



**Meeting of the
Board of Trustees**

**June 8-9, 2019
New York City, NY**

*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
February 2019

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 Saturday, June 8, 2019, commencing at 9:00am and continuing on Sunday, June 9, 2019, at 10:00am at Avenues: The World School Headquarters, 11 East 26th Street, New York, NY.



TABLE OF CONTENTS

I.	Board Agenda	4
II.	Minutes from the Feb. 1-2, 2019, Board meeting	5
III.	Executive Summary President	10
V.	Reports	
	Dean of Academics	11
	Dean of Admissions and College Counseling	13
	Dean of Experiential Education and Residential Life	14
	VP for Finance and Operations	17
	Advancement	21
VI.	Appendices -- Emailed with board book. Also, here is a link to the appendices.	

Academics

- Student retention by class (last 5 years)
- Teaching staff information (regions, gender and years of service)

Admissions & College Counseling

- Class of 2019 College/University Matriculation List
- College acceptances - Three-year comparison
- Admissions Summary Table - Year to date

Residential

- Students at risk five-year trend

Experiential Education

- Tracking of signature programming

Finance, Operations & HR

- Current Year's Budget versus End of Year's Projection
- Current Year's Budget and Next Year's Preliminary Budget
- Current Year Tuition Variance
- Tuition Entry 2019 Analysis
- Revenue Variance Summary

Expense Variance Summary
Revenues and Expenses (Chart)
Multi-Year View as of December 30, 2019
Budget Projects Five-Year Trend
Multi-Year Projection as of December 30, 2019
Market Value Summary as of December 31, 2018 (figures)
Market Value Summary as of December 31, 2018 (chart)
UWC-USA Davis Programs and Fund Report
Capital Projects 2018-2019
Capital Projects 2019-2020

Advancement

Fundraising Results FYE 19 vs. FYE 18
UWC-USA Alumni Dashboard
Communication Dashboard
Davis Scholar Parent Giving



**BOARD AGENDA
June 8-9, 2019**

Friday, June 7

6:30pm Dinner at Melanie Weston's apartment, 14 E 17th Street, Apt. 8, New York, NY
Melanie's cell 917-202-7681

Saturday, June 8

8:30am Continental breakfast at meeting location, 17th floor of Avenues: The World
School Headquarters, 11 East 26th St., New York, NY

9:00 Opening from Board Chair Steve Dichter

9:30 President's Report -- Victoria Mora

1. Year-end wrap-up
2. Staffing and organization

10:00 Strategic Plan Overview -- Ben Jones and Steve Dichter

10:30 Strengthening the foundation -- Victoria Mora

1. Goals, initiatives, action items, timing
2. System and process overview – scope/framework and summary of current status and priorities.

Noon Lunch delivered to meeting

1:00 pm Avenues Guest Presentation: New Online School

2:00pm Location, Master Plan Facilities

1. Location update – Victoria Mora
2. Master Plan including recap of options; recommended phasing and path for next 5 years -- Justin Lee
3. Facilities and Maintenance -- Jonathan Ehrlich to join via Zoom. VFA study summary, historic buildings (Castle, Old Stone Hotel); sequencing of improvements, recommended annual budget.

4:30 Advancement -- Mark Hodde to share initial impressions and priorities,
staffing plan, early thoughts on campaign, communications strategy, etc.

5:30 Adjournment for day

7:00 Alumni event at Ben '98 and Alexa '99 Melkman's home, 520 West 28th St., Unit 1,
New York, NY

Sunday, June 9

9:00am Continental breakfast, Avenues: The World School Headquarters, 11 East
26th St., New York, NY

9:30 Board Governance and development – Subitha Subramaniam

1. Roles, self-assessment (for ISAS and IB), committee effectiveness, etc.
2. Recruiting - criteria, pipeline, short-list, process, etc.

Noon Executive session with working lunch

1:30 Adjournment

**Minutes of The Armand Hammer United World College
Of the American West (UWC-USA) Board of Trustees Meeting,
Feb. 1-2, 2019**

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 3:00 p.m. Mountain Time, Friday, February 1, 2019, and adjourning at 5:30 p.m. In this first day of meetings, trustees present were Bill Banowsky, Marc Blum, Leigh Ann Brown, Steven Dichter, Manolo Espinosa '87, Marybeth Kravets, KC Kung '87, Ben Jones AC '91, Marisa Leon '87 (by videoconference), Victoria Mora, president, Jonathan Schneider, Ted Rogers, Subitha Subramaniam '88, Tyler Tingley, and Melanie Weston '86. These 15 trustees constituted a quorum.

