



UWC
USA

President's Report February 2019

Strategy: Strengthening Foundation

- High level goals of strategy developed from board diagnosis and guiding policy, audit, work of SPC
- Seek approval of board this weekend for high level goals
- Next steps, many underway
 - Bring goals to campus community
 - Reconvene SPC
 - Develop values vision to guide our efforts
 - Develop objectives to realize goals
 - Create action plans that are cross-functional
 - Finalize project list and prioritization
 - Undertake staffing analysis to execute plan
 - Clarify budget implications
 - Seek board approval for any extraordinary expenditure
 - Finalize plan
 - Implement plan over next 3-5 years
- Strategic Plan will form the basis for our decision as to kind, duration, case for campaign

International Movement

- Important to recognize effect of international movement on school
 - GSP, NC ability to fill offers has a direct impact on the diversity and quality of our student body and on our budget
 - UWCCDC work will affect everything from diploma offered, to staffing needed, to infrastructure to support
 - Safeguarding standards as function of IO location in London

Organization and Staffing

- Continuing strategic move to a more distributed leadership model, with organizational structure and resource allocation less top heavy/ more boots on the ground approach
 - VP Advancement replaced by director level, with added resources available to add new staffing (e.g., major gifts)
 - Admissions and college counseling being decoupled
 - Department heads being introduced for greater leadership opportunities at faculty level
- Few but strong candidates in each of areas
- Need to look at remote office structure to secure best candidates for some functional areas

Developing and Tracking Key Metrics for Annual Planning

- Budget
 - Healthy percentage increases year over year
 - Net Tuition
 - Budget target
 - Levers we have (some) control over:
GSP/Davis Scholars/website effectiveness
 - Target Annual Fund increases in light of Davis Challenge end date
 - Other tuition revenue
- Staffing
 - Turnover
 - Average tenure by job family
- Advancement
 - Annual Fund increases
- ??

February Board Meeting



Discussion on Campus Location

Objectives, guidelines and next steps

2 February 2019

Desired outcomes from today's discussion

By the end of our discussion today, we will answer the following questions:

1. What are we doing with the Master Plan?
1. What is the magnitude of resources to be allocated to the campus in the next five years? Where should we focus those resources?
1. Which campus options should we continue to explore?
1. What are the next steps for each one of the options?
1. Plan for approach to June discussion: In terms of “Innovating for Impact”, what is the scale of UWC-USA’s ambition for its 50th anniversary?

Location: Supporting the Mission Within Our Financial Means

Students

- *Safe and adequate educational and residential spaces*
- *Connector spaces for multi-generational learning and local interface*

Employees

- *Attract and retain world-class talent*
- *Provide spaces and / or places that enable and enhance their contribution*

Mission Alignment

- *Opportunities to fulfill the UWC mission on campus, in the local community, and beyond*

Financial Sustainability

- *Make best use of our limited financial resources and relatively young/thin alum donor base*
- *Inspire donors for the capital campaign*

Ground rules for discussion

1. Focus on long-term not short-term, strategy not operations, and mission potential as a function of location
1. Limited set of distinct options
1. All in 2019 costs, as best we know them
1. Numbers: +/-20% range for actual numbers
1. Understanding and analysis of options with the same criteria applied across:
 - Mission wins
 - Problem solved
 - Additional Opportunities created
 - Potential challenges created
 - Cost
 - Timeline
 - Funding
6. Focus on narrowing options, keeping in mind the strategic vision leading up to our 50th

Four criteria to compare options, with example considerations

1 Mission Wins

- Enhanced campus life where members take full advantage of surrounding beauty, diverse and multigenerational community
- Spaces designed to support rigorous and inclusive academic and experiential programming
- Strong service opportunities
- Direct experience with sustainable living
- Partnerships with local and global institutions that create network opportunities for school, students and staff
- Greater visibility for UWC-USA and UWC movement at large
- Carbon foot print reduction

2 Problems Solved

- Deferred maintenance issues
- Sub-optimal use of space
- Limited options for faculty and staff housing, education opportunities and spouse employment
- Transportation costs/liabilities
- Access to service providers and contractors

3 Additional Opportunities Created

- Anything not captured in mission wins or problems solved, e.g. higher potential to generate revenue with conferences, retreats, trainings

4 Potential Challenges

- Funding
- Impact on existing donors and alumni
- Execution

Are there additional criteria or considerations to take into account?

Minimum Campus Requirements

What do we really need for our campus?

