



**Meeting of the
Board of Trustees**

**Nov. 2-4, 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
November 2017

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 Saturday, Nov. 4, 2017, in Sasakawa commencing at 9:00am.



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Alumni Dashboard
Communications/Marketing Dashboard
Governance Report
Board Terms
Board Profile
Board Committees



**Board Schedule of Events
Nov. 2-4, 2017**

Thursday, Nov. 2

Orientation for new trustees in Board Room

2:30-3:30	Attend H Code Class: Ravi Parashar's economics class	
3:35-5:00	Welcome & Introduction	Victoria
	Program leadership overview presentations	
	Admissions Process/Student Body	Melanie
	Academics/IB	Alexis
	ExEd	Naomi
	Residential Life	Linda
5:00	Break	
5:10	Tour of Castle	Student
5:40	Campus tour, including a few faculty homes	Christie
6:45	Dinner with selected students in dining hall	Victoria

Friday, Nov. 3

Breakfast in dining hall

7:00-8:15am

Orientation for new trustees continues in Board Room

9:00	UWC History and International Organization	Steve
9:30	Board Basics	Steve
10:00	Overview of Strategic Direction	Victoria
10:30	Break	
10:45	Advancement	Christie
11:15	Financial Model & Budget	Steve, Jonathan

12:00 Lunch in board room

12:30 Finance & Investment

KC, Jonathan

1:15-1:45 Open Discussion

All

Time with students in the Dining Hall: Pick a table

12:00-2:00 Lunch with assigned students for board members not involved with orientation

Board Committee Meetings in Board Room

2:00-3:00 Advancement Committee

3:00-4:00 Education Committee

4:00-5:00 Governance Committee

5:00-6:00 Finance and Audit Committee

5:00-6:00 Alumni Committee meets in New Mexico Room

6:15 Board dinner in Hebner Room with SLT, students and faculty board representative

7:30 *The Broken Kurdish Dream*, a discussion led by second-year student Abdulrahman "Abdo" Mohammed Ali Al-Rayyis from Iraq. Tentatively set for Student Center in castle.

Saturday, Nov. 4

Breakfast in the Dining Hall

7:00-9:00am

Board Meeting in Sasakawa

9:00-12:30 General Session: SLT/Board Committee Reports

12:30-1:30 Lunch in Dining Hall

1:30-3:00 General Session Discussion

3:00-5:00 Executive Session

5:30-7:00 Cocktails and heavy hors d'oeuvres, Board, SLT, teaching faculty at president's house



**Meeting Agenda
Saturday, Nov. 4
Sasakawa**

- 9:00–12:30 General Session: SLT and Board Committee Reports
 Introductions and Opening Remarks from Board Chair – Steve Dichter
 Approval of May 19, 2017 Minutes
 Reports
 President -- Victoria J. Mora
 Dean of Academics -- Alexis Mamaux
 Dean of Admissions, College Counseling – Melanie Brennand
 Dean of Students -- Linda Curtis
 Dean of Experiential Education -- Naomi Swinton
 VP for Finance and Operations -- Jonathan Ehrlich
 Finance
 Facilities
 Investment
 VP for Advancement -- Christie Baskett
 Advancement
 Governance
- 12:30–1:30 Lunch in Dining Hall
- 1:30–3:00 General Session Discussion
 Master Plan
 Capital Campaign
- 3:00-5:00 Executive session

Adjournment

**Minutes of The Armand Hammer United World College
of the American West (UWC-USA)
Board of Trustees Meeting
May 19, 2017**

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, Friday, May 19, 2017 and adjourning at 5:00 p.m. Trustees present were Mark Alexander, Leigh Ann Brown, Sebastien de Halleux '96, Steven Dichter, Ben Jones AC'91, Justin Lee '95, Marisa Leon '87, Victoria Mora, Subitha Subramaniam '88, Melanie Weston '86, and Thomas Schwingeler '86 (by video conference). These 11 trustees constituted a quorum. Marc Blum later joined the meeting by video conference.

Also present by invitation for portions of the meeting were the following members of the College administration: Christie Baskett, Melanie Brennand, Jonathan Ehrlich, and Martina Moetz. Parris Bushong and Ellen Thompson were present as faculty representatives. Lauren Ho and Andy Pavey were present as student representatives. Members of the staff present for part of the day included Kristine Jaramillo, Graham Rasmussen, and Jose Pablo Salas Rojas '06.

On Thursday, May 18, the Alumni Committee met from 3:00-4:00 p.m., the Master Planning Committee met from 4:30-6:30 p.m., and the Education Committee met from 5:00-6:00 p.m. From 7:00-8:30 p.m. Board, members of the administration, and faculty representatives had dinner in the president's house.

On May 19, 2017, at 9:00 a.m. Mr. Dichter called the meeting to order in Executive Session in Sasakawa. Mr. Dichter gave an update on his priorities. President Mora gave her executive summary report.

