



## ACADEMICS REPORT

# EDUCATION COMMITTEE REPORT

- New programming structure:
  - Academics
  - Admissions and College Counseling
  - Experiential Education
  - Residential Life
- Update on new faculty hires and professional development (next slides)
- Faculty Handbook & changes to timetable and annual calendar tabled until February

# FACULTY UPDATE

Positions filled

Demographics

J1 Visa Program

Group	Teacher	Subject	at UWC-USA	FT	PT	Comment
<b>1 &amp; 2</b>	<b>Languages</b>					
	Douglas Arnwine	English A	7/15/2015	X		
	Parris Bushong	English A & TOK	8/1/2005	X		2 English, 3 TOK and TOK coordinator
	Anne Farrell	English B & SSST	9/1/1988	X		SSST = Self taught language A
	Aaron Kagan	English A	8/1/2013	X		
	Luis Gamboa	Spanish	8/1/2013	X		Also one class TOK
	Katrin Silva	German	8/1/2009		X	German is being phased out; Ben Kurlemann did not come
	Mohamed Ali	Arabic ab initio	8/1/2017			
	Nandita Dinesh	Literature and performance	Aug-17		X	Transdisciplinary; also group 6 subject
	Anne-Sabine Nicolas	French	8/1/2017	X		
	Ellen Thompson	French ab initio	8/1/2017	X		Also Mathematics
	Denika Vigil	English A	8/1/2017		X	
<b>Group</b>	<b>Individuals &amp; Society</b>					
	Rebecca Daum	Social Anthropology	8/1/2017	X		
	Alexis Mamaux	History	1/10/1996	X		Also Dean of Academics
	Ravi Parashar	Economics	9/1/1992	X		
	Graham Rasmussen	Global Politics	8/1/2017	X		Also Resident Tutor
	Eyad Shabaneh	Economics	8/1/2000	X		Resident Tutor and Director of Summer Programs
<b>Group</b>	<b>Experimental Sciences</b>					
	Travis Day	Chemistry and Design Technology	8/1/2007	X		
	Erin Gilland	Sports Exercise and Health Science	8/1/2016		X	Also Resident Tutor
	Ben Gillock	Environmental Systems and Society	10/1/2008	X		Transdisciplinary; also Group 3 subject
	Mike Hatlee	Chemistry	8/1/1998		X	
	Peter Samaranayake	Physics	8/1/2017	X		Retirement of Ronald Persin July 2017
	Raechel Waters	Biology	8/1/2017	X		
	Brett Gilland	Computer Science	8/1/2016	X		Also Mathematics and TOK

<b>Group</b>	<b>Mathematics</b>							
	Brett Gilland	Mathematics	8/1/2016	X		Also Natural Sciences and TOK		
	Shirleen Lanham	Mathematics	9/1/1988	X		Also Resident Tutor		
	Leslie Miller	Mathematics	8/1/2017	X				
	Ellen Thompson	Mathematics	8/1/2016	X		Also French Ab initio		
	Subarna Sampat	Mathematics	8/1/2017	X				
<b>Group</b>	<b>Arts</b>							
	Nandita Dinesh	Theatre Arts	8/1/2016		X	Also Literature and Performance		
	Colin Lanham	Visual Arts	9/1/1987	X				
	Melinda Russial	Music	8/16/2016	X		Also TOK		
	Judi Ruprecht	Dance	8/1/2016		X	Also Wellness		
	Erin Quintana	Registrar	5/1/1996	X				
	Alexis Mamaux	DP Coordinator	1/10/1996	X				
	Kate Alderete	Library	8/1/2017		X	Suzanne Feinberg did not come		
		<b>Academic Year</b>	2016-2017	2017-2018				
		Full-time	24	23				
		Part-time	8	7				
		Total	32	30				
		<b>Departures</b>						
		Full-time	10					
		Part-time	3					
		Total	13					
		<b>Hires</b>						
		Full-time	7					
		Part-time	2					
		Total	9					