	Current	Requirements	Rationale
Acres	300	30 – 50	- Current campus of 200 acres but immediate campus footprint of ~20 acres, also needs to integrate farm
Academic Buildings (sq ft)	85,062	76,556	- Based on AOS Master Plan – Ideal Campus
Administration (sq ft)	14,274	12,847	- Based on AOS Master Plan – Ideal Campus
Support / Recreation (sq ft)	56,398	50,758	- Based on AOS Master Plan – Ideal Campus
Residential Buildings (sq ft)	56,795	51,116	- Based on AOS Master Plan – Ideal Campus
Utility (sq ft)	57,604	7,708	- Based on AOS Master Plan – Ideal Campus
Vacant (sq ft)	20,957		- Based on AOS Master Plan – Ideal Campus
Faculty / Staff Housing (sq ft)	57,604	51,844	- If Montezuma, faculty housing is a requirement - If in urban setting, faculty housing is not a requirement
Total Facilities (sq ft)	299,656	250,828	- Based on AOS Master Plan – Ideal Campus
Other			- Community spaces that promote collisions within the school and partnerships with local communities - Outdoor spaces to make use of constant sunshine

Option 1: Stay in Montezuma – Status Quo

Description of Option	<ul style="list-style-type: none">• Stay in Montezuma• Focus on deferred maintenance and upgrade as funds become available	Mission Wins	<ul style="list-style-type: none">• Strong service opportunities• Direct experience with sustainable living
Cost	<ul style="list-style-type: none">• \$30M - \$55M• ~\$2M/yr - \$3M/yr or additional \$1.25M - \$2.25M above \$750K of current per year allotment	Problems Solved	<ul style="list-style-type: none">• Deferred maintenance issues
Timeline	<ul style="list-style-type: none">• 15 to 20 years	Additional Opportunities Created	<ul style="list-style-type: none">• N/A
Funding	<ul style="list-style-type: none">• Annual fundraising; special annual allocation	Potential Challenges	<ul style="list-style-type: none">• Funding: competition with annual fund for operations

Cost details for Montezuma status quo

CATEGORIES	COST		
LIFE SAFETY (2015 - 2025)	\$	2,250,000	
MEP* (2015 - 2025)	\$	13,300,000	
EXTERIOR (2015 - 2025)	\$	3,900,000	\$ 31,250,000
INTERIOR (2015 - 2025)	\$	9,000,000	
SITE (2015 - 2025)	\$	2,800,000	
<i>2026 - 2035 FACILITIES RENEWAL</i>	\$	23,750,000	\$ 23,750,000
TOTAL:	\$	55,000,000	\$ 55,000,000

* Mechanical, Electrical, Plumbing
Based on AOS Master Plan Study

Option 2: Stay in Montezuma – AOS Innovate Master Plan

Description of Option	<ul style="list-style-type: none">• Reconfigure Montezuma campus• Upper campus = residential• Lower campus = academic & admin• Create “beating heart” (quad, amphitheater) to unify both	Mission Wins	<ul style="list-style-type: none">• Enhanced campus life• Spaces designed to support rigorous and inclusive academic and experiential programming• Strong service opportunities
Cost	<ul style="list-style-type: none">• \$70 million to \$90 million	Problems Solved	<ul style="list-style-type: none">• Deferred maintenance issues• Sub-optimal use of space
Timeline	<ul style="list-style-type: none">• At least 5 years with phasing opportunities up to the 50th anniversary	Additional Opportunities Created	<ul style="list-style-type: none">• Potential conference opportunities with improved spaces• Potential for being a greater community resource
Funding	<ul style="list-style-type: none">• Capital campaign• Other?	Potential Challenges	<ul style="list-style-type: none">• Funding: Competition with annual fund and magnitude of a capital campaign that also needs to raise \$40M for endowment

Option 3: New Location – Take-over or Partnership

Description of Option	<ul style="list-style-type: none">• Move to new location• Take over or partner with existing school	Mission Wins	<ul style="list-style-type: none">• Enhanced campus life• Spaces designed to support• Strong service opportunities• Direct experience with sustainable living• Partnerships• Greater visibility• Carbon footprint reduction
Cost	<ul style="list-style-type: none">• ~\$40M - depending on scenario (partner or takeover)	Problems Solved	<ul style="list-style-type: none">• Deferred maintenance issues• Sub-optimal use of space• Limited options for faculty and staff housing, family educational opportunities• Transportation costs, liabilities• Access to service providers/contractors
Timeline	<ul style="list-style-type: none">• 2 – 5 years	Additional Opportunities Created	<ul style="list-style-type: none">• Potential revenue generation from retreats, training, etc.• Local internship opportunities• Enrichment of student experience
Funding	<ul style="list-style-type: none">• Capital campaign• Land swaps	Potential Challenges	<ul style="list-style-type: none">• Funding• Impact on existing donors and alumni• Execution: Complex governance issues to negotiate with partner