Also present by invitation were the following members of the college administration: Gwen Albers, Melanie Brennand, Cesar Cervantes, Jonathan Ehrlich, Alexis Mamaux, and Naomi Swinton. Parris Bushong was present as faculty representative. Carson Miller '19 and Sanjana Pradheep '20 were present as student representatives.

Steve Dichter presided as chairman.

Prior to the start of the meeting, trustees had lunch in the dining hall and met with the students assigned to them. The Finance Committee met from 2:00–3:00 p.m. in Sasakawa.

Upon calling the meeting to order at 3:10 p.m., Mr. Dichter thanked Ms. Ellen Thompson *in absentia* for her past service as a faculty representative to the board. Mr. Dichter called for the approval of the minutes of the meeting of May 18, 2018. Upon motion duly made, seconded, and unanimously approved, it was.

RESOLVED, that the minutes of the meeting of October 5-6, 2018, be, and hereby are, adopted.

Mr. Dichter turned to President Mora to deliver her report.

President Mora's report was accompanied by a PowerPoint that is appended to the archival copy of these minutes. She began by noting that a principal goal of this weekend's meeting was to develop the high-level strategy that would ultimately inform the school's capital fundraising goals. Much has been accomplished since the October meeting in defining options, and once the board reacts to these scenarios, it will be time to involve the community further in planning.

President Mora briefed the board on some of the complexities of managing the college's relationship to the International Office (IO). Some of this complexity relates to admissions and the new programs the IO has put in place in the past year. With the support of the IO, UWC-USA and other UWCs have been part of useful conversations with the IB regarding the ways in which the intensity of the IB restricts UWC students from enjoying the full benefits of our programs. Looking ahead to later discussions, President Mora noted that the college had been putting in place the full program of "Safeguarding" that the IO has developed.

President Mora noted that she continued to implement the distributed leadership model she developed when she joined the college. The new development position that used to be the role

of the vice president for advancement will go to a director level position. The roles of director of admissions and college counseling will be decoupled and held by two individuals. The new director of development will report to President Mora, and the director of admissions and the director of college counseling will report to Alexis Mamaux, dean of academics. President Mora concluded her report and Mr. Dichter recognized Alexis Mamaux to deliver the academic report.

Dean Mamaux reported that the efforts to increase faculty professional development had been quite successful. Out of 31 faculty members, 24 had engaged in at least one professional development activity this academic year. Accompanying this has been an expansion of faculty involvement with the IB; 6 faculty have been IB workshop leaders and 10 have become examiners.

The college had the unusual experience of three unanticipated mid-year faculty departures. All the vacant positions have been filled. Looking toward year-end, Dean Mamaux is looking to add an English instructor and fill one retirement position; one faculty member is expected to be leaving due to visa expiration. Three other faculty are potential year-end departures.

Dean Mamaux expanded on the comments by President Mora regarding UWC efforts to work with the IB to develop a different curricular track. Students at all the UWC campuses are feeling that the demands of the IB and the demands of the UWC experience are becoming too stressful. The IB and UWC have created a process whereby 10 colleges will explore whether the IB could offer a different curricular track that would allow students to access the full dimension of the UWC experience and still attain an IB degree.

At the conclusion of Dean Mamaux's presentation, Mr. Dichter called on Melanie Brennand, dean of admissions and college counseling, to deliver her report. Dean Brennand will be leaving at the end of the year and was recognized by a round of applause from the board.

Dean Brennand noted that there were 75 candidates on campus this weekend, along with a number of their parents. Much of the discussion focused on the reasons for the shortfall in this year's targets and the role of the International Office that has complicated projection of admissions yield. After general discussion, it was agreed that we would need to watch this process closely going forward and to be alert to signs of "dilution" should the new UWCs coming on line affect our traditional sources of students.

Dean Brennand noted that 28 second-year students had received 40 offers of admissions under various college early action or early decision programs. Twenty-five students are applying to college and universities in the UK, a high number that may reflect uncertainty about visa policy in the U.S. Some 266 students have applied for the Davis Scholars program, representing 42 states, versus 23 states last year. This is the greatest geographic distribution to date in the Davis Scholars program.

Mr. Dichter then turned to Dean of Student Life and Experiential Education Cesar Cervantes.

Dean Cervantes reported that students are making good progress in adjusting their behavior to meet the college's standards. The student health department has seen a significant increase in student visits (50 more to date than last year), with a significant increase in counseling visits. He reported that full-time advisors had been appointed for each of the dorms. Part-time advisors

will support their efforts. The student resident advisor position is an effort to increase peer-to-peer support for students.

