

# Residential Life

## Student Discipline

DATE	OUTCOME	REASON
October	Safe Harbor	Mental Health
December	Withdraw from school	Mental Health
December	Withdraw from school	Drugs
January	Probation	Alcohol use
February	Probation	Alcohol possession
February	Letter of warning	3rd time smoking
February	Letter of warning	3rd time smoking
February	Withdraw from school	Sexual Misconduct
February	Withdraw from school	Personal reasons
February	Leave of absence	Home for family reasons
February	Withdraw from school	Mental Health
February	Leave of absence	Mental Health
February	Leave of absence	Attendance
February	Withdraw from school	Mental Health
March	Withdraw from school	Drugs
March	Letter of warning	3rd time smoking
March	Letter of warning	3rd time smoking
March	Probation	Alcohol possession
April	Letter of warning	2nd time smoking
April	Safety Plan	Mental Health
April	Withdraw from school	Mental Health
April	Leave of absence	Mental Health
May	Safe Harbor	Alcohol use
May	Probation	Attendance
May	Probation	Attendance
May	Probation	Alcohol possession
May	Suspension	Physical Violence
May	Probation	Attendance
May	Letter of warning	4th time breaking curfew
May	Probation	Alcohol possession
May	Letter of warning	Lying to Security
May	Probation	Attendance

# Admissions

<b>(Number of Students Attending)</b>	<b>College/University Official Name</b>	<b>Location (City)</b>	<b>Location (state/country)</b>
	Babson College	Wellesley	Massachusetts
	Bard College	Annandale-on-Hudson	New York
	Bowling Green State University	Bowling Green	Ohio
	Brown University	Providence	Rhode Island
	Carleton College	Northfield	Minnesota
	College of Idaho	Caldwell	Idaho
	College of the Atlantic	Bar Harbor	Maine
	Colorado College	Colorado Springs	Colorado
	Columbia University	New York	New York
	Connecticut College	New London	Connecticut
	Earlham College	Richmond	Indiana
	Emory University	Atlanta	Georgia
	Escuela Nacional de Antropología e Historia	Mexico City	Mexico
16	Gap Year / Deferral / Military Service		
	Goldsmiths, University of London	London	United Kingdom
	Lake Forest College	Lake Forest	Illinois
	Leiden University	Leiden	The Netherlands
	Loughborough	Loughborough	United Kingdom
	Macalester	Minneapolis	Minnesota
	Manchester University	Manchester	United Kingdom
	Methodist University	Fayetteville	North Carolina
2	Middlebury College	Middlebury	Vermont
3	Minerva	San Francisco/Cities Abroad	
2	North Carolina State University	Raleigh	North Carolina
	Northeastern University	Boston	Massachusetts
	Northwestern University	Evanston	Illinois
	Prescott College	Prescott	Arizona
	Ringling College of Art & Design	Sarasota	Florida

	Skidmore College	Saratoga Springs	New York
2	St. Lawrence University	Canton	New York
	St. Olaf College	Northfield	Minnesota
	Stanford University	Palo Alto	California
	Syracuse University	Syracuse	New York
3	University College London	London	United Kingdom
	University of Bologna	Bologna	Italy
	University of California - Berkeley	Berkeley	California
	University of Denver	Denver	Colorado
2	University of Edinburgh	Edinburgh	Scotland
5	University of Florida	Gainesville	Florida
	University of Georgia	Athens	Georgia
	University of Michigan	Ann Arbor	Michigan
	University of North Carolina - Chapel Hill	Chapel Hill	North Carolina
	University of Northern British Columbia	Prince George	British Columbia, Canada
2	University of Oklahoma	Norman	Oklahoma
	University of Richmond	Richmond	Virginia
5	University of Rochester	Rochester	New York
	University of Rotterdam	Rotterdam	The Netherlands
	University of St. Andrew's	St. Andrew's	Scotland
	University of Toronto	Toronto	Ontario, Canada
	University of Virginia	Charlottesville	Virginia
	Valparaiso	Valparaiso	Indiana
	Warwick University	Coventry	United Kingdom
	Wellesley College	Wellesley	Massachusetts
	Worcester Polytechnic Institute	Worcester	Massachusetts