College of Santa Fe & Laureate Education

Preliminary

Context

- Former College of Santa Fe & Laureate Education
- Mix of Federal, State, & City Land
- City in Master Planning Process (3 Years)
- Proposals expected in six months
- 60-80 acres (in process of acquiring)
- 583,522 sf of buildings including classrooms/libraries/theaters/athletics/dorms
- \$10 million in recent infrastructure upgrades

Valuation

- Study conducted 2 years ago - Value Estimated @ \$45 million
- City is losing \$2 million per year in revenue
- City officials suggest property could be had with right proposal for \$40 million*

Pros

- Enough land for campus & aligned non-profits
- Creates possibility for village concept
- Provides Urban & Wilderness setting
- Solves Transportation, service needs
- Desert Academy would join in proposals
- Opportunity Zone & Capital Stack provides immediate funding sources
- Might allow UWC to keep castle or land swap

Cons

- City approval process takes time
- Deferred maintenance challenges exist

* Preliminary estimate – For discussion only



Partnership Example: Desert

Preliminary

Academy

Summary

- Privately-owned school, currently operating IB program
- Not looking to sell but for a partner to join
- 24 acres
- 24,135 sq ft of buildings including main, portable classrooms, support

Valuation

- Initially financed at \$7 million, current head estimates school worth \$3 million
- Estimates for additional buildings - \$36M
 - Academic: ½ of UWC needs - ~\$13M
 - Administration: ½ of UWC needs - \$1.5M
 - Support: ½ of UWC needs - \$7.5M
 - Students dorms: full UWC needs - \$14M

Pros

- Existing IB School (will consider sharing)
- 5-10 minutes from City Center
- 24 acres – Enough for UWC Needs
- Provides urban & wilderness setting
- Solves some transportation and service needs
- Basic infrastructure in place
- No need for Faculty housing
- Zoning appropriate for dorms and school

Cons

- Limited Acreage, but enough to build structures
- Not enough for nonprofit community

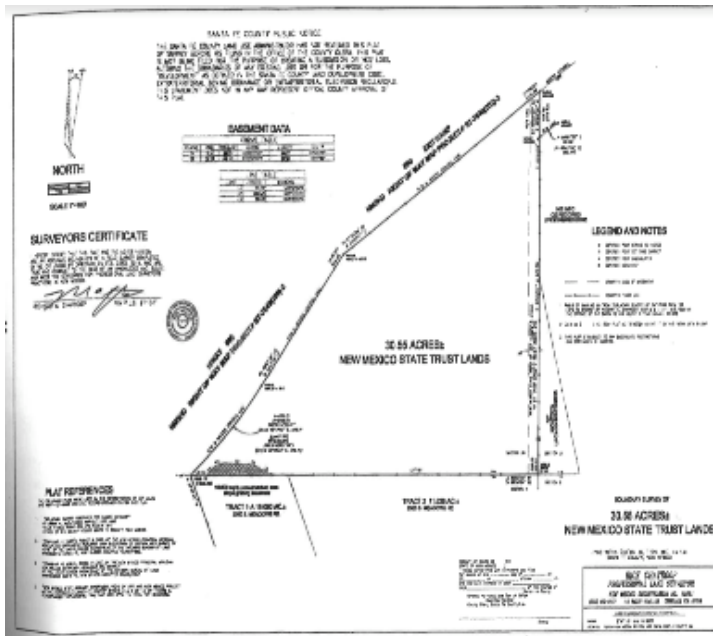


Option 4: New Location – Build from scratch

Description of Option	<ul style="list-style-type: none">• Build a new campus from scratch, designed to address all the needs of UWC-USA, close to or in an urban area	Mission Wins	<ul style="list-style-type: none">• Enhanced campus life• Spaces designed to support• Strong service opportunities• Direct experience with sustainable living• Partnerships• Greater visibility• Carbon footprint reduction
Cost	<ul style="list-style-type: none">• ~\$85M	Problems Solved	<ul style="list-style-type: none">• Deferred maintenance issues• Sub-optimal use of space• Limited options for faculty and staff housing, family education• Transportation cost• Access to service providers/contractors
Timeline	<ul style="list-style-type: none">• Over 5 years	Additional Opportunities Created	<ul style="list-style-type: none">• Potential revenue generation from retreats, training, etc.• Potential partnership in re-founding (e.g., MacArthur Foundation)
Funding	<ul style="list-style-type: none">• Capital campaign• Land swaps	Potential Challenges	<ul style="list-style-type: none">• Attachment of alumni and donors to Montezuma campus• Competition with annual fund and need to raise \$40M for endowment• “All or nothing” move requiring firm funding to commence and execute

