



**Meeting of the
Board of Trustees**

**Oct. 5-6, 2018
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

October 2018

NOTICE is hereby given of a meeting of the Board of Directors of the Armand Hammer United World College of the American West (the "College") to be held on Saturday, Oct. 6, 2018, in Sasakawa commencing at 9:00am.



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Fundraising Summary Five-Year Trend

Trustee Giving Five-Year Trend

UWC-USA Alumni Dashboard

Communication Dashboard

Davis Scholar Parent Giving Report

Chief Strategic Officer

Strategic Planning



BOARD SCHEDULE OF EVENTS

Oct. 5-6, 2018

All meetings in Sasakawa unless noted otherwise

Friday

- Noon Lunch with students in the Dining Hall: Pick a table
- 1:00-2:00 Time to meet with assigned students
- 2:00-3:30 New Trustee Orientation (Trustees)
- 3:30-4:30 Strategic Brainstorm: Strengths and Challenges (Trustees, SLT, Faculty Reps, and Student Reps)
- 4:30-6:00 Strategic Direction: Macro Choice - Strengthening Foundation vs. Innovating for Impact: What we need to know (Trustees, SLT, Faculty Reps, and Student Reps)
- 6:00-7:00 Optional dinner in the Dining Hall (heavy hors d'oeuvres to be served at the reception at the president's home)
- 7:00-7:15 Student performance in Castle Lobby
- 7:30-9:00 Reception with Trustees, SLT, and Faculty at president's home

Saturday

- 7:00-8:15 Breakfast in the Dining Hall
- 8:30-8:40 Opening remarks: Steve Dichter, board chairman (Trustees, SLT, Faculty Reps, and Student Reps)
- 8:40-9:00 President's Report: Highlights (Trustees, SLT, Faculty Reps, and Student Reps)
- 9:00-10:45 AOS Presentation: Montezuma Alternatives (Trustees, SLT, Faculty Reps, and Student Reps)
- 10:45-11:30 Master Plan Discussion (Trustees, SLT, Faculty Reps, Student Reps, and Master Planning Committee)
- 11:30-12:30 Master Plan Discussion (Trustees and SLT)
- 12:30-1:30 Lunch in Dining Hall

- 1:30-3:00 Reflection and Path Forward: Macro Choice and Master Plan (Trustees and SLT)
- 3:00-5:00 Executive Session
- 6:00-7:00 President's Table at Buddy Dinner
- 7:00-9:00 Gathering at the president's home for trustees



MEETING AGENDA
Saturday, Oct. 6
Sasakawa

- 8:30-8:40 Opening remarks: Steve Dichter, board chairman
- 8:40-9:00 President's Report: Highlights (Trustees, SLT, Faculty Reps, and Student Reps)
- 9:00-10:45 AOS Presentation: Montezuma Alternatives (Trustees, SLT, Faculty Reps, and Student Reps)
- 10:45-11:30 Master Plan Discussion (Trustees, SLT, Faculty Reps, Student Reps, and Master Planning Committee)
- 11:30-12:30 Master Plan Discussion (Trustees and SLT)
- 12:30-1:30 Lunch in Dining Hall
- 1:30-3:00 Reflection and Path Forward: Macro Choice and Master Plan (Trustees and SLT)
- 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 18, 2018**

A meeting of the Board of Trustees of the United World College of the American West was held at the college campus in Montezuma, New Mexico commencing at 9:00 a.m. Mountain Time, Friday, May 18, 2018 and adjourning at 5:00 p.m. Trustees present were Bill Banowsky, Marc Blum, Steve Dichter, Manolo Espinosa '87 (by phone), Ben Jones AC'91, Marybeth Kravets, KC Kung '87, Justin Lee '95, Marisa Leon '87, Victoria Mora, Jon Schneider, Thomas Schwingeler '86, Subitha Subramaniam '88 (by phone), and Melanie Weston '86. These 14 trustees constituted a quorum. Leigh Ann Brown joined at 1:00 p.m.

Also present by invitation for portions of the meeting were the following members of the college administration: Christie Baskett, Melanie Brennand, Linda Curtis, Jonathan Ehrlich, Alexis Mamaux, and Naomi Swinton '89. Members of the staff in attendance were: Gwen Albers and Fatyma Diou '10. Parris Bushong and Ellen Thompson were present as faculty representatives. Lauren Ho '18, Andrew Pavey '18, Carson Miller '19, and Irene Vuollet '19 were present as student representatives.

Steve Dichter presided as Chairman.

On Thursday, May 17, the Education, Finance, and Investment committees held meetings. The board had dinner with the Strategic Leadership Team (SLT) in the president's home that evening.

On Friday, May 18, Mr. Dichter called the meeting to order at 9:00 a.m. in Sasakawa.

After welcoming the trustees and introducing the members of the SLT, the faculty, staff, and students in attendance, Mr. Dichter showed a slide reviewing the "Board-Staff rhythm" and outlined the agenda for the day.

Upon motion duly made, seconded, and unanimously approved, it was RESOLVED, that the minutes of the February 10, 2018 be, and hereby are, adopted.

Mr. Dichter turned to President Mora for the President's report. President Mora reported on her charge to stabilize the school and start the major strategic, master, and campaign planning processes. Relative to stabilization, President Mora reported that finances were a major challenge but the school is now in a much improved position due to: 1) \$2 million challenge for each of 5 years from the Davis Family. 2) Shelby Davis' agreement to extend indefinitely the \$1 million supplemental grant for Davis Scholars which would have ended FY19. 3) Shelby Davis' agreement that the Davis Scholars going forward will be parallel to the new Dare to Dream program—a hybrid model where students will receive a \$25,000 merit scholarship plus needs-based aid for

amounts greater than this. 4) Tightened budget processes which will result in a less than 2% increase this year.

President Mora further reported that the distributed leadership model helps stabilize the school especially when there are changes at the top since the VPs and Deans run the school and the President is freed to do more external work. President Mora is currently seeking to hire a Chief Strategy Officer which will be a limited-term position to put mission-aligned and financially stable systems in place. A new Dean of Experiential Education and Residential Life is also being hired.

President Mora reported that the on-campus Strategic Planning Committee has been put on hold in order to hear from the board after this meeting. The Master Planning group will speak this afternoon, and the Compass Group, which was hired for campaign planning, will also be put on hold while we finish these other two planning projects.