# IB RESULTS MAY 2017

## **School Statistics**

Number of UWC-USA diploma candidates:	118
Number of candidates who successfully passed the diploma:	108
Students who withdrew and/or did not complete the diploma:	2
Students who took all exams and did not receive the diploma:	8
Average points obtained by candidates who passed the diploma:	33
Highest diploma points awarded to a candidate:	43
Average grade obtained at the school by candidates who passed the diploma:	5.21

# STUDENT ENROLLMENT

	Females	Females	Total
Class of 2018	55	54	109
Class of 2019	67	46	113
Total	122	100	222

# MASTER PLAN PRIORITIES

Class sizes

Level

Equity and parity

Staff space

# UWC-USA

# Experiential Education

Board of Trustees Update  
November, 2017

# UWC-USA Experiential Education includes



IB Diploma + UWC-USA Requirements

# ExEd Program Overview

- Full student body participates
  - up to 4 ExEds each semester, organized into leadership tracks
  - 6-8 hours weekly in ExEds
  - Each ExEd at least 8 students, 1 sponsor
  - $4 \times 225 = (900/12) = \text{appx 75 ExEds annually}$
  - sounds like a lot...please keep in mind we have 115 classes, students who really enjoy the initiative and responsibility of ExEd, and smaller groups provide more mentoring
- All faculty, many employees, 30+ community partners
- Leadership Tracks:
  - 2nd years each commit to a leadership activity for 12 - 18 months:
    - Cultural and Community Engagement (28)
    - Constructive Engagement of Conflict (30)
    - Sustainability
      - Wellness/Physical Activities (22)
      - Environmental/Campus Service (46 - includes RAs)
    - Wilderness (30+)

# ExEd Components

- IB Creativity, Activity, Service (CAS)
  - + UWC-USA Campus Service,
  - + Constructive Engagement of Conflict
  - + Wilderness
- = ExEd
- 4 Semesters: 1) Learn 2) Learn to teach 3) Teach 4) Teach to teach
- 4 or fewer ExEds each semester = 16 slots over 2 years
- Choose leadership track Spring 1<sup>st</sup> year, continue leadership through 2<sup>nd</sup> year
- Variety of additional optional and required events over the two years
- Required Portfolio, CAS interviews

# ExEd Tracks

Campus Service

Cultural & Community Engagement

Constructive Engagement of Conflict

Sustainability/Wellness

Wilderness

ExEds meet each weekly or monthly at different times.

First years have an introduction to ExEds on Wednesday mornings during the Fall.

Choose up to 3 additional ExEds to take first semester, and up to 4 each semester after that.

In 2<sup>nd</sup> year, lead an ExEd and submit a portfolio for a grade of Excellent, Pass or Fail.

To get the IB Diploma, students must complete CAS requirements.

## ExEd also includes...

Assembly & Global Issues presentations

UWC Day – Sept. 21

CEC Retreats

Cultural Days

Southwest Studies trips – October

Martin Luther King Jr. Day – Jan. 15

Annual Conference – February 1-3

Project Week trips – March

And more!

The **Bartos Institute for the Constructive Engagement of Conflict** (CEC) is a special resource at UWC-USA to help students develop and practice skills to transform conflict.

The **Farm** is located next to campus, and grows vegetables for the Dining Hall. It is a great place to learn, relax, and enjoy being outside.

UWC-USA's **Wellness** initiative lifts up personal sustainability and mindfulness in our community.

