

Welcome Dinner Remarks, UWC-USA
President Victoria J. Mora
August 28, 2016

Let me begin by adding my warmest welcome to all of the members of our community here tonight. It is a privilege and a joy to count myself among you, and to contemplate this the beginning of our year together. Of course we will have many other opportunities to gather over the course of this academic year. But tonight is made special in part because of how you, our students, have presented yourselves: wearing the textures, the colors, the patterns that bind you to families and communities that you bring with you, even if they are far away.

Seeing all of you tonight, dressed in ways that express something not only about yourselves as individuals but about the people you come from and the cultural traditions you have been raised in reminds me that what happens at UWC is about so much more than the individuals here in this room. It is about what happens between us, and between us and the world.

I want to reflect together tonight on this word, "*between*." It is a powerful word, and one that has been very much on my mind since reading Ta-Nehisi Coates' *Between the World and Me*. Mr. Coates' book, in the simplest terms, is about what it has meant to him to be a black man in the United States. It is written as a letter to his son, in which he reflects on the way in which the color of his skin, the very boundary of his body, locates him in an historical and political context that can be both dangerous and exhilarating depending on where he is situated and what his skin color means in that situation.

The book has been critically acclaimed, winning the 2015 National Book Award for Nonfiction. And it has been politically charged. It has become a flashpoint of the Black Lives Matter movement in the United States and controversial in various "required reading" debates at the university level.

But important though it is for opening up the still painful, divisive, and extremely important discussion of race in this country, I mention Mr. Coate's book for two related but different reasons.

First, because when I am giving myself over to a book or to a lesson or to an artistic endeavor or to an experiment or equation, I make sure to give that educational experience a chance to "get under my skin", to matter to me in ways that go beyond any simple measurement like an assignment or test or even a purely intellectual conversation. I love the expression "to get under one's skin" because it means that something--in this case, an idea--can become a part of us, can penetrate our depths and touch us in ways that are long-lasting. One thing I wish for all of our students and for our faculty, too, is that at least one thing related to our study together this year get "under your skin." That it matters enough to investigate further and to share with someone else.

The second reason for my mentioning Mr. Coates' book is because it did get "under my skin". It left me with a thought that has occupied me since reading it. The thought is simple, but, I think, profound. It has real intellectual interest and it matters for how we live our lives--the definition of profundity, to my mind. Here is the thought: The space *between* us can be one that unites us or one that divides us, and it is up to us to determine which it will be.

For those with particularly visual imaginations, or who are still getting comfortable with the English language, let me demonstrate, briefly, what I have in mind by this simple distinction regarding the “between” that unites or divides. Can I have two student volunteers from among you? There will be physical contact during this demonstration, so please only volunteer if you are comfortable with that. (Please tell us your names. Please stand on either side of me. Demonstration one: [Put my arms around students, bringing them together.] I am between [Student One and Student Two]. Demonstration two: [Push Student One and Student Two apart.] I am between [Student One and Student Two]. Thank you.)

What is the difference in the space created between [Student One and Student Two]? At a literal level, it is me. I am a force of unity when I embrace them or a force of division when I push them apart. Each one of us in this room, with respect to one another, and with respect to everyone we encounter in our daily lives, can be a force of unity or a force of division. Each one of us in this room, with respect to this community, and with respect to the concentric communities of which we are a part, can be a force of unity or a force of division.

But there are other forces at work between human beings as well, forces that determine both what is spoken and unspoken: languages that are shared or foreign; customs that are implicitly understood or experienced as strange; different levels of education; values attached to skin color or to body type or to gender or sexuality; political divides that polarize and leave us feeling powerless to express what we think when we are in the minority; religious beliefs and practices that we know only through the lens of media rather than personal experience; learning differences that bring praise to some and shame to others.

I could go on, for the force vectors between us are too many to count. Some are obvious, and some are so well hidden that we barely register them, if at all. But they are there. And what is possible between us will be shaped by them whether we are conscious of them or not.

At UWC, we are called to be conscious. But even being conscious isn't enough. We are called to live together and by living together to create a new community, with its own color, texture, and pattern. To put on “new clothes”, as it were, but ones woven by us in our daily lives together. I have already said to you, during our first assembly, that I hope that our learning and living together will be characterized by openness and by the honesty that such openness makes possible; generosity in our encounters with one another; and the courage to take the ideals of UWC and act on them in all that we do.

The quality of our community will be both a function of what we say and what we do. There will be voices in the room that resonate with us and that challenge us. People to whom we are sympathetic and people who, frankly, we just don't get or just don't like, who bother us in some deep way. And there will be voices and people in the room that others are not aware of: the voices of our parents and grandparents, of our political leaders and religious and spiritual guides, of our communities and friends back home.

How will we remain true to those familiar voices and yet create a space between ourselves and those who may be very different from us right here in Montezuma? Or, how will we embrace what is new and more like us here while still acknowledging and respecting the people and places we

come from? How will we locate ourselves between what we have known and what we are learning? How will we navigate genuine differences of opinion, lifestyle, and values? How will we balance our individual interests with those of the community?

I pose these questions because they are all that I have. I don't have the answers. Each year in a living and learning community is unique, made what it is by those between whom the community is forged. The answers to the questions I have posed will be our answers, what is spoken and what is demonstrated by our actions. And while I don't yet know what those answers will be, I do know that we have set for ourselves an incredibly courageous, maybe even audacious aspiration to create something between us that stands out in a world habituated in fear and violence toward what is other. The dream for peace and a sustainable future, sadly, is not yet as widely shared in the world as I would wish for my children and grandchildren and all of you.

This year, as each one of you pursues a rigorous education that you must make wholly your own, taking individual responsibility and applying yourself as seriously and thoughtfully and healthfully as you can, you will also be determining what is between the world and you--by what you give of yourself to your learning and by what you give of yourself to this living community.

Don't hesitate to dream big about what you might accomplish. But in the words of Mr. Coates to his son, "I would not have you descend into your own dream. I would have you be a conscious citizen of this terrible and beautiful world."

Between us, may we add to the beauty of the world this year as we learn and live together. Between us, may we weave our own textures, colors, and patterns of peace--to wear proudly while we are together, as well as in the future we will share with all of our concentric communities, and indeed with the world.

International Baccalaureate Organization

Session
School

MAY 2016
000207 - UWC USA

Number of candidates registered in the session: 139
 Number of diploma and retake candidates registered in the session: 111
 Number of subject entries in the session: 929
 Number of candidates who successfully passed the diploma: 108
 Average points obtained by candidates who passed the diploma: 33
 Highest diploma points awarded to a candidate: 40
 Average grade obtained at the school by candidates who passed the diploma: 5.19
 Total number of candidates excluded from above statistics: 0

