



## ACADEMICS



## IB Curriculum and Subject availability

Groups	Subjects offered	Comments
(1) Studies in Language & Literature	English A HL/SL	
	Spanish A HL/SL	
	Literature and Performance SL	
	Mother tongue SSST SL	Over 55 languages available
(2) Language Acquisition	English B HL/SL	
	French B HL/SL	
	Spanish B HL/SL	
	Arabic Ab initio SL	
	French Ab initio SL	
	Spanish Ab Initio SL	
(3) Individuals & Societies	Economics HL/SL	
	Global Politics HL/SL	
	History HL/SL	HL option: Americas
	Social & Cultural Anthropology HL/SL	
(4) Sciences	Biology HL	
	Chemistry HL/SL	
	Computer Science HL/SL	
	Design Technology SL	
	Environmental Systems & Society SL	
	Physics HL/SL	
	Sports, Exercise & Health Science HL/SL	
(5) Mathematics	Mathematics HL / SL	
	Mathematical Studies SL	(Last exams May 2020)
(6) The Arts & Electives	Dance HL/SL	
	Music HL/SL	
	Theatre HL/SL	
	Visual Arts HL/SL	



## Teaching Staff Demographics Five-Year Trend

Category	Groups	2018-2019	2017-2018	2016-2017	2015-2016	2014-2015
Total	N/A	32	32	32	27	27
	US	17	15	17	16	14
	Africa & Middle East	4	4	5	5	5
	Asia & Pacific	6	5	3	2	2
	Caribbean & Latin Am	1	2	1	1	1
	Europe	2	4	5	4	5
Regions	North America	2	2	1	0	0
	Female	14	17	13	12	12
Gender	Male	18	15	19	15	15
	21+	4	5	5	4	5
Years of service	11 - 20	4	5	6	5	6
	5 - 10	4	3	4	6	4
	<5	20	19	17	12	12



## Student Graduation and IB Diploma Rates by Class Five-Year Trend

	<b>Class of 2018</b>	<b>Class of 2017</b>	<b>Class of 2016</b>	<b>Class of 2015</b>	<b>Class of 2014</b>
<b>Matriculants</b>	115	121	115	111	107
<b>Graduates</b>	107	117	111	110	102
<b>Graduates rates</b>	<b>93%</b>	<b>98%</b>	<b>97%</b>	<b>99%</b>	<b>95%</b>
<b>IB Diplomas awarded</b>	96	108	108	101	95
<b>IB Diplomas rate</b>	<b>90%</b>	<b>92%</b>	<b>97%</b>	<b>91%</b>	<b>93%</b>

**UWC-USA Education Committee Meeting**

**Date: September 12th, 2018. 8:00 am MT**

**Location: Via Google Hangout**

In attendance: Melanie Weston, Klaus Desmet, Alexis Mamaux, Tyler Tingley, William Wanker, Victoria Mora, César Cervantes, and Mari

Absent: Manolo Espinosa and Melanie Brennard

**Agenda:**

1. Goals for the year
2. Self-evaluation process for IB and ISAS accreditation (s).
3. The synergy between the IB classroom, EE's, ExEd and ToK- how this translates to the faculty and staff in terms of PD and teaching and learning practices-
4. Analyzing/setting expectations for student IB performance vis a vis the UWC experience overall and the information gathered through the NC selection and the admission process.

**Minutes:**

1. Goals for the year:
  - Discuss, give advice and support the education team at the school as it relates to striking a balance between the residential, experiential and academic experiences of the students at UWC-USA.
  - This is a great need for the team as the demand from both IB and UWC as a movement have only grown. Requirements are added but other are not taken away.
  - Discuss, give advice and help focus/prioritize the educational priorities for the education team as results of the self-evaluation processes and visiting reports are shared with the Board of Trustees

2. The most important need in regards to PD for the faculty is focused on two fronts: Faculty training on what it means to be in a boarding school environment in terms of residential/ pastoral care responsibilities-expectations and what it means in terms of experiential education and service. There is a need to further conversation to determine what is at the heart of the experiential and residential life of the school and to create a common definition for the school. The education committee can support this endeavor but giving advice and reviewing the ideas coming out of the self-evaluation process.

3. Regarding this topic, the general consensus is that one of the biggest challenges the school faces is the lack of information of many students regarding social-emotional issues facing the students as well as their level of English and previous educational experience when entering the college. The big question is how does the school balance the admission of students with potential/promise vs. students who the school knows will be successful with the academic rigor of the academic program and the challenges of being in a new environment away from home. This challenge can be tackled in two fronts: One internally at UWC-USA with greater clarity as to the minimum requirements a student should have in order to be served successfully at the school. The other one is UWC movement wide and in the context of the UWC Heads who also need to define a UWC student in terms of potential/promise and what kind of infrastructures to the schools need to serve these students. In addition, the communication of these expectations/ realities to National Committees is essential. Our committee can help and support on the internal front by offering ideas on additional faculty training for EAL students as well as looking at general criteria for success on the educational experience. Criteria that goes beyond the IB results, formative assessments and attendance. These criteria can be defined in the self-evaluation process.

Alexis also notes at the end of the meeting that new training for Math DP teachers will be required as the syllabi are completely changing next year with Math studies and further Math are disappearing and the new HL and SL courses being completely re-framed.



## **ADMISSIONS & COLLEGE COUNSELING**



## Class of 2018 College/University Matriculation List

Bard College  
Bennington College  
Berea College  
Brown University  
Colby College  
College of Idaho (5)  
College of the Atlantic  
Colorado College  
Columbia University  
Dartmouth  
Drexel University  
Duke University (2)  
Earlham (3)  
University of Edinburgh  
Emory  
Florida Institute of Technology  
Franklin University (Switzerland)  
Gettysburg  
University of Glasgow  
Global Citizen Year (Gap Year Program - 2)  
Grinnell  
Harvey Mudd  
Hawaii Pacific University  
Hotel School at The Hague  
Kenyon  
Kings College London  
Lake Forest  
Lehigh  
Leiden  
Lewis and Clark  
Luther College (2)  
Macalester (2)  
Manchester

McGill (2)  
Methodist (2)  
Middlebury (4)  
Mount Allison  
Northeastern University  
Northwestern University  
NYU (2)  
NYU Abu Dhabi (2)  
Olin College of Engineering  
Pomona College  
Princeton University  
Queens University  
Quest University  
Rose-Hulman Institute of Technology  
St. Lawrence University (2)  
St. Lawrence  
St. Olaf  
The Ohio State University  
University of British Columbia (2)  
UC Berkeley (4)  
University College London (UCL)  
UCL - Economics & Development  
UNC Chapel Hill (2)  
University of Chicago  
University of Delaware (2)  
University of Florida  
University of Oklahoma (3)  
University of Oregon  
University of Pennsylvania  
University of Richmond  
University of Rochester (3)  
Wellesley (6)  
Wesleyan  
Worcester Polytechnic Institute



