

2022-2027

Strategic Plan

 UWC COSTA RICA

2022-2027

Strategic Plan

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This document was created by the UWC Costa Rica community.

Navigate through our Strategic Plan by clicking on each title or by looking at its corresponding page number.

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Message from the Head and Chair

This past March, we honored our history, celebrated who we are, and got excited about our future during the 15th Anniversary of UWC Costa Rica. It was remarkable to realize how much our school has grown and what we have achieved over these years since we transitioned from being an SOS Children’s Village Highschool. With commitment and determination, we overcame many obstacles. This gives us the inspiration and energy to move forward now into our next era. More than ever, the world needs more generations of young people to be positive changemakers, seekers, risk-takers, and global citizens.

We are very excited to share this official presentation of our new 5-year Strategic Plan, which represents the college’s evolution coming from our previous Strategic Plan. While the pandemic delayed our formal planning process, these two years have given us greater clarity of our vision and purpose and showed us the path forward.

SUSTAINABILITY is our North Star. During these two years, we have been exploring what that tangibly means in how we live, teach, and learn and how we contribute to being proactive citizens of this planet. Our 2022-2027 Strategic Plan solidifies this overarching goal in every aspect of our school life and organization. This Plan defines a close collaboration with our environment, local communities, and Costa Rica.

Our concrete long-term Sustainability goals of this Strategic Plan are realistic. Two years ago, Eijk and Rose-Marie van Otterloo’s generosity

allowed us to acquire land adjacent to the Braulio Carrillo National Park to begin planning a new sustainable campus in this unique environment. Their extraordinary generosity and belief in UWC Costa Rica will enable us to bring more young people and educators to this transformative experience of living, learning, and growing within nature. In these last two years, our students and teachers have been deeply exploring and discovering the gifts and responsibilities of this exceptional environment.

This 2022-2027 Strategic Plan also underscores our unique location having Costa Rica as the host country. UWC Costa Rica is very proud to be part of a country that is a role model for sustainability and a leader in the international campaign for climate change action. We are committed to supporting education in our region through increasing LATAC students at UWC Costa Rica and as active collaborators and partners with educators and students throughout Costa Rica, Latin America, and the Caribbean. We aspire to be a leading school in sustainability, and for this, we have created a Sustainability Framework. We aspire to update our educational model concerning the new global realities. We are committed to promoting well-being and care in our community and surrounding areas. And to develop even more institutional maturity through efficiency in all our operations.

We hope you will be active partners in realizing this ambitious mission. Like our students, we need people of courage and conscience,

audacious optimism, energy, and a desire to help us give many more generations of young people a vital start to realize their positive goals.



In solidarity,
Susan and Mauricio.

Acknowledgements & Participants



“Few educational institutions in the world are really committed to creating a Strategic Plan aligned to their vision and values, and fewer have the talent, congruency, and spirit to make it happen. We are really honored to collaborate with UWC Costa Rica, an organization ahead of its time and a role model for high schools wanting to have an impact on our most pressing challenges.”
Gálíka Team, Mexico.

Thank you to the Gálíka team, Ricardo Herrera and Antonio Galván, for contributing, on a pro bono basis, to UWC Costa Rica's Strategic Planning process. We are grateful for your expertise and guidance.



UWC Costa Rica's Community

To the UWC Costa Rica community, which has continually demonstrated courage, resilience, creativity, and a huge heart to overcome every challenge over the years.

Special Donors

Many thanks to all our special donors for their significant support of UWC Costa Rica through our first 15 years and in helping us craft the important future of our College.

Shelby & Gale Davis

Rose-Marie & Eijk van Otterloo



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Facilitators

Ricardo Herrera, Antonio Galván Luna, Gálíka México. Priscilla Bogantes (UWC Costa Rica Project Coordinator).

Leaders

Susan Mullins (Board Chair) and Mauricio Viales (Head of School).

Board Members

Eric Muñoz (Board Vice-President), Kevin Ferreira van Leer (Board Secretary/ UWC Costa Rica Alum), Tom Dickerson (Board-Finance/ UWC Atlantic College Alum), Laurie Frank (Board-Education and Governance), Angel Pérez (Board).

