



**Meeting of the
Board of Trustees**

**May 17-18, 2017
Montezuma, New Mexico**

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



United World College Campuses
UWC Atlantic 1962
Pearson UWC 1974
UWC South East Asia 1975
Waterford Kambala UWC 1981
UWC Adriatic 1982
UWC-USA 1982
Li Po Chun UWC 1992
Red Cross Nordic UWC 1995
Mahindra UWC 1997
UWC Costa Rica 2006
UWC Mostar 2006
UWC Maastricht 2009
UWC Dilijan 2014
UWC Robert Bosch College 2014
UWC Changshu China 2015
UWC Thailand 2016
UWC ISAK Japan 2017

ARMAND HAMMER UNITED WORLD COLLEGE OF THE AMERICAN WEST
NOTICE OF MEETING OF THE BOARD OF DIRECTORS
May 2018

NOTICE is hereby given of a meeting of the Board of Directors of the Armand Hammer United World College of the American West (the "College") to be held on Friday, May 18, 2018, in Sasakawa commencing at 9:00am.



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Communication Dashboard

Davis Scholar Parent Giving Report



BOARD SCHEDULE OF EVENTS
May 17-19, 2018

Thursday, May 17

12:00-2:00 Lunch in the dining hall

Committee Meetings in Board Room

3:00-4:00 Education Committee

4:00-5:00 Finance, Investment Committee

6:00-7:30 Dinner at president's home with SLT

Friday, May 18

7:00-9:00 Breakfast in dining hall

Board Meeting in Sasakawa

9:00-11:30 General Session: Executive Session Summary Preview and SLT Reports

11:30-3:30 Executive session

3:30-5:00 General Session: AOS presentation

5:00-6:00 Parent reception with faculty -- Castle lobby

5:00-6:00 Shelby & Gale reception with students and board -- Backyard of president's home

6:00-7:30 BBQ for students, faculty, staff, parents/families, trustees, Shelby & Gale --
Patio outside Kluge Auditorium and lower-campus field

7:30-9:30 Blue Moon Cafe -- Kluge Auditorium

Saturday, May 19

7:00-9:00 Breakfast in dining hall

9:15-9:30 Class of 2018 photo at bottom of Castle steps next to Edith Lansing Field House

9:45-10:00 Graduation lineup at Old Stone Hotel

10:30 Graduation processional begins

12:00-1:30 Graduation lunch in dining hall



MEETING AGENDA
Friday, May 18
Sasakawa

- | | |
|------------|---|
| 9:00-9:10 | Opening remarks: Steve Dichter, board chairman |
| 9:10-11:00 | General session: Executive summary, SLT reports |
| 11:00 | Compass Group call-in |
| 11:30-noon | Executive session on Compensation Study with Jonathan Ehrlich |
| Noon-3:30 | Executive session and working lunch
Strategic planning
Governance
Compensation Study |
| 3:30-4:45 | General session: AOS presentation |
| 4:45-5:00 | Thank you to Shelby and Gale |

Adjournment

**Minutes of The Armand Hammer United World College
of the American West (UWC-USA)
Board of Trustees Meeting
February 10, 2018**

A meeting of the Board of Trustees of the United World College of the American West was held at the college campus in Montezuma, New Mexico commencing at 9:00 a.m. Mountain Standard Time, Saturday, February 10, 2018 and adjourning at 6:00 p.m. Trustees present were Bill Banowsky, Leigh Ann Brown, Steven Dichter, Manolo Espinosa '87, Marybeth Kravets (by telephone), KC Kung '87, Ben Jones AC '91 (by telephone), Justin Lee '95, Marisa Leon '87 (by telephone), President Victoria Mora, Jonathan Schneider, Subitha Subramaniam '88, Tyler Tingley, and Melanie Weston '86. These 14 trustees constituted a quorum.

Also present by invitation for portions of the meeting were the following members of the college administration: Gwen Albers, Christie Baskett, Melanie Brennan, Linda Curtis, Fatyma Dia, Jonathan Ehrlich, Kristine Jaramillo, Alexis Mamaux, Jose Pablo Rojas-Brewer, and Naomi Swinton. Parris Bushong and Ellen Thompson were present as faculty representatives. Lauren Ho, Carson Miller, and Andy Pavey were present as student representatives. Members of the Master Planning Committee present for part of the day included Mike Bullock, Uros Cvetkovic, Yining Natalie Kung, Judi Ruprecht, and John Sheedy. Members of the Strategic Planning Committee present for part of the day included Doug Arnwine, Anders Fristedt, Leslie Miller, Manu Patil, Eje Paul, and Raechel Waters. Members of the Compass Group present for the meeting were Nick Scully and Carol Thornton. Shawn Evans and Renee Reder represented the AOS consulting group, and Sandra Donner and Faith Okuma represented Surroundings.