School statistics

Subject	Number of candidates	Grade							N	Average Grade (School)	Average Grade (World-Wide)	Highest grade	Lowest grade
		7	6	5	4	3	2	1					
ALBANIA A: Literature self tau SL	1	1	0	0	0	0	0	0	0	7.00	6.75	7	7
ARABIC A: Literature self tau SL	3	0	0	0	3	0	0	0	0	4.00	4.46	4	4
ARMENIA A: Literature self tau SL	3	0	1	2	0	0	0	0	0	5.33	5.75	6	5
BULGARIA A: Literature self tau SL	1	0	1	0	0	0	0	0	0	6.00	6.14	6	6
CHINESE A: Lang and Literature HL	1	0	1	0	0	0	0	0	0	6.00	5.78	6	6
CHINESE A: Lang and Literature SL	4	3	0	1	0	0	0	0	0	6.50	5.84	7	5
CHINESE A: Literature self tau SL	3	0	1	1	1	0	0	0	0	5.00	4.99	6	4
DANISH A: Literature self tau SL	1	1	0	0	0	0	0	0	0	7.00	5.27	7	7
DUTCH A: Literature self tau SL	3	0	1	1	1	0	0	0	0	5.00	5.18	6	4
ENGLISH A: Lang and Literature HL	9	0	6	3	0	0	0	0	0	5.67	5.05	6	5
ENGLISH A: Lang and Literature SL	4	0	1	3	0	0	0	0	0	5.25	5.17	6	5
ENGLISH A: Literature HL	45	0	10	28	7	0	0	0	0	5.07	4.80	6	4
ENGLISH A: Literature SL	23	0	7	12	3	1	0	0	0	5.09	4.98	6	3
FRENCH A: Literature HL	5	0	1	4	0	0	0	0	0	5.20	5.39	6	5
GERMAN A: Literature HL	4	0	1	3	0	0	0	0	0	5.25	5.20	6	5
GREENLA A: Literature self tau SL	1	0	0	1	0	0	0	0	0	5.00	5.00	5	5
HEBREW A: Literature self tau SL	1	0	1	0	0	0	0	0	0	6.00	6.61	6	6
INDONES A: Literature self tau SL	2	0	2	0	0	0	0	0	0	6.00	5.60	6	6
ITALIAN A: Literature self tau SL	1	1	0	0	0	0	0	0	0	7.00	4.56	7	7
JAPANESE A: Literature self tau SL	3	2	0	1	0	0	0	0	0	6.33	6.00	7	5
MALAY A: Literature self tau SL	3	2	1	0	0	0	0	0	0	6.67	6.17	7	6
MAORI A: Literature self tau SL	1	0	0	1	0	0	0	0	0	5.00	5.00	5	5
NORWEGIA: Literature self tau SL	4	1	0	3	0	0	0	0	0	5.50	5.69	7	4
PERSIAN A: Literature self tau SL	1	0	0	0	1	0	0	0	0	4.00	4.10	4	4
SPANISH A: Literature HL	6	0	2	4	0	0	0	0	0	5.33	4.72	6	5
SPANISH A: Literature SL	2	0	0	1	1	0	0	0	0	4.50	4.99	5	4
TIBETAN A: Literature self tau SL	1	0	1	0	0	0	0	0	0	6.00	6.00	6	6
TURKISH A: Literature self tau SL	1	0	0	0	1	0	0	0	0	4.00	5.31	4	4
VIETNAM A: Literature self tau SL	1	0	1	0	0	0	0	0	0	6.00	5.33	6	6
CHINESE B - MANDARIN HL	1	0	1	0	0	0	0	0	0	6.00	6.28	6	6
CHINESE B - MANDARIN SL	1	1	0	0	0	0	0	0	0	7.00	6.00	7	7
ENGLISH B HL	28	7	17	4	0	0	0	0	0	6.11	5.70	7	5
ENGLISH B SL	1	1	0	0	0	0	0	0	0	7.00	5.86	7	7
FRENCH AB. SL	17	0	5	10	2	0	0	0	0	5.18	4.90	6	4
FRENCH B HL	9	0	5	2	2	0	0	0	0	5.33	5.27	6	4
FRENCH B SL	9	2	4	3	0	0	0	0	0	5.89	4.92	7	5

Subject	Number of candidates							Grade	P	N	Average Grade (School)	Average Grade (World-Wide)	Highest grade	Lowest grade
	7	6	5	4	3	2	1							
GERMAN B HL	2	0	0	0	0	0	0	0	0	0	6.00	5.85	6	6
GERMAN B SL	1	0	0	0	0	0	0	0	0	0	6.00	5.05	6	6
MANDARIN AB. SL	2	1	0	0	0	0	0	0	0	0	6.50	5.45	7	6
SPANISH AB. SL	23	1	13	7	1	0	0	0	0	0	5.52	5.10	7	3
SPANISH B HL	4	2	1	0	0	0	0	0	0	0	6.25	5.40	7	5
SPANISH B SL	5	0	4	1	0	0	0	0	0	0	5.80	5.07	6	5
ECONOMICS HL in ENGLISH	60	6	15	18	16	4	1	0	0	0	5.00	5.12	7	2
ECONOMICS SL in ENGLISH	5	0	2	2	1	0	0	0	0	0	5.20	4.64	6	4
ENV. AND SOC. SL in ENGLISH	29	3	12	9	5	0	0	0	0	0	5.45	4.15	7	4
GEOGRAPHY HL in ENGLISH	16	0	6	4	5	1	0	0	0	0	4.94	5.21	6	3
GEOGRAPHY SL in ENGLISH	2	0	0	1	1	0	0	0	0	0	4.50	4.71	5	4
HIST.AMERICAS HL in ENGLISH	25	3	12	10	0	0	0	0	0	0	5.72	4.15	7	5
HISTORY SL in ENGLISH	2	0	0	2	0	0	0	0	0	0	5.00	4.67	5	5
SOC.CUL.ANTH. HL in ENGLISH	32	4	10	13	4	1	0	0	0	0	5.38	4.98	7	3
SOC.CUL.ANTH. SL in ENGLISH	1	0	1	0	0	0	0	0	0	0	6.00	4.70	6	6
BIOLOGY HL in ENGLISH	26	0	6	9	7	4	0	0	0	0	4.65	4.32	6	3
BIOLOGY SL in ENGLISH	8	0	3	2	2	1	0	0	0	0	4.88	4.24	6	3
CHEMISTRY HL in ENGLISH	10	0	1	5	2	2	0	0	0	0	4.50	4.47	6	3
CHEMISTRY SL in ENGLISH	9	0	0	5	0	3	1	0	0	0	4.00	3.93	5	2
PHYSICS HL in ENGLISH	18	0	4	4	6	2	2	0	0	0	4.33	4.60	6	2
PHYSICS SL in ENGLISH	8	0	1	1	3	2	1	0	0	0	3.88	4.04	6	2
SPORTS EX SCI SL in ENGLISH	26	5	9	5	5	2	0	0	0	0	5.38	3.99	7	3
MATH.STUDIES SL in ENGLISH	32	3	10	7	6	3	2	1	0	0	4.81	4.41	7	1
MATHEMATICS HL in ENGLISH	19	0	3	7	7	1	1	0	0	0	4.53	4.46	6	2
MATHEMATICS SL in ENGLISH	60	5	19	16	13	7	0	0	0	0	5.03	4.38	7	3
DANCE HL in ENGLISH	4	0	0	3	0	0	0	0	0	0	5.25	5.15	6	5
DANCE SL in ENGLISH	1	0	0	0	1	0	0	0	0	0	4.00	4.61	4	4
MUSIC HL in ENGLISH	5	0	1	3	1	0	0	0	0	0	5.00	4.47	6	4
MUSIC CREATING SL in ENGLISH	1	0	0	1	0	0	0	0	0	0	5.00	3.85	5	5
MUSIC SO.PERF SL in ENGLISH	4	0	0	1	3	0	0	0	0	0	4.25	4.54	4	4
THEATRE HL in ENGLISH	15	0	4	8	3	0	0	0	0	0	5.07	4.90	6	4
VISUAL ARTS HL in ENGLISH	14	1	4	6	3	0	0	0	0	0	5.21	4.78	7	4
VISUAL ARTS SL in ENGLISH	4	0	1	3	0	0	0	0	0	0	5.25	4.35	6	5