The Bartos Institute's Annual Conference "Migration and Belonging" will take place later in February with 150 guests expected.

Mr. Dichter then recognized Jonathan Ehrlich, vice president for operations and finance.

The current shortfall against last year's budget has been heavily influenced by an enrollment of 14 fewer students than projected. The board needs to be aware that there are only three years left for the Davis Challenge. Endowment draw will definitely be influenced by the 12% decline in the endowment portfolio during the 4th quarter of 2018.

The Annual Fund has raised \$1.3M toward its \$2.0M goal.

The afternoon session adjourned at 5:15 p.m. There was a performance by CLAD students at the president's home, with dinner following in Sasakawa.

The second day of meetings began at 9:00 a.m. in Sasakawa. The same trustees, members of the college administration, faculty, and student representatives were present as at the Friday meeting.

Mr. Dichter began the meeting by asking President Mora to read a resolution in honor of founding president Theodore D. Lockwood.

Memorial Resolution on Behalf of Theodore D. "Ted" Lockwood

Dec. 5, 1924-Jan. 21, 2019

WHEREAS, the United World College-USA Board of Trustees with grateful appreciation, does hereby honor the memory of Theodore "Ted" Lockwood, founding president of UWC-USA in Montezuma, N.M.;

WHEREAS, Ted, who served as president from 1982-1993, worked on the founding of UWC-USA with philanthropist, Armand Hammer and later wrote a book that focused on the personalities involved, the international perspective and glimpses of all these people, and offered an inspiration to a public hoping for better educational opportunities;

WHEREAS, Ted was committed to the education of young adults based on firmly held philosophical and moral principles and connected with the students, thoroughly enjoying interacting with them through discussion and through shared experience, going on expeditions with them, "hanging out" with them after meals in the cafeteria, seeing every bus off after graduation to say farewell, and reading every student's report, adding a comment of his own and;

WHEREAS, Ted's vision and work ethic remain very much alive on the Montezuma, NM campus of the United World College, in traditions of the school and in the spirit of the place;

WHEREAS, throughout his life, Ted has exemplified a giving spirit to all who needed assistance

and specifically distinguished himself as a key philanthropic donor to UWC-USA through his generosity and initiatives;

THEREFORE LET IT BE RESOLVED that the UWC-USA Board of Trustees and President Dr. Victoria J. Mora, on behalf of the students, faculty and staff, would like to remember him for his outstanding service.

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

RESOLVED, That the memorial resolution in honor of Theodore D. Lockwood be entered into the minutes of the Trustees of United World College-USA and circulated publicly in honor of his great contributions to the founding of the College.

Mr. Dichter then turned to Cesar Cervantes, Dean of Student Life and Experiential Education, to discuss the Safeguarding program.

Dean Cervantes reported that there had been very high participation by faculty and staff in the online training program offered to support the Safeguarding program. Ms. Leon suggested a child protection committee be established with Trustee participation. Mr. Espinosa was suggested as the trustee representative to that committee and agreed to serve, pending review of the committee's charter and membership by the College's legal advisor.

Martin Leger, President of the Friends of Montezuma Hot Springs, Ben Gillock, member of FMHS and a teacher at UWC-USA, and Naomi Swinton, Director of the Bartos Institute, joined the meeting to discuss the Hot Springs. Mr. Dichter turned to Vice President Ehrlich to lead the discussion.

Vice President Ehrlich characterized the Hot Springs as an "attractive nuisance" that was greatly enjoyed by both the College and Las Vegas community but that represented a significant liability for the College. There have been two deaths at the Hot Springs in the last 15 months. The existence of the Hot Springs and their availability to the public have an effect on the College's insurance rates.

Both Mr. Leger and Mr. Gillock spoke of the loyal following that cleaned the Hot Springs on a monthly basis and had been using the Springs for generations. The Trustees discussed alternative methods to transfer the responsibility for the Hot Springs to the Friends organization. After discussion,

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

RESOLVED, That the College would work in good faith to pursue a partnership and sale of the Hot Springs (with the right to buy back) to the Friends of the Hot Springs. Upon passage of that resolution, the Board toured the Hot Springs and met the members of the Friends who were performing their monthly cleaning of the site. The Trustees returned at 11:00 a.m. and continued their meeting in Sasakawa.

Mr. Dichter began the meeting by recapping the discussion the Board held in October on strengthening the foundation. Following that, Mr. Dichter called upon President Mora to present

the progress of discussions since the October meeting.

