



**Meeting of the  
Board of Trustees**

**February 10-12, 2017  
Montezuma, New Mexico**

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



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

**ARMAND HAMMER UNITED WORLD COLLEGE OF THE AMERICAN WEST**  
**NOTICE OF MEETING OF THE BOARD OF DIRECTORS**  
February 2017

NOTICE is hereby given of a Meeting of the Board of Directors of the Armand Hammer United World College of the American West (the "College") to be held on Saturday, February 11, 2017, in Sasakawa commencing at 9:00am.



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**Board Meeting Schedule of Events  
February 10-12, 2017**

**Friday, February 10**

- Noon Lunch with students in the Dining Hall: Pick a table
- 1:00-5:00 Time to meet with assigned students
- 2:00-4:00 Campus Master Planning Seminar in Sasakawa
- 4:00-5:00 Finance/Investment Committee Meeting in Board Room
- 4:00-5:30 Education Committee Meeting in Old Stone Hotel, back of library
- 5:00-6:00 Governance Committee Meeting in Board Room
- 6:00-7:15 Board, staff, and faculty reception at President's home
- 7:30-9:00 Board dinner with students in Hebner Room

**Saturday, February 11**

- 8:00-9:00 Breakfast in the Dining Hall
- 9:00-10:00 Board Meeting: Executive Session in Sasakawa
- 10:00-12:30 Board Meeting: General session in Sasakawa
- 12:30-1:30 Lunch in Dining Hall
- 1:30-4:00 Board Meeting: General Session in Sasakawa
- 4:00-5:00 Board Meeting: Executive Session in Sasakawa
- 7:00-9:00 Cocktail Party, Dinner with Board and Senior Leadership Team at President's Home

**Sunday, February 12**

- 10:00 Brunch in Dining Hall



**Meeting Agenda**  
**9:00am Saturday, February 11**

**9:00–10:00 Executive Session**

1. Board Chairman Report – Steve Dichter
2. President Executive Summary – Victoria J. Mora
3. Discussion

**10:00–12:30 General Session**

1. Introductions
2. Opening Remarks Board Chairman - Steve Dichter
3. Approval of Oct. 15, 2016 Minutes
4. Reports
  - a. President - Victoria J. Mora
  - b. Head of School - Martina Moetz
  - c. VP Finance and Operations Jonathan Ehrlich
    - i. Finance, Investment Committee - Jonathan Ehrlich, Kuo-Chuan “KC” Kung
    - ii. Facilities - Jonathan Ehrlich, Mark Alexander

**12:30–1:30 Lunch**

**1:30–2:00 General Session**

- Reports
- d. Admissions and College Counseling - Melanie Brennand
  - e. VP Advancement - Christie Baskett

**2:00–4:00 Other Business**

**4:00–5:30 Executive Session**

**5:30 Adjournment**

**Minutes of the Armand Hammer United World College of the American West (UWC-USA)  
Board of Trustees Meeting  
October 15, 2016**

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, Saturday, October 15, 2016 and adjourning at 5 p.m. Trustees present were: Mark Alexander, Marc Blum, Sebastien de Halleux '96, Ben Jones AC'91 (by phone), Marybeth Kravets, KC Kung '87, Justin Lee '95, Marisa Leon '87, Ben Melkman '98 (by phone for a portion of the meeting), Jon Schneider, Thomas Schwingeler '86, Subitha Subramaniam '88, and Melanie Weston '86. These 13 trustees constituted a quorum.

Also present by invitation for portions of the meeting, excluding executive sessions, were elected faculty representatives Shaun Mabry MC'01 and Dan Willms; student representative Hannah Jesme (second-year from the USA); members of the College administration Christie Baskett, Melanie Brennand, Jonathan Ehrlich, Martina Moetz, and Victoria Mora; and staff member Kristine Jaramillo. Steve Dichter presided as Chairman.

On Friday, October 14, 2016, the Finance and Investment Committee met from 2:00-4:30 p.m., the Advancement Committee met from 5:00-6:00 p.m., and trustees were joined by faculty, staff, and students for dinner and discussion.

On October 15, 2016, Mr. Dichter called the meeting to order. Upon motion duly made, seconded, and unanimously approved it was

RESOLVED, that the minutes of the meeting of May 21, 2016, be, and hereby are adopted.

From 9:00 a.m. to 10:00 a.m. the Board met in Executive Session to discuss the status of the leadership transition and prepare for the general session.

After a break, Mr. Dichter called the meeting back to order at 10:15am. He introduced the faculty and student representatives. In recognition of the passing of Rick Mobbs (staff member Naomi Swinton's husband), a moment of silence was observed and thoughts and appreciation shared.

Mr. Dichter presented the context for the meeting by giving an overview of specific issues for each committee.

Dr. Victoria Mora delivered the president's report. She referred to her written report and mentioned that her focus is on strengthening the College's foundation while innovating/ planning for the future. Two things will inform this work: the mission and a student centric approach. Her goal at the conclusion of her first three months is to have met with every member of the adult community in order to prepare a report to the board in February about her observations and plans. She described the work she is doing with the Senior Leadership Team.

Mr. Dichter called on faculty representatives to speak. Mr. Shaun Mabry described faculty concerns about roll backs of benefits, the expanding nature of administration and salaries, and non-student centered large financial outlays.

Head of School Martina Moetz delivered the Education and Residential Life report and complimented the second-year students on an excellent start to the school year. She referred to her written report and described the academic performance of the Class of 2016 on the IB exams. She also described the matriculation for this class, 67% of which were admitted to highly selective higher education institutions, and 65% of which will attend college/university in North America. The ISAS accreditation process will include a self-study due in September 2018 and the official visit in October 2019. The IB accreditation self-study will occur in 2018-19.

The average class size this year is 13.3 students and Ms. Moetz referred to the faculty portfolio which details each faculty member's responsibilities. The following courses have been added: German Ab Initio, Global Politics (replacing Geography), Design Technology, and Computer Science. While a number of new faculty were hired, Ms. Moetz said overall there was no budgetary effect. She described the faculty appraisal system and how the ExEd and Bartos programs were covered during Naomi Swinton's absence this fall. She spoke about the CEC retreat, Southwest Studies Trips, and residential life. She ended by describing her goals for the year.

Vice President for Finance and Operations Jonathan Ehrlich delivered the Finance and Facilities report. The College ended the 2015-16 year better than expected: Summer Programs exceeded the budgeted revenue, the Annual Fund came in significantly higher than budgeted, and facilities and operating came in under budget. The Board had approved spending \$750,000 on capital projects but only half of this was spent. For FY17 it is expected capital projects will exceed the \$750,000 budgeted. The school opened with 235 students. 238-240 were budgeted for but expenses should be commensurately lower. Mr. Ehrlich said the College will do a zero-based budgeting exercise to develop the 2017-18 budget.

Mr. Ehrlich reported that the 2015-16 audit is complete and was clean. The Board will see the management letter and the school's response to each item listed. One item the auditors discussed was ensuring compliance with legal and IRS regulations for funds sent to other UWCs. The College asked the lawyers to review the processes again, and they indicated the College is doing well and made a few suggestions for improvement.

Mr. Ehrlich mentioned the creation of two new committees: a facilities planning committee and a compensation committee. The Business Office now has a full-time human resource manager and is working on an emergency response plan.

Mr. Ehrlich discussed current capital projects including purchasing the adjacent acres, connection to the city waste water treatment, central monitoring by the fire department, and construction of two faculty houses. Purchase of the 169 adjacent acres, for which the school received a \$150,000 gift in May, is now set at \$180,000. After discussion, the board agreed the

College should move forward to negotiate an offer not to exceed an additional \$30,000 expense to purchase the land.

The board discussed the five-year financial model and associated questions and assumptions.

The board reconvened after lunch at 1:35 p.m. Mr. Alexander, Chair of the Facilities Committee, further described the work the Committee is doing and thanked Mr. Lee for joining the Committee. Mr. Lee offered to conduct a webinar to describe the master planning process. There was discussion about how the \$750,000 for capital projects would be spent this year.

After discussion about the unused capital funds from FY2016, upon motion duly made, seconded and unanimously approved, it was

RESOLVED that the College should carry forward to the following year's budget any unexpended funds which were budgeted for capital expenditures.