## College/University Visits as of 9/5/18

Babson College  
Bard- Berlin  
Bennington  
Bowdoin College  
Brandeis University  
Colby College  
Colgate  
Connecticut College  
Davidson College  
Duke University  
Earlham College  
Gettysburg College  
Harvey Mudd College  
IE University (Spain)  
Kenyon College  
Lewis & Clark College  
Macalester  
Middlebury College  
MIT  
Mount Holyoke  
Northwestern University  
NYU  
Oberlin College  
Olin College  
Pitzer College  
Prescott College  
Princeton University  
Reed College  
Scripps College  
Skidmore College

Skidmore College  
St. Lawrence University  
St. Olaf College  
Swarthmore College  
The George Washington University  
The University of Oklahoma  
Trinity College  
University of British Columbia  
Union College  
University of Oklahoma  
University of Richmond  
University of Rochester  
University of Wisconsin Madison  
Vanderbilt University  
Vassar  
Washington & Lee University  
Wellesley College  
Westminster College  
Wheaton College  
Williams College  
Worcester Polytechnic Institute of Technology (WPI)



## Entry 2019 - Rolling Snapshot

	<u>September 2018</u>				<u>May 2018</u>		<u>February 2018</u>		<u>November 2017</u>	
	Offers	Accepted	Filled	Enrolled	Offers	Accepted	Filled	Offers	Accepted	Offers ONLY
<b>Fully Funded</b>	20	20	24	23	20	20	22*	20	20	22
<b>Partially Funded</b>	72	58			72	58	57	72	58	72
<b>Unfunded</b>	28	16	18	6 (17 w/Yuden	28	16	16	28	16	28
<b>Total</b>	120	94		117	120	94	73	120	94	122

### Notes

\*Dare to Dream increased 2 partials to full and allowed 2 National Committees to fill

\*Does not include 25 US Davis Scholars in any offer/funding/filled



## Final Yield on NC Offers Five-Year Trend

	<i>Final</i> <b>Entry 2018</b>		<i>Final</i> <b>Entry 2017</b>		<i>Final</i> <b>Entry 2016</b>		<i>Final</i> <b>Entry 2015</b>	<i>Final</i> <b>Entry 2014</b>	
	<i>NC Offers</i>	<i>Enrolled</i>	<i>NC Offers</i>	<i>Enrolled</i>	<i>NC Offers</i>	<i>Enrolled</i>	<i>NC Offers</i>	<i>NC Offers</i>	<i>Enrolled</i>
<b>Fully Funded</b>	20	23	N/A*	N/A	N/A	N/A	N/A	N/A	N/A
<b>Partially Func</b>	72	57	63	41	41	39			
<b>Unfunded</b>	28	16	26	15	47	20			

\*Not available. This is first time we have calculated this data.



## RESIDENTIAL



## Students at Risk Five-Year Trend

Categories	Actions	2018-19	2017-18	2016-17	2015-16	2014-15
<b>Medical</b>	Conditional return	0	2	7	3	
	Left for medical reasons	0	0			
<b>Mental health</b>	Conditional return	0	2	1	3	
	Left during school year	0	0	5	1	
	Restorative circles	0	14	-	-	-
	Negotiated resolutions	3	-	-	-	-
<b>Discipline</b>	No contact agreement/or	1	2			
	Disciplinary probation	4	13	3	12	
	Suspension	0	2			
	Withdrew from school	0	3	3	1	



## EXPERIENTIAL EDUCATION



## Signature Programs, ExEd Distribution

*\*2018-2019 ExEds can be seen here*

Program	2018-2019 ExEd Activity	# Students	Sponsors (preliminary)	Partners
<b>Arts &amp; Culture</b>	African Chorus	20	Melinda	
	Cultural Days	180	Melinda	
	Jewelry Making	20	Tito	Local jeweler
	Latin Ensemble	12	Melinda	Local musicians
	Music Improvisation	12	Kevin Z.	Local musicians
	Music Technology	10	David C.	
	Play Production	10	Dr. Sam	Local schools
	Silk Road Ensemble	12	Melinda	Local musicians
	Theatre Lab	10	Nandita	
	<b>Total</b>	<b>276</b>		
<b>Constructive Engagement</b>	Amnesty International	10	Dan C.	
	Animal Shelter	10	Hritik	LV Animal Shelter, City
	Buenos Para Todos	12	Tara	El Valle Cooperative
	CARE Unit	8	Dan C.	State Hospital
	Casa de Samaritan Shelter	12	Alex Curtiss	Samaritan House
	CEC Facilitation, Events	12	Naomi	Local Schools, Community Orgs.
	Global Issues Solidarity	8	Andy G	varies
	Local Education Partnerships	100	Samantha, Doug, Dr. Sam, Jason, Sandra, Naomi	Local Schools, Literacy Council
	Model UN	12	Graham	Statewide MUN chapters
	NMBHI Support	12	Needed	State Hospital
	Restorative Justice	12	Bartos Fellow	CYFD, Local Schools
	San Miguel County Detention Center	12	Naomi	SMCDC
	Soup Kitchen	8	Nina	
	The SPOT	8	Pat Leahan	First United Presbyterian Church
	Youth Diagnostic Development Center	30	Nandita, TBD	YDDC
	Youth Entrepreneurship	10	David R., Bill Taylor	
	<b>Total</b>	<b>276</b>		
	ASAP	12	Erin Gilland	
	Campus Crew - Archives	2	Alexis/Virgina	
	Campus Crew - Dwan Light Trail Maintenance	8	Travis	
	Campus Crew - Kitchen/Dining Hall Support	12	Aida	
	Campus Crew - Recycling & Composting	12	Subarna & Adrian	

<b>Sustainability (Campus)</b>	Campus Crew - Tree Thinning	8	Raechel	
	Campus Hospitality	6	Erin Q	
	Campus Store	12	Aida	
	Castle Tours	8	Ravi	
	Farm Crew	25	Ben, Adrian, Lizzie	
	Marketing & Communications	6	Gwen	
	Math Center	6	Ellen & Lesley	
	Residential Advisors (RA)	20	Dave Heldreth	
	SOAR	8	Jose-Pablo	
	STUCO	12	Alexis, Parris, and Alex Curtiss	
	SWEET	12	Melinda	
	Tech Crews	12	Cragin, Ted	
	Writing Center	8		
	Yearbook	6	Gwen	
	<b>Total</b>	<b>195</b>		
<b>Sustainability (Personal)</b>	Badminton	14	Rebecca	
	Basketball	12	Larry	
	Dance Ensemble	15	Judi	
	Mindfulness and Meditation	12	Yaka	
	Physical Fitness/Running	20	Erin	
	Rock Climbing	12	Raechel	
	Soccer	40	Paul	
	Squash	12	Ben	
	Swing Dance	10	Parris/Christie	
	Volleyball	10	Mike	
	Yoga	15	Erin Grassie	
	<b>Total</b>	<b>172</b>		
<b>Wilderness</b>	Rock Climbing	20	Rachael Waters	
	Wilderness 1	120	Anders/Rachel	
	Wilderness 2	55	Anders/Rachel	
	Wilderness 3	15	Anders/Rachel	
<b>Total</b>	<b>190</b>			

Available slots:

1109

Divided by 4:

277.25



## Fall 2018 Southwest Studies

### **Ancient Traditions: Anasazi and Diné - Raechel and Santos (12 students)**

This SWS trip provides students with the opportunity to experience the ancient traditions of the Southwest by engaging with communities in the Diné (Navajo) nation and exploring the largest ancient ruins in North America (Chaco canyon), built by the Anasazi peoples over a thousand years ago. We will build our sense of place by honoring and learning about the rich, and painful history of those who have inhabited these lands for centuries, and in keeping with oral traditions, we will engage everyday with local experts. We will be sleeping in tents (car camping) and cooking outdoors. There will be some hiking (but nothing strenuous). We will be in remote areas with limited to no cell phone or wifi connection. In preparation for this trip, we will visit the Museum of Indian Arts and Culture in Santa Fe to give context to the experience.