Management Team

Annette Grew (Admissions Director), Guillermo Chan (Administration and Finance Director), Jose Pablo Rojas-Brewer (Development Director/UWC USA Alum), Lori Marek (Deputy Head), Luis Abarca (Co-curricular Director), Natalie Taylor (Residential Life Director), Vanessa Céspedes (HHRR Director). Former directors: Abedeen Remtulla (Interim Deputy Head), Nancy Solís (Former Co-curricular Director), Leila Mata (Former Residential Life Director).

Students & Alums

Anugya Koirala (Student Council), Frida Figueroa (Latac Family), Sofía Pacheco '18 (Costarican Alum).

Educators

Andrés Montero (Theater and French Teacher), Sofía Quirós (Sustainability Coordinator), Cristina Gomar (Marketing and Communications), Ana Sobrado (Residence Coordinator), Lorena Silvestri (Outreach & Innovation).

National Committee

Ingrid Madrigal (Admissions / Costa Rica NC).

Our Educational Model

The UWC Costa Rica Educational Model is based on the UWC International Educational Model. From now on, emphasizing sustainability as a core competency and intentionally incorporating the experiential learning approach in all educational programs of the school.

Our Mission

To cultivate in young people the passion and ability to serve humanity and our planet—learning *from nature and from each other for a lifetime.*

Our Principles

Learning from Nature and from Each Other for a Lifetime.

Our Values

Empathy, Reciprocity, and Accountability.

Sustainability Framework

For the first time in UWC Costa Rica's history, the College has developed a Sustainability Framework that serves as a pillar for the Strategic Plan Process. Our focus on sustainability responds to the moment of growth in which the school finds itself towards the construction of a new campus, which will provide exceptional educational opportunities for young people from all over the world to live, reflect, understand, and put into practice sustainability at an individual and collective level towards the paradigm shift needed for a sustainable future. We hope to successfully carry this through the whole community's engagement and the efforts driven by the Strategic Plan leaders.

Dive deeper by reading our Sustainability Framework



Click or scan the QR Code to read the document

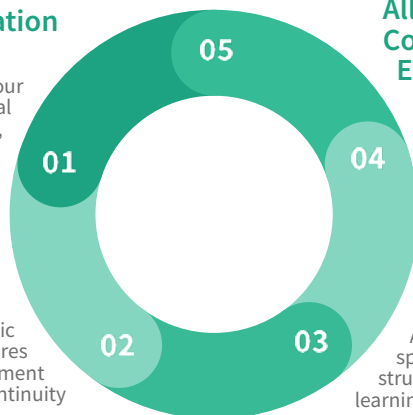
Action Lines

Nature-Based Education

Actions related with our Educational – pedagogical focus, curriculum, programs, projects, learning in nature, and new pedagogies for the future

Strategy & Governance

Actions regarding strategic vision, organizational structures and teams needed to implement and give continuity



Alliances & Community Engagement

Actions referring to partnerships and working with communities in relationships of reciprocity

Architecture, Infrastructure & Landscape

Actions relevant to physical space, and design of our structures, buildings and spaces for learning and living

We are How We Consume

Actions related to building awareness and improving our habits of consumption and waste

Sustainability Principles



Education



Impact & Economy



Social Justice & Governance



Responsible Use & Resources



Care



Nature



Reciprocity & Continuity



Community & Diversity

The Process

Strategic Plan Development Timeline

Nov 2020 - Jun 2021

Research and selection of the consultants who will work on the Strategic Plan.

July - Dec 2021

Planning, methodology design, and preparations.

December 2021

Between students, alumni, educators, board members, and friends make a plan to accomplish the projects

Jan - Feb 2022

First version of the Strategic Plan is delivered. Approval of the 5 strategic lines by the Board Members.

Feb - April 2022

Focus on the milestones development to set a clear roadmap, and the adjustment of objectives, actions, and dates for the implementation.

March 2022

The Strategic Plan goes public! The communication internally and externally officially begins.

August 2022

We are ready!
The implementation will officially start.

The strategic planning process was initiated by a committee comprised of board members, management team and staff members, and Gálíka consultants, Antonio Galván and Ricardo Herrera, who directed the route to accomplish the 2022-2027 Strategic Plan. The committee defined the criteria to guide the process, such as continuity and evolution from the previous strategic plan, community ownership and engagement, audacity and relevance, accountability, clarity, and simplicity.

The process started with an intense introspective exercise where many community members gathered information about the current state of the school in aspects such as mission fulfillment, uniqueness, growth and success, regional impact, alumni engagement, market position, governance, educational model, human resources, among others. This information was analyzed and used as input for informed discussions that resulted in the present document.