Director of Admissions and College Counseling Melanie Brennand delivered the Admissions report. For the class of 2018 there are 115 students representing 28 unique countries and a yield of 82% of the offers made. For both classes the gender split is 50/50 and 78 countries are represented. Offers for the Class of 2019 were made in early August and 112 of the 136 offers have been accepted to date. The deadline for U.S. students to apply is today and the College seems to be on track to receive 350-400 applications. With Jose Pablo Salas Rojas helping with admissions, the College is doing more active recruitment within the U.S.

Vice President for Advancement Christie Baskett delivered the Fundraising, Alumni Relations, and Communications report. She referred to her written report and highlighted that in 2015-16 her team had raised a record amount for the Annual Fund—nearly \$1,875,000 from 1600 donors, an increase of 16% in dollars and 33% in donors from the prior year. UWC-USA was the first school to complete the Davis-IMPACT Challenge which will provide new scholarships over the next three years and one in perpetuity. The success of the Annual Fund was due in part to launching a new social media peer-to-peer fundraising platform, incorporating GivingTuesday which led to 100% of the students making a gift in response to a special challenge, and conducting the first Young Alumni Challenge in which the class of 2010 achieved 75% participation.

Ms. Baskett referred to the list of events to introduce Dr. Mora to a wide variety of constituents and encouraged trustees in Santa Fe to host events to do the same. She referred to the alumni relations dashboard and did a brief presentation of the new UWC Hub (social media platform) to connect all alumni, current and former employees, and trustees at all UWCs to one another.

Ms. Baskett referred to the communications dashboard and described the need for a new website which would be mobile-friendly, have a more up-to-date Content Management System, and reach more applicants and potential donors. Board members expressed enthusiasm and suggested they could be helpful in suggesting vendors who might do the website for little cost to the school.

Mr. Blum, Chair of the Advancement Committee, encouraged trustees to help with the messaging about why donors would give to the wealthiest UWC rather than the movement as a whole. In preparation for a campaign, he stressed the need for a compelling strategic plan that identifies needs to be funded.

Mr. Schneider distributed a paper about the refugee initiative and explained that the International Office is working to find and fund 100 refugees to attend UWCs. Mr. Schneider will be championing this initiative when he attends the UWC Chairs' meeting in Mr. Dichter's stead and Congress later this month. There was discussion about the issues in both identifying refugees and supporting them while on campus. The board agreed to proceed with further research.

Mr. Schneider delivered the Governance Committee report noting that, due to board terms, Sebastien de Halleux, Monique Seefried, and possibly Ty Tingley will rotate off at the end of the year. The board reviewed the profile and the committee list and assignments.

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

RESOLVED that the following be, and hereby are added to the following committees:

Advancement: Marisa Leon

Governance: Marisa Leon, Subitha Subramaniam

Strategic Planning: Marisa Leon

Ms. Weston reported that the Alumni Committee had met by phone recently to set goals for the year.

Mr. Dichter reported that the International Office had circulated a new Strategic Plan for comments and described the key components. The Plan will be discussed at the meeting of Chairs and Heads and the Congress later this month. Mr. Dichter requested a consolidated report from everyone who attends the Congress.

Mr. Jones reported on the College's Strategic Plan which is in stasis. Dr. Mora will be working to update it once she has completed consultation with the campus community and reflected on the school's direction and priorities.

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

RESOLVED that Dr. Victoria Mora be, and hereby is elected as president of the Board for a one-year term ending May 31, 2017.

Mr. Dichter called the Board into Executive Session for closing debrief on the meeting and priorities. Regarding future meetings, the board had a number of suggestions including less reporting and more discussion, and clearer advance materials.

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

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Christie Baskett, Secretary for the meeting

**President's Executive Summary**  
**February 11, 2017**

**Overview:**

**Upon my joining UWC-USA six months ago, we faced four overarching challenges**

1. Campus instability after a disruptive period of leadership change
2. A stalled strategic planning process
3. Projected 2019-2020 depletion of reserves and beginning of unfunded structural deficit
4. Ongoing postponement of a much-needed comprehensive fundraising campaign

**In order to address these challenges, we determined the following to be necessary**

1. A stable leadership team with clearly defined, mission-driven roles and responsibilities
2. Consultation with the campus community for purposes of trust-building and shaping a vision for how to move forward
3. A bridge plan to rebalance our revenues and expenditures, to include fundraising, expenditure reduction, and new revenue streams
4. A contextualized reboot of the strategic planning process with a view toward
  - a. Shoring up the foundation for UWC-USA to become an exemplary mission-driven, values-based 21st Century Learning and Living Community
  - b. Creating the conditions for financial sustainability in the face of the 2019-2020 projected structural deficit
  - c. Strengthening and developing signature programming that will inspire a campaign case statement and fundraising plan
  - d. Producing a plan around which the UWC-USA campus can organize its efforts over the next 3 years and in preparation for a comprehensive fundraising campaign

**As of February 2017 we have made the following progress**

1. Stable leadership
  - a. Our leadership team is re-defining itself on mission-driven principles and operating on the expectation of another year together
  - b. We have begun to address operations challenges across the institution
  - c. We are beginning to build shared leadership mechanisms across the college
2. Shaping a vision
  - a. Based on extensive community conversations and on a mission-driven and values-based approach, we are ready to bring forward a shared vision of what our focus will be for the next three years
  - b. This vision has been presented to the campus community
  - c. It has been (and will continue to be) refined through solicitation of community input
3. Bridge Plan
  - a. Zero-based budgeting for 2017-2018
  - b. Reduction and freeze in executive salaries, with three-year planning underway
  - c. Bridge fundraising strategy in honor of Shelby's 80th birthday
  - d. Increased summer revenue opportunities
4. Contextualized reboot of strategic planning
  - a. The leadership team has begun the work of developing a campus-wide strategic planning process to be undertaken upon completion of the discussion, refinement,

- and adoption of the strategic vision
- b. The leadership team is working to align its focus, goals, and budgets for the upcoming year with the developing strategic vision
  - c. The leadership team will be phasing in a revised organizational structure to improve operations and accountability and to build institutional rather than personality-driven programming

## **Strategic Vision:**

### **Fundamental Insights:**

1. The UWC mission is about breaking down barriers to peace and a sustainable future. It accomplishes this through educational, experiential, and residential programming. This programming is predicated on attracting motivated young people from across the globe who are ready to be changed and to make change. UWC-USA is committed to creating the conditions to allow students to become change agents, with respect to themselves and with respect to the world, in service of the common good. To realize optimal conditions for an exceptional UWC-USA experience that richly realizes the UWC mission will require all members of the UWC-USA community: board, leadership, faculty, staff, students, alumni and friends. This is the guiding logic of this strategic vision.
2. The way forward must be mission-driven and values-based in all of its aspects if it is to command credibility and gain momentum.
3. UWC-USA is in an excellent position to shore up its foundation and build out its future as there is a shared understanding of challenges and opportunities at this unique time in its history.
4. Everything we do in the next three years must poise us
  - a. To meet 2019-2020 in a stronger position than currently projected
  - b. To launch a successful comprehensive fundraising campaign to secure a sustainable future for UWC-USA.