### **Grand Canyon National Park Backpacking - Anders/Rachel and numerous wilderness Instructors (54 students)**

Grand Canyon is... spectacular. It is one of the most breathtaking wilderness areas in USA. Whether on a 3, 4, or 5 day backpacking trip in the Grand Canyon, you will build on the skills introduced to you during wilderness orientation, deepen connections with your fellow first years, and experience the awe of a truly unique southwestern landscape. Grand Canyon can also be considered part of the wilderness leadership progression; in that the skills practiced will better prepare you for the 14-day wilderness leadership expedition. The trip can also be a great way to fulfill your two trip wilderness requirement.

### **Juvenile Justice - Nandita, Eyad, Intesar, and Gianvi (20 students)**

This SWS aims to introduce UWC students to questions around Juvenile Justice in New Mexico. By working daily with an organization that facilitates the reintegration of former prisoners to their communities, and by engaging with young men who are incarcerated at a detention center in Albuquerque, we hope that UWC students will come away with an understanding of the complexities surrounding criminality, justice, and rehabilitation.

### **People and Politics of the Southwest- Graham and Rebecca (10 students)**

This trip will give an introduction to the cultures, history, and politics of the Southwest region, based in Phoenix, AZ. From ancient ruins to modern-day political issues, this trip's goal is to further students' knowledge of the region in which they will be spending two years by exploring the historical, political and cultural context.

### **Words and Images- Leslie and Brett (12 students)**

This trip is designed to be a discovery of the importance of Art in the Native American, Hispanic and Anglo cultures of Northern New Mexico. We will visit the landscapes which have inspired as well as artists' studios, galleries and museums. An important part of the trip will be the solo time for creating your own work – whether in words or images. No artistic talent or experience is needed; this is purely a personal discovery of your own voice through words or images. We will stay in cabins (basic) and car-camping. There will be some hiking (but not with back packs); no shopping malls, limited cell phone or wifi connection so this trip is for students who will appreciate time for quiet reflection.

**World Religions, Albuquerque- Hritik and Subarna (12 students)**

The purpose of this SWS trip is to explore the role of religion in local communities in and around Albuquerque, NM. By interacting and volunteering with religious community centers, we hope to understand how different religions help shape community, define service and instill virtue among their adherents. We would also interact with a Native American community to learn more about the tenets of an indigenous religion.



## FINANCE, OPERATIONS & HR



## Five-Year Budget Projection

### UWC-USA: Multi-Year View as of August 2019

Cash Sources,Uses	Actual 2017-18	Preliminary 2018-19	Projected 2019-20	Projected 2020-21	Projected 2021 - 22	Projected 2022-23	Projected 2023-24
Students (Note 1)	224	228	235	235	235	235	235
% Tuition Increase (Note 2a)	2.50%	2.00%	2.00%	2.50%	2.50%	2.50%	2.50%
Net Tuition Revenue (Note 2b; 2c)	2,444	2,400	2,999	3,029	3,059	3,090	3,121
Non-Diploma Programs (Net revenue))	266	248	253	258	263	268	274
Subtotal	2,710	2,648	3,252	3,287	3,322	3,358	3,394
Contributions							
Annual Fund	2,246	2,000	2,000	2,000	2,030	2,060	2,091
Endowment Funds (Note 5)	6,398	6,427	6,556	6,687	6,821	6,957	7,096
Davis Supplemental Grant	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Davis Challenge Matching Grant (Note 4)	2,000	2,000	2,000	2,000	2,000		
Subtotal	11,645	11,427	11,556	11,687	11,851	10,018	10,188
<b>Total Revenues</b>	<b>14,355</b>	<b>14,076</b>	<b>14,808</b>	<b>14,974</b>	<b>15,173</b>	<b>13,376</b>	<b>13,582</b>
<b>Operating Costs (Note 3)</b>	<b>12,188</b>	<b>12,956</b>	<b>13,280</b>	<b>13,612</b>	<b>13,952</b>	<b>14,301</b>	<b>14,659</b>
<b>Net Operating (Revenue minus Expenses, prior to capital expenditures)</b>	<b>2,167</b>	<b>1,120</b>	<b>1,528</b>	<b>1,362</b>	<b>1,221</b>	<b>-925</b>	<b>-1,076</b>
<b>Campus Improvements - including one-time projects</b>	<b>2,137</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>	<b>750</b>
<b>(Decrease) or increase of reserves needed to balance budget</b>	<b>30</b>	<b>370</b>	<b>778</b>	<b>612</b>	<b>471</b>	<b>-1,675</b>	<b>-1,826</b>
<b>Reserve Fund Starting Balance</b>	<b>2,376</b>	<b>2,406</b>	<b>2,775</b>	<b>3,553</b>	<b>4,165</b>	<b>4,636</b>	<b>2,961</b>
<b>Reserve Fund Closing Balance</b>	<b>2,406</b>	<b>2,775</b>	<b>3,553</b>	<b>4,165</b>	<b>4,636</b>	<b>2,961</b>	<b>1,134</b>

#### Assumptions:

1. Enrollment goal has been agreed to by the Admission and Business Office, with the understanding that it may change
- 2a. Tuition will increase only for first year students at a rate of 2.5% annually. Tuition means testing will be implemented for entering class in 2019-20, which is anticipated to increase net tuition over what is currently being shown.
- 2b. Includes additional tuition projected from implementation of the Davis hybrid scholarship model
- 2c. Does not include additional tuition from participating in the Global Selection Process -- UWC USA has requested 20 additional full-pay students
3. General operating costs will increase no more than 2.5% annually
4. Davis Challenge Matching Grant - The Davis family has offered a matching grant of \$2 million per year for five years, beginning in FY 2018
5. 2.0% appreciation in draw, though endowment is expected to grow at a higher rate.