# **Finance and Operations**

THE ARMAND HAMMER UNITED WORLD COLLEGE  
PRELIM STATEMENT OF FINANCIAL POSITION  
AS OF MARCH 31, 2017

Assets	
Current Assets	
Accounts Receivable	\$ 219,089
Cash & Equivalents	1,810,879
Due To/From Investment Pool	4,720,385
Other Assets	<u>(29,903)</u>
Total Current Assets	6,720,450
Long-term Assets	
Investments	170,428,378
Fixed Assets	<u>15,332,477</u>
Total Long-term Assets	185,760,856
Total Assets	<u>\$ 192,481,305</u>
Liabilities	
Short-term Liabilities	
Davis Initiatives	\$ 452,467
Davis Impact Challenge	4,048,856
Other short term liabilities	317,998
Contributions - Pass Thrus	100
Due to Other UWC's	119,841
Accounts Payable	174,625
Payroll Taxes & Benefits	8,205
Gifts Pending Designation	<u>-</u>
Total Short-term Liabilities	5,122,092
Long-term Liabilities	
Davis Forever Funds	53,808,805
Post Retirement Benefits	<u>2,858,117</u>
Total Long-term Liabilities	56,666,922
Total Liabilities	<u>61,789,014</u>
Net Assets	
Unrestricted Net Assets	1,129,246
Temporarily Restricted	38,135,073
Permanently Restricted	90,729,212
Current Year Excess Revenue over Expenses	<u>698,761</u>
Total Net Assets	130,692,291
Total Liabilities and Net Assets	<u>\$ 192,481,305</u>

**UWC-USA: Multi-Year View as of May 2017**

**Expenditure Difference Year to Year**

	EOY	Budget				
	Projection	2017-18	2018-19	2019-20	2020-21	2021 - 22
Cash Sources,Uses	2016-17	2017-18	2018-19	2019-20	2020-21	2021 - 22
	-	-	-	-	-	-
Total Revenues	12,319	12,397	12,753	11,874	12,013	12,121
	-	-	-	-	-	-
Operating Costs	12,270	12,608	12,986	13,376	13,777	14,190
Percent Change from Prior Year Operating Costs before Capital Expenditures	0.10	0.03	0.03	0.03	0.03	0.03
Campus Improvements	750	750	750	750	750	750
Percent Change from Prior Year Revenues	3.93%	0.63%	2.87%	-6.89%	1.17%	0.90%
Percent Change from Prior Year Operating Costs including Capital Expenditure	13.67%	2.60%	2.83%	2.84%	2.84%	2.85%

THE ARMAND HAMMER UNITED WORLD COLLEGE  
PRELIM STATEMENT OF ACTIVITIES  
AS OF MARCH 31, 2017

Revenues, gains and other support	
Tuition Revenue	\$ 8,638,988
Tuition Discounts	\$ (3,693,444)
Endowment Spending Release	\$ 4,727,837
Annual Fund	\$ 2,455,958
Endowment Contributions	\$ 70,020
IB Workshops	\$ 835,641
MYP/PYP Workshops	\$ 294,629
GLF Revenue	\$ 174,526
Reunion	\$ 49,138
Misc Revenue	\$ 53,941
Campus & Online Store	\$ 25,527
Investment Income (Loss)	\$ -
Utility Reimbursements	\$ 7,490
Investment Income & Appreciation & Losses	\$ 8,168
Total Revenues, gains and other support	\$ 13,648,418

Expenses

Wages and Benefits

403b - Employer Contribution	\$ 145,436
FSA Administration Fee	\$ 917
Life/AD&D/LTD	\$ 32,191
Medical Insurance	\$ 432,525
Payroll Taxes & Payroll Benefits	\$ 330,506
Post-Retirement Benefits	\$ 119,512
Salaries & Wages	\$ 3,774,268
Unemployment Compensation	\$ 26,184
Workers Comp Expense	\$ 67,199
Total Wages and Benefits	\$ 4,928,738