### **Assumptions:**

1. Financial sustainability will require a phased approach on multiple fronts
2. We are committed to Montezuma and must address its aging infrastructure and limited facilities programming from a mission standpoint
3. With investment in our campus, new revenue streams become possible
4. Signature elements of the UWC-USA experience don't need to be invented; they need to be developed, rationalized, and made more intentional
5. Our deepest contribution to the 21st Century Skills of our students is in the face to face and shoulder to shoulder
6. Our alumni are a tremendous asset and key to our future sustainability
7. We have untapped resources for fundraising and revenue raising

### **How:**

1. Three year, three-pronged approach
  - a. Mission and Values Alignment
  - b. Financial Sustainability
  - c. Signature Programming
2. Focus of three-pronged approach
  - a. Reclaiming our mission on the ground in service of a stronger, more compelling

UWC-USA

- b. Meeting 2019-2020 in a stronger position through a rebalance of revenues and expenditures: Bridge Campaign, Debt, Reduced Expenses, New Revenues
  - c. Identifying and building on Signature Programming that distinguishes UWC-USA, demonstrates the depth and breadth of our mission, provides a platform for reputation-building and greater visibility, strengthens our case for a comprehensive fundraising campaign
3. All with a view toward
    - a. Comprehensive campaign preparation on multiple fronts directly related to student experience, alumni engagement, and multiplication of forces in support of UWC-USA
    - b. Public launch of comprehensive campaign
  4. First phase outcomes will provide the foundation for campaign case and priorities by putting us in a position of strength as we launch a comprehensive campaign

**Impact of Executive Order for Border Security and Immigration on our plan:**

1. We have a plan in place and are executing on it for current students and for offers made to affected national committees/refugees
2. We are in communication with all constituencies internally and externally, taking this as an opportunity to affirm our mission and values as a school and as part of a larger movement
3. We remain committed to the intentional diversity that makes this an exceptional learning and living community
4. Our public position is intentionally located in education advocacy, mission, and support of our students rather than in political polarization
5. We see this as an opportunity to raise awareness about and support for our mission, our movement, and our school
6. We see current international events as an occasion for gathering support around our plan to make UWC-USA sustainable in the long-term

**Head of School**  
**February 11, 2017**

**Overview:**

**The current focus for strengthening the educational, experiential and residential mission delivery and student experience falls under three broad areas:**

1. Academic
2. Mission alignment within academic, residential, and signature programs
3. Strengthening school culture and community

**All of our current efforts are in some way related to these areas, with some on shorter and some on longer timelines. All are being approached in light of the strategic vision we have developed. All have impact on the quality of the student experience at UWC-USA. Some have the potential to increase revenue streams to the budget.**

**Academic:**

1. Adaptations to course portfolio; taking Sport/Exercise/Health and Chinese off, adding Arabic, Literature and Performance
2. Mission aligned topics on academic papers and bridges to Project Week trips (see appendix)
3. More focus, training and development on learning support as well as special educational needs
4. Faculty
  - a. Resignations in multiple subject areas
  - b. Recruitment attempt from overseas, locally and through UWC channels
  - c. Representation at important education conferences (ISAS, NAIS, IB, ECIS) to strengthen teacher recruitment pot
  - d. Concern about visa issuance for international teachers
  - e. Appraisal system
    - i. Continuing to observe classroom performances, student evaluations and goal setting
    - ii. Common professional development goals like special educational needs different learning styles, second language learners, technology in the classroom and mindfulness, review IB practices
  - f. Handbook

**Mission Alignment and Strengthening:**

1. Academic and residential policies that are reviewed and mission aligned f.e. clarification on responsibilities in educational/residential/experiential education area
2. Digital Portfolio; rebalance with academic requirements
3. Signature programs
  - a. Sustainability
    - i. Farm as a site for academic IB requirements
    - ii. Field station proposal
  - b. Constructive Engagement of Conflict/Restorative justice

- i. Restructuring of Bartos Institute
    - ii. Focus on student experience at campus, local/regional/international level
  - c. Community Outreach and service
    - i. Partnerships with like-minded organizations locally, nationally and internationally
    - ii. Mission aligned activists
  - d. Wilderness.
    - i. Develop more opportunities; reevaluate and improve campus equipment
    - ii. NOLS awards
    - iii. First-Aid wilderness and CPR training for all staff
- 4. Regain/Redesign mission-centric possibilities for additional revenues
  - a. GLF Summer programs
    - i. Alumni involvement
    - ii. Realignment of curriculum with UWC mission and values
    - iii. Making it a professional development opportunity for Wilderness/Summer program instructor.
  - b. IB summer workshops
    - i. Returning to Montezuma
    - ii. Initiative for student involvement, increase student summer employment opportunities
    - iii. Improvement on public relations for a great IB teacher pool in the future; additional venue for recruitment opportunities

### **Strengthening Culture and Community**

- 1. Residential program
  - a. Mental health
  - b. Workshops on prevention of sexual harassment
  - c. Wellness session on mental health, providing guidance and training on student initiated support group on mental wellness
- 2. Brainstorming on how to increase the sense of community and culture
  - a. Community builder activities/competitions
  - b. Increased adult involvement in residential life

## **Finance and Operations Report**

### **February 11, 2017**

#### **Overview**

**The overarching focus for the finance office is to address the financial challenge that arises with the end of the Davis Initiatives Funds and the projected depletion of the financial reserves by FYE 2019. Our charge is to determine:**

1. How to increase revenues and to reduce and/or control the growth of expenditures.
2. Ensure that mission-critical functions are fully supported.

**On the operational side, strengthening infrastructure is the main focus. This includes:**

1. Targeting deferred maintenance
2. Ensuring that capital investments in the campus
  - a. Have the highest possible impact
  - b. Meet mission needs
  - c. Conform to the tenets of sustainability.

**In addition to improving facilities infrastructure, we are working to evaluate and enact enduring organizational changes that support the school's mission and programs.**

#### **Finances**

1. For the first seven months (through December) of the current fiscal year, actual expenditures are tracking close to budget, though as reported in October, tuition is below budget due to matriculating several students less than were projected.
2. The preliminary budget for 2017-2018 was developed using zero-based budgeting; it projects an operating deficit and necessary end of year draw from reserves of \$916,000. Though further changes during the spring are anticipated, this budget exercise has resulted in a budget which is improved by approximately \$285,000 from what had been projected and presented to the Board last October. Departments other than academics were directed to reduce their budgets an additional 10 percent and we are waiting on the result.
3. The school's multi-year financial model has been updated. While individual assumptions have changed over time, the overall picture has remained remarkably constant. The reserves (from underspending endowment draw) built up in anticipation of expiration of the Armand Hammer Trust will be drawn down by 2019-2020, which coincides with the conclusion of the annual Davis Initiatives Grants.
4. A complete compensation review for all positions is underway. The intent is to align compensation with industry norms.
5. For next fiscal year the salary of the president will be cut by 3%, salaries of the Senior Leadership Team will be frozen, while other employees will receive a 3.0% salary increase.
6. For future years, a staged salary freeze is being evaluated.
7. Possible options to meet the operational funding gap include the following:
  - a. Increase summer revenue opportunities from a mission-centric standpoint
  - b. Raise tuition/fees income while protecting intentional economic diversity
  - c. Develop other revenue opportunities for facilities' use

- d. Incrementally increase Annual Fund
- e. Evaluate less costly endowment management options
- f. Continually reevaluate all expenditures as to the value they add to the school. This year we are using zero-based budgeting which will require budget managers to build their budget requests from the ground up
- g. Review compensation structure and benefits
- h. Staff appropriately for maximum effectiveness.

Investments of the school have performed well over the last quarter and this past year. As of December 31, 2016 the investment pool totaled approximately \$112,500,000.

### **Audit**

1. The preliminary audit for last year was presented at the Finance Committee meeting in October and was reported to the full Board at the general meeting. Included with all the materials is an electronic file of the final audit and the management letter. The board needs to approve the audit at this meeting.
2. There were no material adjustments from the preliminary audit to the final audit.
3. Since the close of the audit the school has instituted the use of fixed asset tracking software, which addresses a material weakness which has been a continuing management issue.
4. Gift tax issue: On January 23, 2015 the law firm of Simpson Thacher & Bartlett LLP supplied to UWC-USA a legal opinion regarding various aspects of the tax law as it applies to not for profits in general and UWC-USA in particular acting as a conduit for funds, which are then passed on to the non-U.S. schools. Based on that advice, as well as that of our auditors, the school made a number of changes to its practices. The funds from the Davis Foundation, which are in the care of UWC-USA and invested with UBS, are reflected on the school's balance sheet as a large cash asset, though it is not one that the school can utilize. This necessitates explaining to various constituencies the purpose of these funds. While further research is underway to see if there are options for how these funds are treated from an accounting standpoint, it has been agreed that at least initially, there will be inclusion of a footnote in the financial statements stating that donations are classified as agency and are held in trust for sister schools abroad will assist the school's administration in clarifying the status of those funds.