Greenfield Example – Potential sites

Preliminary



Site 1

- State Trust Land
- About 25 acres, Southside location
- Raw Land, no infrastructure
- Near major transportation loop (599)
- Possibility for a land swap

Site 2

- Census tract 13.04, Mutt Nelson area
- Privately owned land, no infrastructure
- Just South of Presbyterian Hospital
- Opportunity Zone provides immediate funding source
- No clear indication owner (s) would sell

Summary of Options

	# 1: Status Quo	#2: Master Plan	#3: Take-over or Partnership	#4: Greenfield
Cost	<ul style="list-style-type: none"> \$30M - \$55M 	<ul style="list-style-type: none"> \$70M - \$90M 	<ul style="list-style-type: none"> ~\$40M 	<ul style="list-style-type: none"> \$85M
Timeline	<ul style="list-style-type: none"> 15 – 20 years 	<ul style="list-style-type: none"> At least 5 years 	<ul style="list-style-type: none"> 2 – 5 years 	<ul style="list-style-type: none"> 5 years
Funding	<ul style="list-style-type: none"> Annual fundraising 	<ul style="list-style-type: none"> Capital campaign 	<ul style="list-style-type: none"> C. campaign Land swap 	<ul style="list-style-type: none"> C. campaign Land swap
Mission Wins	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> High
Problems Solved	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Low / Medium 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> High
Opportunities Created	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Yes 	<ul style="list-style-type: none"> Yes
Potential Challenges	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> Low 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> High

Other considerations

1. **Status Quo** – under all scenarios, likely to be in MZ for the next 5 years. Estimated time for new location: ID alternative = 1 yr; Plan and raise money = 2+ yrs; Construct and move = 2 yrs?
1. **Master Plan** – can be done in phases – increments of \$10 to \$15M < key benefit
1. **Greenfield** – “all or nothing” move. Need firm funding to commence and execute. Can’t be caught “half-finished” with 2 campuses to maintain, etc.
1. **Partner** – complex governance issues to negotiate with partner. Time intensive and unpredictable. Still likely to require substantial investment – due to low likelihood of “perfect, move-in facilities”
1. **Sale/Disposal of MZ** - Unique property limits reliability of any “rational appraisal.” Any buyer will face the same costs as we do – mix of demolition and gut rehab. Historic designation of Castle may be liability??
1. **Maintenance costs of empty campus** – If unable to sell, maintenance, insurance, utilities, security, etc likely to be ~\$540,000*
1. **Building vs. Endowment funds** – fundraising for move will compete with annual fund and need to raise \$40M for endowment
1. Additional considerations?

* See details in appendices

Next steps

1. Need / value of getting appraisal?
1. Master Plan: Where do we go from here?
1. Resources to be allocated to the campus in the next 5 years? Where to focus?
1. Campus options we should continue to explore?
1. Next steps for each one of the options?
1. Scale of ambitions for 50th anniversary?

APPENDICES

Estimated annual cost to maintain an empty campus

Preliminary

Items	Annual Cost
Security personnel	195,000
Maintenance personnel	97,500
Insurance	95,000
Utilities	50,000
Vehicle operating costs	5,000
Maintenance - repairs, contracts	75,000
IT consulting (cameras, communications)	25,000
Total	542,500

Detailed estimate for AOS Ideal Campus

Ideal Campus (AOS)	New Property				
	General Info	Ask/Appraised Value	Sq. Ft.	Cost/Sq. ft.	Overall Cost
Acreage					
Total Acres	Placeholder				15,000,000
Greenfield					
Facilities					
Total Square Footage	269,690				
Number of Buildings	38				
Type of Facilities					
Academic			76,556	340	26,029,060
Administration			12,847	250	3,211,639
Academic Support/Recreation			50,758	300	15,227,460
Residence			51,116	280	14,312,441
Faculty Residence			51,844	200	10,368,720
Utility			7,708	175	1,348,909
Vacant			18,862	N/A	0
Landscape					
Site Work					10,574,734
Total					81,072,963