At 10:10 a.m. Mr. Dichter brought the Executive Session to a close and began the general meeting. He introduced the student and faculty representatives as well as the incoming Director of Marketing and Communications Linda Seebantz and gave opening remarks.

Upon motion duly made, seconded and unanimously approved, it was

RESOLVED, that the minutes of the meeting of February 11, 2017 be, and hereby are, adopted.

President Mora gave her report. She reported on a meeting with Shelby Davis to discuss options for use of the recent \$10 million gift his children made to the school in his honor. Mr. Davis agreed that President Mora should determine best use and asked her to work with Phil Geier to work out details. Some of the potential uses include the Master Planning process, a campus-wide compensation review, revitalization of the Bartos Institute, and campaign preparation.

President Mora outlined the emerging Strategic Plan and areas for attention:

- a faculty/staff capacity study
- a comprehensive compensation review
- audit and assessment of academic, experiential, residential programming balance
- culture building cornerstones

- campaign preparation
- US National Committee configuration

President Mora described work that needs to be done to “strengthen the foundation” which include: organization and staffing, policies and processes, and culture shift.

Mr. Dichter thanked President Mora and turned to Head of School Moetz for the Academic report. Ms. Moetz used a PowerPoint, which has been archived with these minutes.

Ms. Moetz reported on the recent meeting of the Education Committee which included discussion on the change to a new database (Edsby); work on the Policies & Procedures: Faculty Handbook; and the transition next year with the Dean of Students, Director of Studies, and Director of Experiential Education & Bartos Institute reporting to the President and serving on the Senior Leadership Team.

Ms. Moetz then went on to highlight work being done on: adaptations to the course portfolio, adjustments to the ExEd program, new database training, and legal review of both the faculty and student handbook. She outlined the nine full-time and four part-time departures in academics and the hiring of seven full-time and one part-time person to replace them plus re-organizing some positions. The Board requested that President Mora go through the exit interview surveys to determine if there are any patterns in the departures and report to the Board.

Ms. Moetz further described work on reviewing the faculty experience, digital portfolios (which include assessment of student work by other students), signature programs, return of the IB workshops to campus in summer 2019, and the 2018 summer Global Leadership Forum (GLF) which has 65 registered to date. There was further discussion of GLF and a request by the board for revenue targets.

Ms. Moetz ended by discussing efforts to increase the sense of community and build the UWC culture, an increase next year in the number of adults in the lower dorms, work on the discipline/sexual harassment policy, and training for faculty on refugee and trauma prevention. The board turned to a presentation on Finance and Operations presented by Mr. Ehrlich. His PowerPoint presentation is archived with these minutes.

Mr. Ehrlich reported on recurring items including:

- 2017-18 budget which he had reviewed in detail with treasurer Mr. KC Kung
- Master Planning Committee: RFPs were sent to nine firms, seven responded , the Committee narrowed it down to three who will present on campus in early fall to select the finalist. They are: PIA, Architects of Achievement, and Atkin Olson Schade Architects
- Compensation study – RFPs were sent to hire an outside firm to conduct
- Comprehensive look at campus safety and emergency preparedness. An emergency text system will be in place next year.

Mr. Ehrlich reviewed finances including the projected operating deficit for 2016-17 which should be \$701,000 rather than the budgeted \$1,002,000. The multi-year financial projection continues to show that, before consideration of the \$10m gift, the reserves will be depleted by 2019-20. For 2017-18 the president’s salary has been reduced by 3%, the salaries of the Senior Leadership Team have been frozen, and other employees will receive a 3% salary increase. The Employee match for retirement has been changed from a waiting period of two years to one year and the school is reviewing other firms to manage retirement accounts. As of March 31, 2017 the

endowment was at \$126.5m. The preparation of the 990 was delayed but it is now filed and the school needs to move to a new audit firm.

Mr. Ehrlich reported on capital projects including: renovation on the Dwan Light Sanctuary, the waste water plant hook-up to the City which will begin in June and finish the end of October, construction of two duplexes on campus which should be done by mid to late September, and the fact that the 163 acres of land is still available but not on the market.

Finally, Mr. Ehrlich reported on the school's investments which have seen an 8.99% Total Fund growth which exceeded the target of 8.15%.

Upon motion duly made, seconded and unanimously approved, it was RESOLVED, that the 2017-2018 budget be, and hereby is, approved as presented.

Upon motion duly made, seconded and unanimously approved, it was RESOLVED, that the Audit Committee's recommendation to change the audit firm to Morton Accounting be, and hereby is, approved.

Upon motion duly made, seconded and unanimously approved, it was RESOLVED, that the Finance Committee's recommendation to remove Martina Moetz, and add Linda Curtis and Victoria Mora to be signatories on our accounts with Southwest Capital Bank and First Community Bank be, and hereby is, approved.