The Strategic Planning sessions included the voice of community members, including students, educators, board members, and alumni, allowing everyone to express their views and perspectives on the future, making this a collaborative and democratic exercise for defining the key focus areas or Strategic Lines of the school for the next five years. Along with the Strategic Plan, we gathered information from the community in the Market Research and Sustainability Framework, which nourished the Strategic Plan.

After the creation of the five Strategic Lines, the management team, along with Strategic Plan leaders and Board Members, worked on defining objectives that will guide us for 5 years and initiatives to be defined and implemented on an annual basis. The plan will be implemented through three-month sprints that will end with a monitoring and evaluation session where every Strategic Line Champion will be accountable for the results accomplished and subsequently will be in charge of defining the next quarter's action plan.

The monitoring and evaluation process of the plan will be held internally and reported annually to UWC Costa Rica's community through various communication channels. As is the case for successful strategic processes, this document is not carved in stone. The implementation of the strategy will continue to be a living process, adjusting to internal and external circumstances to respond to challenges while maximizing opportunities.

We are very proud to share with all our community the plan that will keep leading us to become the best version of UWC Costa Rica.



The Plan

In alignment with the most pressing global challenges and the commitment to sustainable development, peace, and education, with special emphasis on Latin America and the Caribbean, UWC Costa Rica's 2022-2027 Strategic Plan places sustainability, reciprocity, and its principles as the core.

Sustainability defined in its broadest most holistic sense as a mindset and ethical guideline for balance and wellbeing. Sustainability of the planet, its ecosystems, and our lives within it. This view understands environmental, social, and economic sustainability as concentric circles, where nature encompasses everything and all human actions are but one element within a much larger, shared community of life. Sustainability is how we care for, adapt to, and learn from the limits and gifts of nature.

Moving further, we embrace the concept of reciprocity, as emphasized by Jeff Norris (Biology Teacher at UWC Costa Rica):

“The concept of reciprocity is deeply rooted in indigenous ways of knowing, based on experience, observation, experimentation, but also invokes a somewhat spiritual component or kinship. Humans are part of nature.”

Reciprocity is therefore an essential component in understanding ourselves as part of an interconnected and diverse whole, where each action has an effect on something else.

**UWC Costa Rica,
Sustainability Framework,
Executive Summary.**

Every Strategic Line, objective, and initiative defined in this Strategic Plan contributes to bigger action lines contained in the Sustainability Framework, such as **Nature-based Education, Strategy and Governance, We are How we Consume, Architecture, Infrastructure and Landscape, Partnerships and Community Engagement.**

The commitment the College assumes today challenges and encourages our community at all levels. Our success depends on collective and individual actions contributing to the common good. In the coming years, our expanded vision for the College will include more teenagers who face increasingly difficult realities in the world, especially in the global south. We will expand our partnerships with more people and allied organizations who share our values and mission to transform lives through education.

These are the foundations on which UWC Costa Rica will continue to tangibly build our vision and mission to provide a transformative “whole life” educational experience for young people from the region and around the globe and to be the change makers needed to make sustainability, peace, and courageous leadership.

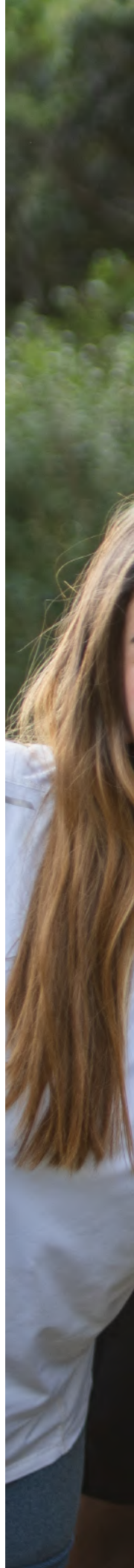




2022-2027 Strategic Plan

Year One Initiatives

 UWC COSTA RICA





Y1 Strategic Line, Objectives & Initiatives

O: Objective | I: Initiative

1 | Transition to a Culture of Sustainability

Champion: Sustainability Coordinator

Not only do we want to attract the next generation of committed students and educators to be part of the much-needed global sustainable solutions, we also want to be an example of sustainability in all aspects; from operations and relationship with the surrounding area of the campus and hosting country, to the financial model and balanced lifestyle of our community. Placing attention on the transition period to get there, we will X the best way forward to achieve a culture of sustainability.