### **Capital Projects**

1. Waste Water -- Work continues to move forward on connection of the school's waste water treatment plant to that of the City of Las Vegas, with actual ground work planned to begin this April and project completion expected by the end of October. Based on the final design specifications the project is now projected to cost a total of \$680,000, which is a reduction from the earlier projected cost of between \$750,000 and \$950,000. At the time that the campus connects to the City's system, it will be possible to eliminate or redirect at least one full-time position in the facilities' area.
2. Campus housing for employees -- Work will begin soon on installation of the infrastructure

on Pine Forest Drive to support the construction of new duplex housing for staff housing. Construction of duplexes will better meet the needs for more staff housing than single family homes, which had previously been planned. Completion of the first unit is planned by mid-summer. This duplex is part of the effort to balance the need for on-campus housing with appropriate housing stock.

3. The school recently took possession of a 2BR/2BA house in downtown Las Vegas, a gift left to the school by a long-time supporter. Consideration is being given to either using this house for faculty/staff housing, or selling it and reinvesting the proceeds into on-campus housing construction. It is valued approximately between \$180,000 and \$200,000.
4. Capital and maintenance projects over the coming year rely heavily on the assessment provided last year by VFA Engineers. Deferred maintenance will continue to be an issue for the campus for the foreseeable future, requiring significant annual expenditures.
5. A Campus Planning Committee, chaired by the VP of Finance and Operations, has been formed to act as an advisory body to the president focused on campus development/improvement in alignment with the school's mission, strategic plan, and identified communal values. The committee envisions that campus planning will address high visibility areas and those having a direct and significant student impact, while addressing safety and sustainability in its considerations.
6. With the departure of an operations' support manager in facilities, as well as a reduction in the size of the custodial staff, consideration is being given to hiring a project and operations' manager which would allow us to address deferred maintenance, project oversight, special projects, and campus safety on a more aggressive timeline. This is a key element in any revenue enhancement strategy that involves hosting outside group, e.g., IB teachers. The position would be budget neutral.

## **Admissions and College Counseling Report**

### **February 11, 2017**

#### **Overview**

**The overarching challenge for admissions is to bring our admissions practices and processes into the new era of greater cooperation with the strategic direction of the IO while simultaneously addressing these key U.S.A. priorities:**

1. To strengthen the pipeline of applicants from the U.S.A.
2. To address the budget challenges arising from increased financial aid requirements across the globe and the lack of means testing within the U.S. pool
3. To stay firmly within the purview of our mission.

**These goals are sometimes at odds and we will have to balance them. All of them are in play as we:**

1. Develop and enhance strong relationships with National Committees and communicate longer term admissions offers strategy
2. Approach admissions numbers, including nominations and projections
3. Pursue the Refugee Initiative, taking account of the impact of the recent Executive Order
4. Focus on the U.S. National Committee and Davis Scholars
5. Assess the effects of current Davis Funding, means-assessment

**The overarching challenge for College Counseling is typically to:**

1. Help students find the right match for their educational goals and abilities
2. Help students deal with the pressure to seek out Ivy League opportunities at all costs

**The recent Executive Order adds a new layer of complexity, especially for students:**

1. From affected countries or circumstances
2. Who most need the support from the Davis Scholarships offered only at U.S. colleges and universities

#### **Admissions**

1. In August, despite Victoria having not yet started, we made a slightly higher number of offers to make up for the lower yield we experienced last year. This was a major learning curve for the "surprises" of admissions at UWC and the lack of control we have over filling our offers. With the addition of Jose-Pablo Salas Rojas to the Admissions team, merging some of our active Alumni engagement throughout the movement with the activity of National Committees and Admissions, we have begun to move in a much more strategic direction in how we plan, and will make our offers beginning with summer of 2017 offers for class of 2019. Key to this is creating a 3-5 year Admissions / Offers plan, aligned with the school's strategic vision, meeting our gender/ethnic needs, and aligning with a balance of funding and financial needs for the next few years ahead. Communicating this early to National Committees and the IO will help establish stability and set expectations for the years ahead and our enrollment goals.
2. To date, we have had 14 National Committees nominate 16 students for next year; the US Selections process was completed on Jan. 21, and placements will occur on

- Feb. 3, with another 25 students being placed here at UWC-USA. In addition, we have had 2 nominees from our refugee initiative partners (one, a Syrian, is already in the United States so visa approval and securing will not be an issue). We have committed to at least 5 more for 2017-18.
3. We plan to grow the US National Committee (and change the name formally from "Selections" to "National" committee to bring it in line with the other 150+ committees through the IO), and begin creating sub-committees in order to get more work done, from recruitment activities to support of our Davis Scholars abroad. A Committee member, Elisa Cundiff, and Jose-Pablo are currently in attendance at the Committee of National Committee's Regional Meeting in Bogota, Colombia.
  4. The recent travel ban and visa restrictions gives pause and great concern, particularly for the refugee initiative; we are prepared to find alternate placements at other colleges in order to maximize the number of students still able to participate in the UWC movement.
  5. As a movement, there has been a collective agreement to be more consistent in needs-analysis and means-testing of applicants by National Committees. Currently, the U.S. does not do this, based on our agreement with Shelby Davis. The amount of funding per Davis Scholar is currently \$28,800 - increased by \$10,000 in recent years (at least in the last 3, presumably?) due to rising tuition and fees.
    - a. The U.S. National Committee must determine, with Shelby Davis and Phil Geier, whether or not we can or should join the movement in means testing.
    - b. This has significant impact on our recruitment messaging and could hurt our numbers; one thought is to establish a small "merit" amount for every Davis Scholar, and then provide needs-based scholarship beyond this.

### **College Counseling**

1. To date, we have over 36 students receive acceptances to over 54 places at colleges (mostly UK, but several US schools, including Rochester, WPI, UNC-Chapel Hill, Washington & Lee, and Georgetown). The vast majority of Regular Admission results will come in March.
2. On Friday, Jan. 27, we encouraged all students to add at least one Canadian school plus their home state/country/region university for greater options beyond the 9 applications to North American schools that they are currently allowed under UWC-USA policy. This was to mitigate concerns over visas, and generally to help students feel safe about where they may be heading for their tertiary education.

## **Advancement Report February 11, 2017**

### **Overview**

**All of the Advancement Office work is focused on preparing the school for a major campaign. This is being done in our three major areas:**

1. Fundraising
  - a. Grow the number of donors and the amount each donor gives
  - b. Increase the pipeline of new prospects
  - c. Get Victoria in front of as many people as possible to tell the story and the vision
  - d. Multiply our reach by engaging our trustees and alumni volunteers to identify and begin to cultivate the interest of new prospects
  - e. Focus on the recruitment of campaign leadership.
2. Alumni
  - a. Increase engagement
  - b. Deepen engagement
  - c. Make the case for their role in the long-term sustainability of the school
3. Communications
  - a. Begin development of case statement in conjunction with strategic vision and plan
  - b. Online presence and collateral materials that tell our story for campaign's success

### **Fundraising (See appendix)**

**Annual Fund giving is down, Endowment is up, received planned gift of a house**

1. Through 12/31/16 donations to the Annual Fund are down 5% and number of donors is down 12% (not including student donors) although we are only \$28,000 from our budgeted goal of \$1,545,000.
2. Through 12/31/16 donations to the Endowment/Other are up 4%.
3. Upon his passing, Fred Burrell donated his Las Vegas home to the school, estimated value \$184,000. Whether we sell it or use it for employee housing, this will help the school financially.

**Annual Fund declines were expected given the lack of million dollar challenges from Shelby Davis, which we enjoyed the prior two years but we hope to reverse this in the spring.**

1. Our goal remains to exceed last year's Annual Fund total of \$1,875,000, which would reduce the draw on reserves by \$335,000.
2. Raising this much requires renewing regular donors and attracting new donors.
  - a. Renewals at \$2,500 or more will be done by Christie, Victoria, and trustees.
  - b. Renewals below this level and attracting new donors will be done through a segmented peer-to-peer campaign this spring managed by Graham and hopefully participated in heavily by alumni and trustees.

**Campaign Preparation: The Advancement Committee identified three short-term priorities:**

1. The need to identify and start cultivating new donors. Each trustee is asked to identify 3-5

such people and begin to introduce them to UWC-USA.

2. Recruit leadership for the campaign—Board Chair and Campaign Chair—who bring ability to give, connections to other donors, enthusiasm, and time.
3. Determine appropriate timing for retaining campaign counsel and whether we need to do an RFP.