### National Committee Offers Tracking

#### Entry 2018

Category	Offer	Revenue	Enrolled	Revenue	Delta	Revenue
Fully Funded	20	\$ -	24	\$ -	4	\$ -
Partially Funded	72	\$ 1,343,088	48	\$ 699,411	-24	\$ (643,677)
Unfunded	28	\$ 1,082,200	16	\$ 618,400	-12	\$ (463,800)
	<b>120</b>	<b>\$ 2,425,288</b>	<b>88</b>	<b>\$ 1,317,811</b>	<b>-32</b>	<b>\$ (1,107,477)</b>

#### Entry 2017

Category	Offer	Revenue	Enrolled	Revenue	Delta	Revenue
Fully Funded	52	\$ -	24	\$ -	-28	\$ -
Partially Funded	63	\$ 1,187,550	41	\$ 641,918	-22	\$ (545,632)
Unfunded	26	\$ 980,200	15	\$ 565,500	-11	\$ (414,700)
	<b>141</b>	<b>\$ 2,167,750</b>	<b>80</b>	<b>\$ 1,207,418</b>	<b>-61</b>	<b>\$ (960,332)</b>

#### Entry 2016

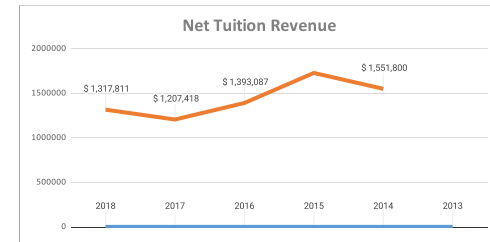
Category	Offer	Revenue	Enrolled	Revenue	Delta	Revenue
Fully Funded	55	\$ -	23	\$ -	-32	\$ -
Partially Funded	41	\$ 753,375	39	\$ 676,552	-2	\$ (76,823)
Unfunded	47	\$ 1,727,250	20	\$ 716,535	-27	\$ (1,010,715)
	<b>143</b>	<b>\$ 2,480,625</b>	<b>82</b>	<b>\$ 1,393,087</b>	<b>-61</b>	<b>\$ (1,087,538)</b>

#### Entry 2015 - Net Tuition Only

Category	Offer	Revenue	Enrolled	Revenue	Delta	Revenue
Fully Funded			18	\$ -		
Partially Funded			48	\$ 884,930		
Unfunded			23	\$ 845,250		
			<b>89</b>	<b>\$ 1,730,180</b>		

#### Entry 2014 - Net Tuition Only

Category	Offer	Revenue	Enrolled	Revenue	Delta	Revenue
Fully Funded			16	\$ -		
Partially Funded			49	\$ 831,800		
Unfunded			20	\$ 720,000		
			<b>85</b>	<b>\$ 1,551,800</b>		





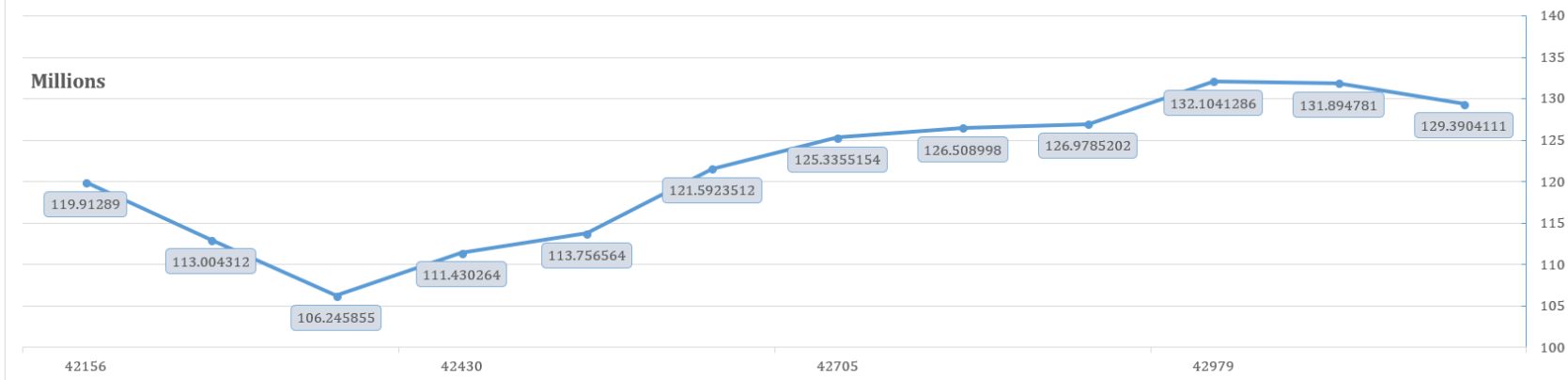
## Market Value Summary as of July 31, 2018 (chart)

	30-Jun-17		30-Sep-17		31-Dec-17		31-Mar-18	
	Market Value	%	Market Value	%	Market Value	%	Market Value	%
<b>Cash-Silver Point Redemption</b>	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%
<b>Domestic Broad Equity</b>								
Davis NY Venture Renaissance (RIEF-Series C)	49,718,260	39.20%	52,061,165	39.40%	53,247,831	40.40%	52,122,019	40.30%
<b>Small Cap Broad Equity</b>								
State Street Russell 2000	5,171,788	4.10%	5,467,208	4.10%	5,650,660	4.30%	5,647,871	4.40%
<b>High Yield</b>								
Shenkman Primus High Yield	-	0.00%	-	0.00%	-	0.00%	-	0.00%
<b>Alternative Investments</b>								
Commonfund Alternative Fund	148,411	0.10%	146,013	0.10%	146,013	0.10%	146,013	0.10%
Commonfund Endowment Fund	843,297	0.70%	770,359	0.60%	770,359	0.60%	770,359	0.60%
Marathon Special Opportunity Fund	143,019	0.10%	142,638	0.10%	143,126	0.10%	113,447	0.10%
Silverpoint Offshore Fund	32,957	0.00%	2,154	0.00%	2,590	0.00%	-	0.00%
<b>International Equity</b>								
State Street MSCI EAFE	31,203,027	24.60%	32,893,913	24.90%	34,297,212	26.00%	33,781,518	26.10%
<b>Emerging Markets</b>								
GMO Emerging Country Debt Fund	14,666,410	11.60%	15,151,429	11.50%	15,154,718	11.50%	14,940,683	11.50%
<b>Domestic REIT</b>								
Davis RE	7,694,476	6.10%	7,881,774	6.00%	7,692,565	5.80%	7,235,789	5.60%
<b>Short Term Bond ETF</b>								
Vanguard-UBS	17,356,875	13.70%	17,587,476	13.30%	14,789,707	11.20%	14,632,711	11.30%
<b>Total Market Value</b>	<b>\$126,978,520</b>		<b>\$132,104,129</b>		<b>\$131,894,781</b>		<b>\$129,390,411</b>	