O1 | Implement and embed the Sustainability Framework into the operations and infrastructure of UWC Costa Rica to contribute to a culture of sustainability.

I1 | Implement the change management model regarding the Culture of Sustainability in order to define clear outcomes for the Sustainability Framework Implementation Process.

I2 | Pilot and implement sustainability actions through existing, relevant structures and areas (Residential, Admissions, Development and General Services (Kitchen) for the first semester).

O3 | Make UWC Costa Rica's sustainability culture visible, transparent and clearly communicated among all areas of the college.

O2 | Ensure a responsible and integrated strategy to transition the campus from Santa Ana to San Isidro.

I3 | Carry out a social immersion program

that includes cultural mapping and appropriate methodologies for responsible transition into San Isidro as well as a clear exit strategy from Santa Ana to ensure positive and reciprocal relationships with neighboring communities.

I4 | Ensure the appropriate development of the new campus project regarding design, use of materials and space, due diligence, clean energies and technologies, aligned with the educational model.

I5 | Design and implement a San Isidro transition program for educators and their families.

O3 | Make UWC Costa Rica's sustainability culture visible, transparent and clearly communicated among all areas of the college.

I6 | Promote projects that visibilize sustainability-related actions within the College, especially student-led projects related to traceability, responsible consumption and waste and transparent processes and management of resources.

2 | Growing our Educational Model

Champion: Deputy Head

UWC Costa Rica will offer an innovative and holistic educational experience based on the principle of sustainability through an intentional engagement with the community in a caring and nurturing environment.

O4 | UWC Costa Rica's educational model will be aligned with the college's sustainability framework and experiential education approach and the Latin-American and the Caribbean context, through a co-creation process.

I8 | Ensure the co-creation of an increasingly experiential model of collaborative learning (both inside the school and in their larger communities) that emphasizes reflection.

I9 | Complete year 1 requirements for the CIS Reaccreditation and IB Self Evaluation Process.

05 | Develop and implement a Human Resources strategy to enable work-life balance.

I10 | Develop the school's compensation and benefits policy and define the implementation strategy for the following four years.

I11 | Develop and implement an organizational climate survey and action plan to contribute to the best working environment and work culture in the College.

07 | Provide a sustainable and robust financial model that ensures the funding of a new campus and a robust scholarship program.

08 | Develop and implement a decision-making model in all the governance structures, informed by the Sustainability Framework.

I15 | Analyze the current decision-making processes in all the governance structures (BoT, MT, Staff) to have a baseline diagnostic compared/informed to governance models proposed in the sustainability framework and define a recommendation plan.

09 | Establish and communicate a foundation for business execution that outlines the operating model, enterprise architecture,

06 | Develop and implement a holistic strategy to ensure educators' physical and emotional well-being.

No initiatives for Year One.

I12 | Secure the funding for the new campus.

I13 | Define a marketing, communications, public relations, branding, recruitment, sales strategy and structure.

I14 | Outreach Business Model is defined and implemented. Start promotion and pre-sales.

and engagement model, to increase efficiency and systems integration, in alignment with the Sustainability Framework.

I16 | Define the vision of the architecture, the operating model and the reference business architecture of UWC Costa Rica.

I17 | Define a clear set of indicators for the Monitoring & Evaluation process of the Sustainability Framework Implementation.

3 | Life Balance

Champion: HHRR Director

To fulfill our mission, we need to provide our students and educators with a lifestyle that promotes well-being. This includes, but is not limited to, emotional support, competitive compensation, work/personal integration, down and recharge time, effective HHRR strategies, and development opportunities.

4 | Alignment of the Financial Model

Champion: Finance and Admin Director

UWC Costa Rica needs to develop a solid financial model that guarantees the required resources to support impact and scale as well as the new infrastructure (campus). We need to find a way to counterbalance the dependency on the current admissions model with additional income sources like a solid outreach program, substantial fundraising, and effective attraction strategies.

5 | Integrated and Efficient Systems

Champion: IT Coordinator

At UWC Costa Rica we have structured systems and efficient policies and decision-making protocols that allow us to have solid planning and execution in all operations. We operate proactively rather than reactively with a high degree of autonomy and accountability.