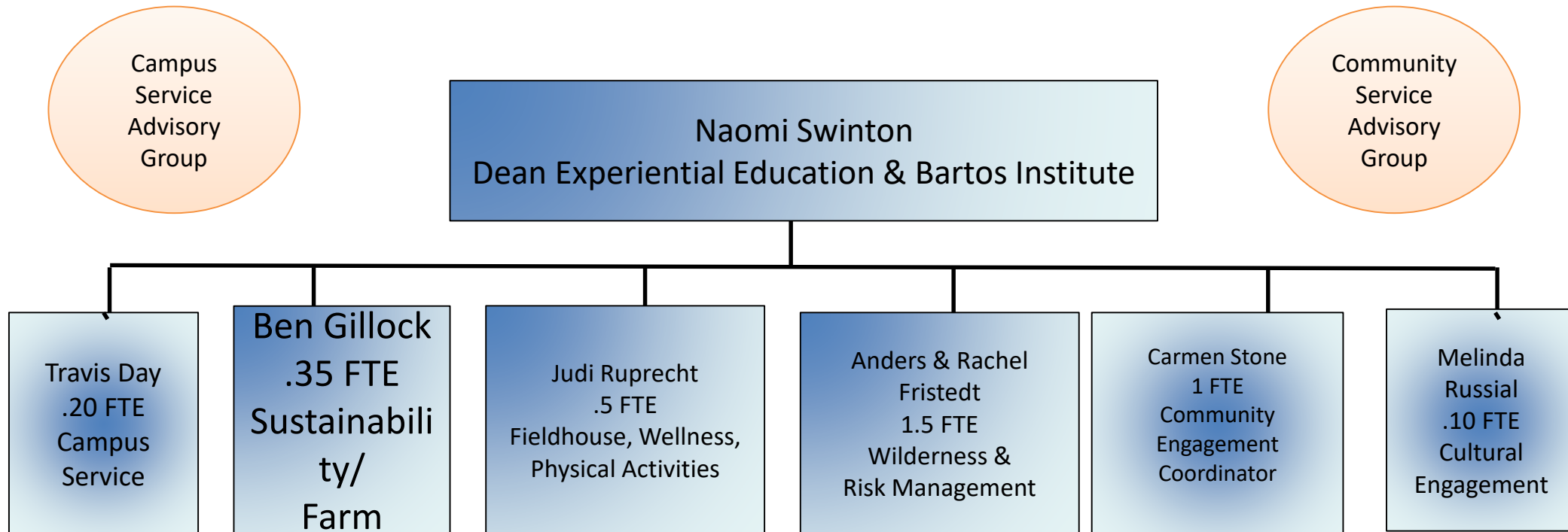
# UWC-USA ExEd Portfolios and Learning Outcomes

Completion of UWC-USA ExEd and IB CAS requirements is based on student achievement of the learning outcomes.

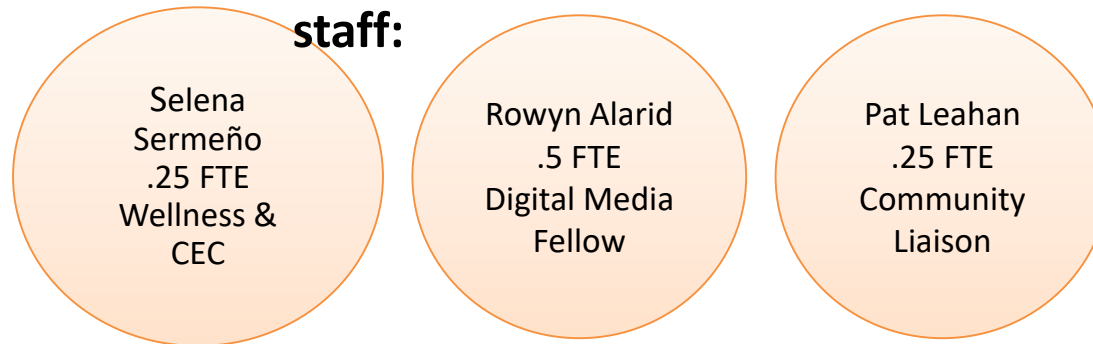
- Identifies own strengths and areas for personal growth.
- Demonstrates having taken on significant challenges and learned new skills.
- Shows planning and execution of an initiative/project/campaign.
- Shows commitment to activities and perseverance in the face of challenges.
- Demonstrates skills and recognizes the benefits of working collaboratively.
- Demonstrates engagement with issues of global significance (awareness or and responsibility towards a shared humanity; the connection between local and global issues.)
- Recognizes and considers ethics of choices and actions, and the role that privilege and power plays.
- Demonstrates meaningful engagement with and contribution to communities outside of UWC-USA.