After lunch Mr. Dichter asked Ms. Brennand to deliver the admissions and college counseling report. Her PowerPoint presentation is archived with these minutes.

Ms. Brennand reported that 118 students are confirmed for entry for fall 2017 which includes three direct applicants, a 60/40 female/male split, and 33 "new" countries where there hasn't been a student in the last three to five years. The overall study body for next year will be 230 students with 99 countries represented. Ms. Brennand also described a proposal to centralize with the IO the admissions process around refugee students. The Board requested alignment with Finance about the recording of tuition revenue.

Ms. Brennand reported on college counseling for the Class of 2017: Over 100 received acceptances to at least one post-secondary option, the average number of acceptances was four, and many more applied to the UK and Canada and/or are returning to their home country. 15+ students who have confirmed acceptances will be doing a gap year. One student received a Jefferson Scholarship for U VA and one a Parks Scholarship at NC State.

Mr. Dichter turned to Ms. Baskett for the Advancement report. Her PowerPoint is archived with these minutes.

Ms. Baskett reported that as of May 15, 2017, she and her team had raised \$1.753 million for the Annual Fund against a budgeted goal of \$1,545,000 and an addition \$790,000 for endowment/other. With two weeks remaining in the fiscal year, she projects the Annual Fund will close at \$1.8 million. She thanked Graham Rasmussen who will step down in June as Director of Annual Giving to become a Global Politics teacher here.

Ms. Baskett described efforts to reach the \$10 million challenge over the next five years which will include increasing the Annual Fund goal to \$2 million, a possible re-organization of the Advancement Office to make more time for face-to-face visits, hosting more fundraising events like the recent one in Santa Fe that brought in nearly \$10,000 from new donors, and increasing

board giving by \$100,000. The latter will require both increased giving by current trustees and recruiting new trustees who have greater capacity to give.

Ms. Baskett discussed campaign preparation efforts including each trustee bringing three to five new prospects to UWC-USA; timing for retaining campaign counsel; and preliminary work on setting campaign objectives, identifying leadership, and preparing collateral. She also described new fundraising initiatives: an event on June 15 run by the IO to raise refugee scholarships, and other partnerships with the Venezuelan and Guatemalan National Committees to raise funds for students.

Ms. Baskett outlined recent work in Alumni Relations including nine events since January and a discussion about future events with the Alumni Committee, the naming of the Alumni Impact Award after Giulio Regeni '07 (who was killed in Egypt), and an Alumni-in-Residence program which will begin this fall.

Finally, Ms. Baskett thanked Linda Seebantz for accepting the Director of Marketing & Communications position and described work to be done on a new website, moving the annual report online, continuing to garner media attention, and creating more videos for marketing. She pointed out recent media related to Dr. Mora's Op-Ed on the Trump travel ban, announcement of the \$10 million gift, and an article in Forbes about the UWC movement.

In the absence of Governance Chair Jon Schneider, Mr. Dichter and Ms. Baskett delivered the Governance Committee report. The PowerPoint used in this presentation is archived with these minutes.

Mr. Dichter reviewed the board terms and there was a discussion about re-electing trustees who are not able to attend the required two of three meetings annually. Upon review of the Board Profile, it was noted that more female trustees are needed and that one criterion that should be tracked is the number and percentage of trustees with high giving potential.

Upon motion duly made, seconded and unanimously approved, it was RESOLVED, that the following persons be, and they hereby are, elected to serve as officers of the Board of Trustees of UWC-USA, until May 31, 2018:

Steve Dichter Chair

KC Kung '87 Treasurer

Ty Tingley Secretary

And further

RESOLVED, that the following persons be, and they hereby are, elected to serve a one-year term on the Board of Trustees of UWC-USA, until May 31, 2018 by virtue of their position on the board:

Marc Blum Trustee, Chair of Advancement Committee

Steve Dichter Trustee, Chair of the Board

Victoria Mora President

Jon Schneider Trustee, Chair of the Governance Committee

Ty Tingley Trustee, Secretary

And further

RESOLVED, that the following persons be, and thereby are, elected to serve a second three-year term on the Board of Trustees of UWC-USA, until May 31, 2020:

Thomas Schwingeler '86

Melanie Weston '86

Mr. Dichter described the two new trustees being nominated by the Governance Committee.

Upon motion duly made, seconded and unanimously approved, it was

RESOLVED, that the following persons be, and thereby are, elected to serve a three-year term on the Board of Trustees of UWC-USA, until May 31, 2020:

Bill Banowsky

Manolo Espinosa '87

A third candidate is scheduled for another conversation and it was agreed an email vote could be taken if she is to be nominated. There was also discussion about asking some nominees to serve on committees before being elected to the Board. There was also discussion about the timing for when persons are nominated and begin their terms and conducting a more thorough orientation.