### **Alumni Relations (see appendix)**

1. **Events:** A priority is not only engaging alumni by hosting events, but also introducing Victoria to alumni and other individuals as preparation for the campaign.
  - a. We have hosted 4 events this year (not including reunion) with 146 unique alumni attending.
  - b. 8 more events are planned through May (not including commencement).
2. **Alumni Impact Award (celebrating our alumni continuing to live the mission):** We received 10 new nominations and the Alumni Committee will select the top nominees by February 24. Recipient will speak at commencement.
3. **Annual Conference (another opportunity to engage):** Two alumnae and one LPC alumna will be presenting. Numerous third-years will attend. Alumni will meet with second-years to discuss post UWC life.
4. **Peer Review in Kaleidoscope (keeping alumni connected):** The next issue will feature updates from 106 alumni, many of which were collected by Class Agents.
5. **UWC HUB (keeping alumni connected):** A phone app will be launched in February. 539 UWC-USA alumni are on the Hub.

### **Marketing/Communications (see appendix)**

1. **Carl-Martin Nelson has resigned; his last day is February 23.** A search for a new director is imminent and referrals by trustees are welcome.
2. **New website:** Research conducted by Carl-Martin will be passed along to his successor to take action.
3. **Video Intern:** We are employing an intern who will work on advancement materials, Bartos Institute, and a birthday greeting for Shelby Davis' 80<sup>th</sup>.
4. **Sway Competition:** The goal is to generate 10 – 20 presentations each month through this story-telling software which demonstrate the formal and informal learning that makes UWC-USA an impactful educational experience.
5. **Professional Photo Shoot:** We hired a professional photographer to take pictures in conjunction with a new graphic designer for our annual publications. The photos will enhance the professionalism of the magazine and generate images for other channels.
6. **Annual Report/Kaleidoscope 2017:** The Advancement Committee approved our proposal of combining the 2017 Annual Report with the fall Kaleidoscope with the donor lists being online (and password protected). More people will receive the publication and we will reduce costs by over \$10,000—another effort to reduce our draw on reserves.
7. **Media:** See appendix for listing of recent coverage.

# **Appendices**

## Sample of Extended Essay Titles

Class of 2017

Biology	<i>Do artificial fertilizer and organic compost affect the number and properties of bacterial population in agricultural soil from the UWC-USA farm?</i>
Biology	<i>A study of the effect of different sugars on yeast fermentation.</i>
Biology	<i>How does benzo[a]pyrene affect human cheek cells?</i>
Biology	<b>THE EFFECT OF COLOR ON HUMAN TASTE PERCEPTION</b>
Biology	<i>What is the impact of marine dumping on the biodiversity and health of mangrove ecosystems in the Kingston Harbor in Jamaica?</i>
Chemistry	<i>Spectrophotometric determination of the formation of Bromate in Ozonated water of different durations and how does that affect the concentration of Bromate formed?</i>
Dance	<i>The benefits of dance for children</i>
Economics	<i>“What is happening to the market of education for kids aged one to five in the city of Bogotá?”</i>
Economics	<i>What is the market structure of coffee shops market in District 3, HCMC?</i>
Economics	<i>To what extent does the top Middle Eastern airline industries (Emirates, Etihad and Qatar Airways) function as an oligopoly</i>
Economics	<i>To what extent does technology have an economic impact on the Iran’s dairy farm industry? (2015-2016)</i>
Economics	<i>How Does the Increasing Sales Tax Affect Oak Park Residents’ Consumption Behavior?</i>
Economics	<i>What is the Market Structure of the Tailors on Granville Circuit-Hong Kong?</i>
English A	<i>An analysis on concepts of internal colonization in post-colonial Indian literature centered around Arundhati Roy’s The God of Small Things.</i>
English A	<i>A literary analysis of fragmentation within William Faulkner’s The Sound and the Fury</i>
English A	<i>To what extent was the print journalism by David Halberstam effective in contributing to the anti-war effort and eventually the American withdrawal in Vietnam?</i>
English A	<i>Identity and Land in Mahmoud Darwish’s and Seamus Heaney’s Poems</i>

English A	<i>To what extent does colonialism impact the identity of the characters in Nervous Conditions and The God of Small Things</i>
English B	<i>Why does the United States of America not have English as an official language?</i>
English B	<i>Comparison of women's struggles as if it is demonstrated in the two books "Just like us" by Helen Thorpe and "Looking for Palestine" by Najla Said.</i>
English B	<i>How does pressure and stress influence the mental health of international high school students in boarding school?</i>
English B	<i>What's the difference between old and new Hollywood movies and how does the change affect people?</i>
English B	<i>The effect of rap music on the objectification of women</i>
ESS	<i>Diatomaceous Earth, an Alternative to Pesticides</i>
French A	<i>quelle est l'importance de la littérature orale en Afrique de l'Ouest et comment est-ce que cette dernière a-t-elle évolué au fil du temps ?</i>
German A	<i>Welche Rolle spielt die Geruchswelt in dem Roman Das Parfum und wie ist sie eine postmoderne Kritik an der Aufklärung?</i>
History	<i>TO WHAT EXTENT DID THE RECONSTRUCTION AMENDMENTS SUCCEED WITHIN FIFTEEN YEARS AFTER THEIR RATIFICATION?</i>
History	<i>Caste Oppression as the Premise of Civil War in late 20th Century Nepal</i>
History	<i>How the Easter Rising and Conscription Crisis led to Sinn Fein's Victory in 1918</i>
History	<i>To what extent did the Korean War help develop Japan's post-World War II industry?</i>
History	<i>To what extent were international boycott campaigns against South African Rugby effective in influencing apartheid policy?</i>
History	<i>To what extent was the development of India's nuclear bomb solely for means of national security?</i>
History	<i>To what extent did the political and governmental environment allow New Deal policies to alter federalism within the United States of America?</i>
History	<i>PANCHO VILLA RAIDS COLUMBUS</i>
Math	<i>An Exploration into Modeling Tsunami Speed Using One-Dimensional Saint-Venant Equations</i>

## **Project Week**

**March 12-18, 2017**

**Animal Welfare** - Denver, Golden, Colorado Springs, CO - Travel to Colorado and work at a non-profit shelter. Tour a variety of shelters to learn the difference and the effects that over breeding have on these animals. We will also do some fun things along the way. You must like animals as you will be working with the dogs.

**Moab, Utah** - Moab and Salt Lake City area - Will visit the major national parks around Moab (Arches, Zion, and/or Bryce). Additionally, the group plans to explore Salt Lake City (Temple Square, capitol, Great Salt Lake,) and will likely include community service with a local school.

**Bisbee Border, Sustainability and Art** - Bisbee, AZ - The Project Week in Bisbee will focus on three different themes. Some of the activities that we'll do are to go to the border, get a brief tour of the wall, hear personal stories about the experience of living on the border as an American and as a Mexican.

**Minimum Wage** - Denver, CO - You will have the opportunity to challenge yourself and experience life living on minimum wage in the US. We will be in Denver volunteering at homeless shelter each day, living on \$7.50 an hour.

**Advocacy Telluride, CO** - Focusing on immigration and domestic violence advocacy work. Students will stay with host families and work closely with the San Miguel Resource Center and Telluride Public Schools. Students would do volunteer work as well as visiting schools and getting to know the local community. There might be an opportunity to go skiing on one day. A pre-requirement of this trip will be completing a 40-hour online domestic violence advocacy training over the next three months, which will certify participants to volunteer with the host agency.

**Indoor Climbing and Service Projects, NM** - Indoor climbing and community service, involving teamwork, communication, trust building and potential collaboration with youth groups in Santa Fe. Trip will include camping and some day hikes. Students of all ability levels and new and experienced climbers welcome!

**Mexico Culture** - Mexico City and surroundings - Mexican culture and colonization trip: the main purpose is analyzing the effects of colonization in Mexican customs, food, traditions and other aspects of the daily life. We will visit different archeological and historical places (such as Teotihuacan and the Cathedral) , museums and talk to indigenous people to see the contrast between both cultures and how they mixed and converged through time.

**Meditation and Yoga in Santa Fe with Mountain Cloud Zen Center** - John Braman plus faculty needed - Spend a week practicing meditation, yoga, mindful walking and service.