ExEd portfolios reflect details of individual ExEd experiences and achievement of and reflection on the Learning Outcomes. Monthly portfolio entries are encouraged, and facilitate achievement of the Learning Objectives.

# ExEd Organizational Chart



## Additional contract staff:



Bartos  
Special  
Programs  
.5 FTE

Nandita  
Dinesh



# Strengths & Challenges 2017-2018

## **Strengths:**

Student initiative and responsibility

Variety

Campus and Local impact

Personal challenge

## **Challenges:**

Streamlining and documenting ExEd programs

Ensuring systems are in place to maximize student learning and reflection

Ensuring rich ExEd experiences are shared with larger audiences

## **Current status:**

Integrating clear ExEd expectations for employees and students

Assessing what is being offered and how to strengthen impact

Putting systems in place to improve efficiency, repeatability and scale

# Risk Management Policy and Practice

## **Challenges:**

Communicating and deploying best practices in various areas of risk management; ensuring ongoing training is utilized and evolving standards are reviewed and implemented across departments

## **Strategy going forward:**

Risk Management committee reviewing and updating policies, providing and tracking training and participation, and convening incident debriefs.

## **Current status:**

Rachel Fristedt (co-director of the wilderness program) is leading our Risk Management team in conjunction with Jonathan Ehrlich and Victoria Lovato (manager of human resources). We are identifying areas for further research and attention, and Rachel and Anders Fristedt (co-directors of the wilderness program) will be attending a national risk-management conference this fall.

# ExEd Leadership & ExEd Portfolios

We are working toward combining and streamlining programs to group ExEd activities in these program areas:

- Community and Cultural Engagement
- Sustainability and Wellness
- Constructive Engagement of Conflict
- Wilderness

Each has weekly, monthly, SWS/PW opportunities and significant training and 'capstone' experiences.

Students complete an online ExEd portfolio

- assessed at the end of their two years as excellent/pass/fail
- demonstrates UWC-USA IB Learning Outcomes, which integrates previous work on 21st Century Skills.

## Recent Highlights

- Wilderness remains a primary ExEd component of Orientation, along with community and culture building.
- UWC Day brought 500+ public school students to campus for international activities.
- Southwest Studies (7 trips) was very successful; Project Week (likely 15 trips) will be held March 17-24.
- Building on Wilderness and CEC models, smaller retreats being offered throughout the year in different tracks, cultivating additional partnerships and expertise to offer our students more skill building, mentoring, and off-campus experiences.

## **Bartos reinvigoration, strategic partnerships**

- CEC retreat - all first-years, 30 second-year facilitators, 22 mentors - basic skills training in facilitation
- Bartos Fellows - fall 2017, Svenja Budziak '12, focusing on culture of remembering and spring 2018, Atenea Rosado, focusing on human rights
- Redesigning Bartos Suite, moving forward with more virtual and multimedia programs and partnerships as well as in person convenings, curriculum renewal
- Annual Conference (Feb. 1-3, 2018) “Changing the Conversation” - 150 students from other schools, students, and employees partner with visiting experts to create learning tracks, each of which will develop a working paper addressing tools for dialogue around controversial topics within each track - board invited!
- Emerging partnerships with key allies, including Seeds of Peace, Columbia Law School Mediation Program, network of New Mexico schools

# 1. Strengthening the residential community

- Division of lower dorms
- Increase in residential staff
- Wednesday evening as dorm time