Finally, President Mora reported that at the UWC movement level, many schools are dealing with mental health concerns in their students, and all are working on complying with the General Data Protection Regulation. The UWC International Office (IO) is going forward with the Interim Selection Process where students apply directly to the IO for admission.

Mr. Dichter turned to Alexis Mamaux, Dean of Academics, for her report. Ms. Mamaux presented a Student Graduation and IB Diploma Rates by Class report. While the school lost eight students this year, it was not for academic reasons and each was assisted in earning their IB diplomas at home. Ms. Mamaux also presented a Teaching Staff Demographic Profile which showed that the school has more faculty in the <5 years of service due to adding new subjects to course offerings. She said four faculty are departing: Colin Lanham and Anne Farrell are retiring, and two are moving on. In hiring replacements, the school has done a good job with ethnic and national diversity thus far. The professional development focus next year will be on English Language Learning. The school will be undergoing two accreditations next year—IB and Independent Schools Association of the Southwest.

Mr. Dichter asked Melanie Brennand, Dean of Admissions and College Counseling, to report. Ms. Brennand reported that offers for admission were made in November and accepted but then a lot of negotiation has occurred this spring resulting in 123 confirmed new students for August 2018. 73 countries are represented in the incoming class and the ratio will be 56% girls, 44% boys.

Ms. Brennand reported that we have had a great year for tertiary education acceptances with 39 students accepted at highly selective non-Davis schools, and 103 at highly selective Davis schools. Three students have received the UNC-Chapel Hill, Duke, and University of British Columbia awards. About 75% of the students will be staying in the U.S. for higher education.

Mr. Dichter called upon Linda Curtis, Dean of Resident Life, to report. Ms. Curtis reported that in a March survey, 96% of students agreed that smaller dorms (with more Resident Tutors) was a

positive change. She said the restorative work program didn't take off as hoped but the school will be working on it more next year. With a strong counseling staff and more training, Ms. Curtis said adults are able to provide more help to students or know when they need to make a referral. Next year the school will add a Residential Life Coordinator who will do more of the programming so the new Dean can do more on the policy side. The school created a task force of students and staff to work on suggestions around alcohol and drug use and 30 have applied to be on the task force next year. The student representatives in attendance echoed Ms. Curtis's comments and said that STUCO (student council) is facilitating different discussions, re-working what happens in Assembly, working with RAs on the substance issues, and working to provide more activities for students.

Mr. Dichter expressed appreciation for Ms. Curtis's many years at the school and acknowledged her warmth, empathy, and wisdom in dealing with students and everyone else.

Mr. Dichter turned to Naomi Swinton, Dean of Experiential Education (ExEd), to report. Ms. Swinton reported that the vision was to make ExEd more coherent and talk about it as four Signature Programs—Arts and Culture, Constructive Engagement (with conflict and the community), Sustainability (personal and campus), and Wilderness. Ms. Swinton reported on her work for the year which included restructured staffing and ExEd budgeting, work on risk management, a TEDx proposal, a school-wide student portfolio sharing, partnering with an IB school in Santa Fe for non-UWC students to participate in our ExEds, and post-graduation week for first-years which will help with orientation in August. Ms. Swinton said Arts and Culture is being elevated next year and there will be more program development, including movement-related arts. Next year Ms. Swinton will work more on conflict and community programs with the possibility of a pioneered certificate program. President Mora thanked Ms. Swinton for organizing and streamlining the ExEd program and for her work on partnerships and budgets which will help the new Dean of ExEd and Residential Life next year.

Mr. Dichter called on Jonathan Ehrlich, VP for Finance and Operations, to report. Mr. Ehrlich reported that he projects the year will end with a \$120,000 surplus despite the lower number of students and putting more into capital expenses this year. This is thanks to the \$2 million Davis Family Challenge grant which we expect to earn. Mr. Ehrlich said next year should see a \$475,000 surplus. He talked through the projections over five years with a 2-3% expense increase, endowment draw at 5%, and enrollment of 240 students.

Mr. Ehrlich said he will make a presentation in executive session on the recently completed Compensation Study. He said that beginning this June we're offering retired employees who were granted continued health insurance a Medicare supplement plan which will reduce the school's premiums by \$40,000. Mr. Ehrlich reported that capital project costs were high this year due to constructing the two duplexes, the waste water treatment project, and the master planning project.

Mr. Dichter turned to Christie Baskett, VP for Advancement, for her report. Ms. Baskett gave an update on the Davis Family Challenge grant, the achievement of which would require raising 11% more than last year with a reduced staff and a decrease of \$140,000 from the major foundations who support the school. She reported that there is \$107,000 left to raise by May 31st. She thanked the board for donating \$215,000 so far, a 34% increase over the prior year. She outlined the plans to raise the remaining amount and thanked President Mora for bringing in several new \$50,000 gifts. On the campaign planning, Ms. Baskett reported that the Compass Group has run wealth screenings on the school's American prospects, interviewed six trustees, compiled a foundation list, and begun work with her on rating the prospect list. She has agreed with them to suspend work until the Master and Strategic plans are further along. In the meantime, she hopes to use the saved funds to hire additional staff to conduct research and qualifying meetings with prospects.

Mr. Blum commented that the school has come a long way with its fundraising and the percent participation among alumni is high compared to other UWCs and other independent schools in America. However, there is still not enough wealth in the alumni body to support a major campaign so we will need to have luck in finding wealthy non-affiliated donors.

Ms. Baskett reported that the school had secured a gift to conduct an alumni attitude study which will also help prepare for the campaign. Work will begin this summer. Finally, Ms. Baskett reported that the school engaged Right Hat, a digital marketing agency, to develop a new website and thanked the trustees who will interview with them. She also described increased efforts to improve the school's social media presence via Instagram and Facebook, and work being done to more aggressively market for U.S. Davis Scholars.

President Mora thanked Fatyma Diou '10 who has interned with the school all year and helped prepare the format of the board presentations for today.

Mr. Dichter than called on Frank Pisch, Chairman and CEO of the Compass Group, for a report via phone on their work since December 2017. Mr. Pisch reminded trustees of the four things needed for a campaign to be successful – case, prospects, leadership, and resources. He said the school has a strong case—the mission is a powerful message and the students are articulate. The school has a planning process that will provide strategic priorities going forward and the board will need to determine cost and timing for meeting those priorities. For prospects, the Compass Group tested a \$42m goal six years ago and self-identified \$15m. Mr. Pisch said the school has strong leaders at the top, the board is stronger than six years ago, and fundraising teams can be built. For resources, Mr. Pisch says the school needs to invest in increased staff, research, discovery, and a budget for the campaign.