Other Expenses

Advertising	\$ 4,826
Bank Fees	\$ 54,796
Connectivity	\$ 57,947
Contract Labor	\$ 477,470
Davis Scholar Abroad Expense	\$ 2,764,960
Electricity	\$ 126,433
Entertainment	\$ 53,747
Equipment Rental	\$ 15,157
Equipment to Capitalize	\$ 108,014
Facility Rental	\$ 363,663
Food	\$ 384,829

THE ARMAND HAMMER UNITED WORLD COLLEGE  
 PRELIM STATEMENT OF ACTIVITIES  
 AS OF MARCH 31, 2017

Fuel	\$ 40,211
Gas-Natural and Propane	\$ 64,337
General	\$ 49,231
Grants to Individuals	\$ 71,674
Grants to Sister Schools	\$ 13,259
IB Diploma Expense	\$ 175,333
Improvements to Capitalize	\$ 467,987
Insurance	\$ 223,301
Library Books	\$ 6,581
Licenses and other fees	\$ 41,331
Medical Expense	\$ 3,609
Membership Fees/Dues	\$ 228,256
Other Fees/Special Events	\$ 13,101
Photo Copy Costs	\$ 59,764
Postage & Courier Fees	\$ 34,720
Printing & Publications	\$ 43,837
Professional Development	\$ 24,387
Professional Services	\$ 546,608
Recruitment (Staff & Faculty)	\$ 25,649
Repair, Replace & Maint	\$ 494,926
Service Agreements	\$ 35,022
Small Equipment	\$ 85,340
Software	\$ 36,240
Solid Waste	\$ 18,871
Special Contributions Expense Offset	\$ -
Student Health Insurance	\$ 206,108
Subscriptions/Reference/Periodicals	\$ 16,653
Supplies & Materials	\$ 323,934
Telephone	\$ 22,323
Travel	\$ 185,320
Uniforms	\$ 24,726
Water	\$ 26,440
Total Other Expense	<u>8,020,919</u>
Total Expenses	<u>\$ 12,949,657</u>
Excess Revenue over Expenses	<u><u>\$ 698,761</u></u>

**UWC-USA: Muti-Year View as of May 2017**

Cash Sources,Uses	Projected	Budgeted	Long Range Scenario			
	2016-17	2017-18	2018-19	2019-20	2020-21	2021 - 22
Students	235	240	240	240	240	240
% Tuition Increase	0.00%	2.50%	2.00%	2.00%	2.50%	2.50%
Net Tuition Revenue	3,498	3,444	3,531	3,620	3,730	3,823
Non-Diploma Programs (Net)	398	450	459	468	478	487
Subtotal	3,895	3,894	3,990	4,089	4,208	4,310
Contributions						
Annual Fund	1,750	1,750	1,800	1,860	1,925	2,000
Endowment Funds	5,673	5,753	5,962	5,925	5,880	5,810
Davis Initiatives Grant	1,000	1,000	1,000	-	-	-
Davis Challenge Match		-	-	-	-	-
Subtotal	8,423	8,503	8,762	7,785	7,805	7,810
Total Revenues	12,319	12,397	12,753	11,874	12,013	12,121
Operating Costs	12,270	12,608	12,986	13,376	13,777	14,190
Net Operating (Revenue minus Expenses, prior to capital expenditures)	49	(211)	(233)	(1,502)	(1,764)	(2,069)
Campus Improvements	750	750	750	750	750	750
Working Capital and Other Net Cash Outflows	-	-	-	-	-	-
Surplus/(Reserve Draw)	(701)	(961)	(983)	(2,252)	(2,514)	(2,819)
Reserve Fund Starting Balance	3,420	2,719	1,758	774	(1,477)	(3,991)
Reserve Fund Closing Balance	2,719	1,758	774	(1,477)	(3,991)	(6,811)

