



**Meeting of the
Board of Trustees**

**May 18-20, 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
UWC ISAK Japan 2017

ARMAND HAMMER UNITED WORLD COLLEGE OF THE AMERICAN WEST
NOTICE OF MEETING OF THE BOARD OF DIRECTORS
May 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 Friday, May 19, 2017, in Sasakawa commencing at 9:00am.



TABLE OF CONTENTS

I.	Board Meeting Schedule of Events	3
II.	Board Meeting Agenda	4
III.	Minutes	5
IV.	Executive Summaries	
	President	9
	Head of School	13
	VP Finance and Operations	15
	Director of Admissions and College Counseling	17
	VP Advancement	19
V.	Appendices -- See email attachments	
	Head of School	
	Faculty Turnover Report	
	Disciplinary Report	
	VP Finance and Operations	
	Board Presentation Workbook	
	Multi-Year Budget Forecast	
	Year to Year Expenditure and Revenue Difference	
	Statement of Activities	
	FYE 5.31.17 Market Value Summary	
	Capital projects	
	Director of Admissions and College Counseling	
	UWC Admissions Committee Mandate	
	VP Advancement	
	Amount Raised by Constituency through 4/26/17	
	Alumni Dashboard	
	Communications/Marketing Dashboard	
	Seebantz Resume	
	Governance Committee	
	UWC-USA Board Committees	
	Trustee Candidates	



**Board Meeting Schedule of Events
May 18-20, 2017**

Thursday, May 18

- Noon Lunch with students in the Dining Hall: Pick a table
- 1:00-3:00 Time to meet with assigned students
- 3:00-4:00 Alumni Committee meeting in Board Room -- Melanie Weston
- 4:30-6:30 Master Planning Committee in Sasakawa -- Justin Lee
- 5:00-6:00 Education Committee Meeting in Board Room -- Marisa Leon
- 7:00-9:00 Dinner at President's Home for board members, SLT, outgoing and new faculty reps.

Friday, May 19

- 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
- 4:00-4:45 Board Meeting: Executive Session in Sasakawa
- 4:00-5:00 Parent Reception on patio of Kluge Auditorium
- 5:00-6:30 Alumni Reception for second-year students and alumni at president's home
- 6:00-7:00 Dinner in Dining Hall
- 7:30-10:00 Blue Moon Cafe, Kluge Auditorium

Saturday, May 20

- 7:30-9:00 Breakfast
- 9:45-10:00 Lineup for graduation
- 10:30-12:30 Commencement

12:30-2:00 Lunch in Dining Hall



Meeting Agenda
9:00am Friday, May 19

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 Feb. 11, 2017, Minutes
4. Reports
 - a. President-- Victoria J. Mora
 - b. Head of School -- Martina Moetz
 - c. VP Finance and Operations -- Jonathan Ehrlich

12:30–1:30 Lunch

1:30–2:00 General Session

- Reports
- d. Admissions and College Counseling Director -- Melanie Brennand
 - e. VP Advancement -- Christie Baskett
 - f. Governance Committee report -- Christie Baskett

2:00-4:00 Board Discussion and Other Business

4:00-4:45 Executive Session

Adjournment

Minutes

The Armand Hammer United World College of the American West (UWC-USA) Board of Trustees Meeting February 11, 2017

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 Standard Time, Saturday, February 11, 2017 and adjourning at 6:00 p.m. Trustees present were Mark Alexander, Leigh Ann Brown, Sebastien de Halleux '96, Steven Dichter, Marybeth Kravets, KC Kung '87, Justin Lee '95, Marisa Leon '87, Victoria Mora, President, Jonathan Schneider, Thomas Schwingeler '86 (by video conference), Subitha Subramaniam '88, Sujatha Srinivasan (by video conference), Tyler Tingley, and Melanie Weston '86 (by video conference). These 15 trustees constituted a quorum.

Also present by invitation for portions of the meeting were the following members of the College administration: Christie Baskett, Melanie Brennand, Jonathan Ehrlich, and Martina Moetz. Shaun Mabry and Dan Willms were present as faculty representatives. Lauren Ho and Andy Pavey were present as student representatives. Members of the staff present for part of the day included Kristine Jaramillo, Carl-Martin Nelson, and Graham Rasmussen. Steve Dichter presided as Chairman.