# Market Value Summary as of July 31, 2018 (Graph)

**United World College - USA**  
Market Value Summary  
Trailing 12 Quarters  
Ending May 31, 2018





## UWC-USA Davis Programs & Fund Report

Fund Name	Balance or Annual Distribution	Use of Funding	Impact to UWC USA (Annual)	Impact to Movement
Davis Family Matching Grant	Pledged: \$10,000,000 over 5 years Balance: \$2,000,000 UBS Money Market Savings	To be used for strategic initiatives	\$2,000,000 annual match distribution	
Davis Scholars Endowment	Balance: \$49,000,000 5% Annual Draw @ 5/31/19: \$ 2,391,000	To Fund 113 Davis Scholars USA & Abroad at the lesser of \$28,000 or each schools stated tuition.	\$1,400,000	\$987,000
Davis Supplemental Grant	Balance: \$1,000,000	To Supplement the Endowment for Davis Scholars USA & Abroad. Currently there are 60 Davis Scholars Abroad and 50 Davis Scholars USA. Funds distributed to UWC-USA in Sept 2018	\$1,000,000 @ 05/31/19 <b>No End Date</b>	
<b>Davis Other Endowments</b>	Balance: \$15,000,000	To fund International Scholarships & Expenses as directed by each Fund	\$758,600 @ 05/31/18	
Davis Conflict Area Endowment	5% Annual Draw @ 5/31/19: \$ 790,600			
Davis African Scholarship Endowment				
Davis Asian Scholarship Endowment				
Davis Eastern Europe Schlr Endowment				
Davis Latin American Schlr Endow				
Davis Middle East Schlr Endowment				
Davis Davis - Faculty/Staff Dev.				
Davis Impact Fund	Balance: \$4,524,970	Matching Grant Funding for 17 Schools There are 7 schools with remaining funds to be allocated. Funds held at UBS	No Further Income to UWC-USA	\$1,000,000 earned FYE 05/31/16
Davis-Mahindra Grant	Balance: \$640,000	\$40,000 Awarded to each Sister School with 2nd year Davis Scholars (16 Schools) Funds were distributed Sept 2018	\$40,000 per annum <b>Final Year 2018-2019</b>	\$ 640,000 per annum provided annual gift continues
Davis Forever Fund	Balance: \$122,101,512	Funding for the "Dare to Dream" Initiative across the UWC Movement. Funds held at UBS	10 annual scholarships Total: \$300,000	10 annual scholarships per school; Total: \$4,700,000
Davis Initiatives Fund	Balance: \$927,028	Deferred and held for special projects and disbursed at Shelby Davis' request.	None	None
<b>Total Annual Impact</b>			<b>\$4,740,000</b>	<b>\$6,327,000</b>



## Capital Projects FYE 18

<b>Completed Projects</b>	<b>Approved Project &amp; Cost</b>	<b>Additional Costs</b>	<b>Total Project Costs</b>	<b>YTD Payments</b>	<b>Balance</b>	<b>Complete (Y or N)</b>
President's House Re-roof/other upgrades	23,548		23,548	23,548	-	Yes
IT Center Remodel	16,893		16,893	16,893	-	Yes
Mont Blanc Dorm Bathroom Remodel	45,038		45,038	45,038	-	Yes
Math Classroom OSH Conversion	14,631		14,631	14,631	-	Yes
Castle Turret Refurbish	13,400		13,400	13,400	-	Yes
Castle Boiler Repair	16,356		16,356	16,356	-	Yes
Re-carpet Denali Dorm	32,829		32,829	32,829	-	Yes
Vulcan De Scalers (Three/Dorms)	12,556		12,556	12,556	-	Yes
Smart Boards x 2	10,508		10,508	10,508	-	Yes
Backhoe Vehicle	20,000		20,000	20,000	-	Yes
INFOCUS IN555L Auditorium Projector	8,954		8,954	8,954	-	Yes
24' Enclosed Trailer for Storage	7,000		7,000	7,000	-	Yes
Ramboll Corporation - Bat Mitigation Survey	3,500		3,500	3,500	-	No - Final Project Out for Bid
Pine Forest Faculty Housing	888,555	25,400	913,955	689,307	224,648	No
Dwan Light Sanctuary Repairs & Upgrades	23,632	37,000	60,632	10,632	50,000	No Defer to 05.31.19
Sewer Extension	650,000	10,407	660,407	346,383	314,024	No
Access Control Keyless Entry Exterior Doors	158,868	35,000	193,868	156,564	37,304	No
AOS Master Planning	130,300	29,000	159,300	59,708	99,592	No
	<b>2,076,567</b>	<b>136,807</b>	<b>2,213,374</b>	<b>1,487,805</b>	<b>725,569</b>	



## Capital Projects FYE 19

Capital projects	\$ Budgeted	Comments
<i><u>Energy or Sustainability Related</u></i>		
Reserve for water catchment system	On hold until master plan is complete	
Campus lighting - phased replacement of incandescent and fluorescent bulbs with LED - theater and field house	\$5,000	
Electric meters for individual buildings	\$13,000	
Field House HVAC system	\$20,000	
Low-flow water fixtures - electronic detection	\$10,000	
<i><u>Financial Savings and Safety (prevention of future damage)</u></i>		
Pumps and controls for campus water system	\$40,000	
Castle fire system repipe/nitrogen injection system	\$23,000	
Vulcan descale unit at reservoir for domestic water use	Delayed one year	
<i><u>Student Experience</u></i>		
Annual dorm repainting	\$50,000	
Bathroom refurbishment	Delayed one year	
Carpet replacement	Delayed one year	
Phased replacement of dorm heating units and/or boilers	\$35,000	
Castle bat mitigation	\$50,000	applied for insurance reimbursement
Sasakawa flooring replacement	\$15,000	
<i><u>Academic Support</u></i>		
Vehicle replacements	\$40,000	
Network switch upgrades	\$11,000	
3 Smartboard replacements	\$16,000	
<i><u>Other</u></i>		
Master planning study (balance of payments)	\$75,000	
Website	\$155,000	
Guest room access control key system	\$35,000	
Resurface decking around Castle	\$15,000	
Off-site data storage for disaster recovery	\$12,000	
Sasakawa roof replacement	\$25,000	applied for insurance reimbursement
Dwan Light Sanctuary - roof, windows, repair leaks	\$50,000	
Faculty housing - phased stucco repair/replacement	\$20,000	
Faculty housing - phased repainting	\$10,000	
Farmhouse roof repair/replacement	\$10,000	applied for insurance reimbursement
Reserve	\$15,000	
<b>Total budgeted for capital projects</b>	<b>\$750,000</b>	

September 18, 2018

Morton Accounting Services, LLC  
1512 Pacheco Street, Suite D-204  
Santa Fe, NM 87505

This representation letter is provided in connection with your audit of the financial statements of The Armand Hammer United World College of the American West (College), which comprise the statement of financial position as of May 31, 2018, and the related statements of activities and cash flows for the year then ended, and the related notes to the financial statements, for the purpose of expressing an opinion on whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in the light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement.

Except where otherwise stated below, immaterial matters less than \$480,000 collectively are not considered to be exceptions that require disclosure for the purpose of the following representations. This amount is not necessarily indicative of amounts that would require adjustment to or disclosure in the financial statements.

We confirm that to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves as of September 18, 2018:

#### **Financial Statements**

- We have fulfilled our responsibilities, as set out in the terms of the audit engagement dated June 22, 2018, for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP.
- We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
- We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
- Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
- Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of U.S. GAAP.
- All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.

- The effects of uncorrected misstatements are immaterial, both individually and in the aggregate, to the financial statements as a whole. A list of the uncorrected misstatements is attached to the representation letter.
- The effects of all known actual or possible litigation and claims have been accounted for and disclosed in accordance with U.S. GAAP.
- We have complied with all contractual agreements, grants, and donor restrictions.
- We have maintained an appropriate composition of assets in amounts needed to comply with all donor restrictions.
- We have accurately presented the entity's position regarding taxation and tax-exempt status.
- The bases used for allocation of functional expenses are reasonable and appropriate.
- We have included in the financial statements all assets and liabilities under the entity's control.
- We have designed, implemented, and maintained adequate internal controls over the receipt and recording of contributions.
- Reclassifications between net asset classes are proper.
- The governing board's interpretations concerning whether laws place restrictions on net appreciation of donor-restricted endowments are reasonable and have been disclosed to you.
- Methods and significant assumptions used by management to determine fair values, their consistency in application, and the completeness and adequacy of fair value information for financial statement measurement and disclosure purposes are appropriate.