Steve Dichter presided as Chairman.

On Friday, February 9 and Saturday morning February 10, the Advancement, Admissions, Education, Governance, Finance and Investment, and Alumni committees all held meetings. Following a student performance prepared for Africa National Day, the Board had dinner in the Hebner Room with students, faculty, board representatives, and the Strategic Leadership Team (SLT).

On Saturday, February 10, Mr. Dichter called the meeting to order at 9:00 a.m. in Sasakawa.

Upon motion duly made, seconded, and unanimously approved, it was **RESOLVED**, that the minutes of the meeting of November 4, 2017 be, and hereby are, adopted.

After welcoming the trustees and introducing the members of the SLT, the faculty, and students in

attendance, Mr. Dichter showed a slide reviewing the decisions and continuing discussions carried forward from the November meeting. That PowerPoint and all PowerPoints presented at this meeting are archived with these minutes. He discussed the “Board-Staff rhythm” and asked the staff and Board to work toward standardizing the charts and performance metrics presented at each meeting.

Mr. Dichter turned to President Mora for the President’s report. President Mora announced that after a pilot test during the fall semester, she had decided to go with a distributed leadership structure for the coming academic year. While there have been four Deans in the current academic year, in the coming year there will be three: Dean of Academics, Dean of Ex Ed and Residential Life, and Dean of Admissions and College Counseling. President Mora reported that she felt the distributed model was working well and that she felt in better touch with the campus as a result of this model. She noted that there were differences of opinion in this regard on the part of faculty and had made her decision after soliciting faculty for pros and cons of the two alternative models. The Board Book Appendices contain a new 2018–2019 organization chart, which President Mora noted was budget neutral or close to budget neutral.

Mr. Dichter turned to Dean Mamaux for the Academic report. Dean Mamaux reported that things were going well. Faculty letters of appointment were distributed before Christmas this year, and at this point turnover appears to be quite low. She has broken up the old Vice President budget line and distributed it to the applicable academic areas, resulting in a more accurate picture of educational expenditures. The new Faculty Handbook has been published; “360-degree” conversations will be held with all faculty. An online class registration system has been developed so that new students can register early and more precise staffing targets be developed. Dean Mamaux presented a “Faculty Diversity” chart; the Board requested that this chart be presented regularly. Faculty professional development in the coming year will focus on English language learners (ELL) in the ongoing effort to better serve those students who arrive in Montezuma with under-developed English language skills.

Mr. Dichter asked Melanie Brennand, Dean of Admissions and College Counseling, to report on her areas of responsibility. Dean Brennand reported she had been working on three strategic issues this fall: strengthening the Davis Scholar model, endeavoring to grow the national committee, and participation in the international selection initiative. She noted there was ongoing effort to understand the reasons that various national committees might decline offers. Dean Brennand reported that admissions trends were improving this year; 300 students applied to be Davis Scholars and 140 interviews were conducted. There was discussion about the variability of the international schools selection processes, and Mr. Dichter initiated a conversation about the dilution of the UWC applicant pool by the recent growth in the number of UWC campuses. Dean Brennand concluded her report by noting that this year there were 47 students who had been accepted by 89 colleges, as opposed to 39 students accepted at 62 colleges last year at this time.

Mr. Dichter called upon Dean Curtis to report on Residential Life. Dean Curtis reported that the reorganization of the lower dorms (splitting the units into two sections) was going well, and students and faculty were reporting that the new arrangement was an improvement. She has formed a faculty-student task force on alcohol policy that is currently at work. Statistics she presented showed a diminution of at-risk behavior and incidents requiring discipline this year. The

restorative justice approach to discipline is underway and getting positive results.

Dean Curtis yielded the floor to Naomi Swinton, Dean of Experiential Education, to report. She reported that the student-led Martin Luther King Day celebration had been a great success. The school celebrates six cultural days on a two-year cycle, and the recent celebration of Africa Day was very well done. Dean Swinton noted four strategic items on which she was working: strengthening the breadth and depth of Ex Ed, stabilizing the Ex Ed offerings, looking at programming as part of preparation for a capital campaign, and continuing to conduct risk management awareness and training for Ex Ed leaders.

President Mora then called on Jonathan Ehrlich, VP for Finance and Operations, to report. Mr. Ehrlich reported that operational expenditures were trending well with financial plans. The Davis Family match has had a positive impact on the budget. The connection to the town sewer is complete, the two new duplexes are nearing completion, and we will end the year with a balanced budget.

Mr. Ehrlich reported that our projected budget for next year has only a 1.4% increase in expenses and will have an operating surplus. Mr. Dichter complimented the administration for holding the increase in expenses to such a modest level.