On Friday, February 10, the Finance/Investment Committee met from 2:00–4:00 p.m. The Education Committee met from 4:00–6:00 p.m., and the Governance Committee met from 5:00–6:00 p.m. From 4:00–6:30 p.m. Justin Lee '95 led a Campus Master Planning Seminar in Sasakawa. From 6:00–7:15 p.m. Board, Staff and Faculty attended a reception hosted by the President at her home. Following that reception the Board attended a dinner with students in the Hebner Room in the Castle.

On February 11, 2017, at 9:00 a.m. Mr. Dichter called the meeting to order in Executive Session in Sasakawa. President Mora gave her report on her first months at the College and discussed challenges the College will be facing in the coming year. In addition to providing background and context for her report (summarized below), President Mora announced that in an effort to save money and build trust, she would take a 3% salary decrease in the coming fiscal year and the senior leadership team would have their salaries frozen. In addition, the Head of School position (which was intended to be a one-year position only during the transition) would return to the vice president level. The Dean of Faculty position will be vacant at the end of the year since its current holder is not returning and that position will not be filled.

At 10:00 a.m. Mr. Dichter brought the Executive Session to a close and began the general meeting.

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

RESOLVED, that the minutes of the meeting of October 15, 2016 be, and hereby are, adopted.

After opening remarks and a welcome to the Board, Mr. Dichter turned the meeting over to the President for her report. President Mora spoke to a PowerPoint entitled “UWC-USA 2017–2020 Strategic Vision.” That PowerPoint has been included in the archival record of these minutes.

President Mora noted three pressing issues upon her arrival in Montezuma:

- Campus instability after a disruptive period of leadership change
- A stalled strategic planning process
- Ongoing postponement of a much-needed comprehensive fundraising campaign

In response President Mora said she had been doing a “deep dive” into the campus community, working hard to build a stable leadership team, and beginning the process of “rebooting” the strategic planning process. After a discussion of the opportunities and challenges she was finding, President Mora suggested a “three-year, three-pronged approach” to moving forward:

- Mission and Values Alignment
- Financial Sustainability
- Signature Programming

The President detailed each of those initiatives and concluded her presentation with a discussion of how we might measure our success in achieving these ends. Mr. Dichter suggested that we not rush to define a precise strategic plan but take some time to look at our options from various perspectives and make sure all appropriate constituencies had input.

Mr. Dichter thanked President Mora for her strong performance in taking charge of the College under challenging circumstances. He then turned to Head of School Moetz for the Academic report. Ms. Moetz also used a PowerPoint, which has been archived with these minutes.

Ms. Moetz began by recapping the discussion at the Education Committee meeting, which focused on professional development, faculty appraisal and the need for a new school-wide database. She then described some of the signature programs important to our strategic vision: sustainability, the Bartos Institute, community and cultural engagement, and the wilderness program. Work is underway to reinvigorate some important summer programs that also have the capacity to generate significant revenue: the GLF summer programs and the IB summer workshops. Ms. Moetz described important efforts underway to increase the sense of community on campus and promote wellness. She concluded with a discussion of the College’s sexual harassment policy and new efforts for student support.

After discussion of potential faculty turnover this year, the Board turned to a presentation on Finance and Operations presented by Mr. Ehrlich. This PowerPoint presentation is also archived with these minutes.

Mr. Ehrlich noted some of the high points of the fiscal year to date:

- Much has been accomplished in strengthening internal processes.
- The College has received the donation of a home in Las Vegas valued at \$180,000–190,000, which could be used for faculty/staff housing.
- They have been able to provide better feedback to budget managers.
- They have employed zero-based budgeting for next year’s budget.

- It has been a good investment year, with an approximate 10% increase in the portfolio.
- The College received a clean audit.