**YEP Boston** - A startup accelerator trip to Boston for one winning team. The winning team is required to develop their startup project between December and PW trip.

**YEP San Francisco/Bay Area** - A startup accelerator trip to San Francisco for one winning team. The winning team are required to develop their startup project between December and PW trip.

## Balance Sheet as of Dec. 31, 2016

### Assets

#### Current Assets

Accounts Receivable	\$ 358,314
Cash & Equivalents	3,051,538
Due To/From Investment Pool	555,972
Other Assets	(29,903)
Total Current Assets	\$3,935,922

#### Long-term Assets

Investments	\$172,915,078
Fixed Assets	15,275,223
Total Long-term Assets	188,190,300

Total Assets \$192,126,222

### Liabilities

#### Short-term Liabilities

Gifts Pending Designation	\$ (\$829,070)
Davis Initiatives	452,467
Davis Impact Challenge	4,048,856
Other short term liabilities	211,299
Due to Other UWC's	823,256
Accounts Payable	203,444
Payroll Taxes & Benefits	5,744
Gifts Pending Designation	829,070
Total Short-term Liabilities	\$6,574,137

#### Long-term Liabilities

Davis Forever Funds	\$53,808,805
Post-Retirement Benefits	2,858,117
Total Long-term Liabilities	56,666,922

Total Liabilities \$63,241,059

#### Net Assets

Unrestricted Net Assets	\$1,129,246
Temporarily Restricted	36,923,540
Permanently Restricted	91,661,644

#### Current Year Excess

Revenue over Expenses	(\$829,266)
Total Net Assets	\$128,885,163

Total Liabilities and Net Assets \$192,126,222

## Income Statement as of Dec. 31, 2016

### Revenues, gains and other support

Tuition Revenue	\$8,622,400
Tuition Discounts	(5,894,819)
Endowment Spending Release	--
Annual Fund	2,360,984
Endowment Contributions	69,240
IB Workshops	835,641
MYP/PYP Workshops	52,695
GLF Revenue	149,041
Reunion	29,668
Misc. Revenue	14,626
Campus & Online Store	16,082
Investment Income	--
Utility Reimbursements	5,150
Investment Income & Appreciation & Losses	8,168
<b>Total Revenues, gains and other support</b>	<b>\$6,268,875</b>

### Expenses

Wages and Benefits	
403b Employer Contribution	\$98,458
FSA Administration Fee	552
Life/AD&D/LTD	24,109
Medical Insurance	290,882
Payroll Taxes & Payroll Benefits	213,103
Post-Retirement Benefits	83,105
Salaries & Wages	2,451,574
Unemployment Compensation	15,527
<b>Total Wages and Benefits</b>	<b>\$3,219,439</b>
Workers Comp Expense	42,129
Other Expenses	
Advertising	\$4,277
Bank Fees	34,806
Connectivity	37,441
Contract Labor	311,862
Electricity	80,701
Entertainment	36,857
Equipment Rental	12,712
Equipment to Capitalize	88,236
Facility Rental	292,350

Food	256,607
Fuel	21,378
Gas-Natural and Propane	\$26,676
General	31,922
Grants to Individuals	60,201
Grants to Sister Schools	13,259
IB Diploma Expense	118,262
Improvements to Capitalize	412,719
Insurance	190,453
Library Books	2,918
Licenses and other fees	33,131
Medical Expense	2,978
Membership Fees/Dues	79,538
Other Fees/Special Events	9,625
Photo Copy Costs	43,583
Postage & Courier Fees	26,002
Printing & Publications	36,009
Professional Development	12,325
Professional Services	467,302
Recruitment (Staff & Faculty)	21,420
Repair, Replace & Maint.	406,738
Service Agreements	24,163
Small Equipment	54,102
Software	27,263
Solid Waste	12,753
Special Contributions Expense Offset	2,826
Student Health Insurance	206,108
Subscriptions/Reference/Periodicals	11,756
Supplies & Materials	224,425
Telephone	17,582
Travel	94,552
Uniforms	14,474
Water	16,410
Total Other Expense	\$3,878,701
Total Expenses	\$7,098,140
Excess Revenue over Expenses	\$(829,266)

## BUDGET SUMMARY

	FY 2017 Approved Budget	January Projection	FY 2018 Preliminary Budget
<b>REVENUE</b>			
Tuition	\$3,392,354	\$3,333,960	\$3,444,195
Summer Programs (IB training; GLF; Reunion)	325,000	400,000	525,013
Davis Initiatives Grant	1,000,000	1,000,000	1,000,000
Davis IMPACT Challenge	--	--	--
Annual Fund Contribs.	1,545,000	1,545,000	1,591,350
Endowment Transfer	5,673,404	5,673,404	5,752,674
Miscellaneous Other Revenue	--	--	--
<b>Total Revenue</b>	<b>11,935,758</b>	<b>11,952,364</b>	<b>12,313,232</b>
<b>OPERATING EXPENSES</b>			
<b>Academic, Student Life</b>			
Instruction	\$2,536,634	\$2,536,634	\$2,773,492
Co-curricular + Wilderns	440,085	440,085	486,360
Student Life	621,190	621,180	371,842
Library	36,571	36,571	59,596
<b>Total Academic, Student Life</b>	<b>3,634,480</b>	<b>3,634,470</b>	<b>3,691,291</b>
<b>Institutional Operations</b>			
Executive Management	\$1,587,738	\$1,574,186	\$1,643,616
President			379,971
Academic Affairs			1,053,995
Business Office			481,717
Admissions and College Counseling	\$345,715	\$345,715	\$379,971
General Admin Expenses	\$1,082,278	\$1,082,278	\$1,138,995
IT	\$400,390	\$420,000	\$481,717
<b>Total - Institutional Operations</b>	<b>\$3,416,121</b>	<b>\$3,422,179</b>	<b>\$3,644,300</b>
<b>Facilities, Transportation, Food Service</b>			
General Maintenance, Custodial	\$1,582,737	\$1,582,737	\$1,575,989
Security	222,905	275,000	252,488
Transportation and Vehicles	266,798	200,000	211,607
Food Service	964,562	925,000	1,000,000
<b>Total - Facilities, Trans., Food Service</b>	<b>\$3,037,002</b>	<b>\$2,982,737</b>	<b>\$3,040,084</b>
<b>Advancement</b>			
Alumni Relations			
Marketing and Engagement Development			
<b>Advancement</b>	<b>\$733,468</b>	<b>\$733,468</b>	<b>\$678,833</b>