In response to questions about the future direction of faculty compensation, Mr. Ehrlich noted that a compensation study was underway. One of the administration's goals is to try to address income inequality within the faculty and staff.

Mr. Ehrlich concluded his remarks by noting that the endowment stood at \$132 million, the result of a 17% gain in value in the last year.

Mr. Dichter turned to Ms. Baskett for the Advancement report. She began her report by outlining strategies for meeting the Davis Family Challenge Grant by the end of the fiscal year. She reviewed progress in fundraising and alumni activities to date, and all appear to be on track for a successful year. She noted that Nick Scully and Carol Thornton of the Compass Group, who have been hired to help prepare the school for a capital campaign, would join the Board later in the meeting. The tasks assigned to Compass include wealth screening of alumni, interviewing prospective donors, creating a foundation list, and recommending staffing for the campaign. Ms. Baskett concluded her report, and the Board took a brief recess for lunch.

Mr. Dichter called the meeting to order and introduced Shawn Evans and his colleagues from AOS and Surroundings, who have been retained to do campus master planning. Mr. Evans described the efforts they had made to understand how students, faculty, and staff used the campus. He described the campus as lacking small outdoor spaces for groups to congregate and categorized the campus as "a campus of things, not places." After an engaging dialogue, the AOS group ended their presentation by asking the Board (and members of the Strategic Planning Committee, who were present for the session) to evaluate six types of spaces on campus in respect to their need for improvement. AOS and the master planning committee will report back again in the May board meeting.

Mr. Dichter called on President Mora to present the work of the school's Strategic Planning Committee. She noted that there were three pillars to their work, as presented in the strategic vision: mission alignment, financial sustainability, and support of signature programs. The SLT developed projects supporting the three pillars in six areas: Academic, Admissions, Advancement, Experiential Education, Finance and Operations, and Residential Life, which the co-chairs of the Strategic Planning Committee, Dean Brennand and Alumni Fellow Fatyma Dia, presented along with President Mora. The Board discussed these projects in detail and encouraged the committee to continue its efforts at a more strategic level. Mr. Dichter suggested that in the next iteration the Board's Strategic Planning Committee should engage with the school committee to sharpen the strategic objectives.

Mr. Dichter called on Mr. Scully and Ms. Thornton of the Compass Group to discuss the initial steps in planning for a capital campaign. They reported that they believed there were four predictors of success:

1. A good case for support that includes a good cause, a clear definition of what makes the organization unique, and lots of stories about what it does well
2. Good leadership of both the staff and volunteers
3. Philanthropic potential
4. Resources to support the fundraising infrastructure and the volunteers

The Board then entered Executive Session to continue its discussion of capital fundraising and governance matters. Jon Schneider was elected as Vice-Chair with the mandate to represent UWC-USA at UWC-International meetings. Subitha Subramaniam was elected as Chair of the Governance Committee.

There being no further business to come before the meeting it was, upon motion duly made and seconded, adjourned.

Tyler C. Tingley,
Secretary of the Meeting

President's Executive Summary

Our focus continues to be stabilization of the school and strategic, master, and campaign planning. The following is both an update and a summary of our emerging path forward, predicated on the vision of mission-alignment, financial sustainability, and signature programs laid out last spring.

I - Stabilization: Significant Progress, Much More To Be Done

- The financial picture around the so called “fiscal cliff” facing the school over the past several years is considerably altered.
 - We are under \$300K away from realizing the full \$2M match for FYE 18, which will be an 11% increase in annual fund raising if (when!) we hit it.
 - The meeting with Shelby this spring regarding the U.S. Davis Scholars Program went well. Shelby agreed to transition the UWC U.S. Davis Scholars Program to a hybrid model that includes a merit-based component plus means testing of U.S. Davis Scholar families. This will align the U.S. Scholars Program with the new Dare to Dream program. He agreed to do so at current funding, which includes the \$1M Davis Supplemental Grant that was slated to end in FYE 2019. We are in discussion about how to streamline Davis funds to make ongoing disbursement simple. We have begun to model out the impact on the UWC-USA operating budget. All indicators are that we will see significant improvement in our operating budget from this shift in the U.S. Davis Scholars approach (combination of \$1M supplemental grant portion we will no longer send to other campuses plus family contributions based on means testing for 50 scholars on our campus). As a result, we will better be able to fulfill Shelby's initial intentions regarding the program, including pursuing a strong marketing and reputation building approach to admissions.
 - We are no longer facing an imminent and increasing structural deficit. We are in fact now projecting small surpluses over the coming five years. This is a result of the \$10M match challenge over five years, the projected savings from the move to the U.S. Davis Scholars hybrid model, the continuation of the \$1M annual Davis Supplemental grant, and slowing down year over year budget increases through a variety of means. These projected surpluses will give us room to be more strategic in our staffing and compensation going forward, both of which are necessary to long-term stability as well as to taking the school forward.