Subject	Number of candidates	Grade											Highest grade	Lowest grade
		A	B	C	D	E	P	N						
ENGLISH A EE	13	1	7	4	1	0	0	0	0	0	0	0	A	D
GERMAN A EE	2	0	1	0	1	0	0	0	0	0	0	0	B	D
SPANISH A EE	5	0	3	2	0	0	0	0	0	0	0	0	B	C
ENGLISH B EE	8	0	4	4	0	0	0	0	0	0	0	0	B	C
GERMAN B EE	1	0	1	0	0	0	0	0	0	0	0	0	B	B
ECONOMICS EE in ENGLISH	8	0	0	5	3	0	0	0	0	0	0	0	C	D
ENV. AND SOC. EE in ENGLISH	1	0	0	1	0	0	0	0	0	0	0	0	C	C
HISTORY EE in ENGLISH	8	0	1	7	0	0	0	0	0	0	0	0	B	C
PEACE&CON.ST. EE in ENGLISH	3	1	1	0	1	0	0	0	0	0	0	0	A	D
POLITICS EE in ENGLISH	4	3	0	0	1	0	0	0	0	0	0	0	A	D
SOC.CUL.ANTH. EE in ENGLISH	6	0	2	2	2	0	0	0	0	0	0	0	B	D
WLD. STUDIES CONF PEACE AND SE EE in ENGLISH	5	1	2	1	1	0	0	0	0	0	0	0	A	D
WLD. STUDIES CULT LANG AND IDE EE in ENGLISH	4	0	1	1	2	0	0	0	0	0	0	0	B	D
WLD. STUDIES ENV - ECONOM STAB EE in ENGLISH	8	1	1	5	1	0	0	0	0	0	0	0	A	D
WLD. STUDIES EQUALITY AND INEQ EE in ENGLISH	2	0	1	1	0	0	0	0	0	0	0	0	B	C
WLD. STUDIES HEALTH AND DEV EE in ENGLISH	2	1	0	1	0	0	0	0	0	0	0	0	A	C
BIOLOGY EE in ENGLISH	8	0	2	3	3	0	0	0	0	0	0	0	B	D
CHEMISTRY EE in ENGLISH	2	1	0	1	0	0	0	0	0	0	0	0	A	C
PHYSICS EE in ENGLISH	1	0	0	1	0	0	0	0	0	0	0	0	C	C
SPORTS EX SCIEE in ENGLISH	6	0	4	2	0	0	0	0	0	0	0	0	B	C
MATHEMATICS EE in ENGLISH	3	1	1	1	0	0	0	0	0	0	0	0	A	C
DANCE EE in ENGLISH	2	0	0	2	0	0	0	0	0	0	0	0	C	C
MUSIC EE in ENGLISH	2	0	2	0	0	0	0	0	0	0	0	0	B	B
THEATRE EE in ENGLISH	2	0	0	0	2	0	0	0	0	0	0	0	D	D
VISUAL ARTS EE in ENGLISH	5	1	2	2	0	0	0	0	0	0	0	0	A	C

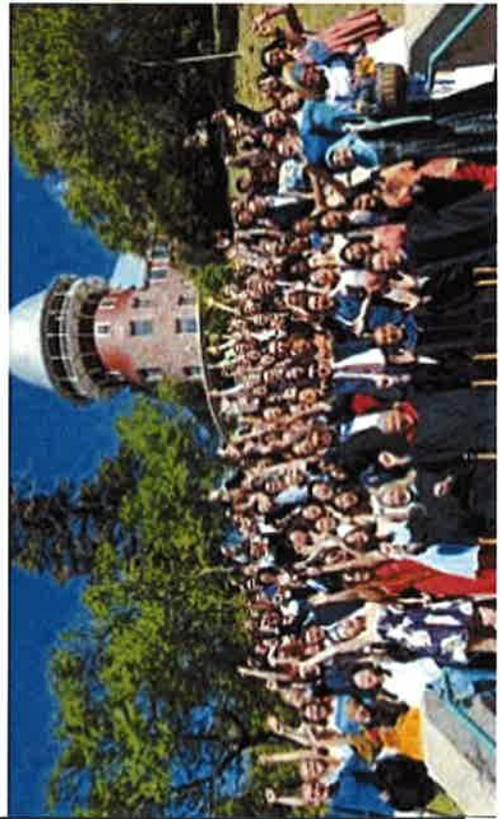
Subject	Number of candidates	Grade					Highest grade	Lowest grade		
		A	B	C	D	E			P	N
THEORY KNOWL. in ENGLISH	111	5	34	58	14	0	0	0	A	D

CLASS of 2016 MATRICULATION LIST

Below is a list of colleges and universities the Class of 2016 will attend. Some students choose to take a gap year before beginning their postsecondary education, and some are required to do national service before attending university.

American Musical and Dramatic Academy
 Bard College
 Bennington College
 Boccioni University
 Boston University
 Brown University (2)
 Colby College
 College of the Atlantic (2)
 Colorado College
 Columbia University (2)
 Connecticut College
 Cornell University
 Dartmouth College
 Davidson College (2)
 Earlham College (4)
 Ecole Hoteliere de Lausanne
 George Washington University
 Georgetown University
 Gettysburg College
 King's College London (3)
 Leiden University (2)
 Maastricht University
 Macalester College
 Massachusetts Institute of Technology (2)
 Methodist University
 Middlebury College (3)
 Minerva Schools at KGI (3)
 New York University
 Northeastern University (2)
 Northwestern University (4)
 Notre Dame of Maryland University
 Oberlin College
 Oxford Brookes University
 Oxford University

Pitzer College
 Pomona College
 Queen Mary University of London
 Reed College
 St. Lawrence University
 Savannah College of Art and Design
 Studmore College
 Smith College (3)
 Soka University
 Stanford University
 Trinity College
 University for the Creative Arts, Epsom
 University of British Columbia (2)
 University of California, Berkeley
 University of Edinburgh
 University of Florida (6)
 University of Groningen
 University of Miami
 University of Michigan
 University of North Carolina, Chapel Hill
 University of Oklahoma
 University of Paris, Sciences Po
 University of Texas at Austin
 Wharton School of the University of Pennsylvania
 Wellesley College
 Williams College (3)
 Yale University
 Yale-NUS College
 Gap Year (12)
 Global Citizen Year (3)
 Military Service (2)
 Semester at Sea (2)
 Unknown at print time (1)



ARMAND HAMMER UNITED WORLD COLLEGE OF THE AMERICAN WEST
PRELIMINARY COMBINED STATEMENT OF FINANCIAL POSITION
as of JULY 31, 2016

Assets	
Current Assets	
Accounts Receivable	\$ 2,339,557
Cash & Equivalents	24,778,121
Due To/From Investment Pool	938,115
Other Assets	<u>35,903</u>
Total Current Assets	28,091,696
Long-term Assets	
Investments	159,715,856
Fixed Assets	<u>15,332,477</u>
Total Long-term Assets	175,048,333
Total Assets	<u>\$ 203,140,029</u>
Liabilities	
Short-term Liabilities	
Davis Initiatives	\$ 452,467
Davis Impact Challenge	10,689,327
Other short term liabilities	211,157
Due to Other UWC's	52,862
Accounts Payable	181,280
Payroll Taxes & Benefits	<u>10,784</u>
Total Short-term Liabilities	11,597,877
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>68,264,799</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>4,881,700</u>
Total Net Assets	134,875,230
Total Liabilities and Net Assets	<u>\$ 203,140,029</u>

For management discussion purposes only. May not include all activity or be totally GAAP compliant.

ARMAND HAMMER UNITED WORLD COLLEGE OF THE AMERICAN WEST
 PRELIMINARY COMBINED STATEMENT OF FINANCIAL ACTIVITY
 For the Two Months Ending July 31, 2016

Revenues, gains and other support	
Tuition Revenue	\$ 8,672,450
Scholarship Expense	(3,041,059)
Tuition Discounts	(2,474,000)
Endowment Spending Release	945,567
Annual Fund	1,871,457
Endowment Contributions	500
IB Workshops	762,588
MYP/PYP Workshops	3,717
GLF Revenue	150,259
Reunion	29,668
Misc Revenue	9,468
Campus & Online Store	3,190
Total Revenues, gains and other support	<u>\$ 6,933,806</u>
Expenses	
Wages and Benefits	
Salaries & Wages	\$ 430,057
Payroll Taxes & Payroll Benefits	56,156
Medical Insurance	(56,042)
403b - Employer Contribution	23,084
Life/AD&D/LTD	7,902
Unemployment Compensation	2,261
FSA Administration Fee	193
Workers Comp Expense	265
Total Wages and Benefits	<u>\$ 463,876</u>
Other Expenses	
Advertising	\$ 320
Bank Fees	14,640
Connectivity	12,484
Contract Labor	67,837
Electricity	17,887
Entertainment	16,736
Equipment Rental	939
Facility Rental	286,010
Food	43,285
Fuel	2,000
Gas-Natural and Propane	16,159

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ARMAND HAMMER UNITED WORLD COLLEGE OF THE AMERICAN WEST
 PRELIMINARY COMBINED STATEMENT OF FINANCIAL ACTIVITY
 For the Two Months Ending July 31, 2016