Mr. Pisch said the timing and size of the campaign will depend on the master plan and how projects can be phased. Recommendations going forward include: 1) increasing staff, 2) reaching consensus on priorities, 3) identifying more prospects with 6- and 7-figure capacity, 4) increasing

the average gift size of alumni gifts, 5) building the board with more trustees who have capacity or connections with those who do, and 6) doubling or tripling the pipeline of prospects.

The Board then entered Executive Session to discuss the Compensation Study, strategic planning, and governance. The Board asked that compensation philosophy and resulting structure for faculty and staff be clarified and then reviewed with the Governance Committee. Regarding the strategic plan, Board asked that staff focus on “strengthening the foundation,” where the staff is best positioned to develop actions and that the board should focus on the longer-term vision for the 50th Anniversary and macro strategic choices. Turning to governance, the Board agreed to push for more active committee work prior to the board meetings.

During the Governance Committee report, the following resolutions were passed.

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, 2019:

Steve Dichter	Chair
Jon Schneider	Vice Chair
KC Kung '87	Treasurer
Ty Tingley	Secretary

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, 2019 by virtue of their position on the board:

Marc Blum	Chair of Advancement Committee
Steve Dichter	Chair of the Board
Ben Jones AC'91	Chair, Strategic Planning Committee
KC Kung '87	Treasurer
Victoria Mora	President
Jon Schneider	Vice Chair
Ty Tingley	Secretary

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, 2021:

Leigh Ann Brown
Marybeth Kravets
Subitha Subramaniam '88

RESOLVED, that the following person be, and thereby is, elected to serve a three-year term on the Board of Trustees of UWC-USA, until May 31, 2021:

Geeta Anand

RESOLVED, that the following persons be, and thereby are, formally thanked for their service to the board which ends May 31, 2018:

Mark Alexander
Ben Melkman '98

After Executive Session, Mr. Dichter welcomed back administrators, faculty, staff, and students, as well as members of the school's Master Planning Committee to hear a presentation by Shawn Evans and his colleagues from AOS and Surroundings. President Mora first reported that AOS came to the SLT and Master Planning Committee with four different plans and the thinking has now converged in a single direction but today AOS will present how the school's objectives are fulfilled in it and with renovation. She encouraged everyone to think about the school's mission and remember that its 50th anniversary is in 14 years and ask whether the school could be net-zero energy by then.

AOS presented their findings based on the following goals: 1) Residential Life – unify residential life, equity, welcoming for LGBTQ, enhance relationship with adults, improve dining experience and student center, connect with outdoors, be accessible; 2) Academics – consolidate space; replace outdated facilities; improve storage, provide space for collaboration; be accessible, future-oriented, and appropriately sized; 3) Educational Support – make auditorium flexible, increase presence of ExEd, farm, etc. ; 4) Admin & Staff –consolidate, enhance maintenance, be accessible; 5) Facilities – repair buildings, reduce energy usage, make utility network functional, be accessible; 6) Landscape & Circulation – provide secure and welcoming entries, ample parking, bus pool, pedestrian walkways, water rights, hot springs, places for gathering & solitude, and bridge divide between upper and lower campus.

AOS then talked about each building and its challenges and provided two schemes:

- Scheme A: renovate existing dorms. \$82.9m, 6 phases, 11 yrs
- Scheme B: demolish old dorms, convert Castle to all dorms, and build additional dorms. \$72.5m, 7 phases, 12 yrs

Mr. Evans said that AOS needs consensus that they're on the right path in order to have a draft plan by August.

Mr. Dichter then thanked Gale & Shelby Davis who had joined the meeting. Mr. Davis said: "The UWC students have made me look good."

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

We continue to move forward on the vision of mission-alignment, financial sustainability, and signature programs laid out in the spring of 2016. As reported in the May 2017 meeting, our focus continues to be stabilization of the school while engaging in strategic, master, and campaign planning. With key hires in place, we have also begun to assess what it will take to strengthen our foundation, a key step in any forward-looking strategy for UWC-USA.

I - Stabilization

- **Academics:** Accreditation, faculty capacity building, and student support are the focus of our stabilization efforts.
 - We have begun both the IB and ISAS accreditations, to be completed over the next two years. We will look for ways to bring these processes together with our Strategic Plan. The outcome of these processes should contribute to stability through a clear direction, which will in turn inform hiring, retention, and the capacity building we have begun to address with the development of the faculty handbook, job descriptions that are mission-aligned, clear expectations applied through regular evaluation, professional development, and training across the programming that depends on an excellent faculty.
 - While the majority of our students come well prepared for the rigors of the IB, those who show “promise and potential” but are not well prepared require significant help. A summer program for ELL students and an academic support center are meant to address a slight downward trend in the percentage of our students receiving the IB diploma.
- **Admissions:** Our stabilization efforts in admissions are focused on filling our class with a sustainable balance of fully funded, partially funded, and unfunded matriculants. This mix determines not only net tuition dollars available for operations, but also the extent to which we are taking advantage of restricted scholarships provided through our endowment draw.
 - The 120 offers for entry 2018 yielded 117 students
 - Net Tuition continued a downward trend due to greater yield on fully funded offers and lower yield on partially funded and unfunded offers
 - Transition to full NC
 - New U.S. Davis Scholars Model, updated marketing approach, fundraising to supplement U.S. Davis Scholarships for full need students, and GSP part of stabilization strategy
- **Experiential Education and Residential Life:** Our stabilization efforts in experiential education were initiated last year through streamlining and the creation of signature program tracks. Work to continue this year, with renewed focus on depth of programming and impact on student participants and the larger community.

Our stabilization efforts in residential life are currently focused on rationalizing our residential approach, including organization and staffing, and building a healthier, mission and values-based student culture that includes focus on life balance and developing lifelong habits of personal sustainability.

- New dean reviewed and updated all policies for mission alignment and consistency in approach. More work needs to be done with streamlining and transparency, but we are much closer to a policy that will have legs for years to come.