Upon motion duly made, seconded and unanimously approved, it was

RESOLVED, that the following persons be, and thereby are, formally thanked for their service to the board which ends May 31, 2017:

Sebastien de Halleux '96

Monique Seefried

Sujatha Srinivasan

Ms. Subramaniam asked trustees to complete the self-evaluation that was emailed recently by May 24, 2017 so that it can be reviewed. There was discussion about using a consultant to identify additional trustee candidates.

Ms. Brennand distributed the mandate for the Admissions Committee and asked for feedback.

At the conclusion of the general session, Mr. Dichter called the Board into Executive Session for a debrief of the meeting and assessment of the first year of President Mora's leadership. The discussion was unanimous in appreciation for Ms. Mora's work and the need to provide strong support for the ambitious agenda ahead.

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

Christie Baskett, Secretary for the Meeting

President's Executive Summary

The year has started well. There is palpable good will. Many policies and handbooks have been created, updated, and/or put into written form and promulgated. Orientations for students, faculty, and staff were improved over the summer. Initial feedback on these advances has been positive and we now have a basis from which to work more proactively throughout the year. As part of our strategy, we are beginning to put into place feedback loops so that we can begin to experiment with and build a shared governance model for the school. This is especially important given the large number of new and recent faculty we are absorbing into the community with the double task of introducing them to the best of UWC-USA and benefiting from their fresh perspectives.

Positive start though it has been, it is important to note that we are operating on a lot of fronts at once, and, to mix metaphors, “building the plane while flying it.” We are working to get a strategy in place, addressing key issues around mission and financial sustainability that have been affected by years of leadership turnover and in need of sorting out, and working with a leadership team mostly new in our roles or to the school or both. This entails challenges with change management. I am fully cognizant of this and aware that it needs addressing.

With the announced departure of our Head of School last year, who was slated to assume the VP for Education role, we decided not to scramble to fill the position but rather to advertise for the 2018-2019 school year while testing a more distributed leadership model this year: the “four dean model,” meant to provide an integrated approach to the student experience from admission through transition out of UWC-USA. By end of November, we will have interviewed an initial round of VP candidates and determine whether to continue to a final round or stay put with the current model for a longer test period. The decision rests with the president, with consideration of feedback from faculty, staff, and students, and with consideration of which model might best serve the shared governance toward which we aspire.

In the meanwhile, we have begun to look at our respective areas on the SLT through the lens of the strategic vision. We are in the process of identifying key focus areas for our next 3- to 5-year strategic plan, which will be developed by the end of this academic year in alignment with the Strategic Plan currently being considered for passage by the UWC International Board. The plan, in keeping with the vision, will focus on mission alignment and financial sustainability. Internal audits to inform our work have been underway since last year.

Core objectives in our mission alignment include moving toward a more balanced academic, experiential, and residential education at UWC-USA (i.e., reinvigorating our “UWCness”) and a student-centric approach that will ultimately lead to more optimal conditions for a student-driven

culture and experience. Important focus areas emerging to date include proposals for change and innovation in our calendar and timetable, faculty evaluation across programming, streamlining our experiential education program to focus on the Bartos Institute for the Constructive Engagement of Conflict, a holistic approach to sustainability, community and cultural engagement for impact, and wilderness. All are to be evaluated through the lens of long-term impact for students and for the communities we partner with and serve. All require developing a risk-management policy, which is underway. Further, we are developing and introducing a restorative justice approach to community life and student discipline. Also crucial to mission alignment, especially given the number of U.S. students on our campus, we are working in admissions toward introduction of means testing as part of the Davis Scholars program and innovations in our approach to enrollment. This will put us in alignment with the rest of the movement on key issues including access, social and economic diversity, and flexibility that will help us toward financial sustainability.

Emerging areas of focus under financial sustainability are equally ambitious and far-reaching. We are taking a zero-based budgeting approach to realize expense savings and looking at staffing changes over the past several years to understand better whether we are staffed appropriately. We have engaged in a compensation study as a first step in moving to a more rationalized approach. Our master planning will take into account long-term sustainability and shorter term trade-offs of continuing to spend on deferred maintenance in key buildings versus considering new construction with sustainable aspirations. It will also take into account opportunities for revenue generation through increased opportunities to attract use of our facilities.

On the advancement side, we are already beginning to leverage the Davis family challenge grant to increase annual fundraising. This is meant to impact our projected structural deficit and investment in key aspects of our vision going forward. We are beginning preparation for a capital campaign that is crucial for the long-term outlook for UWC-USA, including designing a data-gathering campaign to learn about and leverage alumni success and realization of the mission in their lives and careers.

Finally, we are engaging fully in the larger UWC movement, actively helping to shape its direction and informing key strategies crucial to the future of UWC-USA. Among the most important are an interim international selection program to bring more fee paying students into the movement while preserving socio-economic diversity and establishing minimal consistencies having an impact on students across the movement. Examples of the latter include due process in disciplinary procedures and standards for student support.