Mr. Ehrlich noted that in the last meeting the Board had approved expenditure of approximately \$150,000 for property adjacent to campus. This expenditure was to be covered by a gift from a supporter of the school. Unfortunately, negotiations for the land broke down over the summer and the donor redirected their support. After discussion of next steps, and

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

RESOLVED, that representatives of the College were authorized to spend up to \$1000 to secure a legal right to first refusal to purchase the property should it return to the real estate market. It is understood that this is a right of first refusal and carries no obligation to purchase the property.

After lunch Mr. Dichter asked Ms. Brennand to deliver the admissions and college counseling report. The PowerPoint used in this presentation is archived with these minutes.

Ms. Brennand led the Board through a detailed discussion of the relationship of the College to the National Committee and the intricacies of means testing. At the conclusion of the discussion, Mr. Dichter noted that the board needed to take a deep dive into this topic at a future meeting, as well as address the question of student body size. Ms. Brennand reported that to date 39 students had received 62 acceptances to college, the bulk of them in the UK because the UK notification cycle is earlier than the US. There was discussion of the recently announced President's Executive Order banning immigration from seven nations and its implications for the students from those countries. Ms. Brennand reported that in the current uncertain situation, she had advised those students to file additional applications to Canadian, UK or European universities in case the travel ban is upheld.

At the conclusion of the Admissions and College Counseling report, Mr. Dichter turned to Ms. Baskett for the Advancement report. A copy of the PowerPoint that accompanied this report is filed with the archival copy of these minutes.

Ms. Baskett reported that at the end of 2016 we were down 5% in dollars raised and 12% in numbers of donors in the annual fund as compared to 2015. This is understandable due to the end of the Davis Impact Challenge. However, the annual fund is doing well, and while our goal is \$1,545,000, Ms. Baskett hopes to equal the \$1,875,000 we raised last year. After discussion of various aspects of our fundraising, Ms. Brown offered her kudos to the Advancement Office for maintaining such a strong profile of giving and support during a time of unanticipated leadership transition.

Ms. Baskett reported that the focus of the Annual Fund in the coming two years is to grow the fund to the \$2,000,000 level. In order to do this, we will need to increase the pipeline of new prospects, especially at the major gifts level. The Board went on to discuss issues that we need to think about in preparation for a capital campaign, including leadership, timing and a master plan.

Carl-Martin Nelson briefly presented on issues relating to the College's website and efforts to improve our online presence. There is considerable work to be done in this area. The website is not mobile friendly, which affects our marketing and admissions. Mr. Nelson will be leaving the College shortly, and he will return home to reunite his family.

At the conclusion of the Advancement report, Mr. Dichter recognized Mr. Schneider to discuss the Refugee Initiative. Mr. Schneider detailed his discussions with the International Refugee Committee (IRC) and asked for authorization to continue discussions with that group to develop a memorandum of understanding that would allow us to bring three refugee students to campus. The following parameters define the plan going forward:

- * UWC-USA is committed to supporting students from conflict zones.
- * We already have made offers for approximately 5 full scholarships—but yield is unknown.
- * Consequently, we will pursue a relationship with the IRC to find worthy refugee students—and formalize discussions with a memorandum of understanding.
- * We are committing to support financially and otherwise up to 3 refugee students from the IRC/UWC partnership for the 2017/18 academic year.
- * We will need to be prepared for the extra support these students may require.

While there was no formal resolution offered, Mr. Dichter asked if there was any opposition to this plan and there was none.

Mr. Dichter reviewed who would be rotating off the Board next year, as well as the committee assignments. Mr. Schneider, speaking for the Governance Committee, presented three potential new trustees who were received enthusiastically: Bill Banowsky, Manolo Espinosa '87, and Tascha Alvarez von Gustedt. The Governance Committee will continue the nomination process and will potentially present these three as trustee candidates at the May meeting.

In concluding the meeting, it was announced that Subitha Subramanian will be working on a Board self-assessment. It was suggested that the Board meet briefly by phone between the May and October meetings. It was also suggested that each committee create a Google Doc folder and that there also be a Google Calendar where all committee meetings are posted.