**Qtr Mkt Value**

Jun-09	75,651,131
Sep-09	87,564,342
Dec-09	91,508,317
Mar-10	93,692,554
Jun-10	86,200,745
Sep-10	94,540,147
Dec-10	98,932,132
Mar-11	102,451,860
Jun-11	99,839,662
Sep-11	85,907,168
Dec-11	90,801,563
Mar-12	99,011,487
Jun-12	94,848,313
Sep-12	95,637,920
Dec-12	99,308,599
Mar-13	105,856,845
Jun-13	107,321,103
Sep-13	111,796,814

**Qtr Mkt Value**

Mar-14	119,669,812
Jun-14	123,754,751
Sep-14	120,191,930
Dec-14	118,481,200
Mar-15	121,182,317
Jun-15	119,912,890
Sep-15	113,004,312
Dec-15	106,245,855
Mar-16	111,430,264
Jun-16	113,756,564
Sep-16	121,592,351
Dec-16	125,335,515
Mar-17	126,508,998

**UWC-USA - Facilities/Maintenance Project Status**  
**Completed and billed in June 1, 2016 to present**

<u>Project Description</u>	<u>Final or Estimated Cost</u>
<b>Completed</b>	
Music - reset HVAC units	\$8,625
OSH/Library - reroof	\$105,000
Tennis court renewal	\$30,000
Castle - Water Heater replacement	\$43,543
Minibus purchase	\$44,558
Large bus purchase	\$19,000
Remodel RT Apartment - B-1	\$19,847
RT Apartment remodel	\$12,556
Subtotal - Projects completed	<b>\$283,129</b>
<b>In Progress and Planned for Summer</b>	
Note 1: Pine Forest Housing Addition	\$350,000
Note 2: Waste Water Treatment Plant - connect to City of Las Vega	\$675,000
Dwan Light Sanctuary	\$60,000
President's house - flooring, bathrooms, electrical	\$42,000
President's House - reroof - VFA	\$22,000
Dorm - Denali - carpet	\$17,500
Mt. Blanc - renovate bathroom	\$94,000
Castle - replace water softener	\$10,000
Castle - repair one heating boiler	\$15,000
Subtotal - Projects in process	<b>\$1,225,500</b>
Fiscal year total	<b>\$1,508,629</b>
Total funds available	<b>\$1,200,000</b>
Funds remaining	<b>-\$308,629</b>

**Notes:**

- Includes site work for both houses - utility upgrades; water lines; waste water system; as well as the duplexet  
Construction at Pine Forest Drive will be spread over two fiscal years, with the major expense incurred in FY 2018.
- Project work will be spread over two fiscal years.

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**UWC-USA - Facilities/Maintenance Project Status**  
**Upcoming Projects**

Deferred Maintenance Projects

Door replacement, reliability/renewal VFA	\$25,000
Dorms - replace hot water tanks - VFA	\$160,000
Dorms - new carpeting and stair treads - VFA	\$60,000
Dorms - upgrade bathroom - VFA	\$100,000
Dorms - general renovation - VFA	\$75,000
Lower dorms - fascia and soffet repair; gutters and drainage - VFA	\$25,000
Faculty housing - restain, 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	\$15,000
Auditorium - rewire to allow live streaming	\$15,000

Subtotal - Future Projects **\$1,810,000**



# Advancement

## UWC-USA Amount Raised by Constituency to date, 4/26/17

### Annual Fund

<b>Constituency</b>	<b>FY16 as of 4/26/16</b>		<b>FY17 as of 4/26/17</b>		<b>% Change</b>	<b>% Change</b>
	<b>\$ Raised</b>	<b># Donors</b>	<b>\$ Raised</b>	<b># Donors</b>	<b>\$ Raised</b>	<b># Donors</b>
Foundation	\$624,500	4	\$790,021	8	27%	100%
Alumna/us	\$332,987	745	\$235,025	607	-29%	-19%
Individuals*	\$385,410	170	\$183,189	189	-52%	11%
Parent of Alum	\$80,209	115	\$110,798	96	38%	-17%
Company/Org	\$26,186	23	\$95,400	24	264%	4%
Distinguished Trustee	\$83,409	5	\$83,957	5	1%	0%
Board Member	\$105,940	11	\$77,742	9	-27%	-18%
Alum other UWC	\$29,120	6	\$41,492	14	42%	133%
Current Parent	\$60,357	82	\$21,852	73	-64%	-11%
Faculty/Staff	\$7,265	64	\$9,271	61	28%	-5%
Current Student	\$583	232	\$1,469	154	152%	-34%
	<u>\$1,735,967</u>	<u>1,457</u>	<u>\$1,650,215</u>	<u>1,240</u>	<u>-5%</u>	<u>-15%</u>