Finally, I would be remiss if I were not to thank our leadership, faculty, staff, and students for their important roles in not only stabilizing UWC-USA after a rocky period, but also stepping up in various ways to begin shaping our future together. Thanks, too, for excellent board support as we identify our challenges and opportunities going forward.

Dean of Academics Report

Overview

May 2017 IB results attest to a continued focus on the student academic experience. While there were some disappointments, the overwhelming majority of our students are thriving in our rigorous yet supportive academic environment. We are bolstered by many highly qualified faculty members. Despite significant turnover in the past few years, a number of the newer faculty come from experienced IB Diploma programs and still others have prior UWC experience. Just as we want our students to thrive, the focus of faculty appraisal continues to be one of nurturing and developing teachers in a manner consistent with the vision. The master plan should assist in both of these core academic endeavors by establishing a coherent infrastructure that assists students in learning, and faculty in collaboration--all from a mission and values framework.

1. IB results. May 2017 (see appendix)
 - a. Student performance comparable to prior years
 - b. Above the international averages for diploma total, number of students receiving the diploma and score per subject
 - c. At-risk students were identified and faculty worked with them extensively throughout the second year; half of these students were awarded the diploma
2. Student Enrollment (see appendix)
 - a. First-year class matriculation: 114 students, one withdrawal: 113 first-years
 - b. Total enrollment down to 222 from 235
3. Faculty profile (see appendix)
 - a. Change in faculty diversity, but not a decline
 - b. Cordell Hull Foundation J-1 Visa Program has proven effective
 - c. Over half of faculty has less than 5 years tenure at UWC-USA
 - d. Larger number of part-time teachers on staff than in previous years
4. Faculty Development and Appraisal
 - a. Continued goal of 360-degree evaluation that encompasses all aspects of student experience
 - b. Focus on collaboration within academic groups and disciplines
 - c. Collaboration with Desert Academy
5. Master plan priorities
 - a. Align enrollment with infrastructure
 - b. Create a flow to academic physical spaces that allows better interaction and less fragmentation
 - c. Need for staff-only space now that Sasakawa is a community space

Dean of Admissions and College Counseling Report

Overview

This is the “quiet time” for Admissions at UWC-USA. Offers went to National Committees via the IO in early September; we made more than in previous years due to lower yield for 2017 entry and our intention to increase numbers in the 2018 entry year. We have also increased unfunded offers, but those tend to be the first ones declined by National Committees. NCs are still considering and accepting offers, the full cycle of recruitment and selections kicking off in earnest over the winter, and with nominations due in April. Key update in this work is the process of shifting the U.S. National Committee practices around means-testing, which we have received initial approval from Phil Geier and Shelby Davis to pursue, with careful messaging and timing for the selection of U.S. Davis Scholars for 2019 entry.

Admissions

1. (Newly Established) Admissions Committee Report
 - a. Initial goals of the committee
 - b. Charter agenda
 - c. Update on first committee call
2. Admissions Strategy: Davis Scholars, US NC, Direct Entry
 - a. Admissions will be a key input in the Master Planning process and its impact on overall enrollment numbers. If we increase overall enrollment, what will that mean for facilities, space, etc.? Various scenarios on “optimal enrollment” will be considered.
 - b. 400+ Davis Scholarship applicants, Reading Weekend Nov. 10-12 update (TBD)
 - c. Intent to increase unfunded offers by up to 5% of our projected enrollment number to make up for loss of student numbers due to departures in Class of 2018 as well as lower than anticipated enrollment in the Class of 2019.
3. Offers to National Committees – full, partial, no, etc.
 - a. 2018 entry: 150 offers out. NCs are determining which colleges’ offers to accept, based on their capacity and understanding of their markets. Recruitment, selections, and further financial negotiations will continue through April as nominations are made.
 - b. As noted above in the overall Admissions Strategy, we have determined to make additional offers to China (unfunded), as well as targeted, local NM populations as unfunded offers as well. The IO continues to warn that too many unfunded offers by

schools will go unaccepted by many NCs, as they seek to increase diversity among their applicants and nominees.

4. US Policy and admissions updates
 - a. US National Committee continues to identify and engage new readers, interviewers for National Committee membership (growth, in support of means-testing direction and other NC functions)
- 5 IO Strategies and Initiatives
 - a. Means-testing U.S. Davis applicants, to bring practice in line with IO strategy and nearly all other NC practice. Discussions on this topic began in April 2017 with Shelby Davis and Phil Geier, final memo outlining the plan and timeline sent in October.
 - b. Interim International Selection Programme update

Fall College Counseling Update

Overview

Diversity of interest and intended college matriculation destination continues to be a focus of the college counseling philosophy. Increased UWC campuses and enrollment have created a bit of increased, internal competition among U.S. Davis Partner Universities, which also has led to our guidance in looking beyond the US for tertiary education. All in all, our students continue to research, apply to, and attend schools that have been identified as the best “fit” for their individual needs and interest.