#### **Postretirement Benefits**

An actuary has been used to measure postretirement healthcare plan liabilities and costs.

We believe the actuarial assumptions and methods used to measure pension liabilities and costs for financial accounting purposes are appropriate in the circumstances.

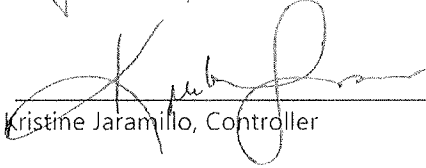
#### **Information Provided**

- We have provided you with:
  - Access to all information, of which we are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters;
  - Additional information that you have requested from us for the purpose of the audit; and
  - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
- All transactions have been recorded in the accounting records and are reflected in the financial statements.
- We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- We have no knowledge of any fraud or suspected fraud that affects the entity and involves:
  - Management;
  - Employees who have significant roles in internal control; or
  - Others when the fraud could have a material effect on the financial statements.
- We have no knowledge of any allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators, or others.

- We have no knowledge of any noncompliance or suspected noncompliance with laws, regulations, contracts, and grant agreements whose effects should be considered when preparing financial statements.
- We have disclosed to you all known actual or possible litigation, claims, and assessments whose effects should be considered when preparing the financial statements.
- We have disclosed to you the identity of the entity's related parties and all the related party relationships and transactions of which we are aware.



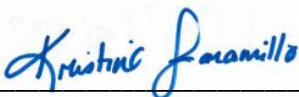
Jonathan Ehrlich, Vice President of Finance and Operations



Kristine Jaramillo, Controller

**MEMORANDUM**

TO: UWC Senior Leadership Team, UWC Board of Trustees Finance & Audit Committee

FROM:   
 Kristine Jaramillo, Controller

DATE: September 18, 2018

RE: Management Letter Response

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Referenced below is a summary of Material Weaknesses and Significant Deficiencies for the prior five (5) fiscal years.

FYE 05.31.14  
 Material Weaknesses – 14  
 Significant Deficiencies – 2

FYE 05.31.15  
 Material Weaknesses - 11  
 Significant Deficiencies – 2

FYE 05.31.16  
 Material Weaknesses – 6  
 Significant Deficiencies – 4

FYE 05.31.17  
 Material Weaknesses - 0  
 Significant Deficiencies – 3

***FYE 05.31.18***

**Material Weaknesses – 0**  
**Significant Deficiencies – 2**

A **significant deficiency** in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A **material weakness** is a deficiency, or a combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the College's financial statements will not be prevented, detected and corrected on a timely basis

### **Interfund Balances and Interfund Transfers**

*Various reclassifications were required to correct activity between funds. Due to the numerous funds maintained by the College, significant journal entries are required to record transactions resulting in a complex accounting structure and increased potential for errors. We recommend that the College analyze the number of funds it is maintaining and determine if they are needed for proper accounting and reporting of financial activity. Any unneeded funds should be combined with appropriate funds to simplify the accounting process and need for journal entries.*

***REMEDY: UWC has analysed the number of maintained funds and as of June 1, 2018 has eliminated unneeded funds and contra accounts and will be simplifying the annual close process to ensure the proper recording of transactions. We have transferred all accounting and payroll functions to a more widely used GL software, Intuit, and all activity will now be posted through the three major classes, unrestricted, temp-restricted and perm-restricted. The new process will be documented within the Business Office SOP Manual.***

### **Census Data Submitted to Actuary**

*Errors were noted in the census data provided to actuary for the purpose of developing postretirement benefits liability:*

*Date of Birth for one eligible employee*

*Date of Hire for two eligible employees*

*We recommend that the census data schedules be updated on a regular basis, validated against underlying records (Personnel File Documentation), and excel formulas utilized to ensure the accuracy of the data. Further, we recommend that the college formalize review and approval of the census schedules prior to submitting to actuary for purpose of developing postretirement benefits liability.*

***REMEDY: At the time that the discrepancy was discovered, UWC-USA Human Resources performed an internal audit of all retiree personnel files and made the required corrections. We will move forward with the recommendation of an annual review and approval by the VP Finance & Operations of the retiree workbook before sharing it with the actuary.***

### **Finance Committee Proposed Annual Goals**

1. Continue to improve annual budgeting process, classification format and revenue/cost/capex monitoring
2. Further improve inter-departmental communications
3. Identify potential revenue-generating and cost-saving ideas for broader consideration



## **ADVANCEMENT**



## Fundraising Results by Constituency FYE 18 and FYE 17

	-----FYE 18-----		-----FYE 17-----		% Change	% Change
<b>Constitu</b>	<b>\$ Raised</b>	<b># Donors</b>	<b>\$ Raised</b>	<b># Donors</b>	<b>\$ Raised</b>	<b># Donors</b>
<b>ANNUAL FUND</b>						
Foundatio	\$722,377	7	\$866,725	9	-17%	-22%
Alumna/u	\$434,733	1009	\$303,548	872	43%	16%
Individual	\$311,398	314	\$185,603	202	68%	55%
Board Me	\$223,374	18	\$156,542	19	43%	-5%
Distinguis	\$195,542	9	\$126,853	6	54%	50%
Parent of	\$122,508	136	\$117,644	108	4%	26%
Company,	\$95,071	45	\$38,473	24	147%	88%
Current P	\$53,826	77	\$22,727	78	137%	-1%
Faculty/St	\$11,825	88	\$11,692	75	5%	19%
Alum othe	\$11,552	22	\$42,042	17	-74%	24%
Current St	\$1,004	99	\$1,497	155	-33%	-36%
	<u>\$2,183,210</u>	<u>1824</u>	<u>\$1,873,346</u>	<u>1565</u>	<u>17%</u>	<u>17%</u>

The decrease in foundation giving is due to decreases from MECT, Horizon, and Velux. The decrease in Alum Other UWC giving is due to a one-time scholarship gift from an Adriatic alum in

<b>ENDOWMENT &amp; OTH</b>	<b>Unique #</b>	<b>Unique #</b>				
*Individual	\$2,008,400	6	\$278,250	6	622%	0%
Distinguis	\$500,000		\$500,000		0%	
Board Member			\$2,857	1	-100%	-100%
Alumna/u	\$1,765	9	\$12,263	5	-86%	80%
	<u>\$2,510,165</u>	<u>15</u>	<u>\$793,370</u>	<u>12</u>	<u>216%</u>	<u>25%</u>