## Explanation of Budget Changes from FY 2017 to FY 2018

Annual Fund Contributions	\$1,450,000	\$1,500,000	\$1,591,350	\$91,350	Per Advancement
Endowment Transfer	\$4,943,245	\$5,673,404	\$5,752,674	\$79,270	Per Projection of 5%
<b>Total Revenue</b>	<b>\$10,687,245</b>	<b>\$11,916,924</b>	<b>\$12,313,232</b>	<b>\$396,308</b>	
<b>OPERATING EXPENSES</b>					
<b>Academic, Student Life</b>					
Instruction	\$2,164,239	\$2,498,633	\$2,773,492	\$274,859	50K Raise Pool + Instructions Budget Increases overall
Co-Curricular & Wilderness	\$244,329	\$538,135	\$486,360	(\$51,775)	10% Cut in expenses
Student Life	\$347,594	\$523,129	\$371,842	(\$151,287)	95K Dean Salary moved to Exec Mgmt + 10% cut in expenses
Library	\$43,994	\$36,571	\$59,596	\$23,025	Increased Library/Librarian hours
<b>Subtotal</b>	<b>\$2,800,156</b>	<b>\$3,596,468</b>	<b>\$3,691,291</b>	<b>\$94,823</b>	
<b>Institutional Operations</b>					
Executive Management	\$1,490,683	\$1,574,185	\$1,643,616	\$69,431	6K Raise Pool, Increase in Legal Reserve, Increase in Recruitment Reserve
Admissions and College Counseling	\$407,865	\$345,715	\$379,971	\$34,256	No Changes
General Admin	\$1,051,605	\$1,073,877	\$1,138,995	(\$19,882)	10% Cut in expenses, reduced cc merchant fees, new annual 3% payment to National Committee Fund
IT	\$351,966	\$408,789	\$481,717	\$83,805	40K Replacement Hardware/Software, 36K Programming Exp
<b>Subtotal</b>	<b>\$3,302,119</b>	<b>\$3,402,566</b>	<b>\$3,559,300</b>	<b>\$167,611</b>	
<b>Facilities, Transportation, Food Service</b>					
General Maintenance and Custodial	\$1,459,435	\$1,582,736	\$1,575,989	(\$6,747)	Reduction in Uniform Expense 24K, 3% Raise Pool 7K
Security	\$286,314	\$222,905	\$252,488	\$29,583	Level II Training, 3% Raise Pool 6K
Transportation and Vehicles	\$236,870	\$266,798	\$211,607	(\$55,191)	10% Cut in expenses + Reduced fuel usage costs based on projection
Food Service	\$801,500	\$964,562	\$1,000,000	(\$32,355)	35K Reduction per agreement with Sodexo
<b>Subtotal</b>	<b>\$2,784,119</b>	<b>\$3,037,001</b>	<b>\$3,040,084</b>	<b>(\$64,710)</b>	
Advancement	\$716,778	\$733,467	\$678,833	(\$97,066)	10% Cut in expenses + Reduced printing & mailing costs for Annual Report
Davis Scholars Abroad	\$960,000	\$1,424,000	\$1,425,000		
<b>Total Operating Expenses</b>	<b>\$10,563,172</b>	<b>\$12,193,502</b>	<b>\$12,394,507</b>		
Capital Projects	\$100,000	\$750,000	\$750,000		
<b>FUNDS FROM RESERVES</b>		<b>\$1,026,578</b>	<b>\$916,276</b>		

## UWC-USA: Multi-year Projection as of January 2017

UWC-USA: Multi-Year View as of January 2017									
	\$ in thousands								
	Actual	Actual		Long Range Scenario					
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Cash Sources, Uses									
Students	229	237	235	240	240	240	240	240	240
% Tuition Increase		2.00%	0.00%	2.50%	2.00%	2.00%	2.50%	2.50%	2.50%
Net Tuition Revenue	3,232	3,507	3,334	3,444	3,531	3,620	3,730	3,823	
Non-Diploma Programs (Net)	263	401	400	525	663	676	690	704	
Subtotal	3,495	3,908	3,734	3,969	4,194	4,297	4,420	4,527	
Contributions									
Annual Fund	1,473	1,778	1,545	1,591	1,639	1,688	1,739	1,791	
Endowment Funds	4,899	5,167	5,673	5,753	5,967	5,934	5,896	5,833	
Davis Initiatives Grant	1,000	1,000	1,000	1,000	1,000	-	-	-	
Davis Challenge Match	-	-	-	-	-	-	-	-	
Subtotal	7,371	7,945	8,218	8,344	8,606	7,622	7,635	7,624	
<b>Total Revenues</b>	<b>10,867</b>	<b>11,853</b>	<b>11,952</b>	<b>12,313</b>	<b>12,800</b>	<b>11,919</b>	<b>12,055</b>	<b>12,151</b>	
Operating Costs	11,638	11,064	12,194	12,480	12,854	13,240	13,637	14,046	
Net Operating (Revenue minus Expenses, prior to capital expenditures)	(772)	788	(241)	(166)	(54)	(1,320)	(1,582)	(1,895)	
Campus Improvements	359	339	750	750	750	750	750	750	
Working Capital and Other Net Cash Outflows	50	-	-	-	-	-	-	-	
<b>Surplus/(Reserve Draw)</b>	<b>(1,181)</b>	<b>450</b>	<b>(991)</b>	<b>(916)</b>	<b>(804)</b>	<b>(2,070)</b>	<b>(2,332)</b>	<b>(2,645)</b>	
Reserve Fund Starting Balance	4,202	3,021	3,471	2,479	1,563	759	(1,311)	(3,643)	(3,643)
Reserve Fund Closing Balance	3,021	3,471	2,479	1,563	759	(1,311)	(3,643)	(6,288)	

## Year to Year Expenditure Differences as of January 2017

UWC-USA: Multi-Year View as of January 2017									
Expenditure Difference Year to Year									
	\$ in thousands								
	Actual	Actual	October	Preliminary					
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021 - 22	
Cash Sources, Uses									
Total Revenues	10,867	11,853	11,952	12,313	12,800	11,919	12,055	12,151	
Operating Costs	11,638	11,064	12,194	12,480	12,854	13,240	13,637	14,046	
Percent Change from Prior Year Operating Costs before Capital Expendit	-	(0.05)	0.10	0.02	0.03	0.03	0.03	0.03	0.03
Campus Improvements	359	339	750	750	750	750	750	750	750
Percent Change from Prior Year Operating Costs including Capital Expenditures		-4.95%	13.51%	2.21%	2.83%	2.83%	2.84%	2.84%	

## Investments

Investment Asset Allocation and Market Value Comparison																		
	31-Dec-16		30-Sep-16		30-Jun-16		31-Mar-16		31-Dec-15		30-Sep-15		30-Jun-15		31-Mar-15		31-Dec-14	
	Market Value	%	Market Value	%	Market Value	%	Market Value	%	Market Value	%	Market Value	%	Market Value	%	Market Value	%	Market Value	%
Cash-Silver Point Redemption	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 10,703,199	8.9%	\$ 11,853,528	9.8%		
Domestic Broad Equity																		
Dow W. Variable	47,360,142	45.7%	47,271,139	46.9%	44,020,694	40.4%	42,200,439	37.9%	44,360,177	41.8%	41,386,095	38.6%	39,842,683	33.1%	39,139,958	32.3%	\$ 38,360,036	32.4%
Renaissance (REF-Series C)																		
Small Cap Broad Equity																		
State Street Russell 2000	4,927,446	4.8%	4,529,315	3.9%	4,155,274	3.8%	4,004,275	3.6%	1,602,045	1.5%	2,674,088	2.4%	2,708,581	2.3%	2,698,848	2.2%	2,584,268	2.2%
High Yield																		
S	1,475,476	1.4%	12,085,925	11.0%	12,148,911	11.1%	11,770,502	10.6%	11,482,188	10.8%	11,702,740	10.4%	11,045,729	9.2%	11,014,848	9.1%	10,637,200	9.0%
Alternative Investments																		
Commonfund Alternative Fund	148,550	0.1%	145,036	0.1%	162,474	0.1%	174,741	0.2%	165,035	0.2%	212,035	0.2%	237,348	0.2%	255,590	0.2%	296,143	0.2%
Commonfund Endowment Fund	928,479	0.9%	1,020,249	0.9%	1,089,815	1.0%	1,126,887	1.0%	1,224,248	1.2%	1,448,181	1.3%	1,422,190	1.2%	1,479,325	1.2%	1,560,301	1.3%
M	296,592	0.3%	334,961	0.3%	322,145	0.3%	886,415	0.8%	873,896	0.8%	11,042,412	9.8%	11,735,018	9.8%	11,866,906	9.8%	11,932,262	10.1%
S	26,200	0.0%	28,287	0.0%	28,438	0.0%	837,482	0.8%	637,294	0.6%	638,917	0.6%	53,302	0.0%	54,313	0.0%	11,919,652	10.1%
International Equity																		
State Street MSC EAFE	27,431,481	26.5%	27,623,670	25.9%	25,959,249	23.8%	26,327,388	23.6%	27,150,919	25.6%	25,935,344	23.0%	25,841,500	21.6%	25,687,835	21.2%	24,473,536	20.7%
Emerging Markets																		
GAD Emerging Country Debt Fund	13,473,029	13.0%	14,076,164	12.2%	13,251,335	12.2%	12,337,620	11.1%	11,833,486	11.1%	11,568,444	10.2%	10,756,726	9.0%	10,813,710	8.9%	10,631,362	9.0%
Domestic REIT																		
Dow RE	7,516,725	7.3%	7,790,928	6.7%	7,853,186	7.2%	7,291,851	6.5%	6,896,127	6.5%	6,401,016	5.7%	5,766,705	4.8%	6,366,860	5.3%	6,094,739	5.1%
Short Term Bond ETF																		
VI	6,912,101	6.6%	6,085,617	5.3%	4,764,743	4.4%	4,692,564	4.2%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Total Market Value	\$ 163,587,190		\$ 115,596,734		\$ 108,991,821		\$ 111,430,264		\$ 106,245,855		\$ 113,094,312		\$ 118,912,890		\$ 121,238,631		\$ 118,481,200	