# Division of lower dorms

## Benefits

- Lower student/RT ratio
- Increase for individual student support
- Increase opportunities for pastoral care with small numbers
- Reduced RT workload

# Residential Staff 2017-18

Teaching Faculty: 8

Counselor/Health Team: 2

Wellness: 2

Experiential Education

Wilderness

Director of Alumni Engagement

Director of Summer Youth Programs

Security

Staff

# Restorative Approach in Social and Emotional Support

- Goals/Implementation
- Community Circles
- Restorative Circles

# Wellness Sustainability and Community support

- Mental Health
- SWEET Team
- Wellness program

# Community Building

- Residential Staff Manual
- Sasakawa as a Community Center
- Building on the Get-Away program

# Campus Culture

- Mission and values
- Empowering the student
  - RA Role
  - MH Advocacy group
  - SWEET
  - STUCO
- Safety

# At Risk Students & Support

- Mental Health
- Medical support
- Students of Concern



# Finance and Operations November 2017

## **Executive Summary**

### **Finance and Operations**

#### **Overview -- Challenges and Opportunities**

The overall focus of the business area is to provide the campus community with service in the financial, administrative, technological, safety, physical plant and human resources areas. The goal is to provide quality professional service to our students and their families, faculty and staff, and community at large, while we work to build, enhance, and safeguard the physical, financial and human resources of UWC USA.

# **1. Activities in support of the strategic plan and strengthening the human and physical infrastructure**

- a. Master planning presentations have been made by three firms to SLT, the Campus Planning Committee, and to faculty, staff, and students. As soon as a final firm selection is made, work will begin; this forward-looking process will involve members of the entire school community.
  
- a. Developing a comprehensive plan to address deferred maintenance, renovation of the campus, energy saving and sustainability opportunities, and capital investments (under development). This will be a continuing process as the campus evolves to best meet the educational and operational needs of the school.

- a. Analyzing the compensation structure for faculty and staff in consultation with consultant Christina Greathouse of Strategic Performance Group. This analysis is examining the internal and external comparability of compensation for all employees. The results will assist in supporting the strategic goal of staff retention and financial sustainability, with results expected this winter.
  
- a. Updating the campus risk management plan, including the safety policy and procedures manual. The Safety Committee is reviewing safety procedures in multiple areas, including vehicles, work processes, and infrastructure.
  
- a. Investing in several major infrastructure projects, i.e., connection to the city's wastewater treatment plant, construction of four new employee housing units, and installation of keyless entry systems on all buildings. This last project is to enhance safety and security on the campus.

2. Annual audit with Morton Accounting is complete, with no significant issues found
3. Adjustment of annual budget projections to compensate for actual enrollment and financial aid awards, and the cost of the infrastructure projects.

## Finances

1. The 2016-17 budget ended the year with a total deficit -- operating and capital expenditures -- and necessary draw from reserves of \$1.1 million, which compares to the approved budgeted deficit and draw from reserves of \$1 million.
2. The 2017-18 approved budget included an operating deficit of \$211,000, and capital expenditures for normal annual work of \$750,000, which totaled together to an-end-of-year draw from reserves of \$960,000. While the end-of-year operating deficit is now projected to be \$16,000, with one-time capital infrastructure investments for several major projects -- one, connecting the campus to the City of Las Vegas wastewater treatment system; two, building four housing units and the necessary infrastructure in the Pine Forest development project; and three, installation of keyless entry for exterior doors of campus buildings -- the end-of-year transfer from reserves will be higher.

3. Retirement plan: UBS completed a benchmarking study of how UWC's two retirement plan sponsors – TIAA and VALIC – compare with industry norms. The analysis concluded that each plan complies with these norms and serves employees' adequately. However, based on the study's results we are working with each firm to make changes to elements of their plans, with the intent of providing **better and more cost effective services** to individual employees and to the school, as well as **reducing the school's fiduciary exposure**. Also, the school is issuing an RFP for retirement plan management, in order to further compare opportunities to improve offerings and service to participants, while reducing the school's fiduciary exposure and costs.

