

UWC-USA Spring Board Meeting

June 8-9, 2019

NYC

Opening Discussion

1. Welcome
2. Meeting Agenda and objectives
3. Few reminders/perspectives
4. Key Take-aways Feb meeting – “Dichter’s dictum...”
5. Approval of agenda and minutes
6. President’s report

Today's meeting & objectives

1. Saturday– Strategic issues
 1. President Report
 2. Strategy Overview – governing framework
 3. Strengthening Foundation
 4. Avenues Guest Presentation
 5. Master Plan and Facilities/Maintenance
 6. Advancement

2. Sunday – Exec Session
 - Board governance and development
 - Succession planning
 - Exec Session – outside trustees

Few reminders

1. **Staff-Committee work** – prior to meeting
2. **Focus on “bigger/strategic” topics** -- at board meetings
3. **Run “seminar” style** – discussion/dialog
4. **Time for Exec Session** – board needs to work on our process
5. **Active facilitation of agenda/time** - all times are approx. Need flexibility
6. **Classroom and residential experience** – why we are here.
7. **Appreciate!** – the opportunity to be together

Key Take-aways: Feb

1. Staff Reports

- a. Admissions/tuition – variance and shortfall to plan still bit confusing. Unclear how much is “dilution” effect? Need to watch carefully and continue to sharpen presentation of data.
- b. Hot Springs – authorized school to proceed with finalizing legal transfer (with right to buy-back) to Friends of MZ Hot Springs.

2. Strengthening the Foundation – endorsed the 5 goals, as presented with following guidance: Push for distinctiveness and mission alignment; work on measurement; shift to execution. Review progress in June

3. Location – narrowed down options and focus

- a. Assume we will be operating in MZ for next +/- 5 years
- b. Continue with minimum maintenance plan for next year while sort out other options.
May cost more than \$750K/yr - Safety/Transport + high ROI projects
- c. Explore partnership (City, Indian School, Desert Academy or ??) as most feasible alternative - assuming this substantially reduces the capital costs (i.e, \$20M-30M) <<
SAF trustee working group
- d. Put “greenfield” on back burner given high cost and “all or nothing” funding requirement.
- e. Sharpen numbers – on all options. Particularly “status quo”

Key Take-aways: Feb – Exec Session

- a. **Safeguarding Task Force** – add Manolo as board rep
- b. **Faculty Morale** – need ideas to solve “cabin fever” – Caesar Task Force? (Given we will be MZ for at least 5 years)
- c. **Location/discussions with City** – Santa Fe trustees (Bill, Jon, Leigh Ann) to take the lead in clarifying status and if worth developing formal proposal?
- d. **Staffing/Org**
 - i. Planner/Project Mgr – someone like Fatyma would be great and is needed
 - ii. Senior hires – President has hire/fire authority – but would be good to use board as sounding board in interviewing process
- e. **Structure of board meetings**
 - i. Continue pushing Comm Chairs to work with Staff leads prior to board meeting
 - ii. Gov Comm to evaluate options for board training – e.g. NAIS @ June meeting?
- f. **Top Org structure** - Need very strong internal team and process – to enable Pres to lead external work on strategy and campaign

- Other discussion
- Approval of Agenda and Minutes
- President's Report

Old slides

Board-Staff Rhythms

1. **UWC model is devilishly complex** – couldn't make admissions, funding, etc. more confusing if you tried.
2. **Trustees attention/memories vary** – staff working the topics every day. > Recap and “start where you left off.”
3. **Staff takes lead in structuring agenda** – Committees/chairs are sounding boards and resources
4. **Clear/repeatable tabular summaries are key** –much better than text to lock in understanding
5. **Macro trends (year-to-year) are most important to board strategic governance role** – within year variances are delegated to staff to manage. (Only need to be highlighted if leading to significant change or issue.)
6. **Peer reviews are key** – anything presented to board should be instantly understandable to all other members of staff, without a lot of explanation.
7. **Board book** – continue to refine/simplify. No need to report on everything. Not a legal document. Highlight key issues or major milestones; refer to repeatable tables in appendices; Ppt for board discussion that tells a story

Chair's view on strategic challenges

- **Program** – ensure 1st rate experience; consistent excellence
- **Staff** – grow with program and student needs; within context of Las Vegas location
- **Facilities** – aging, sub-optimal
- **Advancement** – raise \$40M+ for sustainability
- **Davis relationship** – maintain/strengthen
- **Governance** – strengthen board commensurate with above
- **International movement** – stay aligned, avoid “dilution effect” from expansion, build UWC brand, coordinated fund-raising

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Board/Faculty/Staff - values/culture/norms

1. In this together – need everyone’s perspectives and contributions
2. United by UWC mission – and model UWC values (trust in dialog, learning and “constructive engagement of conflict....”)
3. Recognize and appreciate the complexity of the school/ movement and associated challenges – deep thinking; often no “easy answers”
4. Embrace reality – know things aren’t perfect; get on table and work together
5. Routines and rhythms – core structures/frameworks; increase effectiveness
6. Make the most of our face-to-face time together – never enough time, humor helps, have fun.
7. Take action and learn - progress (big and small) is great motivator

Strategy Discussion

1. What is “good strategy”
2. Importance of alignment – all has to fit together
 - Substantively – key choices, pace, etc.
 - Organizationally – mindset, roles, terminology etc.
3. UWC-USA – Board level direction and staff development/execution

Good Strategy/Bad Strategy

Richard Rumelt,
2011

Signs of a bad strategy	Tests of a good strategy
<ul style="list-style-type: none">• Lack of a clear diagnosis (or wrong diagnosis)• Mistaking long list of goals for a strategy• Failure to make choices• Fluff – abstractions masking the absence of thought	<ul style="list-style-type: none">• A good diagnosis - simplifying the overwhelming complexity of reality by identifying certain critical levers• A guiding policy - an overall approach to overcome the obstacles identified in the diagnosis• Coherent actions - steps that are coordinated with one another to support the accomplishment of the guiding policy

Diagnosis: Strengths

- **Great mission** – attracts students, staff and supporters
- **Unique location**
- **Maturing alumni group** – but still only 3,400 strong.
(And significant number from countries without philanthropic tradition?)
- **Davis family relationship and support** –

Challenges

- **Under-funded financial model** – school has never had sound financial footing that matches its needs and aspirations. \$40+M gap (to fund Ops) + \$20M+ for campus improvements??
- **Increasing competition** – harder to differentiate UWC experience
- **Uneven class room experience** - hard to know how consistently excellent we are??
- **Aging, ad hoc, facilities** – inefficient to operate; do not support culture and collaboration
- **Challenging location** – unique, beautiful campus/area, but hard to recruit/retain talent
- **Insular culture** - small, isolated.
- **Complex/inefficient UWC movement model** – inefficiencies/complexities get transmitted down to USA – e.g. NC admissions, governance/coordination demands, fund-raising (competition for funds), etc.

Board level direction - illustrative

Macro choice:	“Strengthen the Foundation”	“Innovate for Impact”
aka	Get our house in order...	Go for gold.... !!
Financials	Live within our means – conservative <5% draw?	Invest – run short-term deficits; draw 5%+
HR/Staffing	Good, solid, lean “Head of School”	Great, invest in leadership, etc. “President”
Board	Governance	Fund-raising, networking, etc.
Facilities	Maintain	Transform
Cap Campaign	\$20M	\$100M
Student size	240??	???
etc		