1. Class of 2017 final university matriculation plans and report
 - a. As anticipated in May, we saw increased interest and intention to attend schools outside of the US, due to several factors. The first was our college counseling focus and support strategy to work with students on the idea of “fit” and placement at schools where they will be happiest and most successful. Another factor was the current political climate (U.S. and global), which challenged visa status and an overall sense of belonging and safety. See appendix for list of final matriculation destinations.
2. College Counseling for the Class of 2018
 - a. College Visits began on Sept. 1, 2017 - the earliest date in recent history. We held a college counseling day during Orientation, also a first. We have had 57 college visits this fall (compared to 75 last year), with more international colleges and universities visiting, due to interest and increase in applications to those schools over the past two years. We have many more students applying to the UK (30+) and a few more indicating interest in only applying to their home universities in Europe
 - b. We have also introduced “Chalk Talk,” a standardized-test-prep online course, to our students. Founder is Mohannad Arbaji, a 2007 UWC-USA graduate. User adoption has been quite low, and we are thinking about ways to provide this benefit to our first-years much earlier to encourage use without overwhelming or overemphasizing standardized testing.

Dean of Students Report

Overview

Residential Life

New initiatives have been put in place, including developing smaller dorm units and a restorative approach to conflicts, discipline and problem-solving. The majority of students have responded well to our pastoral care programming with additional support for those who have more challenges. Students are encouraged to initiate peer meetings within their hallways, or with their full class. Our resident tutors meet weekly to ensure safety, clarity of programming and best practices in the residences. The health team also meets weekly to support student emotional health. Challenges we face this year are having more English language learners in the first-year class, 50 percent turnover of the student body, and nine new members out of 20 on the residential staff.

1. Strengthening the residential community
 - a. Residential restructure (new)
 - i. Dividing lower campus dorms into smaller units (see appendix)
 - ii. Increase in residential staff
 - iii. Wednesday evening dorm time
 - b. Restorative justice approach to problem-solving or discipline (new)
 - i. Community circles
 - ii. Restorative circles
 - c. Wellness sustainability and community support
 - i. Better processes around mental health
 - ii. Student empowered SWEET (Sexual Wellness Education and Empowerment Team)
 - iii. Wellness presentations by students, outside resources
 - d. Developing residential manual
 - e. Well defined student handbook
 - f. Developing Sasakawa as a community center
 - g. Building a stronger Get-Away Program
2. Campus Culture
 - a. Discussions on mission and values, honoring each other
 - b. Empowering the student
 - i. Resident advisor role
 - ii. Mental Health Advocacy Group
 - iii. SWEET (Sexual wellness Education and Empowerment Team)
 - iv. STUCO (Student Council)
 - v. Safe Harbor
 - vi. Assemblies and M-codes facilitation
 - c. Increase in community meetings, hallway and dorm meetings, circles
 - d. Safety
3. At-risk students and support (see appendix)
 - a. Mental health
 - b. Medical concerns

- c. Students of concern

Dean of Experiential Education Report

Overview

UWC-USA Experiential Education (ExEd) encompasses IB Creativity, Activity and Service requirements and Wilderness, Constructive Engagement of Conflict, and Campus Service. These are delivered through weekly ExEd activities and major campus events such as Orientation, UWC Day, Southwest Studies, Annual Conference, Martin Luther King Jr. Day, and Project Week. Challenges we are facing include streamlining and documenting ExEd programs and ensuring systems are in place to maximize student learning and reflection, and ensuring that the rich ExEd experiences are shared with larger audiences. Process to address these challenges includes integrating clear ExEd expectations for our employees and students, assessing what is being offered and how to heighten impact, and putting systems in place to improve efficiency and repeatability.

1. Risk Management Policy and Practice
 - a. Challenge: Communicating and deploying best practices in various areas of risk management; ensuring ongoing training is utilized and evolving standards are reviewed and implemented across departments
 - b. Strategy going forward: Risk Management committee reviewing and updating policies, providing and tracking training and participation, and convening incident debriefs.
 - c. Current status: Rachel Fristedt (co-director of the wilderness program) is leading our Risk Management team in conjunction with Jonathan Ehrlich and Victoria Lovato (manager of human resources). We are identifying areas for further research and attention, and Rachel and Anders Fristedt (co-directors of the wilderness program) will be attending a national risk-management conference this fall.
2. ExEd Leadership Tracks & ExEd Portfolios
 - a. We continue to offer leadership opportunities to students in the following tracks: Campus Service, Community Engagement, Constructive Engagement of Conflict, Physical Fitness and Wellness, Sustainability, and Wilderness. In addition, a range of arts and cultural activities are offered.
 - b. We are working toward combining and streamlining programs to group ExEd activities in these program areas:
 - i. Community and Cultural Engagement
 - ii. Sustainability and Wellness
 - iii. Constructive Engagement of Conflict
 - iv. Wilderness
 - c. Students complete an online ExEd portfolio, which is assessed at the end of their two years as excellent/pass/fail as to whether or not the student demonstrates the UWC-USA IB Learning Outcomes, which integrates previous work on 21st Century Skills.
3. Annual Milestones
 - a. Wilderness remains a primary ExEd component of Orientation, along with community and culture building.
 - b. UWC Day brought 500-plus public school students to campus for international activities.