- New dean making a full assessment of student life with view toward systems, practices, and personnel. Initial findings are that we are significantly behind on best practices and we have work to do in making the connection between mission and community standards. Recommendations currently being developed. A difficult start to the school year has crystalized opportunities for improvement. Student reporting bodes well for the turnaround we are trying to effect around unhealthy parts of student culture.
- Professional development found to be in need of upgrading, especially as it impacts consistency of approach.
- A recommendation for a new model for residential life organization and staffing to come forward, with focus on who our peers are.
- **Finance and Operations:** In May, I reported a strategy for stabilizing our budgets to avert the “fiscal cliff” scenario that had been facing the school. The following are underway and show a reversal of the “fiscal cliff” in our 5-year projection.
 - A successful first year (FYE 18) in matching the Davis Family Challenge
 - Continuation of the \$1M Davis Supplemental Grant that was slated to end in FYE 19
 - A new agreement on how to structure U.S. Davis Scholarships (hybrid merit- and need-based)
 - Continued success with operating budget savings

(Note that not yet reflected in the strategy is the IO GSP initiative, slated for our 2019 fall intake of students. If successful, it will contribute significantly to our ongoing financial health. It would provide important tuition dollars that have been decreasing through the NC admissions process. This potential revenue source has not yet been folded into our multi-year projections, awaiting the first intake of students and data on the effect it will have on NC ability to fill unfunded offers.)

Stabilizing Operations:

- Facilities and grounds under review, including organization and management
- Security staffing levels, deployment, student life interface under review
- **Advancement:**
 - Annual fundraising has been stable and growing; confidence in our long-term prospects require a strategy to expand the circle of major donors and to broaden the base of alumni donors, especially international
 - Staffing remains a challenge, with significant turnover; a new strategy is being developed to address our remoteness and the need for campaign preparation around identification, qualification, and cultivation.
 - Communications is focused on development of a new website. We are on budget at \$155,000, which includes research, branding, design, and programming. The website will launch in December and will be the centerpiece of a new internal and external communications strategy.

II - Strategic, Master, and Campaign Planning

Strategic Plan

Since May

- Our board chairman, Steve Dichter, our board SPC chairman, Ben Jones, and I worked on a strategic direction, identifying opportunities, challenges, and the macro choice for our planning: strengthening the foundation vs. innovating for impact
- Our new chief strategy officer, William Wanker, has been conducting an audit of the various

strategic planning documents developed over the last several years at UWC-USA. He has also reviewed the IO Strategic Plan, the vision articulated in 2016, and the work of the campus strategic planning committee last year. In addition, he has been gathering information on foundational weaknesses that need to be addressed before we can have confidence that we are ready to innovate for impact.

- The board and SLT will use the October board meeting to set board goals and objectives, refine our approach to the macro choice laid out in the strategic direction, and assess the proposal we will be presenting for strengthening our foundation.

Action needed from Board

- Set strategic goals and objectives
- Give clear direction on the macro choice facing us and sequencing/timing priorities
- Comment on proposal for strengthening the foundation

Master Plan

The work on the Master Plan is proceeding, and AOS will be presenting two campus configurations, each with a “full” and “lean” option

- AOS was asked after the May meeting to offer an analysis of how we might shave costs and sequence the plan they presented
- While AOS commenced work, a committee of the board offered a “middle way” they asked AOS to consider
- AOS will present both plans during the October 2018 board meeting, with a “full” and “lean” version of each.

Action needed from Board

- Determination of sufficient information/willingness to pursue a transformational approach to the Montezuma campus

Campaign Plan

Campaign planning remains on hold, though we are making preparations with staffing and strategy. I continue to see two obvious choices for crafting a campaign approach,

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

Action needed from Board

- FYI for October meeting; Advancement Committee to discuss and make a recommendation on long-term vs. phased campaign approach in light of strategic discussion

III - International Movement

- The Heads agenda is currently being set. Mental health assessment at the NC admission stage is a big topic, as are safeguarding of students, the GSP and truth in advertising about UWC, and the student Code of Conduct. I will report in February meeting takeaways.
- I will be joining the IO board in January as one of the three Heads serving on the board.
- The GSP looks promising, with 685 applications started as of September 14, 2018, and UWC-USA in the top two preferred campuses (along with Atlantic College)

Action needed from Board

- No action - FYI

IV - Transitioning to a turnaround: Strengthening the foundation:

- **People:**

- We have made our first hires for the distributed leadership model. This model is meant to allow us to strengthen our foundation while affecting minimal disruption in our day-to-day work.
- A chief strategy officer has been charged with assessing the major weaknesses in our ability to operate effectively; an audit is almost complete and recommendations already being brought forward, including those that will inform our strategy discussions during this board meeting.
- We have combined experiential educational and residential life under one dean who is responsible for programming. All indications are that we have work to do to catch up to best practices and new models.
- We have added key positions on the ground in both residential life and ex-ed to free the dean on the programming and leadership side.
- We have evaluated advancement staffing in light of initial campaign preparation and will be targeting positions that contribute to our current phase of development.
- Compensation study is complete and we are developing a strategy for going forward.
- Recruitment strategy to include turnaround narrative, with outside search help
- Student body size: Admissions drivers in and out of our control, classroom, student life

- **Place:**

- Deferred maintenance, ADA compliance a significant long-term challenge
- Master Plan
 - Tweaking vs transforming
 - Hard numbers, hard decisions
- Staffing as a function of place (permanent, contract)

- **Programming:**

- Accreditation as an occasion for mission-alignment, financial sustainability, and a place-based approach
- Residential life and experiential education will be a significant focus of our ISAS accreditation.
- Academics will largely be covered by the IB accreditation process.

- **Practices:**

- Resourcing for more effective management of the school, a better student experience, and a more satisfying workplace for mission-driven employees.
- Need for a centralized student database
- Need for integration of freestanding systems
- Need for a student behavioral management system
- Need for more robust financial and HR systems
- Need for systematic means for identifying, prioritizing, and approving projects
- Need for embedded training on any new software platform or system introduced into UWC-USA, preferably occurring several times during the year to ensure widespread adoption

- Need for consistent training around safety and risk management and clear measures of accountability

Action needed from Board

- No Action - FYI

Dean of Academics

I - May 2018 IB results

- May 2018 IB results continue to reflect the strength of our academic program, with a diploma pass-rate of 90% that greatly exceeds the international average, and average diploma and subject scores that are holding steady with previous years at 33 and 5.32, respectively.
- There was a direct correlation between disappointing individual IB results and attendance, which the school is attempting to remedy through a new attendance policy developed in consultation between the PLT and the Education Committee.