General	19,185
Grants to Individuals	10,564
IB Diploma Expense	11,253
Improvements to Capitalize	299,185
Insurance	10,714
Library Books	649
Licenses and other fees	5,671
Medical Expense	223
Membership Fees/Dues	185
Other Fees/Special Events	4,264
Photo Copy Costs	18,306
Postage & Courier Fees	13,148
Post-Retirement Benefits	22,045
Printing & Publications	2,733
Professional Development	4,325
Professional Services	296,035
Recruitment (Staff & Faculty)	9,954
Repair, Replace & Maint	205,403
Service Agreements	8,554
Small Equipment	20,684
Software	30,844
Solid Waste	3,158
Student Health Insurance	1,548
Subscriptions/Reference/Periodicals	3,089
Supplies & Materials	55,162
Telephone	9,373
Travel	37,155
Uniforms	3,743
Utility Reimbursements	(1,360)
Water	4,141
Total Other Expenses	\$ 1,588,230
Total Expenses	\$ 2,052,106
Excess Revenue over Expenses	\$ 4,881,700

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Budget Summary

	FY 2016		FY 2017				
	EOY Projection	Actual EOY	Variance of EOY Projection to Budget	A Draft Budget As of Jan. 2016	B Approved Budget	C October Projection	D Variance of Projected Budget Approved Budget
REVENUE							
Tuition	3,507,116	3,507,116	286,000	3,574,062	3,392,354	3,333,960	-1.7%
Summer Programs (18 training; GLF; Reunion)	250,000	400,508	120,508	350,000	325,000	400,000	23.1%
Davis Initiatives Grant	1,000,000	1,000,000	0	1,000,000	1,000,000	1,000,000	0.0%
Davis IMPACT Challenge	1,854,000	1,778,452	278,452	1,545,000	1,545,000	1,545,000	0.0%
Annual Fund Contributions	5,166,753	5,166,753	(44,378)	5,504,129	5,673,404	5,673,404	0.0%
Endowment Transfer							
Miscellaneous Other Revenue							
Total Revenue	11,777,869	11,852,829	640,582	11,973,191	11,935,758	11,952,364	0.1%
OPERATING EXPENSES							
Academic, Student Life							
Instruction	2,257,829	2,206,021	(34,607)	2,362,156	2,536,634	2,536,634	0.0%
Co-curricular + Wilderness	222,121	379,994	175,148	378,914	440,085	440,085	0.0%
Student Life	436,705	303,341	(46,627)	551,128	621,190	621,180	0.0%
Library	44,216	36,905	(7,031)	49,045	36,571	36,571	0.0%
Total - Academic, Student Life	2,962,871	2,926,262	86,884	3,341,242	3,634,480	3,634,470	0.0%
Institutional Operations							
Executive Management	1,519,977	1,599,564	(105,336)	1,391,650	1,587,738	1,574,186	-0.9%
Admissions and College Counseling	367,310	288,654	(54,470)	437,264	345,715	345,715	0.0%
General Admin Expenses	1,054,291	1,101,128	116,890	1,096,358	1,082,278	1,082,278	0.0%
IT	357,607	436,508	83,099	415,719	400,390	420,000	4.9%
Total - Institutional Operations	3,299,185	3,425,855	40,183	3,340,991	3,416,121	3,422,179	0.2%
Facilities, Transportation, Food Service							
General Maintenance and Custodial	1,628,027	1,480,345	(185,401)	1,671,528	1,582,737	1,582,737	0.0%
Security	297,506	301,151	11,204	284,336	222,905	275,000	23.4%
Transportation and Vehicles	220,214	152,217	(92,019)	256,339	266,798	200,000	-25.0%
Food Service	949,562	860,522	(89,040)	964,562	964,562	925,000	-4.1%
Total - Facilities, Transportation, Food Service	3,095,308	2,794,235	(355,256)	3,176,765	3,037,002	2,982,737	-1.8%
Advancement	672,560	596,313	(93,532)	725,056	733,468	733,468	0.0%
Davis Scholars Abroad	1,374,000	1,321,744	(102,256)	1,424,000	1,421,000	1,421,000	0.0%
Total Operating Expenses	11,403,923	11,064,408	(84,462)	12,008,054	12,242,071	12,193,854	-0.4%
Net Operating Profit (Revenue minus Expenses, prior to capital expenditures)	373,946	788,421	(419,594)	(34,864)	(306,313)	(241,490)	0.0%
Capital Projects	750,000	338,827		750,000	750,000	750,000	0.0%
Net Operating Profit, including capital expenditures	(376,054)	449,594		(834,864)	(1,056,313)	(991,490)	0.0%
FUNDS FROM RESERVES TO BALANCE BUDGET	376,054	(449,594)		834,864	1,056,313	991,490	
Starting Reserves	3,020,788	3,020,788		2,644,733	3,470,381	3,470,381	
Ending Reserves	2,644,733	3,470,381		1,809,870	2,414,068	2,478,891	

Budget Summary

	FY 2017			
	A	B	C	D
	Draft Budget As of Jan. 2016	Approved Budget	October Projection	Variance of Projected Budget Approved Budget
REVENUE				
Tuition	3,574,062	3,392,354	3,333,960	-1.7%
Summer Programs (IB training; GLF; Reunion)	350,000	325,000	400,000	23.1%
Davis Initiatives Grant	1,000,000	1,000,000	1,000,000	0.0%
Davis IMPACT Challenge	0	0	0	0.0%
Annual Fund Contributions	1,545,000	1,545,000	1,545,000	0.0%
Endowment Transfer	5,504,129	5,673,404	5,673,404	0.0%
Miscellaneous Other Revenue	0	0	0	0.0%
Total Revenue	11,973,191	11,935,758	11,952,364	0.1%
OPERATING EXPENSES				
Academic, Student Life				
Instruction	2,362,156	2,536,634	2,536,634	0.0%
Co-curricular + Wilderness	378,914	440,085	440,085	0.0%
Student Life	551,128	621,190	621,180	0.0%
Library	49,045	36,571	36,571	0.0%
Total - Academic, Student Life	3,341,242	3,634,480	3,634,470	0.0%
Institutional Operations				
Executive Management	1,391,650	1,587,738	1,574,186	-0.9%
Admissions and College Counseling	437,264	345,715	345,715	0.0%
General Admin Expenses	1,096,358	1,082,278	1,082,278	0.0%
IT	415,719	400,390	420,000	4.9%
Total - Institutional Operations	3,340,991	3,416,121	3,422,179	0.2%
Facilities, Transportation, Food Service				
General Maintenance and Custodial	1,671,528	1,582,737	1,582,737	0.0%
Security	284,336	222,905	275,000	23.4%
Transportation and Vehicles	256,339	266,798	200,000	-25.0%
Food Service	964,562	964,562	925,000	-4.1%
Total - Facilities, Transportation, Food Service	3,176,765	3,037,002	2,982,737	-1.8%
Advancement				
Davis Scholars Abroad	725,056	733,468	733,468	0.0%
Total Operating Expenses	1,424,000	1,421,000	1,421,000	0.0%
Net Operating Profit (Revenue minus Expenses, prior to capital expenditures)	12,008,054	12,242,071	12,193,854	-0.4%
Capital Projects	(34,864)	(306,313)	(241,490)	
Net Operating Profit, including capital expenditures	750,000	750,000	750,000	0.0%
FUNDS FROM RESERVES TO BALANCE BUDGET				
Starting Reserves	834,864	1,056,313	991,490	
Ending Reserves	2,644,733	3,470,381	3,470,381	
	1,809,870	2,414,068	2,478,891	

UWC-USA: 5-Year View as of October 2016

Scenario: Cap at Current Dorm Capacity

	Actual		Long Range Scenario				
	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Cash Sources, Uses							
Students	229	238	235	240	238	238	238
% Tuition Increase		2.00%	0.00%	2.50%	2.00%	2.00%	2.50%
Net Tuition Revenue	3,232	3,507	3,334	3,453	3,503	3,592	3,700
Non-Diploma Programs (Net)	263	401	400	375	383	390	398
Subtotal	3,495	3,908	3,734	3,828	3,886	3,982	4,098
Contributions							
Annual Fund	1,473	1,778	1,545	1,591	1,639	1,688	1,739
Endowment Funds	4,899	5,167	5,673	5,753	5,967	5,927	5,875
Davis Initiatives Grant	1,000	1,000	1,000	1,000	1,000		
Davis Challenge Match	-	-	-	-	-	-	-
Subtotal	7,371	7,945	8,218	8,344	8,606	7,616	7,614
Total Revenues	10,867	11,853	11,952	12,172	12,492	11,598	11,712
Operating Costs	11,638	11,064	12,194	12,619	12,997	13,387	13,789
Net Operating (Revenue minus Expenses, prior to capital expenditures)	(772)	788	(241)	(447)	(506)	(1,790)	(2,077)
Campus Improvements	359	339	750	750	750	750	750
Working Capital and Other Net Cash Outflows	50	-	-	-	-	-	-
Surplus/(Reserve Draw)	(1,181)	450	(991)	(1,197)	(1,256)	(2,540)	(2,827)
Reserve Fund Starting Balance	4,202	3,021	3,471	2,479	1,283	27	(2,513)
Reserve Fund Closing Balance	3,021	3,471	2,479	1,283	27	(2,513)	(5,339)