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

Tyler C. Tingley, Secretary of the Meeting

President's Executive Summary
May 19, 2017

RECURRING

Overview: Three overarching challenges for 2016-2017:

1. Campus instability after a disruptive period of leadership change
2. A stalled strategic planning process
3. Ongoing postponement of a much-needed comprehensive fundraising campaign

As of May 2017 we are in the following condition with respect to our overarching challenges:

1. Some continuing flux in leadership
 - a. HOS, Martina Moetz, leaving at end of this academic year
 - b. Will go with a President and Head of School model for next year
 - i. Delegation at next layer of three fundamental program elements: Academic, Alexis Mamaux; Experiential Education, Naomi Swinton; Residential Life, Linda Curtis
 - ii. Current long-term plan is to go (back) to a VP for Educational Programs and Residential Life
 - iii. Interim structure provides opportunity to experiment with a more lean administrative model for the school and opportunity for me to engage more closely with our core mission delivery areas
 - c. We will continue shaping our policies, practices, and culture-building on mission-driven principles and a shared governance model that includes faculty, staff, and students
 - i. Faculty representatives to the Board
 - ii. The SLT has established a monthly meeting with STUCO to deliberate on mutual concerns/inform our course of action
 - iii. I am working with next year's STUCO members, their sponsors, and the first-years to plan for next year
 - iv. This summer we will turn to determining mechanisms for staff inclusion in our developing shared governance model
 - v. Plan is to work toward an articulated shared-governance model
2. Vision presented at the February Board meeting is being shaped into a plan
 - a. Solicitation of input from faculty and students complete
 - b. Staff will be brought into the discussion over the summer
 - c. Plan to be presented to the community in the fall
3. Leadership team aligning its focus, goals, and budgets for the upcoming year with the strategic vision for the school
 - a. Early win: ending a trend over several years of 10% overall budget increases year over year; this year's budget represents a 3% increase over last year's; this improvement a function of zero-based budgeting
 - b. Initiating analogous "zero-based" approach to questions of programming
 - c. Same intention with staffing analysis; experiment with President and Head model a

start

Emerging Strategic Plan:

1. Plan to be fluid and developed over time
2. Key element in the strategy--raising \$10-\$15M as a bridge to the comprehensive campaign--received a huge jump-start thanks to the \$10M match pledged by the Davis family in honor of Shelby Davis' 80th birthday
3. Key areas for attention identified by the SLT that have impact across the pillars of the strategic vision (mission alignment, financial sustainability, signature programs) include:
 - a. Master Planning Process to:
 - i. Align campus spaces with mission and programming
 - ii. Identify capital and deferred maintenance opportunities for campaign support
 - iii. Consider campus configuration in light of revenue-generating opportunities
 - b. Campus-wide compensation review and rationalized plan
 - c. Faculty and staff capacity/opportunity review and plan
 - d. Audit and assessment of academic, experiential, residential programming balance and mission-alignment and staged plan for improvement
 - i. Focus on student-centric/driven approach supported by reinvigorated Bartos Institute and enabled by faculty and staff partnerships
 - ii. Social and emotional intelligence across programming
 - iii. Community and culture building
 - e. Culture building cornerstones under consideration
 - i. Assembly reconfiguration
 - ii. Orientation: Initial, full year
 - iii. Bartos Institute reinvigoration as center for CEC research and training
 - iv. Campus and community service
 - v. Culture Days
 - vi. Scheduling with balance among UWC elements (academic, experiential, residential) as a core value
 - vii. STUCO and other institutional opportunities for student contribution
 - f. Campaign preparation
 - i. Identification
 - ii. Qualifying
 - iii. Board training
 - g. US National Committee Configuration and Charge, especially in light of key Davis Scholarship reconsiderations
4. To date, faculty have prioritized as areas for work that will have significant impact across all three of our three strategic areas of focus (mission and values alignment, financial sustainability and signature programs)
 - a. A rationalized compensation structure
 - b. A faculty capacity study and plan
 - c. Residential life

These fit well into identified SLT areas for attention, which gives me confidence that our deep dive into the challenges being faced by the school produced reliable results.