Action needed from Board

- No action - FYI

II - Enrollment

First-year class matriculation: 117 students

Total enrollment: 227

Dean of Admissions and College Counseling to discuss details

Action needed from Board

- No action - FYI

III - Faculty profile and staffing

- Faculty turnover has slowed as only five faculty chose not to renew contracts (versus 10 in 2017), and we hired a number of highly experienced teachers, the majority of whom have IBDP and/or prior UWC experience. Given the ample turnover between 2012 and 2016 which included IB examiners and workshop leaders, hiring those with prior IB experience was a greater priority than it had been in previous years. We were also in need of teachers who understand the multifaceted nature of teaching at a UWC and the hiring process gave considerable weight to residential and experiential education as well.
- There is an uptick in experienced teachers completing professional development compared to last year. Teachers are focusing more on their content and approaches to pedagogy in their fields to complement the IB training that they already have.
- Diversity remains important for staffing to reflect the diversity of student body and the regions where we live to the greatest extent possible. In the current political climate, it would be difficult to improve upon this; finding teachers who are already able to work in the United States is a key to success here, but we also continue to have our relationship with the Cordell Hull Foundation to assist with J-1 visas should opportunities arise.

Action needed from Board

- No action - FYI

IV- Course offerings

- This year, we moved to online summer registration, and that made creating the overall class schedule a more manageable exercise that did not happen on the eve of classes beginning. In the past, neither teachers nor students were aware of their class schedules until the evening before classes began, so this has ameliorated some measure of stress

among both groups. It also allows us to amend letters of appointment as needed if enrollments are different than what we expected.

- Our course offerings remain the same as last year, and we have established a good range of subjects, especially in the sciences.
- The number of students who have registered for Group 6 classes (the Arts) has surged, with nearly half of the class of 2020 registered for such classes.
- To assist students with their mother-tongue school-supported self-taught, UWC-USA is cooperating with Mahindra, SEA, and Thailand to create a database so students can interact across UWCs. Prior movement-wide attempts have not been well organized, so it is hoped a smaller group initiative will be more successful.
- The change in the mathematics curriculum (with instruction of the new subjects to begin in Fall 2019) must be monitored closely. Most reports indicate that the IB is moving towards more rigorous prerequisites, and the discontinuation of Mathematical Studies has been announced. If this is indeed the case - and we should know by December 2018 - National Committees must be made aware of this so they can include this in their selection criteria.

Action needed from Board

- No action - FYI

V- Student academic support

- We have noted that our students are not as academically prepared as they were in years past, and beginning in 2017, we retained the services of a writing coach. We have further expanded that by hiring an Academic Support Specialist who is based in the Lockwood library, and who will be available on weekends. Her area of expertise is as a librarian, and she will be collaborating with the writing coach, and English teachers to centralize assistance to English Language Learners. In January it will be expanded with the assistance of the Mathematics teachers to help struggling mathematics students.
- The school has seen an increase in students who are innumerate, or who may have dyscalculia. This presents a particular challenge as these students' diplomas are at risk, and may indicate the need for a specialist in this area in the future as part of the Academic Support Center

Action needed from Board

- No action - FYI

VI- Accreditation self-studies

- In 2008, the School's administration determined that it makes the most sense to do our IB and regional - ISAS - accreditation at the same time. As ISAS is on a ten-year rotation, and IB is on a 5-year rotation, both self-studies are slated for this year with site visits in 2019-2020.
- The ISAS offers both a traditional and an alternative self-study which schools must apply for. As the alternative self-study allows a greater focus on non-academic factors, we applied for, and were accepted into the alternative self-study which is more aligned with our strategic plan. The self-study began in August by asking the staff what they thought should be the key areas of focus; their responses included quality assurance and mission alignment, communication and information, safety and sustainability, cultural competency, and the relationship between UWC and IB.
- The IB self-study has begun in earnest. Peter Samaranayake will be working with the Dean of Academics to put together the data. That component will be completed in November, and then the school-wide aspects of the self-study will be launched.

Action needed from Board

- Later in the school year, board members will be asked to complete questionnaires from ISAS and IB.

Dean of Admissions and College Counseling Admissions

I - Current Class of 2020 (Entry 2018)

- As has been the strategy, we over-offered by 20% based on the historical yield over the past several years. We offered based on consistent diversity of regional representation, requesting a 50/50 gender split based on housing, and continue to offer to National Committees from whom we have not had representation in over 5 years (Timor-L'este, Mongolia, etc.). We cannot control whether or not National Committees accept our offers - the new IO involvement helps with this going forward - and ultimately, cannot control whether or not they actually have a depth of applicant pool that will fill those offers. Further, we cannot control whether or not their selected applicants will (a) have the means necessary to meet our scholarship offers as nearly all NCs conduct needs-assessment after selections and (b) take the offer and enroll.
- For the Class of 2020, we had 120 confirmed, but lost a few over the summer, ultimately enrolling 117. We initially offered nearly \$2.2 million in scholarships, but ultimately awarded more (around \$2.3 million). These numbers never include our Davis Scholarships. Of offers made and filled, 16% of initial offers *made* were fully funded, but 19% enrolled. 60% were partial offers made, but only 43% enrolled, and 23% of our offers were unfunded but we enrolled 14%. Late losses from Bosnia & Herzegovina, Chile, Russia had nothing to do with the National Committees; students just decided not to respond, or discovered during the process that UWC was "not for them." Makeup of the class remains consistent with that of the movement - 60% female and 40% male. Initial offers to the IO may request gender preference, which we do for some of our endowed funds, but also seek to offer for a 50/50 gender split. National Committees select for the best possible students. Gender imbalance exists across all campuses and continues to be a movement-wide concern.

Action needed from Board

- No action - FYI

II - Entry 2019 Offers

- Global Selections Programme underway. As of Friday, Sept. 14, 685 GSP applications have been started by applicants representing 82 countries. Of those, around 175 indicated UWC-USA as one of their top 4 choices for a campus. We have requested an enrollment of 18 GSP students (full fee paying).
- The International Office continues to play a much more centralized role in making offers to National Committees. For Entry 2019 (Class of 2021), schools were asked to make no more offers than the number of beds. This is in direct opposition to our strategy of making *more* offers (target was 175) due to continued lower yield. The IO strategy and intervention does help, in that they are working much more closely with National Committees to understand if they can realistically fill the offers received. If not, they are asking campuses to move their offers to other regions or National Committees that do have the ability to fill offers, increasing the likelihood that more offers will be filled.
- After expressing concern, we made 131 offers for 120 spaces and have made a few more in recent weeks.