Tuition Assumption 2015 - 16 2016 - 17 2017 - 18 2018 - 19 2019 - 20 2020 - 21

Tuition 36,750 36,750 37,700 38,650 39,616 40,606
 % Tuition Increase 0.00% 2.50% 2.50% 2.50% 2.50%

2015 - 2016		SCHOLARSHIPS-NO C	NATIONAL COMM	PARENTS		Student Count	Total Sum of CASH TO SCHOOL
CATEGORY	Student Count	Sum of CASH TO SCHOOL	Student Count	Sum of CASH TO SCHOOL	Student Count	Sum of CASH TO SCHOOL	
RECIPROCAL	17	0					17 0
DAVIS SCHOLARS	48	0					48 0
FULL PAY INT'L			2	73,500	40	1,470,000	42 1,564,500
FULL SCHOL INT'L	35	0					35 0
PARTIAL PAY INT'L							1 36,750
PARTIAL SCHOL INT'L			43	790,125	51	937,125	95 1,759,098
Grand Total	100	0	45	863,625	91	2,407,125	238 3,360,348

2016 - 2017		SCHOLARSHIPS-NO C	NATIONAL COMM	PARENTS		Student Count	Total Sum of CASH TO SCHOOL
CATEGORY	Student Count	Sum of CASH TO SCHOOL	Student Count	Sum of CASH TO SCHOOL	Student Count	Sum of CASH TO SCHOOL	
RECIPROCAL	18	0					18 0
DAVIS SCHOLARS	50	0					50 0
FULL PAY INT'L			4	147,000	39	1,433,250	43 1,560,250
FULL SCHOL INT'L	39	0					39 0
PARTIAL PAY INT'L			33	606,375			33 606,375
PARTIAL SCHOL INT'L	0	0	0	0	52	955,500	52 955,500
Grand Total	107	0	37	753,375	81	2,388,750	235 3,142,125

2017 - 2018		SCHOLARSHIPS-NO C	NATIONAL COMM	PARENTS		Student Count	Total Sum of CASH TO SCHOOL
CATEGORY	Student Count	Sum of CASH TO SCHOOL	Student Count	Sum of CASH TO SCHOOL	Student Count	Sum of CASH TO SCHOOL	
RECIPROCAL	18	0					18 0
DAVIS SCHOLARS	50	0					50 0
FULL PAY INT'L			4	150,800	44	1,658,800	48 1,809,600
FULL SCHOL INT'L	40	0					40 0
PARTIAL PAY INT'L			41	772,850			41 772,850
PARTIAL SCHOL INT'L	0	0	0	0	43	810,550	43 810,550
Grand Total	106	0	45	923,650	87	2,469,350	240 3,393,000

2018 - 2019		SCHOLARSHIPS-NO C	NATIONAL COMM	PARENTS		Student Count	Total Sum of CASH TO SCHOOL
CATEGORY	Student Count	Sum of CASH TO SCHOOL	Student Count	Sum of CASH TO SCHOOL	Student Count	Sum of CASH TO SCHOOL	
RECIPROCAL	17	0					17 0
DAVIS SCHOLARS	50	0					50 0
FULL PAY INT'L			4	154,598	44	1,700,578	48 1,855,176
FULL SCHOL INT'L	35	0					35 0
PARTIAL PAY INT'L			45	869,614			45 869,614
PARTIAL SCHOL INT'L	0	0	0	0	43	830,964	43 830,964
Grand Total	102	0	49	1,024,212	87	2,531,542	238 3,555,754

2019 - 2020		SCHOLARSHIPS-NO C	NATIONAL COMM	PARENTS		Student Count	Total Sum of CASH TO SCHOOL
CATEGORY	Student Count	Sum of CASH TO SCHOOL	Student Count	Sum of CASH TO SCHOOL	Student Count	Sum of CASH TO SCHOOL	
RECIPROCAL	17	0					17 0
DAVIS SCHOLARS	50	0					50 0
FULL PAY INT'L			4	158,463	44	1,743,092	48 1,901,555
FULL SCHOL INT'L	35	0					35 0
PARTIAL PAY INT'L			45	891,354			45 891,354
PARTIAL SCHOL INT'L	0	0	0	0	43	851,738	43 851,738
Grand Total	102	0	49	1,049,817	87	2,594,831	238 3,644,848

2020 - 2021		SCHOLARSHIPS-NO C	NATIONAL COMM	PARENTS		Student Count	Total Sum of CASH TO SCHOOL
CATEGORY	Student Count	Sum of CASH TO SCHOOL	Student Count	Sum of CASH TO SCHOOL	Student Count	Sum of CASH TO SCHOOL	
RECIPROCAL	17	0					17 0
DAVIS SCHOLARS	50	0					50 0
FULL PAY INT'L			4	162,425	44	1,786,670	48 1,949,094
FULL SCHOL INT'L	35	0					35 0
PARTIAL PAY INT'L			45	913,638			45 913,638
PARTIAL SCHOL INT'L	0	0	0	0	43	873,032	43 873,032
Grand Total	102	0	49	1,076,062	87	2,659,702	238 3,735,764

Revenue Model by Source of Tuition

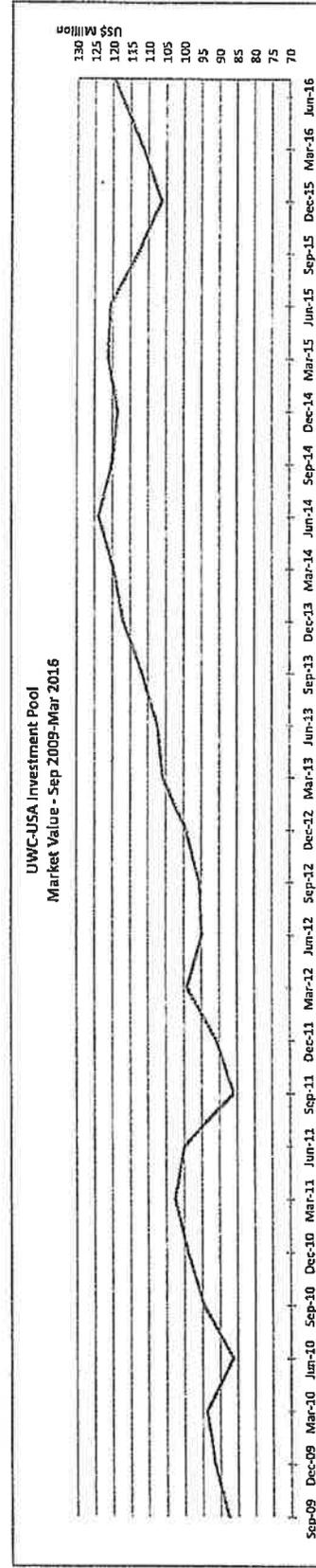
2016 to 2017

	Students Number	\$ Tuition Average	\$ Total
NC - Partial Scholarship	85	18,375	1,561,875
NC- Full Scholarships	57	0	0
NC - Direct Contribution Students, ie, no scholarships; includes direct applicant	43	36,750	1,580,250
Davis Scholars	50	0	0
	235		3,333,960
Endowment			5,673,404
Davis Initiative			1,000,000
Government contributions			
Annual Fund			1,545,000
Summer Programs			400,000
Total			11,952,364