### Endowment and Other

<b>Constituency</b>	<b>FY16 as of 4/26/2016</b>		<b>FY17 as of 4/26/2017</b>		<b>% Change</b>	<b>% Change</b>
	<b>\$ Raised</b>	<b># Donors</b>	<b>\$ Raised</b>	<b># Donors</b>	<b>\$ Raised</b>	<b># Donors</b>
Davis-Other	\$500,000	1	\$500,000	1	0%	0%
Individuals*	\$156,100	6	\$275,600	3	77%	-50%
Board Member	\$100,000	1	-	-		
Alumna/us	\$3,760	23	\$12,128	8	223%	-65%
Faculty/Staff	\$2,000	1	\$2,000	1	0%	0%
Parent of Alum	\$375	2	\$575	2	53%	0%
Company/Org	\$100	1	-	-		
	<u>\$762,335</u>	<u>35</u>	<u>\$790,303</u>	<u>15</u>	<u>4%</u>	<u>-57%</u>

\*Individuals include: Former Board Member, Former Faculty/Staff, Get Away Family, Past GAF, Individual, Contracted Employee

## senior marketing communications executive

Creative, dynamic, results-oriented and accomplished Senior-Level Marketing/Communications Executive with an extensive background in providing strategic/vision development, profitability improvements and business growth enhancement. Career track record of delivering substantial revenue and profit gains within highly competitive markets through developing innovative marketing and advertising campaigns. Demonstrated success in public/media relations; adept at cultivating and fostering solid alliances with media outlets. Effective communicator with strong problem solving abilities and client needs assessment aptitude. Recognized for ability to implement business growth and achieve organizational efficiencies. Able to quickly establish rapport and build strong and sustainable relationships with clients, colleagues and key decision makers. Accustomed to oversight of complex marketing and communications operations in fast-paced growth environments. Additional core competencies include:

- Marketing Initiatives
- Brand Building
- Media/Public Relations
- Strategic Planning/Execution
- Process Improvements
- Advertising/Graphic Design
- Market Positioning
- Business Growth
- Relationship Management

## professional history

### Marketing & Communications Director

#### GHOST RANCH EDUCATION & RETREAT CENTER | 2008-Present

Provide complete oversight of marketing and communication operations, including creating, directing and executing integrated brand programs targeting multiple channels. Manage and supervise internal marketing staff, tours and day-guest activities, retail operations and movie site use. Serve as key strategist for operation design, price structuring, brand awareness, marketing, public/media relations and driving business/revenue growth.

- Develop and implement brand design/initiatives highlighting diverse program offerings, destination tourism, fund development and spiritual audience in order to promote growth across all channels.
- Manage media/public relations activities; represent the organization at community gatherings, media interviews, company meetings and regional/state tourism functions.
- Develop and execute annual marketing/communications strategy and message concepts; direct design and development of all fund development messaging, advertising and communication materials with internal design staff, including online initiatives, social strategies, and two annual course print and digital catalogs marketing over 300 programs/events annually, and annual report and newsletter in print and digital format.
- Negotiate and place all media purchases/advertisements to building strategic alliances that increase brand awareness and business growth.
- Maximize multi-channel strategies across a broad scope of niche markets.