\*Individual includes Faculty/Staff, Organization, Parent

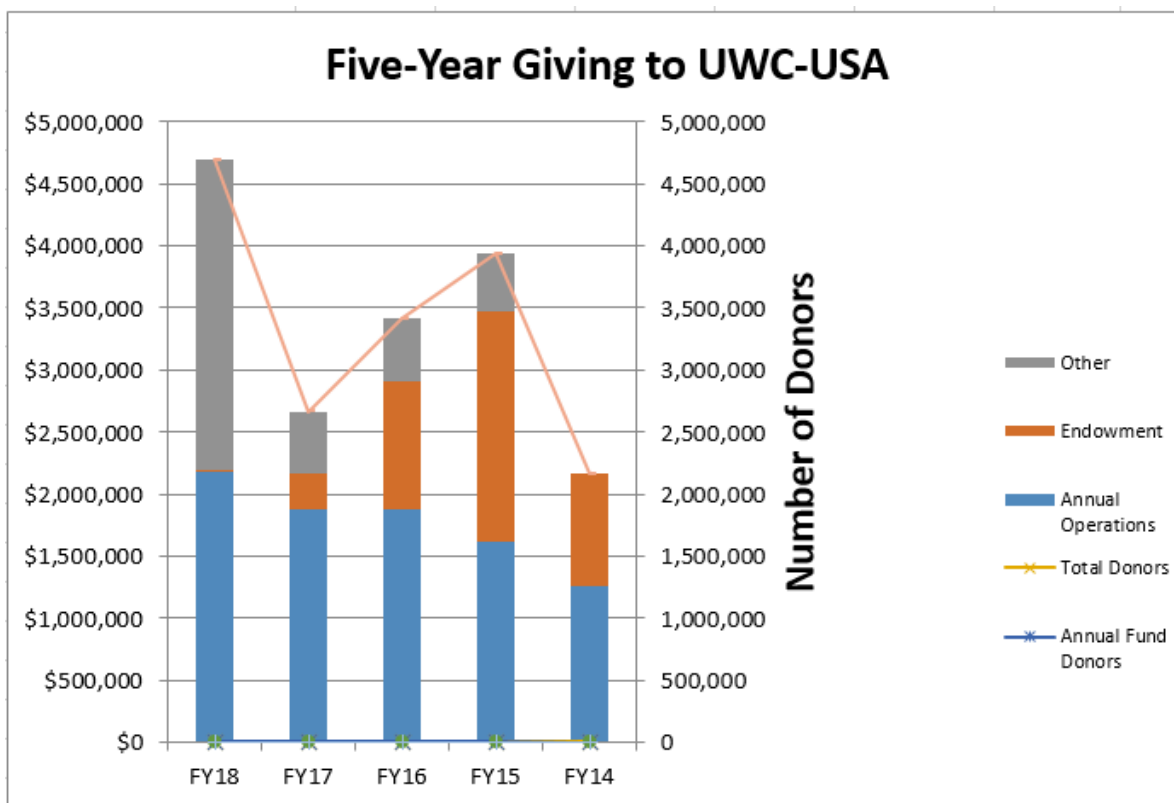
<b>ALL GIFTS</b>		<b>% Partic.</b>		<b>% Partic.</b>		
Individual	\$2,316,498	317	\$461,203	205	402%	55%
Foundatio	\$722,377	7	\$866,725	9	-17%	-22%
Distinguis	\$695,542	9	\$626,853	6	11%	50%
Alumna/u	\$436,498	1018	\$315,811	877	27%	38%
Board Me	\$223,374	18	\$159,399	20	95%	40%
Parent of	\$123,308	137	\$118,294	110	4%	25%
Company,	\$95,571	46	\$38,473	24	148%	92%
Current P	\$53,826	77	\$22,727	78	137%	-1%
Faculty/St	\$13,825	89	\$13,692	76	79%	4%
Alum othe	\$11,552	22	\$42,042	17	-74%	24%
Current St	\$1,004	99	\$1,497	155	66%	-33%
	<u>\$4,693,375</u>	<u>1839</u>	<u>\$2,666,716</u>	<u>1577</u>	<u>76%</u>	<u>17%</u>

NB: Alumni who are board members or faculty are counted on the board and faculty



# Five-Year Fundraising Summary

	FYE 18	FYE 17	FYE 16	FYE 15	FYE 14
<b>Annual Operations</b>	\$2,183,209	\$1,873,357	\$1,871,878	\$1,612,259	\$1,253,112
<b>Endowment</b>	\$9,665	\$290,243	\$1,037,460	\$1,865,095	\$912,772
<b>Other</b>	2,500,500	503,107	502,325	461,538	0
<b>Total Donors</b>	1,839	1,577	1,896	1,406	1,312
<b>Annual Fund Donors</b>	1824	1,565	1,891	1,222	1,192
<b>Unique Endowment Donors</b>	13	11	18	199	135
<b>Unique Other Donors</b>	\$2	\$1	\$2	\$0	\$0
<b>Total Raised</b>	\$4,693,374	\$2,666,707	\$3,411,663	\$3,938,892	\$2,165,884





## Trustee Giving Five-Year Trend

Level	#	2018-19		2017-18		2016-17		2015-16		2014-15						
		\$	Avg.	#	\$	Avg	#	\$	Avg	#	\$		Avg			
\$100,000+	0			0			0	\$125,000	\$125,000	1	\$125,000	\$125,000				
\$50,000-\$99,999	0			2	\$100,000	\$50,000	0			0						
\$25,000-\$35,000	0			2	\$60,969	\$30,485	3	\$77,500	\$25,833	2	\$50,000	\$25,000				
\$10,000-\$24,999	0			2	\$20,500	\$10,250	3	\$54,344	\$18,115	2	\$27,510	\$13,755				
\$5,000-\$9,999	0			3	\$19,122	\$6,374	1	\$7,392	\$7,392	3	\$22,637	\$7,546				
\$1,000-\$4,999	0			9	\$22,783	\$2,531	8	\$18,806	\$2,351	9	\$17,205	\$1,912				
Below \$1,000	0			0			3	\$1,357	\$452	2	\$1,000	\$500				
Didn't Give	0			0			1			1						
<b>Total</b>				<b>18</b>	<b>\$223,374</b>	<b>\$12,410</b>	<b>19</b>	<b>\$159,399</b>	<b>\$8,389</b>	<b>20</b>	<b>\$243,352</b>	<b>\$12,168</b>	<b>20</b>	<b>\$247,575</b>	<b>\$12,379</b>	<b>32%</b>
% who gave					100%			95%			95%			90%		
*Average					\$12,410			\$8,856			\$12,808			\$13,754		
*Median					\$4,889			\$3,000			\$2,500			\$3,750		

\*of those who gave



# UWC-USA Alumni Dashboard

	FYE 2019 (9/15/18))	FYE 2018 (9/30/2017)	% Change
<b>DATA</b>			
Total Living Alumni	3,570	3,454	3%
No Valid Address	555	488	14%
Inactive	3	3	0%
Have LinkedIn Record	1,123	1026	9%
*Address Changes	162	91	78%
Total Alumni with Business Information	1,654	1666	-1%
Total Alumni with Education Information	782	733	7%
Visits to Campus	12	15	-20%

\*Our database measures updates in contact information as any update done to the address tab, which includes fields like email, phone, and LinkedIn