- The Davis family clearly continues to be of primary importance to the long-term stability of UWC-USA. I am glad to have been able to get to know Shelby and Gale better, as well as Phil Geier. We are working well together on behalf of UWC-USA and of the movement. I have also discovered that Andrew Davis and I share some of the same passions around first-generation college students. UWC-USA is currently partnering with one of Andrew's Santa Fe philanthropies (The Simon Foundation), which works with NM aspiring first-generation college students.
- We have identified and begun to put in place a distributed leadership model meant to take us forward on the vision of mission-alignment, financial sustainability, and the strengthening/development of signature or "placed-based" programming meant to distinguish the UWC-USA experience.
 - At the SLT level the model retains the President/Head role, eliminates the VP for Education role in favor of a three-dean model meant to "bookend" the student experience (admissions and college counseling, academics, student life and experiential education), and adds a chief strategy officer who will help us develop operational strategies and systems that have either been lacking altogether, or have become fragmented through leadership change over the last several years. The Dean of Students and Dean of Experiential Education positions held by long-term members of our community this year will be collapsed into one position (Dean of Student Life and Experiential Education), for which we are currently hiring.
 - The CSO position is an interim position. Once systems and structures have been put in place, we will assess whether the distributed leadership model can function without any additional layer between the president and the vps/deans. In recognition of the outward-facing focus of the president, a vp of the school (deputy head) who would handle the day-to-day oversight of the school will be considered as the CSO exits. This would entail a reassessment of the current vp structure.
 - We are decoupling, restoring, or creating a few key positions with direct student and community partner impact.
- The next focus for purposes of stability will be to develop and strengthen various systems and structures that result in smoother running of the school. The CSO will work to develop these in collaboration with all stakeholders. In developing these systems and structures, we will be mindful to enable the passions and interests the faculty, staff and students bring with them to the UWC experience. The school needs to make a transition from operating primarily on the power of personality to operating with systems and structures that support our best work on behalf of students.
- On the academic side, accreditation, faculty turnover, as well as mission-aligned professional development and evaluation either have been or will be the focus of our stabilization efforts.
 - We have two accreditations coming up in the next two years. Given developments with strategic planning, we will look for ways to bring these processes together.
 - With the faculty handbook in place, and mission-aligned expectations ready to be consistently applied, we are better poised to build our faculty strategically. We are also keen to focus on how we can make UWC-USA an excellent workplace for our faculty and staff. We are still operating at a tactical level, however; the strategic plan will need to address this going forward.
 - The completed compensation study provides a basis on which to develop a

- compensation strategy that allows us to attract, develop and retain excellent faculty and staff committed to the boarding and experiential learning experience that rounds out the academic demands of our school.
- In addition, intentional and broadly-considered diversity remains at the forefront of our thinking as we build our faculty.
 - The challenge to stability in our experiential education program is its tendency to grow in unwieldy ways. Real progress has been made to streamline programming.
 - We have focused on reducing the number of ExEds, bucketing programming into four signature program categories that defacto have most identified the unique UWC-USA experience over time (Wilderness, Bartos Institute for the Constructive Engagement of Conflict, Arts and Culture, Sustainability).
 - These “signature programs” have great potential to be developed with a “place-based,” impact-focused approach that will distinguish UWC-USA within the movement and beyond; they will be a major focus of our strategic plan.
 - The last several years at UWC-USA have come with challenges around student well-being and student life. While I know from talking with other heads that our situation is not unique, it is nevertheless a priority for us. A good deal of effort has been put into mental health efforts, and we are seeing improvement. So, too, a good deal of effort has been put into student life issues around substance use by students. We are stepping up our efforts on this front.
 - An alcohol task force was formed at my request early this semester, comprised of students, faculty, and staff. I have just met with the task force and received its recommendations, which were comprehensive and excellent. The students have presented them to the teaching and residential faculty. The community is aware that eliminating substances on campus is a priority that will require all of us pulling in the same direction.
 - In addition, the configuration of campus and some weak systems around student’s checking in and out of campus can exacerbate student life challenges like those around substance use. This is a major consideration in the development of the master plan and will be a top priority for the CSO and Dean of Student Life and Experiential Education.

Action needed from Board

- Support of our efforts to make changes geared toward long-term stability

II - Strategic, Master, and Campaign Planning: Starts, Progress and Pauses

Strategic Plan

After a first attempt, our strategic planning needs a reset.