Cost estimates for campus options

	FACILITIES RENEWAL	DEMO	PROGRAMMATIC RENOVATION	NEW CONSTRUCTION	SITE	TOTAL CONSTRUCTION COST
OPTION 1: MAINTAIN THE STATUS QUO <i>Necessary deferred maintenance</i>	\$ 55,000,000					\$ 55,000,000
OPTION 2: STRENGTHEN THE FOUNDATION <i>Necessary + additional nice to have</i>	\$ 44,600,000		\$ 32,400,000			\$ 77,000,000
OPTION 3A: INNOVATE FOR IMPACT <i>Master Plan with dorms on lower and upper campus</i>	\$ 28,800,000	\$ 1,000,000	\$ 20,600,000	\$ 24,200,000	\$ 3,500,000	\$ 78,100,000
				\$ 34,900,000		\$ 88,800,000
OPTION 3B: INNOVATE FOR IMPACT <i>Master plans with all dorms in upper campus</i>	\$ 26,800,000	\$ 1,900,000	\$ 9,700,000	\$ 37,700,000	\$ 4,500,000	\$ 80,600,000
				\$ 48,200,000		\$ 91,100,000
OPTION 4: RELOCATE <i>New location</i>	\$ -	\$ -	\$ -	\$ 70,500,000	\$ 15,000,000	\$ 85,500,000

Additional project mark-up of 12%-25% for additional fees.

February Board Meeting



UWC-USA Strategy Discussion: Strengthening the Foundation While Preparing for 50!

Strategy Recap, Goals for Adoption, Next Steps

2 February 2019

Purpose of today's meeting

1. Pull together all the strands of our strategic work and thinking
1. Leverage and focus the efforts of school and board
1. Make sure working on the right issues in the right way
1. And most importantly ...
Ensure that UWC-USA is on a sustainable journey to deliver on our mission!

Desired outcomes from today's discussion

By the end of our discussion today, we will answer the following questions:

1. Are we aligned on a 3-5 year strategy to strengthen our foundation while simultaneously exploring what innovation for impact could look like by our 50th Anniversary?
1. Do the five proposed goals address the diagnosis and guiding policy, providing a coherent framework for our strategic plan?
1. Does the board adopt the goals presented so that the campus can complete the strategic plan with goal objectives and coherent actions?
1. What will our process be for funding extraordinary expenditures in service of meeting our strategic goals?
1. What are our next steps? Board? School?

Ground rules for discussion

1. Remember this is all about strategic thinking and results – not about documents and wordsmithing.
1. Focus on simple, enduring, high level goals. Objectives under development at school level.
1. Make space for all voices to be heard (board, faculty, staff, students, etc.) while staying focused on strategic thinking.
1. Appreciate the complexity and fragmentation of all strategic planning documents, as well as the efforts made to simplify and clarify them

Agenda

Recap of October 2018 Board Meeting (Steve)

- **“Good strategy/Bad Strategy”** - framework for strategic thinking
- **Diagnosis** – Strengths and Weaknesses
- **Guiding Policy and Agreed direction** - Strengthening foundation is first priority, with time to consider innovation

Progress since October 2018 (Victoria)

- **Goals developed**
- **Major projects identified**
- **Proposed Next steps**

Recap from October 2018 Board Meeting

Good Strategy / Bad Strategy

Signs of a bad strategy

- Lack of a clear **diagnosis** (or wrong diagnosis)
- Mistaking long list of **goals** for a strategy
- Failure to make **choices**
- **Fluff** – abstractions masking the absence of thought

Tests of a good strategy

- A **good diagnosis** - simplifying the overwhelming complexity of reality by identifying certain critical levers
- A **guiding policy** - an overall approach to overcome the obstacles identified in the diagnosis
- **Coherent actions** - steps that are coordinated with one another to support the accomplishment of the guiding policy

Diagnosis: Strengths

- **Mission** - inspiring, important
- **Students** – diverse, challenging
- **Staff and faculty** - mission-driven
- **Location** - unique
- **Davis family relationship** – committed, inspiring, sustaining
- **Alumni** – maturing and increasingly engaged
- **Other?**

Diagnosis: Challenges

- **Financial model** - under-funded
- **Donor base** – thin. Alum base still small
- **Competition** - increasing
- **Facilities** – aging, ad hoc
- **Location** - challenging
- **UWC movement model** – complex
- **Other?**

Guiding Policy: Macro framing of our options

Macro choice:	“Strengthen the Foundation”	“Innovate for Impact”
aka	Get our house in order...	Go for gold.... !!
Financials	Live within our means – conservative <5% draw?	Invest – run short-term deficits; draw 5%+
HR/Staffing	Good, solid, lean “Head of School”	Great, invest in leadership, etc. “President” (+ Head?)
Board	Governance	Governance +++ Fund-raising, networking, etc.
Facilities	Maintain (+ upgrades)	Transform
Cap Campaign	\$40+M (endowment) + facilities?	\$100M??
Student size	200 to 250?	200 to 250??
Etc, etc, etc.		