Investment Asset Allocation and Market Value Comparison

	31-Jul-16 Market Value	%	31-Mar-16 Market Value	%	30-Sep-15 Market Value	%	30-Jun-15 Market Value	%	31-Mar-15 Market Value	%	31-Dec-14 Market Value	%
Cash		0.0%		0.0%		0.0%	\$ 10,703,199	8.9%	\$ 11,853,528	9.8%		
Short Duration US Fixed Income	6,091,273	0.0%	4,692,564	4.2%								
UBS Vanguard												
Domestic Broad Equity	46,075,360	38.5%	42,200,439	37.9%	41,385,095	36.7%	39,642,683	32.9%	36,139,958	32.3%	\$ 38,360,036	32.4%
Davis NY Venture												
Small Cap Broad Equity	4,402,516	3.7%	4,004,275	3.6%	2,674,068	2.4%	2,708,581	2.2%	2,636,848	2.2%	2,594,268	2.2%
Slate Street Russell 2000												
High Yield	12,430,915	10.4%	11,770,502	10.6%	11,702,740	10.4%	11,048,729	8.2%	11,014,848	9.1%	10,637,200	9.0%
Sheelman Primus High Yield												
Alternative Investments												
Commodity Alternative Fund	162,474	0.1%	174,741	0.2%	199,222	0.2%	231,320	0.2%	252,500	0.2%	295,143	0.2%
Commodity Endowment Fund	1,069,815	0.9%	1,126,087	1.0%	1,373,560	1.2%	1,460,988	1.2%	1,479,325	1.2%	1,560,301	1.3%
Marathon Special Opportunity Fund	335,560	0.3%	666,415	0.6%	11,042,412	9.8%	11,735,018	9.7%	11,866,906	9.8%	11,832,765	10.1%
Silverpoint Offshore Fund	28,388	0.0%	637,481	0.6%	634,917	0.6%	648,266	0.5%	56,313	0.0%	11,915,822	10.1%
International Equity												
Slate Street MSCI EAFE	27,272,806	22.8%	26,327,388	23.6%	25,935,344	23.0%	25,841,500	21.4%	25,667,835	21.2%	24,479,536	20.7%
Emerging Markets												
GMO Emerging Country Debt Fund	13,512,748	11.3%	12,337,920	11.1%	11,568,444	10.2%	10,756,735	8.9%	10,813,710	8.9%	10,631,392	9.0%
Domestic REIT												
Davis RE	8,149,023	6.8%	7,291,651	6.5%	6,401,016	5.7%	5,765,705	4.8%	6,395,860	5.3%	6,094,796	5.1%
Total Market Value	\$ 119,550,878		\$ 111,430,263		\$ 112,916,818		\$ 120,540,723		\$ 121,239,631		\$ 118,481,200	

* from June 2016 statements, as of September 8 this is the most current information



United World College Returns for Periods Ended June 30, 2016

Fund	Quarter	YTD	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	8 Years	9 Years	10 Years
Davis NY Venture	4.31%	-0.75%	-0.87%	2.02%	8.46%	11.75%	9.19%	11.61%	12.10%	6.17%	3.76%	5.30%
State Street Russell 2000	3.77%	2.28%	-6.11%	-0.01%	7.21%	11.20%	8.39%	12.75%	13.95%	13.84%	5.13%	6.21%
Shenkan Primus High Yield	3.21%	5.81%	-1.29%	-0.18%	3.35%	3.91%	4.56%	5.01%	7.43%	6.48%	5.69%	5.72%
Vanguard ST Corp Bond	1.54%											
State Street MSCI EAFE	-1.43%	-4.43%	-10.18%	-7.24%	2.05%	5.95%	1.65%	5.95%	5.95%	0.96%	-0.93%	1.57%
Davis Real Estate	7.70%	13.88%	22.46%	13.32%	12.82%	10.67%	11.33%	13.85%	18.11%	7.16%	4.10%	5.06%
GMO Emerging Country Debt	7.40%	11.98%	10.64%	2.94%								
Market Indicators												
S&P 500	2.46%	3.84%	3.99%	5.69%	11.66%	13.83%	12.10%	15.00%	14.52%	8.73%	6.05%	7.42%
Russell 2000	3.79%	2.22%	-5.73%	-0.50%	7.09%	11.13%	8.35%	12.73%	13.94%	8.14%	5.17%	6.20%
Barclays High Yield	5.52%	9.06%	1.62%	0.61%	4.18%	5.49%	7.41%	9.99%	8.36%	7.12%	7.56%	7.56%
Barclays Corp 1-5	1.39%	3.17%	3.38%	2.34%	2.82%	2.75%	2.91%	3.28%	4.24%	4.29%	4.34%	4.51%
MSCI EAFE	-1.46%	-4.42%	-10.16%	-7.24%	2.06%	5.97%	1.68%	5.98%	5.97%	0.37%	-0.91%	1.58%
FTSE NAREIT All REIT	7.36%	13.65%	22.68%	12.82%	13.11%	12.25%	12.33%	15.52%	19.94%	9.85%	6.54%	6.97%
J.P. Morgan EMBI Global	5.40%	10.50%	10.32%	4.21%	6.44%	5.12%	6.25%	7.14%	8.62%	7.80%	7.50%	7.91%
Total Fund	3.16%	1.07%	-2.05%	-1.24%	5.37%	8.32%	6.00%	8.93%	9.94%	4.27%	2.41%	4.12%
Total Fund Target	2.81%	2.58%	-0.25%	1.09%	6.94%	9.25%	6.89%	9.72%	10.28%	5.52%	3.61%	5.10%

Returns for Calendar Years

Fund	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006
Davis NY Venture	3.23%	6.82%	34.88%	13.05%	-4.54%	12.40%	32.43%	-30.85%	5.25%	15.40%
State Street Russell 2000	-3.77%	4.62%	36.73%	16.21%	-4.22%	26.77%	27.09%	-33.73%	-1.59%	18.45%
Shenkan Primus High Yield	-3.72%	2.14%	5.55%	11.46%	5.28%	11.80%	33.18%	-14.95%	2.94%	5.16%
State Street MSCI EAFE	-0.79%	-4.92%	27.72%	17.29%	-12.16%	7.75%	31.61%	-43.23%	11.20%	26.44%
Davis Real Estate	1.92%	27.96%	-1.45%	17.14%	9.97%	20.52%	32.36%	-46.75%	-14.56%	34.98%
GMO Emerging Country Debt	-0.08%	5.97%								
Market Indicators										
S&P 500	1.98%	13.69%	32.39%	16.00%	2.11%	15.06%	26.47%	-37.00%	5.49%	15.79%
Russell 2000	-4.41%	4.89%	38.82%	16.35%	-4.18%	26.85%	27.17%	-33.79%	-1.57%	18.37%
Barclays High Yield	-4.47%	2.45%	7.44%	15.81%	4.98%	15.12%	58.21%	-26.16%	1.87%	11.86%
MSCI EAFE	-0.81%	-4.90%	22.78%	17.32%	-12.14%	7.75%	31.78%	-42.38%	11.17%	26.34%
FTSE NAREIT All REIT	2.29%	27.15%	2.34%	19.79%	7.30%	27.56%	27.80%	-37.84%	-17.83%	35.95%
J.P. Morgan EMBI Global	1.25%	5.53%	-6.58%	18.54%	8.47%	12.04%	28.18%	-10.91%	6.27%	9.88%
Total Fund	-0.84%	3.15%	22.79%	15.22%	-3.75%	12.96%	27.26%	-37.08%	3.80%	21.82%
Total Fund Target	-0.24%	5.68%	21.77%	14.65%	-3.20%	12.86%	28.65%	-34.47%	6.03%	18.55%