2022-2027 Strategic Plan

Year Two Initiatives

 UWC COSTA RICA





Y2 Strategic Line, Objectives & Initiatives

O: Objective | I: Initiative

1 | Cultivating a holistic, experiential, and sustainability-based educational model

Co-Champions: Sustainability Coordinator & Deputy Head

UWC Costa Rica will offer an innovative educational model aligned with our mission, values, and principles. This implies a holistic, experiential, and sustainability-based educational model connected to the Latin American and Caribbean context.

2 | Managing a Responsible Transition to the New Campus

Champion: Transition Manager

As we anticipate the inauguration of our new campus and prepare for the transition to our new reality in San Isidro, our commitment lies in creating a student-centered environment aligned with our new mission. We prioritize informed and collaborative decisions that achieve a balance between a culture of sustainability and fiscal responsibility, ensuring a conscientious approach to resource utilization.

O1 | Create an educational model aligned with our mission, values, and principles.

I1 | Ensure the co-creation of a holistic, experiential, and sustainability-based Educational Model aligned to our new mission.

I2 | Complete the CIS and IB self-studies, meet submission deadlines, and host the synchronous visit.

O3 | Integrate wellness and safety components into the shared understanding and alignment of the Educational Model, emphasizing holistic development, proactive risk management, and a supportive environment. Ensure compliance with child safeguarding standards and establish protocols for addressing student well-being and safety concerns.

O2 | Ensure a new campus with a responsible and integrated transition from Santa Ana to San Isidro.


I5 | Implement relevant collaborations with community members as defined by social immersion program with San Isidro community.

I6 | Ensure the appropriate development of the new campus project regarding design, use of materials and space, due diligence, clean energies and technologies, aligned with the educational model.

I7 | Define and implement a transition strategy that ensures an informed, empathetic and smooth transition process.

O4 | Promote projects that make sustainability-related actions more visible within the College, especially student-led projects related to traceability, responsible consumption and waste, and transparent processes and management of resources.

I8 | Design and implement a San Isidro transition program for staff and their families.



03 | Develop and implement a Human Resources strategy to enable work-life balance.

I9 | Define the compensation strategy for the following four years.

I10 | Implement an organizational climate survey and action plan to contribute to the best working environment and work culture in the College.

04 | Provide a sustainable and robust financial model that ensures the funding of a new campus and a robust scholarship program.

I11 | Systematize a unique performance evaluation process and generate spaces for feedback and professional development.

I12 | Continue securing the funding for the new campus.

I13 | Define which Endowment Fund Model to follow, to secure future scholarships funding.

I14 | Define a marketing and communications strategy for recruitment, outreach, and public relations.

I15 | The redefined product catalog is functional and in the testing period.

05 | Develop and implement a decision-making model in all the governance structures, informed by the sustainability framework.

I16 | Conduct a comprehensive assessment to evaluate the alignment of existing governance structures and decision-making processes with sustainability objectives, while identifying gaps and areas for improvement in integrating sustainability into decision-making.

I17 | Conduct a comprehensive assessment of the organization's current operating model, enterprise architecture, and engagement model to evaluate the efficiency, integration levels, and sustainability integration gaps,

thereby identifying areas for improvement within the existing foundation.

06 | Establish a comprehensive operational model to ensure increased efficiency, and systems integration, and to foster a culture of sustainability throughout the organization's processes and structures.

I18 | Implement and systematize sustainability actions through existing operational structures and areas.

3 | Life Balance

Champion: HHRR Director

To fulfill our mission, we need to provide the staff with a lifestyle that promotes well-being. This includes, but is not limited to, emotional support, competitive compensation, work/personal integration, down and recharge time, effective HHRR strategies, and development opportunities.

4 | Alignment of the Financial Model

Champion: Development Director

UWC Costa Rica needs to develop a solid financial model that guarantees the required resources to support impact and scale as well as the new Campus. We need to find a way to counterbalance the dependency on the current admissions model with additional income sources like a solid outreach program, substantial fundraising, and effective attraction strategies.

5 | Integrated and Efficient Systems

Champion: Finance & Operations Director

At UWC Costa Rica, we will be structuring systems, refining policies, and establishing decision-making protocols to enable solid planning and execution across all operations. We will operate prioritizing the culture of sustainability and fostering a culture of high autonomy and accountability.



2022-2027 Strategic Plan

Year Three Initiatives

 UWC COSTA RICA





Y3 Strategic Line, Objectives & Initiatives

O: Objective | I: Initiative

1 | Cultivating a holistic, experiential, and sustainability-based educational model

Champion: Sustainability Coordinator. Mentor: Laurie Frank and Darlene Fisher.

