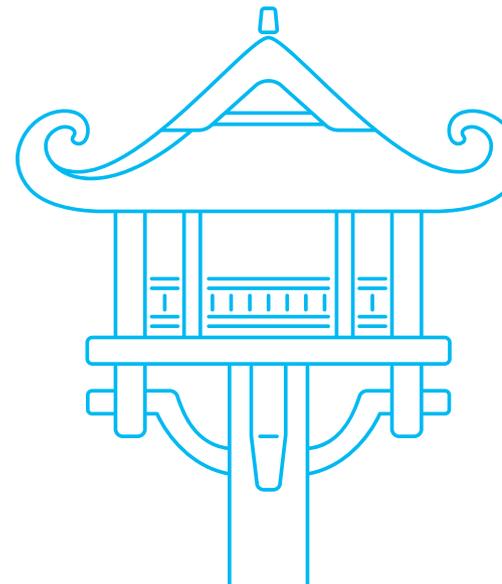
- Pro-actively connect with others to make supportive, long-lasting and diverse friendships;
- Take action to create a safe, caring, and sustainable environment;
- Respect and appreciate diverse cultures, beliefs and languages to deepen our understanding of local and global issues

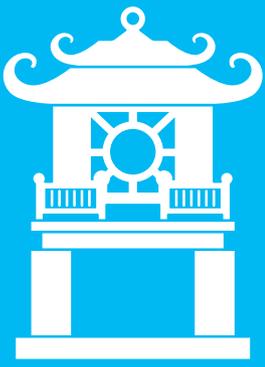
Because UNIS Hanoi values **RESPONSIBILITY**, UNIS Hanoi believes that we:

- Act with integrity to make and defend reasoned decisions based on respect, compassion and fairness;
- Take ownership and are accountable for our thoughts, actions and their consequences;
- Face challenges with courage, resilience and an independent spirit, whilst remaining responsive and adaptable to change.

## Vision

“Our learning community will be an inspirational role model **for a better world**”





## Mission

Our Mission is to encourage students to be independent, lifelong learners who strive for excellence and become responsible stewards of our global society and natural environment, achieved within a supportive community that values diversity and through a programme reflecting the ideals and principles of the United Nations.

## Guiding Principles

The United Nations principles as applied to the school are to:

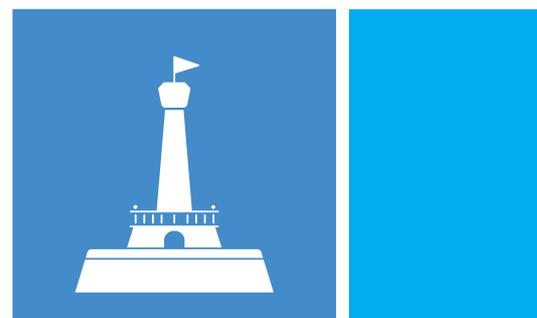
- Promote peaceful solutions to problems;
- Develop friendly relations among children and adults of different nationalities;
- Promote cooperation in problem solving in economic, social, cultural, and humanitarian matters;
- Encourage respect for fundamental freedoms and equality for all, without distinction as to race, sex, language or religion.





## Goal A: Excellent Learning

Excellent learning will be the focus and the result of the efforts of all members of the school community. UNIS Hanoi is committed to moving all learning to new levels, so that every hour of every day spent here provides excellent learning opportunities. If we want our young people to thrive in the future we need to be clear about what this means.



## Goal B: Connected Learning Community

We are many things but in combination, our parts make us unique. Who are we really? In an increasingly turbulent and uncertain world, it has never been more important to connect on a human level. Relationships matter and they start with our local community. The networks we create in the wider world will lead to collaboration and a building of collective knowledge that would be unachievable if we were to act alone. Our connected learning community will generate our sense of who we are now and what we will become.



## Goal C: Community with No Bystanders

Because we belong to the UNIS Hanoi community, we have unique opportunities to make a positive impact on others. Our impact can be global or local, influencing what goes on in Vietnam and what happens in the school playground. This means not standing on the sidelines when action is needed, building bridges and extending our responsibility beyond our own immediate concerns and by seeing ourselves as responsible and principled individuals who are truly able to make a difference to the community as a whole.