5. To date, students have prioritized
 - a. Culture shift toward more student responsibility and impact on positive campus experience/self-governance
 - b. Residential Life Rules
 - c. Engagement opportunities with faculty and staff
 - d. Student budgeting opportunities
 - e. Student partnership in driving ex-eds

There is a lot here and it will take time. The focus will be on sequencing and showing good progress simultaneously with creating shared governance structures to inform all developments.

Getting Our House in Order:

1. Organization and Staffing
 - a. Experiment with distributed responsibility and authority for VP Educational Programs and Residential Life duties
 - b. Adding members to SLT
 - c. Zero-based organization and staffing analysis
2. Policies and Processes
 - d. Complete faculty, staff, student handbooks with view toward culture-building, mission alignment
 - e. Emergency and Risk Management policies
 - f. Shared governance policy
 - g. Coordinated calendaring/scheduling
 - h. Introduce single data base for faculty/student/staff scheduling
 - i. Rationalize personnel categories
 - j. Priorities against strategic plan pillars fleshed out for three year: ongoing
2. Culture Shift
 - a. Develop culture of shared governance and trust that comes with it
 - b. Develop mechanisms for student leadership and responsibility across residential life
 - c. Focus on intentional, robust orientation for new students, faculty, and staff
 - d. Create points of intersection for all community members

Movement:

1. March Head's Meeting
 - a. Centralization of key functions in IO
 - b. Need for education committee
 - c. Focus across movement on wellness, including mental and sexual
2. UWC-USA initiatives
 - a. Bilateral faculty exchange between UWC-USA and ISAK
 - b. Columbia Law School partnership on multi-generational peace summit

NEW

Developing Vision Guiding Plan

1. Learning, living, work environment that embodies UWC mission and values by empowering

people to be and do their best

2. Balancing of three mission delivery areas as equally important to the UWC student, faculty, staff experience--academic, experiential, residential--starting with recruitment and ending with outcomes/assessment
3. Focus on conditions to affect two key transformational experiences for students and all involved in the UWC mission
 - a. Broad, deep, respectful encounter with campus, local, and global issues from the multi-perspectival view made possible given UWC-USA's focus on deliberate diversity
 - b. Broad and deep experience with meaningful and impactful leadership and citizenship on our campus and in the larger communities we serve
4. Culture shift focused on personal responsibility for ourselves, others, and the health of the community as determined by our actions and interactions
5. Mission alignment across institution to be reflected in policies and processes affecting students, faculty, staff, and administration

Exploration of Preschool on campus and institutional commitment to capacity building in Las Vegas schools

1. Faculty and staff led
2. Alumni fellow to help
3. ExEd schedule adjustment for impact in Las Vegas Schools
4. Exploration of volunteer release time for staff as part of 40 hour/week schedule

Head of School

RECURRING

Overview:

All our efforts continue to be focused on strengthening educational, experiential and residential mission delivery across three overarching areas of challenge: Academic, Mission Alignment and Strengthening, Strengthening Culture and Community. 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. It is important to nurture thinking in the daily lives of learners so that a strong learning community can get established. It takes hard work, dedication, continual reflection and most of all a willingness to take risks and reach outside the comfort zone of established practices.

Academic

1. Adaptations to course portfolio, adding Arabic, Literature and Performance.
2. Mission-aligned adjustments to Experiential Education program
 - a. Assembly planning around signature program areas and student initiative
 - b. Re-evaluation of Orientation and Cultural Days
 - c. Tweak schedule to increase impact in local school community,
3. Focus, training and development on a new school information system that incorporates a learning management system
4. Faculty
 - a. Resignations in multiple subject areas
 - b. Reinforcement of recruitment strategy from overseas, locally and through UWC channels
 - c. Representation at important education conferences (ISAS, NAIS, IB, ECIS) to strengthen teacher recruitment pool
 - d. Impact of executive order on visa issuance for international teachers
 - e. Continuity and fostering of 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, diverse learning environments and new database introduction
 - iii. End-of-year chats with private/institutional goal setting for 2017/18
 - f. Handbook
5. Legal review and advice on student/faculty handbook as well as school policies.