- c. Southwest Studies (7 trips) was very successful; Project Week (likely 15 trips) will be held March 17-24.
 - d. In addition to wilderness trips, four off-campus retreats are offered throughout the year, cultivating additional partnerships and expertise to offer our students more skill building, mentoring, and off-campus experiences.
4. Bartos reinvigoration, strategic partnerships
- a. CEC retreat - all first-years, 30 second-year facilitators, 22 mentors - basic skills training in facilitation
 - b. Bartos Fellows - fall 2017, Svenja Budziak '12, focusing on culture of remembering and spring 2018, Atenea Rosado, focusing on human rights
 - c. Redesigning Bartos Suite, moving forward with more virtual programs and partnerships as well as in person convenings, curriculum renewal
 - d. Annual Conference (Feb. 1-3, 2018) "Changing the Conversation" - 150 students from other schools, students, and employees partner with visiting experts to create learning tracks, each of which will develop a working paper addressing tools for dialogue around controversial topics within each track
 - e. Emerging partnerships with key allies, including Seeds of Peace, Columbia Law School Mediation Program, network of New Mexico schools

Finance and Operations Report

Overview

Challenges and Opportunities:

The overall focus of the business area is to provide the campus community with service in the financial, administrative, technological, safety, physical plant and human resources areas. The goal is to provide quality professional service to our students and their families, faculty and staff, and community at large, while we work to build, enhance, and safeguard the physical, financial and human resources of UWC USA.

1. Activities in support of the strategic plan and strengthening the human and physical infrastructure
 - a. Master planning presentations have been made by three firms to SLT, the Campus Planning Committee, and to faculty, staff, and students. As soon as a final firm selection is made, work will begin; this forward-looking process will involve members of the entire school community.
 - b. Developing a comprehensive plan to address deferred maintenance, renovation of the campus, energy saving and sustainability opportunities, and capital investments (under development). This will be a continuing process as the campus evolves to best meet the educational and operational needs of the school.
 - c. Analyzing the compensation structure for faculty and staff in consultation with consultant Christina Greathouse of Strategic Performance Group. This analysis is examining the internal and external comparability of compensation for all employees. The results will assist in supporting the strategic goal of staff retention and financial sustainability, with results expected this winter.
 - d. Updating the campus risk management plan, including the safety policy and procedures manual. The Safety Committee is reviewing safety procedures in multiple areas, including vehicles, work processes, and infrastructure.
 - e. Investing in several major infrastructure projects, i.e., connection to the city's wastewater treatment plant, construction of four new employee housing units, and installation of keyless entry systems on all buildings. This last project is to enhance safety and security on the campus
2. Annual audit with Morton Accounting is complete, with no significant issues found.
3. Adjustment of annual budget projections to compensate for actual enrollment and financial aid awards, and the cost of the infrastructure projects.

Finances

1. The 2016-17 budget ended the year with a total deficit -- operating and capital expenditures -- and necessary draw from reserves of \$1.1 million, which compares to the approved budgeted deficit and draw from reserves of \$1 million.
2. The 2017-18 approved budget included an operating deficit of \$211,000, and capital expenditures for normal annual work of \$750,000, which totaled together to an-end-of-year draw from reserves of \$960,000. While the end-of-year operating deficit is now projected to be \$16,000, with one-time capital infrastructure investments for several major projects -- one, connecting the campus to the City of Las Vegas wastewater treatment system; two, building four housing units and the necessary infrastructure in the Pine Forest development project; and three, installation of keyless entry for exterior doors of campus

buildings -- the end-of-year transfer from reserves will be approximately \$1.8 million. It is proposed to address this both by reducing the annual amount budgeted for capital over the next several years from \$750,000 to \$500,000 annually, and utilizing a portion of the \$2 million matching funds, assuming that the school achieves the match.

3. Retirement plan: UBS completed a benchmarking study of how UWC's two retirement plan sponsors – TIAA and VALIC – compare with industry norms. The analysis concluded that each plan complies with these norms and serves employees' adequately. However, based on the study's results we are working with each firm to make changes to elements of their plans, with the intent of providing better and more cost effective services to individual employees and to the school, as well as reducing the school's fiduciary exposure. Also, the school is considering issuing an RFP for retirement plan management, in order to further compare opportunities to improve offerings and service to participants, while reducing the school's fiduciary exposure.
4. The school's endowment totaled approximately \$127,000,000 as of June 30, 2017.