- The campus Strategic Planning Committee began work on the objectives brought forward by the SLT. In presenting to the board, a disconnect was revealed in the way the campus was envisioning the strategic work needed (programming and operations focused) and the more aspirational thinking the board expected and needs to lead. The SPC, rightly, recommended a pause.
- Upon further conversation with Steve and Ben J., and with the SPC through Melanie and Fatyma, my key insight is that the work being done by the SPC has been concerned with

strengthening the foundation, which is necessary if we are to create the conditions for stability laid out above. No work has been wasted, and the campus SPC is well poised to shift focus to strategies around improved systems to support our running of the school. My recommendation is that those who wish to continue should work with the CSO. They are a cross-institutional body that has already done some substantial work to identify challenges and opportunities across the school. They would be invaluable in helping the CSO to identify, prioritize, and strategically develop the systems and structures needed to improve school operations.

- On the board side, time in executive session has been set aside to discuss the level at which we should pitch our institutional strategy for the next several years. The choice will be between strengthening the foundation as the end goal versus strengthening the foundation in service of a bolder, aspirational strategy.
- With time, the campus and board strategic work will merge. Our lesson these past few months is that we have more to do to effect this.

Action needed from Board

- Discussion in Executive Session about board strategic objectives and next steps

Master Plan

The work on the Master Plan is proceeding. There have been some hiccups with communication and process, but overall, I believe that the work to date reflects alignment with our vision for campus spaces that are mission-aligned and with the campus priorities that were identified early in the process. From the initial assessment of our buildings and campus connectivity, our vision for mission-aligned spaces, and our aspiration to create a campus that reflects a commitment to sustainability, there is a compelling case to be made that what we need is a transformation of the campus. This will mean that if the board concurs with a transformational approach, capital projects will figure large in the envisioned campaign(s) and the campaign(s) goal may be larger than we had anticipated. At this stage, there remains an important decision to be made about the priority and sequencing of academic versus student and faculty living spaces. The drivers of the decision should include an assessment of where the need is the greatest in terms of day to day impact on student experience, mission alignment, medium- and long-term campus culture concerns, and of course funding opportunities.

Action needed from Board

- Determination of willingness to pursue a transformational approach to the Montezuma campus
- Determination of order of priority between academic, residential and campus connectivity needs

Campaign planning

To date, The Compass Group has provided us with a wealth screening. We have also received advice on staffing and on the steps it will take to have good hope of success with a campaign. This will take a very disciplined approach to prospect identification, qualifying, and cultivation as well as the staffing and deployment necessary to achieve it. It will also take time and resources. Given what we've learned, we will have to look at campaign timing very carefully. Given the current status of the master and strategic plans, a pause in engagement with the Compass Group is

indicated. This will allow us to:

- Staff appropriately to begin execution on our prospect identification and qualifying plan.
- Determine as a board what kind of campaign makes sense, as well as timing, given the Compass Group findings, the age of our school, our alumni base, and key upcoming “anniversaries” of the school.

As of now, I see two obvious choices for crafting a campaign approach:

- A long-term campaign leading to the 50th anniversary, phased in slowly and with a long initial “quiet phase”
- A phased, mini-campaign approach that could be used as markers for the 40th, 45th, and then 50th anniversaries of the school.

Action needed from Board

- Discussion in Executive Session about Compass Group findings and engagement

III - International Movement

- Heads and NCs are focused on mental health concerns around admissions and the ability of the schools/colleges to support students
- The General Data Protection Regulation, adopted by EU member states, is now in effect. The GDPR is intended to give individuals the ability to limit their digital footprint by knowing how their personal information will be used and how long it will be stored. It also mandates that personal data will never be reused for alternative purposes without prior consent, and that all data related to an individual can and will be purged upon the individual's request. This affects our advancement efforts and the Advancement Office is working with our database company to update our forms in order to receive consent from the appropriate parties for data collection. In addition, our IT department is working to:
 - Identify and document where all student user data is being used, and how long it is stored. This will not change the way we operate; mainly it will entail gathering information from different areas of the school.
 - Generate a standard protocol for the removal of student records. This will likely be a procedural checklist to ensure records are removed completely when needed.
 - Edit or compose a layered consent form(s) (one form is already included in admissions packet), which clearly identifies what data is being used, where it is retained, and for how long.
 - Create a contact list for notifying students and/or parents of a data breach. This should take minimal effort as we gather contact information with each student registration. Finally, the IT department will generate a compliance report detailing how we handle student data going forward.

Action needed from Board

- No action - FYI

Dean of Academics Report

I - Student body

The main focus of spring 2018 regarding the student body is a clear preparation for IB assessments.

- All IB assessments were successfully uploaded, and IB exams began on April 30 with relatively few hiccups.
- Two invigilators were hired to assist with the examinations, freeing teachers to coach second-year students and continue with their first-year classes.
- 144 students are taking exams, including 36 first-year students.