# Goal A

## Student Learning

Students will be faced with increasingly complex decisions. Excellent learning as we understand it today needs to be stretched to fit a new landscape. The pace of learning is changing rapidly; the unknown future will also require students to be better thinkers, more agile users of knowledge and more collaborative and creative problem-solvers. To be excellent in this landscape requires us to be unrelenting in our expectations about student learning.

### We will:

1. Give students a wide range of opportunities so they can all be excellent across all dimensions of learning;
2. Provide teaching that appreciates each student's unlimited potential;
3. Clearly define and sharpen our understanding of excellent learning;
4. Motivate students to discover and develop their capabilities;
5. Build up students' agency, self-advocacy and their ability to take responsibility for their own learning.

## Systems for Learning

Systems support student learning and amplify its impact. They are catalysts for progress. We will use the systems we have in better ways and will find new systems to sustain and improve our efforts to promote student learning.

### We will:

1. Articulate and deliver a challenging and dynamic curriculum that meets the needs of future learners;
2. Make better use of data and digital tools to improve student learning;
3. Accelerate feedback loops and enhance responsiveness between students, parents and school;
4. Amplify and embed the impact of faculty and staff professional learning, growth and development;
5. Investigate the ongoing impact of learning at UNIS Hanoi on students after they have left.

## Learning Environments

There is a connection between excellent learning and the inspiring environment in which it happens. Excellent learning occurs in both physical and virtual environments, on campus and beyond it. Our notion of the place of learning will expand beyond the classroom and we will find a greater variety of ways to make learning spaces adapt to learning and to learners' needs.

### We will:

1. Provide flexible, creative physical spaces that can be adapted to our students' changing learning needs;
2. Ensure students have high quality access to virtual learning environments that connect them to the wider world;
3. Expect the campus and other learning environments to be sources of data, locations of inquiry and sites of inspiration.

# Goal B

## Identity

In 1988, UNIS Hanoi was a small school with a targeted group of four students and a clear mandate for our context as a UN international school in Vietnam. As we have grown, new contexts have brought strength but also complexity. The ongoing dynamic environment will present additional alternatives. It's time to clarify our core institutional identity and our character as a school. Who are we as an institution? Who are we committed to serve? What will or should our identity become in the future? What is important for us to keep? What will we leave behind?

### We will:

1. Reflect, explore and seek answers to generative questions about our identity; what it is that makes us unique and what sets us apart;
2. Explore the changing nature of international-mindedness and what it means to be international in our context;
3. Enhance our position in Vietnam so that we are considered essential to the future development of country.

## Connectivity

A high quality international education in a globalized society demands connectivity with the world beyond the school. To be included in that world, we need access to partnerships, networks and alliances that cross boundaries and time zones and link us with others on a personal basis. Whether the connections are physical or virtual, it will be the quality of relationships and the initiative we can show in making contact that will lead to powerful learning.

### We will:

1. Link students with peers, experts, authentic problems and extraordinary opportunities, worldwide;
2. Develop a 24/7 concept of connected learning that is happening any place, any time;
3. Extend our ability to monitor trends, take advantage of opportunities and mitigate risks associated with technology;
4. Forge partnerships with top level schools, organizations and institutions to create collective impact and accelerate organisational capacity.

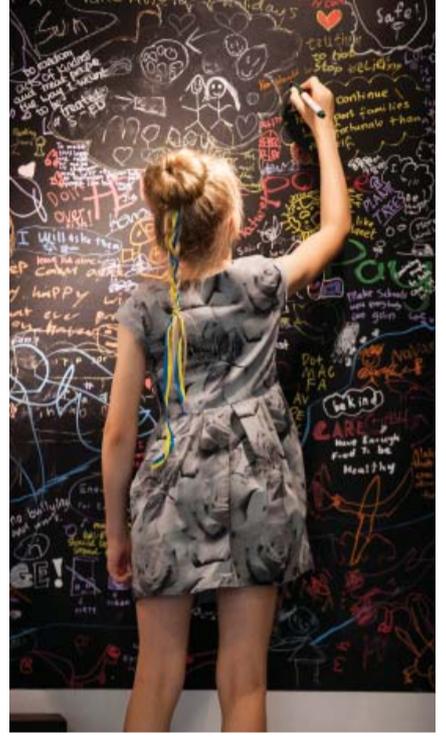
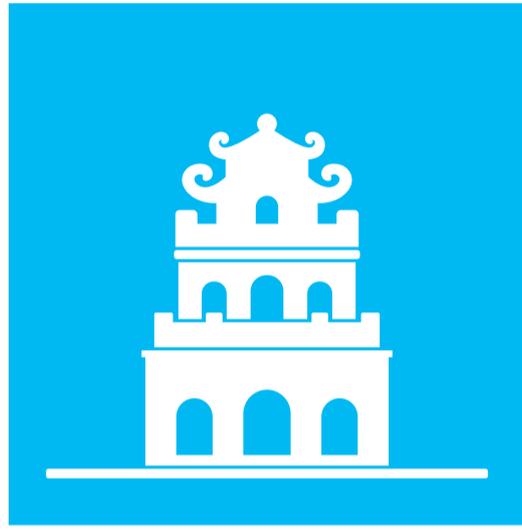
## Learning Community