UWC Tuition and Fee

School	Currency	2016	2017	2017 - USD	2018	2018 - USD
UWC Adriatic	Euros	N/A	N/A	N/A		
UWC Atlantic	Euros	28,105	TBD	TBD		24,006; 27,914
UWC Changshu	Yuan	N/A	305,000	45,731	TBD	TBD
UWC Costa Rica	US	36,000	35,000	36,000	36,000	36,000
UWC Dilijan	US	35,000	35,000	35,000	35,000	25,000
UWC ISAK	JPY	N/A	4,710,000	46,220	4,710,000	46,220
UWC Li Po Chun	HKD	N/A	293,000	37,768	308,000	39,701
UWC Maastricht	Euros	27,000	27,000	30,147	27,000	30,147
UWC Mahindra College	INR	TBD	TBD	TBD	TBD	TBD
UWC Mostar	Euros	14,000	14,000	15,632	14,000	15,632
UWC Pearson	Canadian	N/A	52,000	39,542	TBD	TBD
UWC Red Star Noric	NOK	230,000	230,000	27,759	230,000	27,759
UWC Robert Bosch	Euros	30,000	30,000	33,497	30,000	33,497
UWC SEA	Singapore Dollar	73,000 First Year, 75,000 Second Year	73,000 First Year, 75,000 Second Year	53,517; 54,983	32,000	32,000
UWC Thailand	US	32,000	32,000	32,000	32,000	32,000
UWC USA	US	N/A	37,700	37,700	38,650	38,650
UWC Waterford Kamhamba	Euros	17,000	17,000	18,981	17,000	18,981

UWC-USA - Facilities/Maintenance Project Status

Project Description	Latest Update	Est. Cost \$	Source of Funds
Completed in FY2017			
Repair and maint A-frame external staircase	Complete 6/16	10,000	operating
Tennis court renewal	Complete 7/16	30,000	operating
OSH/IT - Roof replace, facia repair	Complete 7/16	115,000	operating
Castle - Water Heater replacement	Complete 7/16	48,000	operating/capital
B2 - Upgrade bathroom	Complete 8/16	90,000	operating/capital
B1 - Renovation	Complete 8/16	40,000	operating/capital
Student Center - repair: floor repair	Complete 7/16	3,000	operating/capital
Minibus purchase	scheduled fleet replacement	40,000	operating/capital
Castle Lobby - furniture	Furniture delivered: couch needs warranty:	10,000	operating/capital
Lagoon - Aerator/Diffuser Installation	Complete 8/16	2,000	operating/capital
Sasakawa - Roof Renewal, wood repair, maint	Complete 9/16	20,000	operating/capital
President House - Deck replace/repair	Complete 8/16	10,000	operating/capital
Subtotal		418,000	
In Progress			
Kluge - Meet Fire System Code, Phone	SAFE is completing work now	7,000	operating/capital
Pine Forrest Housing Addition	new employee housing - infrastructure: structure	250,000	operating/capital
Pedestrian, traffic sign replace: paint roads for fire/ADA	Install signs at Castle; replace stations and speed	10,000	operating/capital
DLS - M&E Eng. Proposal	Heatblocker ordered per architect:	20,000	operating/capital
Science - Fire control system renewal	SAFE will provide list of items to approve	50,000	operating/capital
B1 - Upgrade Fire System	Need to address fire safety issues in B1	10,000	operating/capital
Fire Monitoring System	Needed for entire campus	15,000	operating/capital
Waste Water - Technical study for connection to city	Technical study in progress	30,000	operating/capital
Presidents House - facia repair	Screen repair complete: facia work starting 8/16	15,000	operating/capital
President's house - maintine, flooring, bathrooms	Main floors first phase	40,000	
Subtotal - Projects in Process		447,000	
Fiscal year total		865,000	
Future Projects			
Minibus purchase	DaveyCoach Turtle Back XLT (B8 equivalent)	40,000	operating/capital
Dorms - new carpeting and stair treads		75,000	operating/capital
Dorms - upgrade bathroom		90,000	operating/capital
Dorms - general renovation		75,000	operating/capital
Lower dorms - facia and soffit repair: gutters and		25,000	operating/capital
Retaining wall between OSH and Sasakawa		80,000	operating/capital
Door replacement, reliability/renewal VFA	Exterior door replacement: choose locking option	32,000	operating/capital
Faculty housing - restain, exterior repairs to decks and	\$5,000 per unit	25,000	operating/capital
Road repair to reservoir		20,000	operating/capital
Vehicles			operating/capital
Used custodial vehicle		5,000	operating/capital
Skylift or bucket truck	for repairs and tree work	25,000	operating/capital
Indoor lift for Castle		10,000	operating/capital
Back hoe		40,000	operating/capital
Road sweeper		50,000	operating/capital
Lift in vehicle maintenance shop		15,000	operating/capital
OSH - repair stonework, gutters, balcony	Quote from Knudson: contractors on hold	60,000	operating/capital
Castle - Hydronic system fin coil replacement		unknown	operating/capital
Advancement - Install glass door between		5,000	operating/capital
Auditorium - rewire to allow live streaming		15,000	operating/capital
Soccer field and entrance - replace fencing		50,000	operating/capital
Subtotal - Future Projects		737,000	

RESOLUTION

This Resolution is adopted by The Armand Hammer United World College of the American West (UWC-USA) pursuant to a vote at its meeting of the Board of Trustees of the United World College of the American West on October 15, 2016.

WHEREAS on October 15, 2016 at the Board meeting, upon motion duly made, seconded, and approved, it was RESOLVED that the College shall carry forward to the following year's budget any unexpended funds which were budgeted for capital expenditures.

APPROVED this _____ day of _____, 2016 by:

Steve Dichter, Chair Board of Trustees

Date

Ty Tingley, Secretary

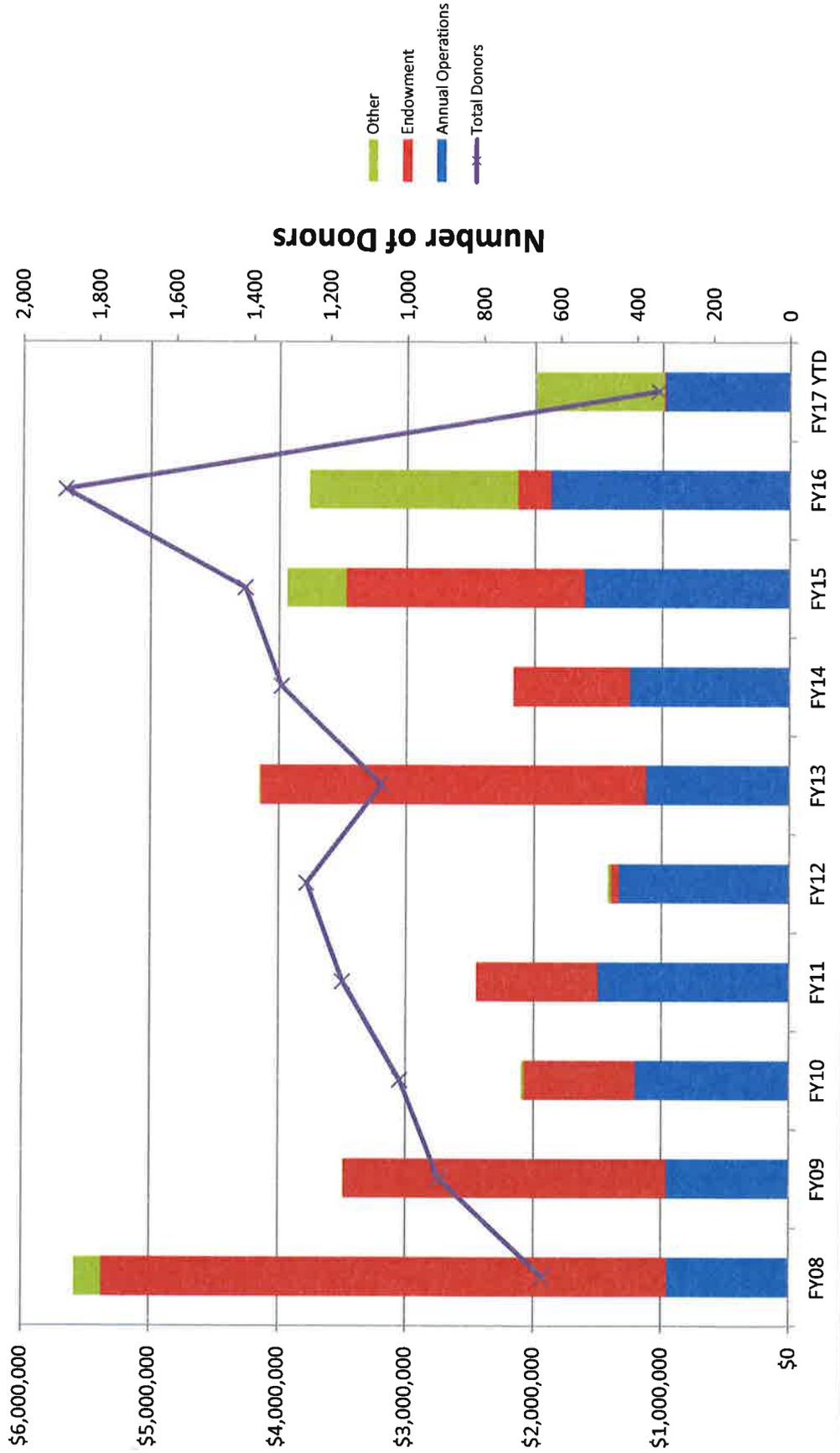
Date

10 Year Fundraising Summary

As of 9/30/2016

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17 YTD
Annual Operations	\$950,979	\$960,381	\$1,204,334	\$1,499,791	\$1,337,342	\$1,123,605	\$1,253,112	\$1,612,259	\$1,873,565	\$979,967
Endowment	\$4,423,983	\$2,526,420	\$874,077	\$949,809	\$64,828	\$3,021,765	\$912,772	\$1,865,095	\$262,555	\$11,870
Other	\$206,305	\$2,375	\$20,000	\$0	\$22,010	\$10,000	\$0	\$461,538	\$1,628,708	\$1,000,000
Total Donors	644	915	1,016	1,166	1,260	1,065	1,327	1,422	1,888	344
Annual Fund Donors	507	761	962	1,153	1,241	1,052	1,192	1,222	1,868	334
Endowment Donors	152	191	76	30	32	19	205	298	34	10
Other Donors	26	4	2	0	2	1	0	1	1	1
Total Raised	\$5,581,267	\$3,489,175	\$2,098,411	\$2,449,600	\$1,424,179	\$4,155,370	\$2,165,883	\$3,938,892	\$3,764,827	\$1,991,837

Ten-Year Giving to UWC-USA



Amount Raised by Constituency - FY17 vs. FY16 as of 9/30

<u>Constituency</u>	FY17 as of 9/30/16		FY16 as of 9/30/15	
	<u>\$ Raised</u>	<u># Donors</u>	<u>\$ Raised</u>	<u># Donors</u>
Foundation	\$591,350	6	\$610,000	1
Parent of Alum	\$83,054	12	\$8,594	13
Alumna/us	\$80,019	216	\$145,108	226
Company/Org	\$77,279	6	\$1,283	6
Individuals	\$66,738	69	\$71,465	29
Distinguished Trustee	\$40,000	1	-	-
Alum other UWC	\$37,186	5	\$25,000	1
Faculty/Staff	\$3,776	15	\$4,346	18
Current Parent	\$564	4	\$250	1
Board Member	-	-	\$5,000	1
	<u>\$979,966</u>	<u>334</u>	<u>\$866,046</u>	<u>296</u>

Meet the President: Tentative Event Schedule (as of 10/5/16)

July 2016

Friday 15-Sunday 17 – On campus: Reunion for classes of '86, '87, '96, '97

September 2016

Wednesday 7 – New York, NY: The Avenues

Thursday 8 – New York, NY: hosted by Melanie Weston '86

Tuesday 27 – San Francisco, CA: Newtree Café

October 2016

Saturday 1- Thailand: Opening of UWC Thailand

Monday 3 – Hong Kong: The China Club hosted by KC Kung '87

Saturday 15 – On campus: Dwan Light Sanctuary 20th Anniversary event

Thursday 27-Saturday 29 – Trieste, Italy: UWC Congress

November 2016

TBD – Santa Fe: dinner in trustees' home

Friday 11 – Washington, DC

Saturday 12 – Boston, MA

December 2016

Sunday 11 – On campus: Winter Concert

January 2017

Saturday 21- On campus: Caribbean Latin American Cultural Day

February 2017

TBD – Seattle, WA

TBD – Los Angeles, CA

Sunday 26 – Chicago, IL

Monday 27 – Miami, FL

March 2017

Tuesday 1 – London, England

Saturday 4 – On campus: Middle East Indian Cultural Day

Tuesday 21 – Costa Rica

April 2017

Saturday 8 – Denver, CO

May 2017

Saturday 20 – On campus: Graduation

Alumni Data and UWC Day Projects

<u>Data</u>	<u>FY17 to 9/30</u>	<u>FY16 (full yr)</u>
Total Alumni	3345	3232
No Valid Address	420	443
Inactive	5	4
Have LinkedIn Record	888	831
*Address Changes	335	2239
Profession Updates	91	319
Education Updates	68	605
Visits to Campus	12	36

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

Alumni E-Newsletters

	<u>FY17</u>	<u>FY16</u>
#	3	7
Average # Recipients	2889	2690
Average Open Rate	34%	33.50%
Average Click-through Rate	15%	9.43

UWC Day On Campus Projects were:

providing service at a Hindu temple in Taos,
UWC fitness challenge,
voter registration in Santa Fe,
motivational talks at the Mandela School in Santa Fe,
sharing stories with students from the Taos Integrated Academy of the Arts,
El Porvenir/Hermits Peak circuit challenge,
Hermit's Peak hike and run back to campus,
working with Forest Service at El Porvenir,
Taos mountain bike challenge,
creating a presentation video for the UWC Congress,
reading aloud/sharing stories of the world with elementary school in Las Vegas,
canoe exploration of Storrie Lake,
revamping the recycling location on campus,
repainting of area between servery and dining hall,
polishing dining hall furniture,
UWC Foodies on campus,
finish re-painting the Student Center,
collecting trash on the side of the road that leads/surrounds campus,
creating public art-graffiti with local organization,
working at the ARC (farm),
building a new brick path on campus,
UWC for Cancer project raised over \$2,500 for Locks of Love

Dashboard for UWC-USA Marketing and Communications

Web Metrics:

Data Requested	Current Month	Previous Month	Previous year
MAY			
total new visitor sessions	8,205	6,772	7,247
total sessions	12,375	11,144	12,114
total users	9,324	7,869	8,599
JUNE			
total new visitor sessions	7,170	8,205	5,881
total sessions	10,943	12,375	9,547
total users	8,163	9,324	6,975
JULY			
total new visitor sessions	5,505	7,170	6,050
total sessions	8,493	10,943	9,970
total users	6,238	8,163	6,880
AUGUST			
total new visitor sessions	10,491	5,505	7,178
total sessions	16,441	8,493	11,456
total users	11,456	6,238	8,169
SEPTEMBER			
total new visitor sessions	11,697	10,491	9,161
total sessions	17,446	16,441	14,872
total users	12,777	11,456	10,264

Social Media:

	Apr-16	Sep-16
Twitter Followers	1801	2031
Facebook Engagement	93350	166331

Some Press Mentions:

<http://www.coldlakesun.com/2016/07/11/local-student-wins-80k-scholarship>

<http://www.fresnobee.com/news/local/education/young-achievers/article83121797.html>

http://www.jamaicaobserver.com/lifestyle/My-Kingston-Jordan-Lyle-May-22_61255

<http://www.chicagotribune.com/news/ct-william-anixter-obituary-20160516-story.html>

<http://www.mitchellrepublic.com/news/local/4026695-plankintons-international-scholar>

Interview with Victoria Mora on Santa Fe Radio: <http://santafe.com/thevoice/podcasts/victoria-mora-president-of-the-united-world-college-in-montezuma-nm>

Communication Plan 2016/17

(as of 10/5/16)

Communication Type	September	October	November	December	January	February	March	April	May	June	July	August
Major Publications	Annual Report	Fall Kaleidoscope						Spring Kaleidoscope				
Enewsletter	Alumni	Alumni	Alumni	Holiday Greeting (AF)	Alumni		Alumni	Alumni		Alumni		Alumni
		Parent		Parent				Parent				Parent
		Community		Community				Community				Community
Mailed Solicitation												
			Annual Fund Ask				Annual Fund Ask					
Email Solicitations (AF)		10-Oct	15-Nov, 21-Nov, 28-Nov, 29-Nov	12-Dec, 30-Dec, 31-Dec		15-Feb		19-Apr	16-May, 29-May, 30-May			