“Foundation” = first priority per Oct 2018 meeting

	“Strengthen the Foundation”	“Innovate for Impact”
Mindset	Fix the basics; get it done!	Explore options; think big! (Take risks??)
Approach	Linear –known best practices, simple project plans Mission/Values alignment = guiding star	Learning /evolutionary – brainstorm, test, try
Roles	Board provides high level goals Objectives/Ops Delegated to school’ Board = resource and sounding board	Primary focus of board (working with staff and community)
Probability of success	90%+	50%?
Time frame	3 years	10 to 15 years
Etc?		

Foundation = first priority per Oct 2018 meeting

	Diagnosis	Guiding Policy	Coherent (?) Actions Status Quo	Coherent Actions Strengthen Foundation	Coherent Actions Innovate for Impact
People, Programs, Systems	Insufficient Integration & Capacity for Running School	Mission Alignment Best Practices	Build Faculty & Staff Capacity Incrementally Upgrade Classroom Technology Per Funds Target PD & Training to Immediate Need Bring New System Onboard Per Funds Continue Streamlining Programming	Support Faculty & Staff Evenly Update Classroom Technology Incorporate Consistent PD & Training Introduce & Integrate Systems Align & Integrate IB/ExEd/Res Life	Become Model for UWC Mission Execution Incorporate Design Thinking Introduce Individualized PD plans Promote Signature Programs w/ External Networks
Facilities & Grounds	Crushing Deferred Maintenance Spaces Not Suited to Purpose	Safe, Sustainable & Transformed Environment	Putting Out Fires (Reactive Model) Chip-away at Deferred Maintenance ADA Adjustments as Necessary Live With Uneven Student Experience Improve Usability Thru New Furniture Increase Failing Systems Monitoring	Prioritize Safety & Risk Mgmt. Upgrade & Improve Existing Systems Improve Iconic Buildings	Model Environment for Sustainable Living Create Spaces to Practice Mission Create Flexible Spaces Integrate Space & Student Programming Create Outward Facing Spaces for Partners Target Programs For Communal Life
Advancement & Funding	Insufficient Funding	> Money < Costs	Ride Out Davis Challenge (\$2M x 5 yrs) Continue \$1 million Davis Supplemental Create Hybrid US Davis Scholar Model Participate in GPS – Results Unknown Increase Annual Fund Incrementally	Create Strategy to Replace Davis \$2M Generate New Revenue Streams	Engage Major Fundraising Campaign (endowment, facilities, programs, etc.)

Rest of today's discussion is latest thinking and progress

	Diagnosis	Guiding Policy	Coherent Actions Strengthen Foundation
People, Programs, Systems	Insufficient Integration & Capacity for Running School	Mission Alignment Best Practices	Support Faculty & Staff Evenly Update Classroom Technology Incorporate Consistent PD & Training Introduce & Integrate Systems Align & Integrate IB/ExEd/Res Life
Facilities & Grounds	Crushing Deferred Maintenance Spaces Not Suited to Purpose	Safe, Sustainable & Transformed Environment	Prioritize Safety & Risk Mgmt. Upgrade & Improve Existing Systems Improve Iconic Buildings
Advancement & Funding	Insufficient Funding	> Money < Costs	Create Strategy to Replace Davis \$2M Generate New Revenue Streams

Progress since October 2018

Approach to developing goals

- ✓ First pass bringing together various strands of strategic planning over the last several years as well as projects already underway into a unified strategic direction
- ✓ Building on a vision of mission alignment, financial sustainability, and signature programming to distinguish UWC-USA
- ✓ In line with board's policy guidance for parallel tracks:
 - School's efforts focused on strengthening the foundation over the next 3-5 years
 - Board exploring “Innovation for Impact” for the longer-term run up to 50th Anniversary
- ✓ Focused on key drivers of an excellent student experience living the mission of UWC based on a audit to assess our strengths and weaknesses at the levels of policy, program, practices, and operations
 - People, Programs, Systems
 - Facilities and Grounds
 - Advancement and Funding