We are restless in the pursuit of excellence, passionate about learning together and committed to being an inspirational role model for a better world. We have future-focused, innovative and inspiring teachers who understand excellent learning, expect it from students and model it themselves. We appreciate the impact that the quality of relationships and the welcoming, supportive environment has on learning. Our strong focus on learning reaches beyond students, building a culture where learning is everywhere by everyone.

### We will:

1. Provide a diverse programme that provides more flexible, personalised ways of learning;
2. Expect students, staff, faculty and board members to seek and support personal and professional growth;
3. Promote opportunities for people to learn together across ages and conventional groupings to enhance opportunities to learn through multiple perspectives;
4. Promote the partnership between parents and the school to enhance and support learning;
5. Look for learning in all that we do.





## Goal C

### Individual and Collective Responsibility

We will emphasize the links between belonging and principled action so that we all fully understand, and act upon, our role in moving the school community forward. We will shift further towards sustainable practices, education for sustainable development and student-led initiatives. Our actions will communicate and teach, at a time when there is a strong need for knowledge and learning. We will raise our practice of leadership to the next level, emphasizing the systems of mutual support and collaboration that sustain a leading organization that functions seamlessly and acts responsibly.

**We will:**

1. Actively acknowledge, encourage and celebrate school practices that extend service to local and global citizenship through persistent action and stewardship;
2. Amplify the school's sustainable practices and embed education for sustainable development;
3. Expect faculty and staff to think from a D-12 systems perspective, actively working in ways that create seamlessness and acknowledge responsibility for all learners;
4. Grow leadership capacity and collaboration across the school in order to accelerate progress and extend the collective work of the school.



# Appreciation

The UNIS Hanoi Board of Directors, and the Strategic Management Plan Taskforce members, would like to thank the following groups who together created Strategy 2020:

- Consultant: **Dr Cheryl Doig**, leadership futurist with Think Beyond.
- The many **parents** who attended consultation meetings to:
  - Identify the UNIS Hanoi Values that are at the heart of the plan (2012-2013);
  - Reflect upon and evaluate the School, as part of the accreditation self-study (2014);
  - Consider the future in parent meetings facilitated by Dr Cheryl Doig or Dr Charles Barder (2014).
- The **Student Council** and **Student Senate** representatives from Elementary, Middle and High Schools, the **faculty**, and the individual **Board members** - all of whom contributed their vision, hopes and dreams for the future during workshops facilitated by Dr Cheryl Doig.
- The **staff** who contributed their vision, hopes and dreams for the future during workshops facilitated by Nguyen Phuong Thao, Nguyen Nga Mi, Nguyen Minh Chung, Han Bich Hanh and Quyen Tran.
- The **UNIS Hanoi Advisory Council members** who brought valuable perspective to framing the future; Ambassador Andrej Motyl, Ambassador Ng Teck Hean, Mr Preben Hjortlund, Mme Pham Chi Lan, Vice Minister Dang Huy Dong (Ministry of Planning and Investment) and Mme Nguyen Nguyet Nga (Ministry of Foreign Affairs).
- The representative mixed group of 24 **students, teachers, administrators, parents** and **Board members** who processed the themes that emerged from the consultation and identified the big ideas that became our goals - and who can be seen thinking together and collaborating in our Perspectives film.
- The **Senior Administration team** who elaborated the goals and shaped them into objectives that could be organized and measured.

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