#### Selected Highlights:

- Initiated aggressive online strategy with course catalog and registration for 300+ courses, including robust content pages, digital ad campaigns, eblasts and coordinated print collateral consistent with brand.
- Introduced social media component into media strategy; launched Facebook campaigns for Annual Ghost Ranch Bluegrass Festival, Annual Calendar Photo Contest and Online Fund Development Auction.
- Oversight of graphic standards initiative with templates for internal and external communications, colors and logo treatments for clothing and on-site signage/wayfinding.
- Increased national press coverage with September, 2009 article in Wall Street Journal, Summer 2010 AP story circulating in Sunday Travel sections in hundreds of markets throughout the United States, in addition to negotiating top prize in an AARP The Magazine Sweepstakes, 2012 and HarperCollins Publishing Sweepstakes, 2015.
- Secured position on annual regional tourism journalist tour; resulted in 4.2M+ circulation and \$68k+ advertising equivalency in print and online stories.

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## Owner | MERCURY MARKETING COMMUNICATIONS | 2006-2008

Served as an Independent Marketing Consultant for KTAO Solar Radio/Five Magazine radio and print sales throughout Taos and the north central region.

- Advised, planned and executed advertising, marketing and branding programs for a varied client list.
- Proactively developed and implemented branding and marketing/advertising collateral in order to secure business growth/revenue generation opportunities.

## Director of Marketing & Communications | OJO CALIENTE MINERAL SPRINGS | 2002-2006

Tasked with managing travel and hospitality marketing and group sales efforts for a \$3.8M hot springs resort targeting leisure travel, company retreats, creative workshops, spiritual gatherings, business meetings and family celebrations. Responsible for marketing strategy, tactics, execution, graphic design, budget preparation and management and customer loyalty/satisfaction.

- Redefined brand from a funky off-the-beaten-path hot springs to a one-of-a-kind cultural, spiritual retreat destination.
- Defined client base and created target marketing/branding program that included print, radio, site optimization, online messaging, PR, CRM, direct response and trade exhibits.
- Executed regional and national PR efforts resulting in features in Smithsonian Magazine, Healing Lifestyles & Spas, Texas Monthly, Colorado Expressions, New York Times Travel, placements in Spa Magazine, Shape Magazine, plus numerous local features in Taos, Santa Fe, Albuquerque and throughout New Mexico.
- Launched a spiritual and cultural workshop grossing \$78K in first 15 months of operation.
- Developed price structure and programming options, spa packages, retreat packages, workshops and customer loyalty activities; achieved a 26% increase in gross revenues through price restructuring programs.
- Designed and produced all advertising and communication materials using InDesign, PhotoShop, Illustrator.
- Created and managed customer loyalty program through database development and cultivation.

## Marketing Manager | BRADLEY CORPORATION | 1998-2001

Managed marketing operations for a national commercial plumbing manufacturer; responsible for marketing plan development, brand strategy, advertising, public relations and product launches.

Managed staff of ten and budget of \$2.8M.

- Served as primary liaison with advertising agencies to execute brand strategy for all product lines and product launches.
- Conducted audience analysis/market research to develop and implement effective marketing collateral.
- Facilitated trade shows and special events; coordinated product demonstrations to promote business growth.

## additional professional experience

Account Manager | ALL ONE TRIBE DRUM | 2001-2002

Account Supervisor | THE GESSERT GROUP | 1997-1998

Owner | WELLSRING COMMUNICATIONS | 1997

Account Executive | PROFESSIONAL MARKETING SERVICES | 1994-1997

Account Executive/Art Director | PATRICK MEDIA GROUP | 1988-1994

Graphic Designer | BAY SHORE GRAPHICS | 1983-1988

## affiliations

New Mexico Tourism Board | North Central Region

Elected Board Member, 2008; Interim Board Chairperson, 2014

## education

Bachelor of Arts, Communications | ALVERNO COLLEGE, Milwaukee, WI

Associate of Arts, Commercial Art | MILWAUKEE AREA TECHNICAL COLLEGE, Milwaukee, WI

Associate of Arts, Printing & Publishing | MILWAUKEE AREA TECHNICAL COLLEGE, Milwaukee, WI

## professional development

Marketing; Strategic Planning; Management; Leadership; Sales; Creative Development

## Alumni Dashboard

	<u>FY16 (full yr)</u>	<u>FY17 (to 4/27)</u>	<u>% Change</u>
<u>Data</u>			
Total living Alumni	3232	3341	3.4%
No Valid Address	443	458	3.4%
Inactive	4	3	-25.0%
Have LinkedIn Record	831	982	18.2%
*Address Changes	2239	2349	4.9%
Toal Alumni with Business Information	1439	1565	8.8%
Total Alumni with Education	740	725	-2.0%
Visits to Campus	36	43	19.4%