President Mora presented a PowerPoint that is appended to the archival copy of these minutes. She summarized the progress with five goals for strengthening the foundation:

1. Hire mission-driven people
2. Excellent programming
3. Integrated information systems
4. A safe and inspiring campus
5. A capital campaign

The board discussed these goals and the next steps in the planning process. It was agreed that the goals were good ones, and the board endorsed them. There was some discussion of using a Net Promoter Score survey to measure overall success in strengthening the foundation.

From 1:00 to 1:30 p.m., the board met in executive session.

At 1:30 the board took up the topic of the location of the campus. Joining the board for this discussion were faculty Santos Contreras, Gianvi Figari, Erin Gilland, Andy Gorvetzian, Judi Ruprecht, Hritik Sampat, Subarna Sampat, and Dr. Peter Samarankaye. President Mora presented a PowerPoint that is appended to the archival copy of these minutes.

President Mora presented four campus location options:

1. Stay in Montezuma—status quo
2. Stay in Montezuma—implement AOS master plan
3. New location—take-over or partnership
4. New location—build from scratch

Mr. Blum suggested considering a fifth alternative at some point: locate an administrative office in Santa Fe. Combine that with a shuttle service from Santa Fe to Montezuma, so that administrators, faculty, and staff residing in Santa Fe could use the commuting time productively.

After a thorough discussion, the board agreed that:

1. We can assume we will be operating in Montezuma for the next 5 years.
2. We will continue with the top priority, minimum maintenance plan for the next year while we continue to sort out the options.
3. A group of the Santa Fe Trustees will continue to explore partnerships.
4. We will put option #4, building from scratch, on the back burner, given its high cost.
5. We will continue to refine our cost projections.

At the conclusion of the discussion, Mr. Dichter complimented the members of the strategic planning team for the progress made in exploring these options since the October meeting.

From 3:30 –5:30 p.m., the board met in executive session.

At 5:30 p.m., 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

The past year has been one of advancement for UWC-USA in several areas. We are close to completing not one but two self-studies for reaccreditation. We have continued to develop a distributed leadership model, introducing a new layer of dedicated residential staff to improve the student residential experience and planning for department heads to make program review and decision-making more collaborative. Our revamping of the U.S. Davis Scholars Model enjoyed success in its first year, honoring Shelby's intentions to a greater extent than we've done before while addressing financial sustainability for UWC-USA in administering the program. An adjustment in our offers to NCs and their rate of acceptance, along with modest success of the GSP in bringing full paying students to our campus, has made for a stronger projection on tuition revenue for next year. We have continued to get our financial house in order and have completed a multi-year "big ticket" item review, which has resulted in significant savings while maintaining or improving employee salaries and benefits. We completed our market comparison study for compensation and developed and began implementing a strategy for a more rationalized, values-based approach going forward. We made progress on long-identified threats within our formidable deferred-maintenance portfolio and with regard to safety. We brought HR policies online and have begun to implement them. We stand to meet our fundraising goals in spite of a mid-year exit at the chief advancement officer level and inadequate staffing.

Movement hasn't been all forward. We continue to struggle with employee turnover. It remains a challenge to get a strategic leadership team in place. Some of the attrition has been in response to where we are, some to where we are going. Most has been a matter of individual opportunity. In any case, the upheaval within the community is real and challenging, especially when layered on top of the transience of a two-year program. The culture shift around community standards for student and employee behavior has also presented challenges, and I suspect we have a couple more years before we can see the progress envisioned.

Finally, with respect to this past school year, I would be remiss not to point out that with all of the above layered on top, the daily work we do with students is strong. This is thanks to the dedicated faculty and staff and the work they do everyday. I could not be more grateful, on my own behalf and on behalf of the students, who make our work meaningful.

We have made excellent progress on strategic planning. A reconstituted strategic planning committee (some former members, some new) developed initiatives and coherent actions to take the five board-approved goals forward. The plan for strengthening the foundation is simple and straightforward, making clear what we need to do. The work will involve the entire community. It will require additional staff and resource allocation. But if we are successful, these will be investments that will leave the school truly in a position to innovate for impact as well as look forward to our 50th anniversary. The future is bright if we can get there!

Dean of Academics

I - Student body

The main focus of spring 2019 regarding the student body is preparation and submission of IB assessments.

- All IB assessments were successfully uploaded by the IB deadlines.
- IB exams began on May 6 with self-taught languages.
- Once again, invigilators were hired to assist with the examinations, freeing teachers to coach second-year students, continue with their first-year classes, and finish grades and reports in a timely manner.
- 136 students are taking exams, including 34 first-year students.