UWC Costa Rica will offer an innovative educational model aligned with our mission, values and principles. This implies a holistic, experiential and sustainability-based educational model and connected to the Latin American and Caribbean context.

2 | Managing a Responsible Transition to the New Campus

Champion: Transition Coordinator.

As we anticipate the inauguration of our new campus and prepare for the transition to our new reality in San Isidro, our commitment lies in creating a student-centered environment aligned with our new mission. We prioritize informed and collaborative decisions that achieve a balance between a culture of sustainability and fiscal responsibility, ensuring a conscientious approach to resource utilization.

O1 | Create an educational model aligned with our mission, values, and principles.

I1 | Following GSNN Deliverable (Instructional Model and 5-year implementation plan), develop an Experiential Education model utilizing cross-curricular and cross-area planning.

I2 | Integrate CIS/IB Report recommendations in Strategic and Annual Plans and begin implementation.

O3 | Foster healthy, safe and meaningful adult-student relationships through the development of an Action Plan for Safeguarding, informed by Safeguarding Consultant Report and defining adult roles within campus life spaces.

O2 | Ensure a new campus with a responsible and integrated transition from Santa Ana to San Isidro.


O4 | Promote student agency and accountability through planning, development, execution, assessment and follow-up of student-led activities through CAS experiences, AoC and bespoke projects that respond to specific needs in alignment with the educational model.

I5 | Generate San Isidro community stakeholder map to structure out community engagement plan with San Isidro organizations and agents and align with educational model annual plans.

I6 | Advance the development of the new campus project, ensuring that design and construction align with our mission, vision and values while also fostering the development of the new facilities and services catering to student and staff needs and promoting on-campus learning experiences, as well as a great place to work.

I7 | Define and implement a transition strategy that ensures an informed, empathetic and smooth transition process.

I8 | Design and implement the transition HR plan from Santa Ana to San Isidro



03 | Develop and implement a Human Resources strategy to enable work-life balance.

I9 | Implement Stage 2 of the Compensation and Benefits Strategy

04 | Provide a sustainable and robust financial model that ensures the funding of a new campus and a robust scholarship program.

05 | Develop and implement an integrated sustainability-focused decision-making and operational model across all governance structures and organizational processes to enhance efficiency, foster sustainability, and promote holistic systems integration.

I16 | Conduct a comprehensive assessment to evaluate the alignment of existing governance structures, decision-making processes, operating model, enterprise architecture, and engagement model with sustainability objectives.

I17 | Identify, unify and optimize key processes to improve efficiency and, coordination in the critical areas of the organization.

I10 | Create an action plan to address critical areas of improvement from the results of the climate survey, cultivating an organizational culture in line with our mission.

I11 | Launch the Initial Performance Evaluation Cycle to establish the foundation for a robust process and initiate structured feedback mechanisms aligned with annual plans.

I12 | Continue securing the donation cash flow.

I13 | Define the endowment cash flows and donation systems for the Scholarship Endowment Fund.

I14 | Executing the marketing and communications strategy for recruitment, sales, and public relations.

I15 | O&I contributes \$307k to the College's income through its programs and offerings.

I18 | Advance and deepen environmental management monitoring through national certifications (Bandera Azul, Carbono Neutralidad) while drafting an Environmental Management Plan in alignment with educational model for San Isidro campus.

3 | Life Balance

Champion: HR Director.
Mentor: Erick Muñoz.

To fulfill our mission, we need to provide the staff with a lifestyle that promotes well-being. This includes, but is not limited to, emotional support, competitive compensation, work/personal integration, down and recharge time, effective HHRR strategies, and development opportunities.

4 | Alignment of the Financial Model

Champion: Development Director. Mentor: Michael Stern.

UWC Costa Rica needs to develop a solid financial model that guarantees the required resources to support impact and scale as well as the new Campus. We need to find a way to counterbalance the dependency on the current admissions model with additional income sources like a solid outreach program, substantial fundraising, and effective attraction strategies.

5 | Integrated and Efficient Systems

Champion: Finance & Operations Director. Mentor: Antonio Galván.

At UWC Costa Rica, we will be structuring systems, refining policies, and establishing decision-making protocols to enable solid planning and execution across all operations. We will operate prioritizing the culture of sustainability and fostering a culture of high autonomy and accountability.