Action needed from Board

- No action - FYI

III - Davis Scholars

- In order to become compliant with the IO's guidance of having UWC applicants and scholars' families being assessed for need, the US National Committee and UWC-USA (as Davis Scholarship funder) US applicants will be assessed for their families' ability to pay.
- We will continue to provide a \$25,000 base scholarship.
- Needs assessment will occur after selections; up to the amount otherwise offered by the other UWC campuses, and so there will be much more consideration of students' preferences for campus placements as well as other offers.

Action needed from Board

- No action - FYI

IV - US Selection National Committee

- In order to continue to professionalize the process around National Committee membership (for many years, it was a word-of-mouth/who you know to join group), the USA NC has started to change. Formal job description and recruitment of new members was very successful; the Committee will be inviting 4 new members, who represent both admissions/college counseling work as well as alumni representation from a few campuses. Key responsibilities going forward, and therefore experience sought, include fundraising, financial aid, and general admissions and selections work.
- Committee has reviewed its charter to better align with the work it actually does and will be submitting for President's review and approval within the next month or two.

Action needed from Board

- No action - FYI

V - College Counseling for Class of 2019

- College Counseling continues to focus on "fit" for students based on their academic and personal profiles, and on matches for financial and other needs and interests, beyond simply the top tier of colleges and universities. We continue to focus on Davis Schools, which provide an incentive to those UWC graduates by giving the financial aid offices \$10,000 and \$20,000 to supplement their financial aid packages. At the same time, students are increasingly interested in studying in the UK, Europe, Canada, and other places abroad; we are continually working to support them in these options.
- Implemented a College Counseling contract for clearer management of expectations around support and responsibilities, particularly on students' end, with meeting attendance and timely submission of college lists, essays, etc.
- College Counseling underway, with late evening meetings and over 65 college and university admissions visits scheduled for this fall.
- SAT Prep being offered on Wednesday evenings and Saturday mornings, using CollegeReady by ChalkTalk company's platform and a blend of hands-on, ELL/non-US student focused learning. Led by Alfonso Leon, former VP of Finance and Operations, as a volunteer.
- Exploring various platforms being used by other UWC campuses to help with College Counseling tracking and support for students. UWC SE Asia is so large they are working to establish UWC as a "district" to enable smaller campuses/budgets to use the Maia Platform for free.

Action needed from Board

- No action - FYI

Dean of Residential Life and Experiential Education

Residential Life

I -Policies

- New community standards and sexual wellness policies were rolled out this year. Charge was given by President Mora as high priority given time frame and recent disciplinary concerns from previous semester. Student and staff concerns informed the new standards. Concerns addressed were: lack of clarity in policies and procedures, strike based system, not comprehensive, not enforced consistently. Student handbook still needs to be paired down and edited - it appears to have been edited and added to over several years without attention to how changes overlapped as there is redundancy. It needs to live on the website and transparent for all to see.
 - Community Standards: New community standards policy was written and distributed to campus community in accordance with president Mora's directive regarding an overhaul of the student handbook toward clear policies and procedures for student behavior.
 - Policy focuses on community accountability in accordance with UWC values.
 - Not a strike-based codified system, but rather highlights possible responses for major violations.
 - Overall student handbook still needs to be paired down and organized in a better fashion. It should live on the website, and be transparent and accessible to all.
 - Further training needs to happen for all employees and students. Primary areas to emphasize:
 - Spirit of policy is about care for one another, building the community we want, and care for our health.
 - Elevate this community to live our values and move our mission forward.
 - How to file an incident report and what are the expectations.
- Sexual Wellness Policy: New comprehensive policy written and distributed to campus community. Policy includes employees and students in accordance with president Mora's directive regarding clear policies and procedures and overhaul of student handbook.
 - Previous policy was brief and did not include procedures, resources, etc.
 - Dean of ExEd & Res Life worked with Melinda Russial (SWEET Sponsor) to create policy, which considered work already done within SWEET.
 - Policy clearly defines role of SWEET
 - Further training ongoing to students regarding their role and expectations

Action needed from Board

- No action - FYI

II - Student Life

- President Mora charged me with an in depth assessment of our approach to student life. My initial findings include
 - Need for a student behavioral management system to effect turnaround from reactive approach to proactive approach. Tracking student behavior is needed for many reasons. Often there is overlap between classroom behavior, residence behavior, discipline, mental health and so on. We are not able to get a good picture of a student or student body without being able to appropriately assess. In turn, we are not able to respond well or do prevention work.
 - Mental health issues are a concern as there are a several students experiencing crisis or severe mental health concerns. The Heads are currently looking at NC selection as it relates to mental health.
 - Alcohol continues to be a problem. Recent incidents involving 16 students resulted in ongoing disciplinary hearings and one report of sexual assault.
 - Review of weekend staffing and procedures is ongoing, but initial recommendations include:
 - Increased rounds by security as well as adding a security officer on the weekend. Possible rounds inside the dorms.
 - Cameras to cover dorm entrances.
 - Increase lighting on campus.
 - Increase rounds at the hot springs.

Action needed from Board

- No action - FYI

III - Professional Development

- Professionalizing and developing staff is a high priority. Providing training is necessary, but restructuring may be needed. Both staff and students are asking for more training. Still assessing what training has historically been provided, but by all appearances it needs a complete overhaul. Comprehensive training model needs to be developed. We need to be able to explain why we provide the training we do and identify the professional sources that we're drawing from. What seems to have been relied upon are "adult instincts."
 - Completed Sexual Wellness Policy training with resident tutors on 9/12. Ongoing training is needed however in this area and in our new Community Standards Policy. Furthermore, training on student development theory within residential communities is also needed or hiring student affairs professionals.
 - Working toward providing seven-hour First Aid Mental Health training/certification for all residential staff, and plan to make it available to students and others who wish to participate.
 - Student resident advisors are requesting and will receive further training on basic job expectations. Working with RAs and residential staff to write RA Handbook.
 - Training on issues that need to be reported, especially as it pertains to minors. This needs to be a part of every orientation, every year.