Action needed from Board

- No action - FYI

II - Teacher Evaluation

- Conducted teacher evaluations with improved survey based on best practices, mission alignment, student centric, and job description.
- An objective of the teacher evaluation is to ensure an excellent faculty by providing professional development opportunities informed by evaluation.
- Process of teacher evaluation is still incomplete. Target is to have a 360 evaluation with a clear strategic angle to the evaluation, tying evaluation to professional development for mission alignment and student centric experience.

Action needed from Board

- No action - FYI

III - Faculty staffing

- Low rate of attrition this year: four faculty did not to renew contracts versus 10 in 2017.
- Diversity is another key topic for faculty staffing, and an ad hoc committee was created to address this issue. The committee came up with a series of recommendations, some of which are already in place, but other suggestions will be taken under advisement to facilitate better venues for seeking new employees. Traditionally, UWC-USA has focused on national diversity, but there is a need to address what it means to have a diverse faculty beyond national origin.
- Opportunity for current faculty to grow into other positions has begun. Some examples include: Parris Bushong moved from full-time English A to TOK coordination; Travis Day now teaches both chemistry and design technology; Ellen Thompson also expanded her offerings to include French ab initio in addition to her mathematics classes.

Action needed from Board

- No action - FYI

IV - Upcoming accreditation

- 2018-2019 will be focused on re-accreditation for both ISAS and IB self-studies.
- Members of the college community will be tapped by the PLT to serve on a committee that will facilitate a campus-wide discussion that is part of both re-accreditation processes.

Action needed from Board

- No action yet - FYI until self-studies begin in in Fall 2018.

Dean of Admissions and College Counseling

Admissions

I - Upcoming Class

- To date, 120 students confirmed for entry 2018 (Class of 2020).
- Continuing to carefully build and make offers to students off the waitlist, for a target of 125 confirmed (to account for summer "melt," as visas may be rejected, plans may change, etc.)
- Makeup of the class remains consistent with that of the movement - 60% female and 40% male.
- Representation from a broad range of nations, including many that have not had representation on our campus in over 5 years (e.g. Mongolia, Timor-L'este, Ivory Coast, and the Philippines).
- The Davis "Dare to Dream" increase in funding to National Committees enabled the Philippines to fill our offer, which had been partial, and they had indicated that they would be unlikely to find a family that could pay the 50% amount.

Action needed from Board

- No action - FYI

II - US Selection National Committee

- Selection strategy focused on shifting from merit-based to hybrid model with need-based assessment. The Committee continues to move positively in supporting this shift and deliberate recruiting to increase our numbers of applicants.
- Recently formalized a job description to encourage more alumni in the United States to participate on the Committee (and will seek particular skills, such as financial aid/assessment, as well as admissions) and will be posting this soon.

- The second part of the "roles" on the committee will be active and engaged recruitment, ideally by younger alumni and with scripted language about how the merit award will be provided by Shelby Davis.
- We have also engaged with a company, used by many colleges and universities to recruit prospective students, that has a database of over 6 million students, starting with ninth-graders. We will be able to identify key characteristics, such as "interest in service," or "study abroad" as well as set gender or GPA preferences, and then directly market the Davis Scholarship/UWC opportunity, building our awareness and consideration pipeline to convert many more of these into applicants.

Action needed from Board

- FYI - Finance and Admissions are meeting this summer with Victoria to model out some conservative estimates for budget projection
- Focus and support in marketing and communicating the Davis Scholarship opportunity across their networks

College Counseling

I - College acceptances for the Class of 2018

- Most successful year yet over the last 5 years (Melanie's tenure). On average, our students received at least 3 acceptances (this number is skewed slightly due to many more students applying for and receiving Early Decision or Early Action acceptance, which limits and binds them to just one university).
- We have many acceptances to nearly all of the Ivy League schools, the Columbia-Sciences Po program, seven young women accepted at Wellesley, many more to Middlebury, UC Berkeley, NYU, Duke, and others.
- The UK and Canada continue to see increased popularity and interest among our students, and many students are applying abroad and to gap years, trends supported in response to feedback or perception received three years ago.
- As recent trends continue, college admissions continue to become more and more competitive, with many colleges reporting double-digit percent increases in applications, which is nearly impossible to predict as we work with our students.
- This is why we focus so heavily on thoughtful research and a student's "fit" with a particular institution, which is more authentic and results in a much higher chance of acceptance.

Action needed from Board

- No action - FYI

II - Financial Aid

- 1 Morehead-Cain scholarship recipient (full ride with additional support, mentorship, summer opportunities to UNC-Chapel Hill)
- 1 International Leader of Tomorrow award (full ride) to University of British Columbia.
- We are now trying to track financial aid packages, and this year saw many, many merit awards and full rides in addition to the need-based aid that most Davis Partner Universities provide.