4. The school's endowment totaled approximately \$127,000,000 as of June 30, 2017.

**Capital Projects** – This includes both annual deferred maintenance, and one-time major projects

1. Wastewater Plant -- Work continues to connect the school's wastewater treatment plant to that of the City of Las Vegas. Work began in early June, with project completion set for late this fall.
1. Campus housing for employees -- In order to meet demand for on-campus housing the Board last May approved the construction of two duplexes for employees (four new housing units). Work has been ongoing, with completion expected this winter; the progress of the second unit has been delayed by rainy weather the last two months. The quality of the work has been consistently high, according to the school's facilities' director.
1. Installation of keyless entry system on the exterior doors of campus buildings to improve security and safety.
1. Water catchment system is under development, which will utilize land-based runoff and rainwater from buildings' roofs. This water will be used for irrigation.
1. Repairs continue on the Dwan Light Sanctuary, as additional water leaks have occurred, and the installation of a cooling system for the prisms has been delayed.
1. Energy savings measures are being evaluated across the campus.

## BUDGET SUMMARY

	FYE MAY 2016 ACTUAL	FYE MAY 2017 ACTUAL	FYE MAY 2018 BUDGET	FYE MAY 2018 OUTLOOK	VARIANCE 2018B vs 2016O \$
<b>REVENUE</b>					
<b>Tuition</b>	3,507,116	3,525,816	3,444,195	3,044,169	(400,026)
<b>Davis Supplemental Grant \$1MM</b>	1,000,000	1,000,000	1,000,000	1,000,000	-
<b>Summer Programs</b>	400,508	291,641	450,000	365,000	(85,000)
<b>Annual Fund Contributions</b>	1,778,452	2,152,780	1,750,000	1,750,000	-
<b>Endowment Transfer</b>	<u>5,166,753</u>	<u>5,216,803</u>	<u>5,752,674</u>	<u>6,507,573</u>	<u>754,899</u>
<b>TOTAL REVENUE</b>	<b>11,852,829</b>	<b>12,187,040</b>	<b>12,396,869</b>	<b>12,666,742</b>	<b>269,873</b>

	FYE MAY 2016 ACTUAL	FYE MAY 2017 ACTUAL	FYE MAY 2018 BUDGET	FYE MAY 2018 OUTLOOK	VARIANCE 2018B vs 2016O \$
<b>OPERATING EXPENSES</b>					
<b>Academic, Student Life</b>					
<b>Instruction</b>	2,261,297	2,573,831	2,757,546	2,673,981	(83,565)
<b>Co-Curricular &amp; Wilderness</b>	406,521	417,697	514,075	552,639	38,564
<b>Student Life</b>	310,743	300,561	376,987	376,665	(322)
<b>Library</b>	43,587	46,853	55,920	55,920	-
<b>Subtotal</b>	<b>3,022,148</b>	<b>3,338,942</b>	<b>3,704,527</b>	<b>3,659,204</b>	<b>(45,323)</b>
<b>Institutional Operations</b>					
<b>Executive Management</b>	1,599,564	1,851,483	1,666,027	1,479,403	(186,624)
<b>Admissions &amp; College Counseling</b>	288,654	295,641	399,227	378,756	(20,471)
<b>General Admin</b>	1,101,128	1,397,850	1,239,795	1,239,795	-
<b>IT</b>	436,508	455,419	472,494	472,494	-
<b>Subtotal</b>	<b>3,425,853</b>	<b>4,000,393</b>	<b>3,777,544</b>	<b>3,570,449</b>	<b>(207,095)</b>
<b>Facilities, Transportation &amp; Food Service</b>					
<b>General Maintenance and Custodial</b>	1,480,345	1,617,791	1,554,006	1,629,006	75,000
<b>Security</b>	301,150	276,043	281,238	313,238	32,000
<b>Transportation and Vehicles</b>	152,217	195,407	217,483	217,483	-
<b>Food Service</b>	843,527	917,306	1,000,000	1,000,000	-
<b>Subtotal</b>	<b>2,777,240</b>	<b>3,006,547</b>	<b>3,052,728</b>	<b>3,159,728</b>	<b>107,000</b>
<b>Advancement</b>	568,623	600,363	648,054	613,789	(34,265)
<b>Davis Scholars Abroad</b>	1,321,744	1,548,559	1,425,000	1,680,000	255,000
<b>TOTAL OPERATING EXPENSES</b>	<b>11,115,608</b>	<b>12,494,804</b>	<b>12,607,853</b>	<b>12,683,170</b>	<b>75,317</b>
<b>Capital Expenses, both Annual and One-time</b>	338,827	809,097	750,000	1,800,000	1,781,195
<b>SURPLUS/DEFICIT (CHANGE TO RESERVE)</b>	<b>398,394</b>	<b>(1,116,860)</b>	<b>(960,983)</b>	<b>(1,816,428)</b>	<b>(1,586,639)</b>