Action needed from board

- No action- FYI

IV - Residential Staffing

- Exploring other models of future staffing of the residential team. One model includes fewer part-time staff to increase full-time live-in residential staff. Reasons for restructuring include:
 - Professionalizing team
 - Increasing hours spent in residence halls
 - Increasing visibility
 - Reducing personnel conflicts
 - Consistency in addressing student concerns
 - Distributed leadership
 - History of personality-driven leadership
- Concerns identified within residential life contributing to the need to address staffing:
 - Theft in the residence halls
 - Increased student mental health concerns
 - Student behavior: Major violations of community standards/code of conduct
 - Student pass downs
 - Lack of trust from students to staff and staff to administration
 - Inconsistent application of policies
 - Interpersonal conflict among residential staff
 - Inadequate training recognized by staff
 - Lack of residential team cohesion
- Hiring
 - Tangential need: increase the capacity of the institution to hire, maintain and properly onboard good talent. To include:
 - Utilizing search firms to full capacity in order to recruit talent and fit, but also properly communicate the state of the institution.
 - Comprehensive onboarding plan
 - Internal professional development plan across the institution

Action needed from Board

- No action-FYI

Experiential Education

I - Restructuring

Focus on clearly defining what qualifies as an “ExEd” and how we’re measuring success on curriculum basis in accordance with the IB. Current structure/culture lumps all ExEds, activities, clubs, and some academic services together. One apparent reason for this is that written into position descriptions is the requirement that all full-time faculty sponsor 2 ExEd’s and part-time faculty sponsor 1. Therefore, the result, in order to meet this requirement, is the desire that all things be considered an “ExEd.” The result is that ExEds do not have clear definition and the purpose of ExEd’s is diluted. So, to change this, we need to also change the requirements (language) within position description. Furthermore, students do not have a good sense as to what their requirements are in relation to ExEd’s nor do they have a good sense of what is required in their portfolio. The future of ExEd is a clarity of the academic relationship with the IB.

Experiential Education is learning by doing, therefore we need to be able to approach “ExEds” from a common curriculum, so that it gives definition and success can be measured. Finally, in turn, this will give us the ability to deepen the ExEd experience by focusing on signature, place based programs that are high impact and produce results, for the student, UWC-USA and the local and extended community.

- New Dean and ExEd Support Coordinator undertaking coordination and oversight.
- Continued focus on signature programs that are place-based and aligned with mission and values, appropriately staffed, and leveraging strong partnerships.
- Key elements of impact:
 - Wellness + new skills, responsibility and challenge for UWC students
 - Educational impact with local youth
 - Evaluation cycle built in to track impact
- Reduced number of Ex-Eds, ~60 for 2018 vs ~75 in 2017 -- *further streamlining planned such as moving student clubs to STUCO for oversight and budget*
 - Arts & Culture: (~12)
 - Constructive Engagement: (~15)
 - Sustainability: (~30)
 - Wilderness: (~3)
- Partnerships
 - Partnership rubric *Define objectives in seeking partnerships and criteria*
 - Ensure expectations are clear and appropriate safeguards in place *Assess critical areas where we are missing partners or key skills*
 - Leverage significant partnerships with other schools, community organizations, and funders (NMSU, CYFD, NMA, Simon Foundation, others)
- Staffing
 - Seven track leaders (mix of faculty and staff); need to assess effectiveness of this mix
 - ExEd support coordinator is managing CAS requirements, logistical support, coordination across tracks, portfolios, attendance
 - Dean of Experiential Education/Residential Life overseeing key ExEd events, ExEd staffing, program alignment

Action needed from Board

- No action - FYI

Finance and Operations

I - Finances

- The FYE 18 budget was projected to result in an operating **loss** after one-time major capital expenses of \$962,000. We actually ended the year with a surplus of \$30,000 despite lower than budgeted net tuition and lower than budgeted summer revenues. Drivers of the improvement include significant savings in multiple expenditure lines and the unbudgeted addition of the \$2,000,000 Davis Family Matching Grant. To improve end-of-year projections, a new methodology of forecasting has been implemented which will have budget managers submit periodic end of year forecasts.
- The Annual Fund ended the year at \$2,246,407.
- The budget for FYE 19 projects an operating surplus before capital expenses of \$1,122,000, and an overall surplus after capital expenses of \$477,000.
- We continue to watch net tuition, which after a two year decline saw a small uptick for the 2018 incoming class.
- The endowment was valued as of May 31, 2018, at \$133,758,000, which is an increase of 5.3% since the last quarter.

Action needed from Board

- None needed - FYI

II - Employee benefits

- Compensation and benefits review has been completed and was presented to employees last May. Its implementation over the next several years, as budgets allow, will provide for internal and external equity.
- Adjustments were made to the employee health insurance plans for former and current employees who are grandfathered to continue receiving coverage post retirement. We were able to decrease the actuarial reserve (a non-cash item) by \$1,600,000, leading to a reduction in the retirement reserve expense this year of \$170,000 which had been budgeted prior to the change in the retirement health plan.
- UWC is now offering retirees who were eligible for health insurance the option of a Medicare Supplement plan which is similar to the school's health plan, or to simply receive a monthly stipend equal to the cost of that plan's premium.
- Changes to the school retirement plan for current employees were implemented in late September, which makes TIAA the sole investment platform to which employees may contribute. This will result in lower fees and more investment options for employees. In addition, and of significant importance to the school is that LongView Asset Management is now officially the fiduciary responsible for the plan, not UWC. This relieves the school of liability.

Action needed from Board

- None needed - FYI

III - Safety and Risk Management

- Safety of students and staff is of paramount importance, and the establishment of an active Safety Committee drawing members from across the school is addressing risk management in its many forms.
- The Safety Committee has been working on completing a campus-wide implementation of an emergency notification system, vehicle safety training, and emergency response drills.

- Safety training was developed over the summer in collaboration with the New Mexico Department of Emergency Management, and was part of employee and student orientation. Work will continue during the year to further operationalize safety procedures.

Action needed from Board

- No action - FYI

IV - Capital Projects

- FYE 2018 – Projects ended the year at the budgeted amount of \$2.1 million. In addition to the major projects listed below it also includes routine maintenance and that specifically addressing issues of deferred maintenance. The annual budgeted amount of \$750,000 was primarily used for these maintenance issues; the balance above that was used for the one-time projects.
- FYE 2019 – Budgeted at \$750,000
 - Housing in Pine Forest is complete and units are occupied.
 - Keyless entry project for campus exterior doors was completed and implemented this summer.
 - AOS continues working with the school on the master planning process, concentrating on developing phased projects recommendations.
 - Surroundings has been retained to work with management on landscape planning
 - Selected upcoming projects include:
 - Nitrogen generating system for Castle fire prevention system
 - Descaling system for domestic water use (protects pipes)
 - Phased replacement of dorm heating units (comfort and efficiency)
 - Phased replacement of Field House heating (energy savings)
 - Rewiring of IT Center
 - Network switch upgrades
 - Smartboard replacements
 - Vehicle replacements
 - Replacement of pumps supplying water to the school’s storage reservoir.
- A series of meetings open to the Las Vegas public have been held to discuss issues related to the hot springs – both from a school perspective and that of the community. A number of potentially useful ideas came out of these meetings; senior leadership will assess these and prepare a report for board members. Determining how to make the hot springs a safe and welcoming place for school and community members, while reducing the liability which the springs holds for the school, is a significant element of the overall campus master plan.