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

### Alumni E-Newsletters

#	7	8	14.3%
Average # Recipients	2690	2919	8.5%
Average Open Rate	33.50%	33%	-1.5%
Average Click-through Rate	9.43%	16%	69.7%

### Alumni Birthday Note

#	2	11	450.0%
Average Recipients	220	240	9.1%
Average Open Rate	50%	45%	-10.0%
Average Clickthrough Rate	36%	37%	2.8%

### Alumni Volunteers

Annual Fund	75	50	-33.3%
Class Agents	12	22	83.3%
Reunion Committee	8	8	0.0%
Selection Committee	5	6	20.0%
Mentors (YEP)	4	6	50.0%

### UWC HUB Members as of 5/2/17

Alumni	553		
Staff	49		
Volunteer	27		
Former Staff	9		
Total	<u>638</u>		

## Marketing/Communications Dashboard

### Web Metrics:

Data	Current Month	Previous Month	Previous year
<b>JANUARY</b>			
total new visitor sessions	8,030	6,556	6,024
total sessions	12,125	9,547	12,582
total users	9,004	7,088	9,056
<b>FEBRUARY</b>			
total new visitor sessions	7,237	8,030	7,332
total sessions	10,879	12,125	11,199
total users	8,201	9,004	8,421
<b>MARCH</b>			
total new visitor sessions	7,981	7,237	6,666
total sessions	11,885	10,879	10,618
total users	8,959	8,201	7,770
<b>APRIL (to the 26<sup>th</sup>)</b>			
total new visitor sessions	7,391	7,981	5,808
total sessions	11,475	11,885	9,481
total users	8,494	8,959	6,837

### Social Media:

	<u>Mar 2017</u>	<u>April 2017</u>
Twitter followers	2,173*	2,274
Facebook engagement	25,085	28,345

\*This was the number in January. Wasn't able to get the March figures.

### Press Mentions:

Albuquerque KOB television piece, 2/1/17: <http://www.kob.com/albuquerque-news/president-donald-trump-travel-ban-muslim-nations-homeland-security-executive-order-united-world-college-montezuma-school-new-mexico/4386489/?cat=500>

Broadway World, 2/13/17: <http://www.broadwayworld.com/albuquerque/article/BWW-Review-MOVING-ARTS-ESPAOLAs-Youth-Share-Their-Story-at-United-World-Colleges-Annual-Conference-20170213>

Albuquerque Journal Op-Ed, 2/19/17: <https://www.abqjournal.com/952757/restricting-contacts-with-muslim-world-is-a-bad-idea.html>

Albuquerque Journal, 2/24/17: <https://www.abqjournal.com/956319/uwc-students-caught-in-trumps-travel-ban-turmoil.html>

Las Vegas Optic, 3/1/17: <http://www.lasvegasoptic.com/content/cultural-show-saturday-uwc>

Las Vegas Optic on rugby, 3/12/17: <http://www.lasvegasoptic.com/content/first-time-everything-0>

Las Vegas Optic Op-Ed, 3/19/17: <http://www.lasvegasoptic.com/content/another-perspective-trump-travel-ban-problematic>

Santa Fe New Mexican Op-Ed on travel ban, 3/19/17:  
[http://www.santafenewmexican.com/opinion/my\\_view/president-s-new-travel-ban-remains-problematic/article\\_bf0bc588-10d4-11e7-8148-bbd0aa96ddaf.html](http://www.santafenewmexican.com/opinion/my_view/president-s-new-travel-ban-remains-problematic/article_bf0bc588-10d4-11e7-8148-bbd0aa96ddaf.html)

Albuquerque Journal online on \$10m gift, 3/28/17: <https://www.abqjournal.com/977606/united-world-college-in-montezuma-gets-10-million-challenge-gift.html>