Capital Projects – This includes both annual deferred maintenance, and one-time major projects

1. Wastewater Plant -- Work continues to connect the school's wastewater treatment plant to that of the City of Las Vegas. Work began in early June, with project completion set for late this fall.
2. Campus housing for employees -- In order to meet demand for on-campus housing the Board last May approved the construction of two duplexes for employees (four new housing units). Work has been ongoing, with completion expected this winter; the progress of the second unit has been delayed by rainy weather the last two months. The quality of the work has been consistently high, according to the school's facilities' director.
3. Installation of keyless entry system on the exterior doors of campus buildings to improve security and safety.
4. Water catchment system is under development, which will utilize land-based runoff and rainwater from buildings' roofs. This water will be used for irrigation.
5. Repairs continue on the Dwan Light Sanctuary, as additional water leaks have occurred, and the installation of a cooling system for the prisms has been delayed.
6. Energy savings measures are being evaluated across the campus.

Advancement Report

Overview

While our staff is reduced from five to four, Advancement efforts continue to be focused on expanding support for the school from all of our constituencies and identifying and cultivating new potential donors in preparation for a major campaign. Our goal with alumni relations is to increase alumni engagement with each other and with the school so that alumni are motivated to give back financially, as well, and thus further broaden our base of support. We are also working to launch a system to collect and quantify alumni stories to demonstrate the impact of UWC-USA. The new director of marketing and communications brings a fresh eye to how we can build our reputation and visibility.

Fundraising (see appendix)

1. Annual Fund giving for 2016-17 was \$1,873,857, nearly the same as the prior year
2. Endowment giving for 2016-17 was \$1,065,518 which included \$775,005 from the Davis IMPACT Challenge
3. Year-to-date (as of September 30) Annual Fund is \$720,814 and endowment is \$1,916
4. Focus this year is increasing the Annual Fund to \$2,000,000 to meet the Davis Family Challenge. The Advancement Committee identified one strategy to meet this goal would be an increase in board giving by \$100,000 over the prior year. This would require each trustee to increase his/her personal gift by 60%.

Campaign Preparation

1. We are working with the Compass Group to agree on a contract which will start November 2017.
2. Focus this year is on identifying, qualifying, and cultivating quiet phase prospects
3. We are starting discussions on staffing and leadership for the campaign—increasing the Advancement office staff, and identifying the future Board Chair and Campaign Chair—who bring capacity to give, connections to other donors, enthusiasm, and time.
4. The Master Plan will greatly inform the components of the campaign.

Alumni Relations (see appendix)

1. Events: Alumni Committee agreed the focus of events this year should be on mission-driven ones, not just parties to bring alumni together. With more meaningful alumni events the goal is to increase engagement which will lead to increased support for the school.
2. Alumni Impact Award: Nominations are now being accepted with a deadline of January 26, 2018.
3. Data collection: We are researching ways to collect and quantify alumni data and the impact of their UWC-USA education. This will not only further their engagement with UWC-USA, but also provide message points for the campaign, and help us target campaign asks. We have a potential donor to fund this project.
4. We have four new alumnae working on campus this year--one teacher, one working full time on the farm, one Bartos Fellow, and our first Alumni-in-Residence intern. We have publicized these alumni engagement opportunities with the goal again that increased alumni engagement leads to increased alumni giving.
5. UWC Hub: Current students are now allowed in the UWC Hub and many have registered.

Communications/Marketing (see appendix)

1. Linda Seebantz, director, started June 12.
2. The digital Annual Report launched on September 29 in keeping with our goal of increasing both environmental (reduction in paper and energy to print and mail) and financial sustainability (cost saving of over \$11,000). Results will be shared at the meeting.
3. Four events have been Livestreamed since July, allowing alumni, parents, and others to participate in campus events from around the world and thus increase their engagement with the school.
4. Collateral: In addition to the new digital Annual Report and the soon-to-be-printed *Kaleidoscope* magazine, Linda is auditing our current collateral and working on a generic brochure to introduce UWC-USA to new audiences.
5. Website/reputation/visibility building: Linda has already helped launch the Global Leadership Forum 2018 and will be working next on recommendations for our new website.
6. Media: See appendix for marketing dashboard and listing of recent coverage.

Governance Committee

Executive Summary

1. Board Terms: The following will rotate off the board May 2018 unless elected as a Committee Chair or Officer: Mark Alexander, Marc Blum, Steve Dichter, Ben Jones AC'91, KC Kung '87, Jon Schneider, Ty Tingley
2. Board Committees: see appendix
3. Orientation: Was conducted Nov. 2 and 3, 2017 for Bill Banowsky and Manolo Espinosa '87. It was expanded this year to include class visit, campus tours, etc.
4. Board pipeline: Focus on three categories: decision, near-term, longer-term cultivation
5. Self-evaluation: Subitha Subramaniam worked with Christie on an evaluation that was completed in May and will be discussed at the November meeting.