Action needed from Board

- No action - FYI

III - College Counseling for Class of 2019

- The Counseling team is meeting with first-years already, helping frame the relationships and service provided to students. The post-grad week will be a time to get everyone started

on their Common App and UCAS application platforms, begin writing college essays, and level-set for the year ahead.

- We are also introducing a college counseling contract, so that students, parents, and even National Committees are aware of our philosophy and approach, and to clarify the responsibilities of students, as well as the support they'll receive from this office.

Action needed from Board

- No action - FYI

Dean of Students

I - Student Life: Our top priority continues to be safety and health.

- Mental health issues at a minimum due to counselor and RT support.
- Smaller dorms have proved a positive step for relationship building. Dorm time brings students/adults together to address campus issues and/or social time.
- Alcohol continues to be a problem. Four incidents involving 10 students resulted in disciplinary hearings and students being placed on “final warning” probation. Recent drug-use at forefront of our challenges; two students were asked to withdraw due to drug-related incidents with more pending an appeal.
- Following the work of the Alcohol Task Force, a substance task force was developed and will be implemented as an ExEd next year.
- Student handbook needs updated with more clarification on procedures (summer).

Action needed from Board

- No action - FYI

II. - Restorative Approach

- Twelve circles organized this year (most centered on student-to-student conflict).
- Conducted two training sessions for students; more needed for faculty so they can help facilitate meetings of interpersonal relationships and conflict.
- Objective to also move restorative approach as a common practice in minor conflicts between students for greater student self-advocacy.

Action needed from Board

- No action - FYI

III. - Professional Development

- Conducted residential evaluations by students on residential life and staff, as well as spring workshops for staff on mental health, suicide, and alcohol awareness.
- Student resident advisors (RAs) receiving workshops in May on sex education, CPR, fire safety and mental health. More topics (such as alcohol awareness, time management, and conflict resolution) will be presented next year.
- Need more opportunities/funding for outside professionals to train faculty on adolescent challenges, such as teen mental health, today’s teen and the social/emotional challenges they face. Continue opportunities for growth with Head-to-Toe conferences, TABS, or the JED Foundation.

Action needed from board

- No action- FYI

IV - Residential Staffing

- Twenty on-campus adults working in residential life; two assistant resident tutors to be replaced with current faculty. Intent on diversity.

Action needed from Board

- No action-FYI

Dean of Experiential Education

I - Restructuring

- Objective is to increase coherence of programming and increase focus on impact through signature programs that are place based, adequate staffing and strong partnerships.
- Key elements of impact:
 - Wellness + new skills, responsibility and challenge for UWC students
 - Educational impact with local youth
 - Evaluation cycle built in to track impact
- Reduced number of Ex-Eds, ~60 for 2018 vs ~75 in 2017
 - Arts & Culture: (~12)
 - Constructive Engagement: (~15)
 - Sustainability: (~30)
 - Wilderness: (~3)
- Partnerships
 - Define objectives in seeking partnerships and criteria
 - Assess critical areas where we are missing partners or key skills
 - Leverage significant partnerships with other schools, community organizations, and funders (NMSU, CYFD, Simon Foundation, others)
- Staffing
 - Seven track leaders (mix of faculty and staff); need to assess effectiveness of this mix
 - Hiring new ExEd support coordinator to manage CAS requirements, logistical support, coordination across tracks, portfolios, ExEd external funding
 - New dean of Experiential Education/Residential Life in charge of key ExEd events, ExEd staffing, program alignment

Action needed from Board

- No action - FYI

II - Spring activities

Portfolio assessment

- 20 excellent second-year portfolios, 16 initial second-year fails -- still completing, working toward 100% pass
- Second year of formal, all-school portfolio assessment; increased quality overall; stronger employee and student participation; condensed format.

Action needed from Board

- No action - FYI

Project week

- Risk Management
 - Minimized ground travel risk, rented additional vehicles and more thoughtful vehicle allocation; Driver and vehicle training required prior to departures
 - Clarity and training regarding staff roles; additional incident management staffing provided
 - New incident report form will enable cleaner incident tracking and follow up
- Partnerships
 - Extensive partnering, including with schools, NGOs, alumni, experts in the field
 - With ground-travel-only Project Week trips going forward, planning for flight-based expanded leadership expedition opportunities in partnership with alumni in May 2019

- May offer limited number of partnership/fee-based slots for youth from other schools/communities

Action needed from Board

- No action - FYI

Finance and Operations Report

I - Finances

- Current year's budget (FYE 2018) is projected to result in an operating surplus after capital expenses of \$116,600. This compares with a budgeted deficit of (\$961,000). The reason is that while actual capital expenditures exceeded the budgeted amount due to one-time expenditures, the Davis Family Challenge Grant had not been budgeted as revenue.
- Next year's budget (FYE 2019) projects an operating surplus before capital expenses of \$1.23 million, and an overall surplus after capital expenses of \$477,000.
- The endowment was valued as of March 31, 2018 at \$129 million, which is a decrease of 1.9% this past quarter.