Mission Alignment and Strengthening

1. Academic and residential policies that are reviewed and mission aligned, e.g., clarification on responsibilities in educational/residential/experiential education area
2. Digital Portfolio; rebalance with academic requirements
3. Signature programs
 - a. Track leaders
 - b. Incorporation into ExEd requirements 2017/2018
 - c. Alignment with academic/residential requirements
 - d. Reboot of Bartos Institute
4. Regain/redesign mission-centric possibilities for additional revenues
 - a. GLF Summer programs
 - i. Curriculum aligned with UWC mission and values
 - ii. Completion of Handbook for GLF Staff
 - b. IB summer workshops
 - i. Returning to Montezuma 2019?
 - 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. Wellness to be approached across all three mission prongs
 - b. Establishment of student support group
 - c. Increase of residential staff in the lower campus area
2. Brainstorming on how to increase the sense of community and culture
 - a. Institutionalized opportunities for student leadership
 - b. Community builder activities/competitions
 - c. Increased adult involvement in residential life

NEW

Student Information System/Learning Management System

1. Trial session for faculty, students with allowance for feedback
2. Free implementation as first IB school to sign up
3. Additional platform for collaboration and exchange
4. Decrease of the unhealthy number of school emails
5. Common platform for academic, residential and experiential education

IB CAS requirement/Digital Portfolio Assessment

1. Strengthening of ExEd and Residential Life importance
2. Balance to academic assessment
3. Community building activity

Strengthening of Academic/Residential/ExEd leadership

1. Close collaboration
2. Common planning time during Program Leadership Team meetings

3. Tweak of schedule to incorporate local community

Finance and Operations Report

RECURRING

Challenges and Opportunities

1. Finalizing the budget for FY 2017–2018
 - a. The Finance Committee held a tele-meeting and approved the budget as developed and submitted; it will be put forth to the full Board for approval
 - b. Updating the multi-year budget projection
 - c. Activities in support of the strategic plan
2. Undertaking a campus master planning process in collaboration with an outside consultant and the Campus Planning Committee to include faculty, staff, and students
 - a. Proposals are being reviewed by the Campus Planning Committee, with on-campus interviews and presentations by three or four finalists planned for late June/early July. The committee will make a selection, with the campus-wide planning process scheduled to begin in late September
 - b. Developing a comprehensive plan to address deferred maintenance, renovation of the campus, and capital investments
 - c. Analyzing the impacts on the school of enrollment size, including consideration of education, student life, workload, facilities, and finances
 - d. Analyzing the compensation structure for faculty and staff in consultation with an outside consultant
 - i. Analysis will examine the internal and external comparability of salaries for all employees, as well as benefits
 - ii. Results will assist in supporting the strategic goals of financial sustainability and mission alignment
 - iii. Requests for proposals have been distributed to several firms.
3. Updating the campus safety policies and procedure manual, which includes the risk management plan, and ensuring that it is operationalized
 - a. Draft plan under legal review
 - b. Staff will be working on the risk management plan this summer

Finances

1. The 2016–2017 budget is projected to end the year with an operating deficit and necessary draw from reserves of \$701,000, which compares favorably to the original budgeted deficit

and draw from reserves of \$1,002,000.

2. The budget for 2017-2018 was developed using zero-based budgeting; it projects an operating deficit and necessary end of year draw from reserves of \$960,000. Significant changes to this budget will be brought to the attention of the finance committee, and reported at future Board meetings.
3. The school's multi-year financial model projects that the reserves will continue to be available to subsidize financial overages until 2019–2020, at which time they will have been fully utilized. This does not take into account the \$2 million per year Davis match pledge for the next five years. Depending on how those funds are allocated for use will affect the financial projection.
4. For next fiscal year the president's salary has been reduced by 3%, the salaries of the Senior Leadership Team have been frozen, and other employees will receive a 3.0% salary increase.
5. For future years, a staged salary freeze is being evaluated.
6. Retirement Plan matching: As previously discussed there will be a reduction of waiting time from two years to one for the school's match to employees' contributions to the retirement plan. This was done to improve recruitment and retention of employees, and to encourage savings toward retirement.
 - a. Board resolution will be presented for approval
 - b. Impact on next year's budget essentially neutral, as the cost savings from departing employees approximately equals the potential exposure should all eligible employees contribute the maximum amount
7. Interviews are being conducted with financial management firms as possible alternatives to TIAA and Valic, which currently services employees' retirement accounts. The objectives include
 - a. Providing the best investment opportunities at the most competitive fees
 - b. Improving the processes which govern the fiduciary responsibility of the school.
8. Endowment of the school totals approximately \$126,508,000, as of March 31, 2017.
9. Audit – The 990 has been completed and filed.