We have developed five goals that will give us a firm foundation for innovating for impact with a view toward our 50th Anniversary

Five goals to capture UWC-USA's Strategic Direction

1. **Mission-driven people:** Attract and retain mission-driven people who recognize their power to be positive change agents in the world, starting with the values-based learning and living community that is UWC-USA.
1. **Excellent Programming:** Strengthen and develop programming that focuses the students on their power as change-agents for peace and sustainability in their own lives, in their face-to-face and virtual communities, and in the unique context of the places they find themselves in the world, starting with their two-year experience at UWC-USA.
1. **Integrated systems:** Identify, select, and implement integrated systems to support decision-making and the student experience, ensure a satisfying work environment, and maintain an excellent interface with internal and external members of the UWC-USA community.
1. **Safe and inspiring campus:** Develop a campus that is safe and conducive to leveraging the tremendous diversity our students bring to create a global, values-based community focused on developing student agency for good in their learning and living communities.
1. **Capital Campaign:** Prepare a capital campaign plan to support and execute on strategic plan and as a segue from the current bridge campaign anchored by the Davis family challenge to a comprehensive campaign.

Diagnosis, Guiding Policy, Goals alignment

	Diagnosis	Guiding Policy	Goals
People, Programs, Systems	Insufficient Integration & Capacity for Running School	Mission Alignment Best Practices	<ul style="list-style-type: none">• Mission-driven people• Excellent programming• Integrated systems
Facilities & Grounds	Crushing Deferred Maintenance Spaces Not Suited to Purpose	Safe, Sustainable & Transformed Environment	<ul style="list-style-type: none">• Safe and inspiring campus
Advancement & Funding	Insufficient Funding	> Money < Costs	<ul style="list-style-type: none">• Capital campaign

Goals and Coherent Actions alignment (1/2)

	Goals	Coherent Actions <i>Strengthening the Foundation</i>	Coherent Actions <i>Innovating for Impact</i>
People, Programs, Systems	<ul style="list-style-type: none"> • Mission-driven people • Excellent programming • Integrated systems 	<ul style="list-style-type: none"> • Fill key positions • Rationalize compensation structure, approach • Rationalize balanced approach to Academic/ExEd/Res Life, including in calendaring and timetable • Restructure, staff, residential life • Initiate values discussion, reflection; develop values vision statement, code of conduct • Develop employee life-cycle plan, including on-boarding, orientation • ID, assess, propose, select SIS, SBS • Public interface: website, phone tree, parent communication • Reconvene SPC to develop objectives with SLT, finalize strat plan • Share strat plan with community, develop cross functional teams/action plans • Continue restructuring towards distributed leadership model • Develop internal communication plan 	<ul style="list-style-type: none"> • Analyze relevance of Harvard Impact Study for UWC-USA programming • Incorporate work of UWCCDC • Implement findings of ISAS self-study • Align with IO strategy • Build new partnerships focused on Native-American, first generation, and refugee students

Goals and Coherent Actions alignment (2/2)

	Goals	Coherent Actions <i>Strengthening the Foundation</i>	Coherent Actions <i>Innovating for Impact</i>
Facilities & Grounds	<ul style="list-style-type: none"> • Safe and inspiring campus 	<ul style="list-style-type: none"> • Undertake safety review of vehicles, determine action plan • Bat mitigation • Classroom expansion, upgrade OSH • Close out master plan/landscape plan • Engage relocation study • Determine direction for hot springs 	<ul style="list-style-type: none"> • Undertake location study • Determine direction with Master Plan
Advancement & Funding	<ul style="list-style-type: none"> • Capital campaign 	<ul style="list-style-type: none"> • Develop strategy to replace \$2M Davis Family Challenge • Develop staffing plan, remote approach for advancement • Develop campaign case statement and structure based on finalized strategic plan 	<ul style="list-style-type: none"> • Conduct Alumni Survey, Focus Groups

Next steps

- ✓ Bring goals to campus community
- ✓ Reconvene campus SPC
- ✓ Develop values vision to guide our efforts
- ✓ Develop objectives to realize goals
- ✓ Create action plans that are cross-functional
- ✓ Finalize project list and prioritization
- ✓ Undertake staffing analysis to execute plan
- ✓ Clarify budget implications
- ✓ Seek board approval for any extraordinary expenditure
- ✓ Finalize plan
- ✓ Implement plan over next 3-5 years