## United World College USA

### Market Value Summary

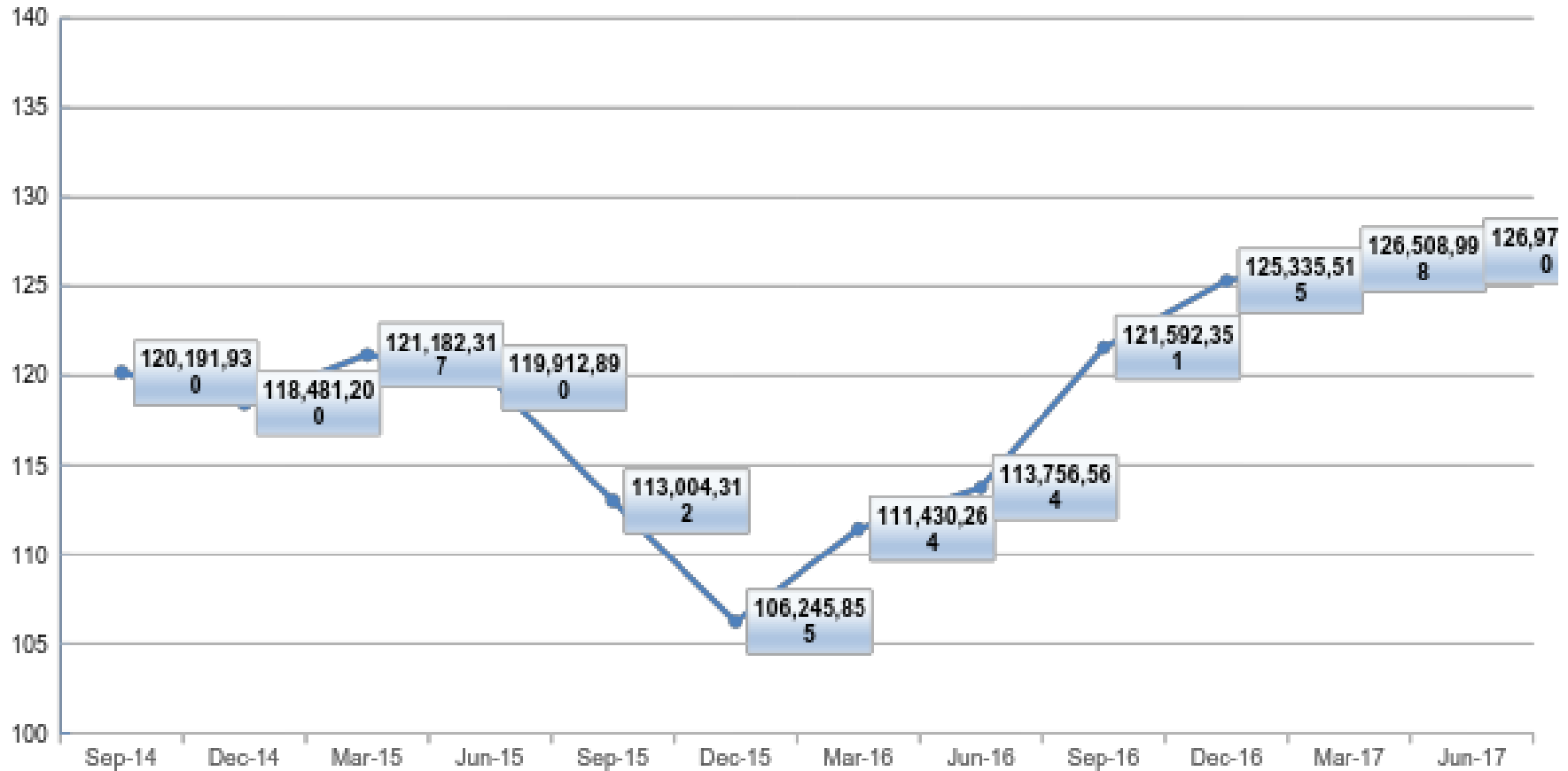
	30-Jun-16	30-Sep-16	31-Dec-16	31-Mar-17	30-Jun-17
	Market Value %	Market Value %	Market Value %	Market Value %	Market Value %
Cash-Silver Point Redemption	\$ - 0.0%	\$ - 0.0%	\$ - 0.0%	\$ - 0.0%	\$ - 0.0%
Domestic Broad Equity					
Davis NY Venture	44,020,994	47,271,139	47,360,142	49,413,987	49,718,260
Renaissance (RIEF-Series C)					
Small Cap Broad Equity					
State Street Russell 2000	4,155,274	4,529,315	4,927,446	5,049,561	5,171,788
High Yield					
Shenkm an Prim us High Yield	12,148,911	12,685,905	-	-	
Alternative Investments					
Commonfund Alternative Fund	162,474	145,936	149,550	147,271	148,411
Commonfund Endowment Fund	1,089,815	1,020,249	928,479	866,301	843,297
Marathon Special Opportunity Fund	322,145	334,961	296,592	285,870	143,019
Silverpoint Offshore Fund	28,438	28,287	28,260	27,097	32,957
International Equity					
State Street MSCI EAFE	25,959,249	27,623,870	27,431,481	29,401,617	31,203,027
Emerging Markets					
GMO Emerging Country Debt Fund	13,251,335	14,076,164	13,473,029	14,237,767	14,666,410
Domestic REIT					
Davis RE	7,853,186	7,790,908	7,516,735	7,528,202	7,694,476
Short Term Bond ETF					
Vanguard-UBS	4,764,743	6,085,617	8,912,101	19,551,325	17,356,875
<b>Total Market Value</b>	<b>\$113,756,564</b>	<b>\$121,592,351</b>	<b>\$125,335,515</b>	<b>\$126,508,998</b>	<b>\$126,978,520</b>

# United World College - USA

## Market Value Summary

Trailing 12 Quarters

Ending May 31, 2018



## Campus Housing Project on Pine Forest Drive

- Construction of two duplex houses, i.e., 4 housing units on the site of old homes which were demolished
- The project essentially required developing the infrastructure for a small neighborhood, and included not only the housing units, but also --
  - Complete grading and re-contouring of the site, including bringing in hundreds of yards of fill dirt
  - Installation of drainage to channel water runoff
  - Installation of retaining walls to prevent erosion
  - Installation of onsite waste water treatment and connection to the school's waste water system, including grinding and pumping equipment
  - Upgrade of electrical power to the site by PNM
  - Routing of potable water to the houses
- Future development is possible, with sites for an additional house or houses