Capital Projects

1. Repairs and renovations of the Dwan Light Sanctuary have been taking place this spring and should be completed shortly. This includes exterior stuccoing, resealing of the windows, repainting, and roof replacement. Interior work included plastering where needed, repainting, and installation of a cooling system for the prisms.
2. Waste Water Plant -- Work continues to move forward on connection of the school's waste water treatment plant to that of the City of Las Vegas, with six bids having been submitted and the project contract awarded to TRC Construction in the amount of \$675,270. Work will begin in late May/early June, with project completion by the end of October.
3. Campus housing for employees -- Work has begun on construction of two units of duplex housing for employee housing. Completion of the first unit is expected by late summer/early fall. This duplex is part of the effort to balance the need for on-campus housing with appropriate housing stock.
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. Campus master planning will involve various constituencies, and will identify planning opportunities for the campus to support the school's mission.
6. Land purchase of 163 acres – no activity; land is still available but not on market.

Admissions and College Counseling Report

Recurring

Challenges and Opportunities

1. Admissions Committee developed charter agenda (see appendices) and has plan to move forward, with National Committee partnership
2. Delivery of, and subsequent challenges to, Presidential Executive Orders in March presented a major challenge for the offers that had already been made/projected to National Committees
3. Refugee Initiative
 - a. Initial call to gather feedback, questions, and craft a response (FAQ) about UWC-USA and the opportunity for students with whom IRC Caseworkers work
 - b. Opportunity for IRC/UWC-USA applications will be shared broadly with other refugee resettlement agencies
4. Nominations confirmed to colleges on May 1.
 - a. Currently 113 students confirmed, representing 70 countries in the Class of 2019
 - b. Thirty-five of those countries will be the only representation for the entire school (both classes combined), based on rising second-year class
 - c. Additional countries of interest, or first-time enrollees: Tunisia (first time ever!); Angola (2008 first graduate from UWC-USA, this is only the second one); Belize (second one, last graduate from class of 2015); Haiti (fourth enrolled since 2007/Class of 2009); Paraguay (last graduate 2013); Philippines (last graduate 2012); Tajikistan (first ever); Lithuania (last graduate 2009); Greece (last graduate 2007; Democratic Republic of Congo (first ever, and this National Committee and nominee came as a result of our Global Issues discussion last year!); Congo Brazzaville (first ever); Uruguay (last graduate 2012)
5. Refugee and conflict area students: **Haiti, DRC, El Salvador, Ukraine, Afghanistan, Iraq, Sudanese refugee currently resettled via Kansas and North Carolina; Venezuela**

College Counseling vis-a-vis Strategic Vision and Programming at UWC-USA

1. Class of 2017 received excellent (and generous) offers from a broad range of tertiary

educational institutions

- a. Result of the college counseling strategy to steer away from “only” applying to U.S. or Davis Partner schools
 - b. Focus on the “fit” of our students to different colleges and university programs
 - c. Trump Executive Order had an effect on the college application process as well, and a larger number of students will be studying in Canada, the UK, or Europe than in the past (including several U.S. students who are either UK or Netherlands-bound for university).
2. Students commit officially to U.S. colleges on May 1, and must inform the college counseling office of their matriculation intent no later than May 15, so the final update will be presented “live” during the May Board meeting. To date, over 100 second-year students received acceptance to at least one college or university; average number of acceptances was 4 or more.

NEW

1. Conversation with Shelby Davis regarding IO direction and Davis Scholar funding beginning
2. Culture building around college counseling.