## UWC-USA – Capital Projects 2016 to 2017

Project Description	Final or Estimated Cost
Music - reset HVAC units	\$8,625
B2 - remodel	117,000
Tennis court renewal	30,000
OSH/IT/Music - Roof replace; fascia repair	129,042
Castle - Water Heater replacement	43,543
B2 - Upgrade bathroom	30,554
B1 - Renovation	28,050
DLS - M&E Eng. Proposal	4,890
Minibus purchase	44,558
Plans and permits - NE Construction	4,711
Sasakawa - Roof Renewal, wood repair, paint	20,000
Remodel RT Apartment - B-1	9,923
President House - Painting interior; painting and drywall repairs	13,048
RT Apartment remodel	12,556
Dining Hall - finish acoustical tile	2,854
Lower dorm flooring – Pro-Floor	6,278
 Subtotal - Projects completed	 \$505,632
 In Progress	
Pine Forrest Housing Addition	\$350,000
Dwan Light Sanctuary	60,000
President's house - flooring, bathrooms, electrical	40,000
 Subtotal - Projects in process	 390,000
 Fiscal year total	 895,632
Total funds available	1,200,000
Funds remaining	304,368

## Capital Projects Future

### Deferred Maintenance Projects

President's House - reroof - VFA	\$25,000
Door replacement, reliability/renewal VFA	25,000
Dorms - replace hot water tanks - VFA	160,000
Dorms - new carpeting and stair treads - VFA	75,000
Dorms - upgrade bathroom - VFA	110,000
Dorms - general renovation - VFA	75,000
Lower dorms - fascia and soffet repair; gutters and drainage - VFA	25,000
Faculty housing – re-stain, exterior repairs to decks and trim - VFA	25,000
Retaining wall between OSH and Sasakawa - VFA	80,000
Castle - replace windows - VFA	275,000
Castle - stonework, roof tile replacement	100,000
Road repair to reservoir	20,000
OSH - repair stonework, gutters, balcony - VFA	60,000
Castle - Heat system - VFA	500,000

### Other Maintenance Projects

Minibus or large bus purchase	\$32,000
IT -	
Smart Board upgrades and replacements (5 - 6)	18,000
UPS (uninterruptable power supply) scheduled replacement	25,000
Remodel IT area to provide greater security and improved service/interaction	15,000
Auditorium - rewire to allow live streaming	15,000
Advancement - Install glass door between Advancement's and President's office	5,000
Vehicles	
Used custodial vehicle	5,000
Sky-lift or bucket truck	25,000
Indoor lift for Castle	10,000
Back hoe	40,000
Road sweeper	50,000
Lift in vehicle maintenance shop	15,000
Soccer field and entrance - replace chain link fencing	50,000

Subtotal - Future Projects	\$1,860,000
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### Fundraising as of Dec. 31, 2016

Amount Raised by Constituency FY17 vs. FY 16 as of 12/31

<b>ANNUAL FUND*</b>						
	FY17 as of 12/31/16		FY16 as of 12/31/15		% Change	% Change
<u>Constituency</u>	<u>\$ Raised</u>	<u># Donors</u>	<u>\$ Raised</u>	<u># Donors</u>	<u>\$ Raised</u>	<u># Donors</u>
Foundation	\$752,422	8	\$773,900	4	-3%	100%
Alumna/us	\$175,409	421	\$262,479	533	-33%	-21%
Individual	\$171,534	152	\$228,200	150	-25%	1%
Parent of Alum	\$106,960	77	\$75,972	88	41%	-13%
Distinguished Trustee	\$83,957	5	\$81,409	4	3%	25%
Company/Org	\$81,651	14	\$7,963	15	925%	-7%
Board Member	\$77,742	9	\$68,440	8	14%	13%
Alum other UWC	\$40,856	11	\$29,120	6	40%	83%
Current Parent	\$18,665	62	\$57,863	77	-68%	-19%
Faculty/Staff	\$7,802	62	\$5,402	52	44%	19%
	<b>\$1,516,998</b>	<b>821</b>	<b>\$1,590,747</b>	<b>937</b>	<b>-5%</b>	<b>-12%</b>
* Not including student donors.						
<b>ENDOWMENT/OTHER</b>						
Davis - Other	\$500,000	1	\$500,000	1	0%	0%
Individual	\$275,600	3	\$156,100	6	77%	-50%
Alumna/us	\$11,365	8	\$2,925	21	289%	-62%
Faculty/Staff	\$2,000	1	\$2,000	1	0%	0%
Parent of Alum	\$275	2	\$275	2	0%	0%

Board Member			\$100,000	1		-100%	-100%
	\$789,240	15	\$761,300	32		4%	-53%
<b>IN-KIND DONATION</b> (House)							
Individual	\$184,000	1					

<b><u>Alumni Dashboard</u></b>			
	<b><u>FY16 (full yr)</u></b>	<b><u>FY17 (to 1/24)</u></b>	<b><u>% Change</u></b>
<b><u>Data</u></b>			
Total living Alumni	3232	3343	3.4%
No Valid Address	443	463	4.5%
Inactive	4	3	-25.0%
Have LinkedIn Record	831	923	11.1%
*Address Changes	2239	2298	2.6%
Total Alumni with Business Information	1439	1,548	7.6%
Total Alumni with Education	740	747	0.9%
Visits to Campus	36	38	5.6%
*Our database measures update in contact information as any update done to the address tab which includes fields like email, phone, and LinkedIn			
<b><u>Alumni E-Newsletters</u></b>			
#	7	6	-14.3%
Average # Recipients	2690	2919	8.5%
Average Open Rate	33.50%	30%	-10.4%
Average Click-through Rate	9.43%	15%	59.1%
<b><u>Alumni Birthday Note</u></b>			
#	2	8	300.0%
Average Recipients	220	243	10.5%
Average Open Rate	50%	44%	-11.2%
Average Clickthrough Rate	36%	37%	2.8%

<u>Alumni Volunteers</u>			
Annual Fund	75	50	-36.0%
Class Agents	12	22	83.3%
Reunion Committee	8	8	0.0%
Selection Committee	5	6	20.0%
Mentors (YEP)	4	6	50.0%

**Marketing/Communications Dashboard**  
**Web Metrics:**

Data	Current Month	Previous Month	Previous year
<b>OCTOBER</b>			
total new visitor sessions	8,205	6,772	7,247
total sessions	16,725	17,446	16,073
total users	11,234	12,777	10,305
<b>NOVEMBER</b>			
total new visitor sessions	7,170	8,205	5,881
total sessions	10,273	16,725	10,682
total users	7,650	11,234	7,713
<b>DECEMBER</b>			
total new visitor sessions	5,505	7,170	6,050
total sessions	9,547	10,273	9,704
total users	7,088	7,650	7,117
<b>JANUARY (TO THE 23<sup>RD</sup>)</b>			
total new visitor sessions	10,491	5,505	7,178
total sessions	9,145	7,299	9,452
total users	6,846	5,433	6,922

**Social Media:**

	<u>Sept-16</u>	<u>Jan-17</u>
Twitter Followers	2031	2173
Facebook Engagement	166331	173255

**Some Press Mentions:**

KOB 4 Albuquerque TV story about effect of executive order on our students (1/31):

<http://tinyurl.com/zwhatev>

KFUN radio interview with Victoria Mora and Carl-Martin Nelson (1/16)

Story on MLK Day of Service in the Las Vegas Optic: (not available online, 1/16)

Column in Current-Argus (part of USA Today) about Victoria Mora (12/22):

<http://www.currentargus.com/story/opinion/columnists/2016/12/22/united-world-college-has-alumni-across-world/95622570/>

Story on students (twins) from Nigeria in ABQ Journal (12/16):

<https://www.abqjournal.com/910099/to-spread-a-gift.html>

Story on student reaction to US elections in Las Vegas Optic (11/4):

<http://www.lasvegasoptic.com/content/uwc-students-weigh-election>