Action needed from Board

- No action - FYI

Advancement Report

I - Fundraising (See Appendix)

- 2017-18 was the first year of the Davis Family Challenge Grant which is a \$10 million challenge where the school can receive \$2 million a year for five years if we raise \$2 million. We met the first year of the challenge by raising a record \$2,043,939 for the Annual Fund not including Shelby's Annual Fund gifts and \$2,183,210 with them included. (This number differs from the Business Office as they count gifts by date while we count them by Annual Fund year). This represents a 17% increase over FYE 17 in dollars and number of donors.
- We appreciate the increased giving of all trustees in 2017-18, which totaled 43% more than the prior year.
- Donations from alumni (not including trustees who are alumni) also increased by 43% thanks in part to our first-ever \$50,000 Annual Fund gifts from two alumni. 30% of alumni made a gift, up from 27% the prior year.
- While these are all excellent trends in giving, it's important for our fundraising strategy to understand the balance of donors and dollars contributing to our annual operations. Alumni giving accounted for only 20% of the total raised in 2017-18. We are most reliant on foundation giving (33% of the total given from only 7 foundations) which decreased 17% and will decrease even more in 2018-19 due to the loss of gifts from the Aman and Velux Foundations, which the IO manages. Our strategy to counteract this is to increase the number of major donors, first by identifying and soliciting new foundations (we have already submitted two new foundation grant requests this year and Victoria hopes to make presentations to the Ford, Bloomberg, and E.E. Ford Foundations soon), and secondly by meeting face-to-face with more \$5,000 donors who could become major donors.
- The total giving for FYE 18 was \$4.6 million, including the \$2 million Davis Family Challenge Grant, compared to \$2.5 million the prior year. As part of our focus on increasing giving from classes during reunion years, two classes are looking at getting their class to endow a scholarship over time. The movement of these donations from the Annual Fund to endowment will have an effect on our annual operating budget so we are strategizing about how to make up for this if they do so.
- Year to date the 2018-19 Annual Fund donations total \$739,148 which is on track for this time of year.

Action needed from Board

- 100% Board giving again this year
- Continued or new giving at increased levels
- Introduce potential new donors to the school and/or ask current donors to increase their giving

II - Campaign preparation

- While waiting for the Master Plan and Strategic Plan to be finished—both of which will inform the fundraising projects for the campaign—Victoria and Christie continue to steward and cultivate our major donors. Christie will be creating a visit strategy for both this year.
- Three areas that are key to preparing the school for a major campaign and for which we have no dedicated staff person focusing are: 1) research--to help determine both inclination and capacity, 2) stewardship--to further engage donors and encourage increased giving, and 3) face-to-face cultivation and solicitation visits. Christie is working

on a staffing strategy which will involve hiring one or two additional staff to help with this work.

- Christie will also work with trustees and alumni on rating prospects as part of the strategy to determine the campaign goal.
- Carl-Martin and Christie are working on a five-year communications strategy, which will inform the Annual Fund and campaign messages and materials and provide consistency across our communications platforms.

Action needed from Board

- Invite potential new board members to serve on committees in preparation not only for Board service, but also for making major campaign gifts

III - Alumni Relations (See appendix)

- Alumni are a critical part of the future of UWC-USA, including the upcoming campaign. In addition to all of our usual engagement activities, our focus this year is on gathering more information about and from our alumni. With increased information about where our alumni are and what they are doing, we can strategically focus ways for them to be involved, and increased involvement leads to increased giving.
- One way we are gathering information is that we have hired Ravi Parashar to work 10 hours a week (with a reduction in his teaching load) to contact alumni from the years he has taught. We expect great responses to this beloved teacher.
- The second way was launching our Alumni Engagement Survey on September 1, which closed on September 21. 832 alumni completed the survey (527 current donors, 218 lapsed donors, and 87 never donors) or 26% of those who received it. Results from the survey, which was funded by a donation, will inform the strategy for both alumni engagement and fundraising.
- The follow-up to the survey will be focus groups in London, Amsterdam, Washington, D.C., New York, Boston, Chicago, Seattle, San Francisco, Los Angeles, and Denver. (~Feb. 1-12)

Action needed from Board

- Recommend key connected alumni in the cities listed above to help organize the logistics around the focus groups

IV - Communications / Marketing (See appendix)

Website - The development of our new UWC-USA website is on budget at \$155,000 which includes research, branding, design, and programming and was initially scheduled to launch in mid-November. The project will now launch in early December. The website is focused on two major outcomes: admissions and giving.

Our current website suffers from "message dilution" and lacks a focus on specific business conversions. With the emphasis squarely on enrollment and fundraising, visitors to the website will have a clearer understanding of the mission that drives our work.

- By highlighting our alumni, faculty, staff, and students, we will provide proof points (engaging takeaways) that demonstrate how we live the UWC mission - this is the content that we feel will help drive applications and donations.
- The new website will be mobile-friendly, conducive to video content, and feature a more intuitive navigation to help people find what information they most want.
- An additional feature, that will provide opportunities for our mission to shine, will be two blogs: one for student voices and another for faculty and leadership.
- The process for the website has involved input from students, faculty, administrators, staff, alumni, and trustees. Additionally, the team developing the site, Right Hat, conducted

interviews with donors and unaffiliated potential donors as well as potential applicants to help discern what kinds of content potential visitors most want to see. We are using the results of the interviews to inform all of our communication messages.

Action needed from Board

- No immediate action - FYI

Chief Strategy Officer

Chief Strategy Officer was tasked with:

- Full audit of UWC-USA business & operation policies, programs, & practices.
- Full audit of strategic planning initiatives.
- Framing the discussion around strategic planning initiatives. A slide deck in the appendices presents an overview of the issues, options, and directions in terms of the overall macro choice that the board needs to make.

Action needed from Board

- No immediate action - FYI