Advancement Report

RECURRING

Fundraising

1. Annual Fund giving has exceeded budget but is down compared to last year.
 - a. As of April 26, 2017 we had raised \$1,650,216 for the FY17 Annual Fund, of which \$129,068 is in pledges
 - i. This is a decrease of 5% from the amount raised and 15% (11% if we don't include student donors) in the number of donors at the same time last year
 - ii. The amount raised to date exceeds our budgeted FY17 goal of \$1,550,000. We expect to close the year (May 31) around \$1,800,000--\$75,000 below last year's total.
 - b. Annual Fund declines were expected given the lack of million dollar challenges from Shelby Davis which we enjoyed the prior two years and given the leadership changes.
2. Through 4/26/17 donations to the Endowment/Other are up 4%.
3. Board support: Last year 20 of 21 trustees contributed \$139,922 to the Annual Fund. To date 16 of 20 trustees have contributed \$129,544.
4. Director of Annual Giving, Graham Rasmussen, has resigned to become our Global Politics Teacher. His last day is June 20.

Campaign Preparation

1. In order to help trustees with the goal of cultivating 3-5 new prospects for giving, I will research bringing someone to the November board meeting for training.
2. We are discussing strategies for increasing trustee giving by \$100,000 annually to help meet the \$10m challenge.
3. We are discussing recruiting leadership for the campaign—Board Chair and Campaign Chair—who bring capacity to give, connections to other donors, enthusiasm, and time.
4. I am considering re-alignment of some duties in the office to provide more time for qualifying mid-level donors through personal and phone visits.
5. We hosted a friend-raising event in Santa Fe at the home of David Lamb on April 29. Of the roughly 85 guests, 12 were on our list but have never given, and 25 were invited by David Lamb.

Alumni Relations

1. Events: We have hosted 9 events since January, six of which Victoria attended, with a unique alumni attendance of 62. One more will be held on campus in May.
2. 2017 Giulio Regeni Alumni Impact Award: Bushan Taludhar '87 will receive this year's Alumni Impact Award. He will attend graduation and deliver the commencement address. Moreover, the Alumni Committee decided to honor the memory of Giulio Regeni '07 by naming the Alumni Impact Award after him; this will be announced at Commencement.

Communications/Marketing

1. I have hired a new Director of Marketing and Communications. Carl-Martin Nelson's last day was February 23 and our new director—Linda Seebantz—will start June 12 but will be at the board meeting. I am covering the role in the meantime by updating our website, posting to Facebook, taking photos at events, and writing press releases and talking points. I am grateful to Gwen Albers who has helped with the photography and writing.
2. Collateral: One of Linda's first tasks will be auditing our current collateral and making recommendations.
3. Website/reputation/visibility building: Next steps here will also await Linda's start.
4. Media: See appendix for listing of recent coverage.

Governance Committee

1. Board Terms: The following will rotate off the board this May:
 - a. Sebastien de Halleux '96
 - b. Monique Seefried
 - c. Sujatha Srinivasan
2. The following need to be re-elected to a three-year term ending May 2020:
 - a. Thomas Schwingeler '86
 - b. Melanie Weston '86
3. The following need to be elected for an additional one-year term ending May 2018 based on being an officer or chairing a committee:
 - a. Marc Blum (Advancement)
 - b. Steve Dichter (Chair)
 - c. Victoria Mora (President)
 - d. Jon Schneider (Governance)
 - e. Ty Tingley (Secretary)
4. Board Committees: (see appendix)
5. Board pipeline:
 - a. Focus on 3 categories: decision, near-term, longer-term cultivation
 - b. Focus on board members who will help with campaign: capacity, connections, fundraising experience
6. Nominations: See appendix for bios. The following are nominated to serve a three-year term ending May 2020:
 - a. Tascha Alvarez von Gustedt
 - b. Bill Banowsky
 - c. Manolo Espinosa '87
7. Orientation: Assuming the three nominees above are elected at the May 2017 meeting, their orientation will take place before the November meeting. Plans are being made for a more robust orientation.
8. Self-evaluation: Subitha Subramaniam is working on an instrument to do a board self-evaluation.

NEW

IO is hosting a \$1500 per person event in NYC on June 15 to raise funds for the Refugee Initiative and is seeking help especially from UWC-USA and UWC Pearson.