Appendices

Appendix: Recap of Strategy Work

Mora Tenure

- Recognition: need for new strategic plan
- Implementation in Five Critical Dimensions:

Shift program to “Education for impact”

- Streamlined ExEd for impact under Signature Programs
- Assessing & restructuring three pillars (IB/ExEd/Res Life) under placed-based student-centric integrated approach
- Staffed and provided resources for program



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Academics Report February 2019

Faculty updates

- PD update: 24 faculty engaged in professional development opportunities in the 2018-2019 school year:
 - 6 new faculty IB training
 - 4 UWC-related trainings
 - All others at the request of faculty members, focused on professional associations
 - At present, 6 faculty are IB workshop leaders and/or field representatives, 10 are examiners
- Retention:
 - Unexpected mid-year departures have been filled
 - To fill for 2019-2020: 3 full-time positions for certain; 3 teachers will let us know by May 1

UWC Curriculum Development Initiative

- Begun in October at meeting in Dilijan
- Principal goal of coordination of UWC and IB
 - IO engaged in coordination with IB, might include new type of diploma in later stages
 - David Hawely (former head of Pearson) involved
- What are our pedagogical objectives?
- Equity across areas of programming (Academics, ExEd, Residential Life)
- Flexibility
- Place-based learning
- Two regional hubs: AEM/AP
 - AEM hub February 7-11; USA participating



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**Admissions & College Counseling
Report February 2019**

Class of 2021 (Entry 2019)

Tuition Source	# Offers	# of Offers Accepted	# of Offers Filled (nominations)
Full Scholarship	27	21	1
Partial Scholarship	43	43	3
Unfunded/Full Pay	14	13	1
GSP	18	12	5

Update/Variables:

- IO held offers made to number of beds to fill this year - we pushed back
- GSP numbers much lower (only 5 to date)
- 5 Nomination “Windows” for NC’s to send materials to colleges. First Window Jan. 16-31, with only 2% of nominations being made by NC’s
- IO has standardized materials for nominations, still no way to ensure completion

Davis Scholars - Entry 2019

- 266 applicants, 140 interviews
- 85 Finalists
- 74 applicants with UWC affiliation:
 - 29 Legacy (Parent/Sibling)
 - 26 Other Relative
 - 12 GLF alumni
- 175 Female, 89 Male, 2 Trans/Non-binary
- 42 US States represented, 28 reside overseas
- $\frac{2}{3}$ of Davis Scholarship Finalists applied for additional need-based aid

College Counseling

- January 1, 2019 Regular Action Deadline
 - majority of our students submit due to establishment of language, academics
- 25 applicants to UK (highest ever) in mid-November, with many offers received
- High number of Early Action/Early Decision apps this year, many successful (40 offers) and full-rides (at least 6 so far)



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Residential Life & Experiential Education

Community Standards (Strengthening Foundation)

- New policy in place – re-established boundaries and consistent application of policy/procedures
- Decrease in major violations from beginning of the year – no major violations documented from first-year students
- SWEET & ASAP peer groups are healthy and utilized
- Work continues with STUCO to use student feedback to edit/amend community standards – ownership
- Appendices: restorative responses

Student Health

- Increase in patient visits at health clinic
- Increase in counseling visits
- Down one part time nurse – staffing model review
- Educare mental health course – safeguarding – required (strengthening foundation)
- Mental Health First Aid Course – Feb. 18 – high interest (strengthening foundation)

Residential Life Staffing (Strengthening Foundation)

- RLC model was proposed, accepted by SLT, and first RLC hired
 - Positive response and feedback from community on RLC
- Assessing how to maximize peer to peer support in RA position
- Assessing the use/purpose of “dorm time”
- Assessing integration of social and emotional wellness
- Gathering input from community as to how to solve:
 - Inequity of numbers in female to male residences
 - Inequity of spaces such as day rooms and computer rooms

Experiential Education Assessment

- Most students report positive experiences within ExEd program
- Assessment is underway regarding requirements; students report a desire for fewer requirements to explore interests
- Working with track leaders to build our working definition of Experiential Education (strengthening foundation)
 - This informs how we proceed with any possible program change
- Bartos “Migration & Belonging” Conference: 2/22 – 2/23; 150 guests, more than 15 partner schools, keynote Ndaba Mandela
- College of Idaho CEC Partnership: 20+ first-year students will partner with UWC alumni at College of Idaho to present a range of equity, diversity, and inclusion workshops and activities June 1-11