<b>ALUMNI E-NEWSLETTERS</b>			
#	9	3	
Average # Recipients	3,001	2,919	3%
Average Open Rate	27%	33%	-18%
Average Click-through Rate	8%	16%	-50%

<b>LYBUNT EMAILS</b>			
#	3	0	100%
Average Recipients	43	N/A	
Average Open Rate	52%	N/A	
# of Transactions	1	N/A	
\$ Raised	\$2,500.00	N/A	

<b>ALUMNI BIRTHDAY NOTES</b>			
#	4	3	
Average Recipients	219	258	-15%
Average Open Rate	55%	47%	17%
Average Click-through Rate	12%	37%	-68%

<b>ALUMNI VOLUNTEERS</b>			
Annual Fund	10	42	-76%
Class Agents	5	12	-58%
Reunion Committee	2	n/a	

U.S Selection Committee	1	n/a	
Mentors (YEP)	0	n/a	

<b>UWC HUB MEMBERS</b>			
Alumni	782	692	12%
Current Students	166	97	42%
Employees	63	60	5%
Volunteers	33	29	12%
Former Employees	11	10	9%
Total	1055	888	16%



## Web Metrics: June - August 2018

Data	Current Month	Previous Month-2017	Previous Year-2017
<b>JUNE</b>			
total new visitor sessions	7,094	11,832	6,358
total sessions	10,464	17,761	9,935
total users	8,003	13,161	7,392
<b>JULY</b>			
total new visitor sessions	6,302	7,094	6,938
total sessions	10,165	10,464	11,014
total users	7,150	8,003	7,903
<b>AUGUST</b>			
total new visitor sessions	7,407	6,302	7,827
total sessions	11,423	10,165	11,682
total users	8,303	7,150	8,701

## Social Media Followers

DATA	1-Sept-18	1-Sept-17
Twitter Followers	2,609	2,418
Instagram Followers	10,500	8,760
YouTube Followers	1,032	796
Facebook Followers	19,649	17,268

## Press Mentions

(NB: Las Vegas Optic stories require a login to read the full story. Username: publications@uwc-usa.org. Password: Montezuma)

5/9/2018 UWC Cayman Islands announces scholarship winners

<https://cayman27.ky/2018/05/uwc-sends-three-students-into-the-world/>

5/10/2018 Kompas.com piece about Iqbaal Ramadhan '18 signing a movie deal in Indonesia

<https://entertainment.kompas.com/read/2018/05/20/172938410/iqbaal-ramadhan-lulus-sma-di-amerika>

5/11/2018 Las Vegas Optic – about 5 UWC-USA young women going to Wellesley

<https://www.lasvegasoptic.com/content/one-destination>

5/16/2018 UWC-USA alumnus hoping to represent Afghanistan in Olympics

<https://mail.google.com/mail/u/3/#search/google+alert/FMfcgxxvwxZhsQcmkSnxgfPPkjQthgiq>

5/19/2018 Vogue.in piece about Sal Lavallo's travel blog

<https://www.vogue.in/content/4-travel-accounts-to-follow-on-instagram-to-fuel-your-wanderlust/>

5/25/2018 Jakarta Post article about Iqbaal Ramadhan '18 signing a movie deal

<http://www.thejakartapost.com/life/2018/05/25/iqbaal-ramadhan-to-star-in-bumi-manusia-film-adaptation.html>

6/13/2018 Santa Fe New Mexican article about gun safety in schools

[http://www.santafenewmexican.com/news/education/survey-suggests-state-funds-won-t-allay-educators-security-concerns/article\\_5098eaf2fa9-5894-8ac0-934f1442d1d7.html](http://www.santafenewmexican.com/news/education/survey-suggests-state-funds-won-t-allay-educators-security-concerns/article_5098eaf2fa9-5894-8ac0-934f1442d1d7.html)

8/1/2018 Santa Fe New Mexican article about refugee initiative and film screening

[http://www.santafenewmexican.com/news/local\\_news/film-aims-to-help-bring-afghan-refugees-to-study-in/article\\_9114ff28-f98c-5dea-a75f-fff1a6afa1d1.html](http://www.santafenewmexican.com/news/local_news/film-aims-to-help-bring-afghan-refugees-to-study-in/article_9114ff28-f98c-5dea-a75f-fff1a6afa1d1.html)

8/17/2018 ABQ Journal Article about gun safety initiative and student Julia Mazal '19 NM  
<https://www.abqjournal.com/1209852/santa-fe-teens-on-right-track-with-gun-safety-bill.html>

8/17/2018 KOB News ABQ – Staycation Steve piece about Las Vegas, NM  
<https://www.kob.com/albuquerque-news/staycation-steve-the-many-attractions-of-las-vegas-nm/5035326/>

8/24/2018 Las Vegas Optic – about hot springs  
<https://www.lasvegasoptic.com/content/meeting-address-hot-springs-concerns>

8/28/2018 The Magazine - about Las Vegas, Castle, Dwan Light, and hot springs [https://themagsantafe.com/las-vegas-nm/?mc\\_cid=9f2d693f59&mc\\_eid=8377d5e2fb](https://themagsantafe.com/las-vegas-nm/?mc_cid=9f2d693f59&mc_eid=8377d5e2fb)

8/30/2018 – half hour radio interview on KFUN with Christie Baskett about the hot springs community meeting

9/4/2018 Santa Fe New Mexican – about hot springs meeting [http://www.santafenewmexican.com/news/local\\_news/meeting-set-to-clean-up-behavior-at-montezuma-hot-springs/article\\_bb18473d-f11f-5b7b-9268-05d6945066e1.html](http://www.santafenewmexican.com/news/local_news/meeting-set-to-clean-up-behavior-at-montezuma-hot-springs/article_bb18473d-f11f-5b7b-9268-05d6945066e1.html)

9/5/2018 KOB News Albuquerque – about hot springs meeting  
<https://www.kob.com/new-mexico-news/trashed-hot-springs-draw-concern/5059693/>

9/7/2018 Santa Fe New Mexican – Follow up to hot springs meeting  
[http://www.santafenewmexican.com/news/local\\_news/meeting-held-to-discuss-making-hot-springs-safer/article\\_3935a842-da8a-52ce-a53a-cae9db3e500a.html](http://www.santafenewmexican.com/news/local_news/meeting-held-to-discuss-making-hot-springs-safer/article_3935a842-da8a-52ce-a53a-cae9db3e500a.html)

9/8/2018 Las Vegas Optic - about hot springs meeting  
[https://www.lasvegasoptic.com/content/springing-forward\\_](https://www.lasvegasoptic.com/content/springing-forward_)



## Davis Scholar Parent Giving Report

<b>Constituency</b>	<b>\$ Raised</b>	<b>FYE 2018 # Donors</b>	<b>%</b>	<b>\$ Raised</b>	<b>FYE 2017 # Donors</b>	<b>%</b>	<b>% Change \$ Raised</b>	<b>% Change # Donors</b>
Current Davis Scholar Parents	\$45,613	54	50%	\$20,198	49	47%	126%	10%
Davis Scholar Parents of Alumni	\$200,286	99	17%	\$126,883	94	18%	58%	5%