Action needed from Board

- Approval of the budget for FYE 2019

II - Employee benefits

- Compensation and benefits review has been completed and presented to faculty and staff. Its implementation will take place over the next several years, as budgets allow.
- Adjustments to the health insurance plans for former and current employees who are grandfathered to continue receiving coverage post retirement are in the process of being implemented. Changes are projected to save the operating budget at least \$40,000 in premiums as well as a yet unknown amount in funding of the reserve for retirees, and are expected to reduce the liability carried on the balance sheet (this number will not be known until after actuarial calculations are completed this coming summer).
- Changes to the school retirement plan for current employees are being implemented, with an effective date of August 1. LongView Asset Management will be working on behalf of employees, with TIAA being the sole investment platform to which employees may contribute.

Action needed from Board

- Discussion of next steps for compensation review during executive session

III - Safety and Risk Management

- Safety training is being developed and will be part of employee and student orientation.
- The Safety Committee has been working on completing campus-wide implementation of an emergency notification system, vehicle safety training, and emergency response drills.

Action needed from Board

- No action - FYI

IV - Capital Projects

- FYE 2018 – Projects are projected to end the year at \$2 million versus the budget of \$2.1 million (details attached in board appendices)
- FYE 2019 – Budgeted at \$750,000 (details attached in board appendices)

Action needed from Board

- No action - FYI

Advancement Report

I - Fundraising (See Appendix.)

Meeting the \$2 million Davis Family Challenge is our main objective, and we still have \$269,054 left to raise by May 31. We are working on a three-pronged approach:

- Renew the FY17 donors. We expect \$108,000.
- Increase the board giving by \$100,000 or 60% per trustee. To date the board has given \$52,000 more than last year for a 32% increase. One trustee has yet to give/pledge, eight increased 60% or more, and eight increased less than 60% or not at all.
- Bring in \$100,000 in new major gifts and/or find long-lapsed donors of \$5,000 or more to give.

Action needed from Board

- Ensure 100% Board giving
- Encourage all Trustees to increase gifts
- Enlist Board to help fundraising effort by contacting people on list of donors to renew/solicit new major gifts

II - Campaign preparation

- We have agreed to suspend work with the Compass Group until the Master and Strategic plans are further along.
- To date Compass Group has run wealth screenings on our American donors/prospects, interviewed or met with six trustees, compiled a foundation list, presented a fundraising 101 to the board, and worked with me to begin rating our prospect list.
- In the meantime, I will be hiring one or two additional staff who will conduct research and qualifying meetings. The Advancement Committee will be discussing when we might launch the board phase of the campaign, and I will work with trustees and alumni on rating prospects.

Action needed from Board

- Discussion of Board constitution in preparation of campaign (e.g. high net worth board member recruitments vs. President's council fundraising).

III - Alumni Relations (See appendix.)

- Alumni are a critical part of the future of UWC-USA, including the upcoming campaign. The strategy for alumni engagement includes strategic events, the Alumni Impact Award, bringing alumni to campus as speakers or interns (Alumni-in-Residence program), and increasing attendance at reunions.
- In addition this summer we will be working with [The Alumni Attitude Study](#) to develop an alumni attitudinal study.
- This study is part of a nine-month project that has been funded with a donation of \$40,000 and that involves three phases designed to increase engagement by the start of the capital campaign.
- The alumni office will work collaboratively to determine the right overlap with other projects/committees/departments (Right Hat website designers, the strategic committee of the Board, and Victoria) and maximize face-to-face and online alumni engagement.

Action needed from Board

- Recommend key connected alumni

IV - Communications / Marketing (See appendix.)

There are three areas of emphasis for the coming months to strengthen the foundation:

- **New Website**

- We have engaged Right Hat, a digital marketing agency from Chicago, to develop a new website for the school with a launch of fall 2018.
- Their goals are: 1) engaging new donors, 2) improving the Davis Scholar applicant pool, 3) creating content to increase enrollment in student and educator summer programs. In addition, we will save significantly on annual maintenance and hosting costs.

- **Public Relations**

- Beyond the new website, the PR strategy will:
- Improve to the school's social media presence via Instagram and Facebook feeds.
- Increase Victoria's profile as a thought leader who can speak to the educational themes that are aligned with the UWC mission.

- **Marketing**

- Develop a new marketing strategy for the U.S. Davis Scholars.

Action needed from Board

- No immediate action - FYI
- Opportunities for board and alumni input and feedback later in the process, particularly in reviewing designs