Santa Fe Reporter on \$10m gift, 3/29/17: <http://www.sfreporter.com/santafe/article-13224-morning-word-sf-pay-raise-plan-missing-from-budget.html#sthash.Aoyc5Ogi.dpuf> (scroll down: The headline is Mutual Fund Magnate Offers \$10M Challenge to Las Vegas School)

Temple Law School blog on Annual Conference, 3/19/17: <https://www2.law.temple.edu/iilpp/sela-cowger-17-community-engagement-international-law/>

Las Vegas Optic on \$10m gift, 3/31/17: <http://www.lasvegasoptic.com/content/uwc-receiving-10m-grant>

**UWC-USA**  
**Governance Committee 4/17**

**Tascha Alvarez von Gustedt**

As Portfolio Manager, Strategic Alliances, Tascha supports the Strategic Alliances department to achieve growing revenue. In this role, she manages a wide range of initiatives such as research projects and activities that will help maximize fundraising efforts, and the department's potential to build an extensive portfolio of global, strategic partners. This includes supporting the management of a multi-million portfolio of strategic donor relationships, ensuring key partnerships for Water.org can be sustained over time.

A native of Spain, Tascha comes to Water.org with more than 10 years of experience in the private and not-for-profit sector in the US and Europe. Prior to joining Water.org, Tascha served as President Clinton's Director of Foreign Policy at the William J. Clinton Foundation in New York.

Born and raised in Madrid, Tascha studied in both Spain and Germany, obtaining a double degree in Business Administration. She worked in Advertising and Public Relations for several years in New York and Madrid, working for companies such as Bozell Worldwide. Following this experience, Tascha pursued her Master's Degree in International Relations at the Fletcher School of Law and Diplomacy, where she focused on international environmental policy. Upon graduation from Fletcher, she moved to New York City, where she initially worked at a grassroots environmental organization before joining the Clinton Foundation.

**Bill Banowsky**

Began his career in the film industry in 2001 when he founded Magnolia Pictures, a film exhibition and distribution company. After selling it in 2003, he served from 2003-07 as CEO of Landmark Theatres, the largest chain of art theaters in the country. In 2008 he founded Carolina Cinemas, a chain with theaters in Asheville, Charlotte, and Raleigh, NC. In 2010 he started Violet Crown Cinemas, which now has locations in Austin, Texas, Santa Fe, and Charlottesville, VA.

He produced and is distributing *Starving the Beast*, a documentary about the defunding of public higher education. As producer, he interviewed some of the country's leading academics and policy makers. He helped craft the story and connect the dots to reveal a decades long, nationwide pattern that had not been previously examined by the mainstream media. As distributor, he has brought the film to theaters in cities across the country, garnering praise from both academic journals and film critics including the NY Times, The Washington Post, Los Angeles Times, and The Chronicle of Higher Education. Previously, he served as executive producer of *Casino Jack* and the United States of Money with Academy Award winning director Alex Gibney. Prior to entering the film industry, he practiced real estate and corporate law from 1986-1996. From 1996-2000 he served as general counsel and executive vice president of three publicly traded media companies: Capstar Broadcasting; Chancellor Media; and AMFM, Inc. He served on the board of directors of LIN Media, a publicly traded television broadcasting and media company, for 10 years, until it merged with Media General in 2014.

**Manolo Espinosa '87**

Alumnus, class of 1987 (KC's class). Startup consultant in San Francisco, and senior advisor for Burda Principal Investments, a division of Hubert Burda Media, one of Europe's largest media and technology conglomerates. Previously, he was Vice President at SoundCloud, the world's leading audio platform, responsible for SoundCloud's global teams covering spoken audio, developer evangelism, and partnerships with Facebook, Twitter, Google and Apple. He was co-founder of IndexTank, a hosted search engine acquired by LinkedIn, and senior executive at media and tech companies for over 20 years. He is a Trustee of Marin Country Day School, an independent, K-8 co-ed day school, co-chair of Families Multicultural Committee at University High School, and co-developed the Young Entrepreneurship Program at UWC-USA for the past three academic years. He holds degrees from Amherst College and Harvard University.