Action needed from Board

- No action - FYI

II - Student Information System (SIS)

- A cross-functional team was created that investigated alternatives to Edbsy, the current student information and learning management system. The team identified information system needs, and based on those, recommended PowerSchool as it has the potential to meet the most needs of the school. PowerSchool will integrate behavioral management, student information and learning management systems, health and an option to add other systems including finance, human resources and advancement.

Action needed from Board

- No action - FYI

III - Faculty staffing

- Higher rate of attrition this year: three unexpected replacements made in January 2019 (Douglas Baskett, Rob Curr and Nandita Dinesh). In addition, Ravindra Parashar retired; Yaka Ndour could not return due to expiration of F1 visa; and Ellen Thompson could not return due to cancellation of J1 visa. Between March and May, three additional faculty did not renew contracts - Travis Day (12 years of service), Douglas Arnwine (5), and Leslie Miller (2). Total turnover of nine in 2018-2019 versus four in 2017-2018.
- There is continued work on intentional diversity in hiring faculty. However, continued use of J1 Visa means faculty will serve 3-5 years before having to leave the country. It is a nonimmigrant visa, and any attempt at permanent residency leads to automatic termination of the J1 visa. Moving forward, that will be made explicit by UWC-USA in addition to the Cordell Hull Foundation notification of such.

Action needed from Board

- No action - FYI

IV - IB and ISAS re-accreditation progress

- The IB self-study questionnaire was completed, reviewed by SLT and the final submission is on track for the IBO's June 1, 2019, deadline.
- The ISAS self-study strands were completed by all interested staff (mostly faculty) and reviewed by all staff during the May 14 all-employee meeting. Naomi Swinton edited the document so that it has one voice. The SLT (which is serving as the steering committee)

will review and draft the introduction and conclusion. All should be wrapped up by the end of June 2019.

- The draft Document of Adherence is nearing completion, and should be completed by the end of June 2019.
- The ISAS site visit is scheduled for Sept. 22-25, 2019. The visiting committee has been selected by ISAS.

Action needed from Board

- Completion of governance portion of Document of Adherence to Standards at June board meeting per Steve Dichter's agenda item.

Dean of Admissions and College Counseling

Admissions

I - Class of 2021

- We have 120 students from 63 national committees confirmed for entry in 2019. The Global Selections Process provided 6 students, but we also had many more full-fee-paying spots added through the process. Two students from Syria are invited to attend UWC-USA; one is coming from Lebanon, and the other has a U.S. passport, which is useful given the current travel ban.
- One major point of success was our gender balance; nearly every other UWC raised concern about very high numbers of females being nominated. UWC-USA managed to confirm a nearly 50/50 gender balance for the incoming class, which is opposite the trend. This helps enormously with residential life.
- The US Davis Scholars process was very successful, with 57 scholars selected; it was an extremely socio-economically diverse applicant pool. The new hybrid model, with needs-assessment of families' ability to pay towards school and college fees beyond the \$25,000 merit scholarship, did not seem to affect students' acceptance of the Davis scholarships. The application will be edited and will "go live" in mid-June for entry 2020. This is the earliest we have ever released the application. The earlier access should increase applications, which will be due in October or early November.

College Counseling

I - Successful year

This year was the most successful year for acceptances to date, with students receiving an average of 3 acceptances (305 overall across just around 100 students). We received acceptances from all Ivy League schools except Dartmouth, as well as to the Naval Academy, the prestigious Columbia/Sciences Po dual degree program, and multiple acceptances to Davis Partner Universities with generous financial aid packages. As in prior years, the trend towards gap years and applications to non-North American universities continues to increase, with many more students returning home or studying in the United Kingdom, the Netherlands, or elsewhere abroad.

Dean of Residential Life and Experiential Education

Residential Life

I - Community Standards & Residential Policies

- This academic year has been one of re-established boundaries and consistency in their application. With a new community standards policy and updated residential policies, students and faculty were both learning and adjusting to the effort toward culture shift. If the progress made this year will carry on and continue to improve, the following will be necessary:
 - Training on community standards and residential policies for all students, faculty and security staff. Training should occur during orientation and be a part of onboarding procedures for faculty and security staff. Training should happen at least twice a year. Part of this training should include de-escalation techniques when confronting an incident in progress.
 - Submitting incident reports needs to increase significantly. As part of RLC training and security staff training, proper incident report writing techniques and expectations to clarify in what cases an incident report should be submitted will need to be emphasized.
 - Resident assistant expectations will eventually need to include the reporting of community standards and residential violations of their peers. It does not necessarily need to be a formal written report, but the culture needs to shift so that students feel confident in holding their peers accountable as a matter related to mission and values.
 - Disciplinary council training will need to occur for all faculty, as they may be called to serve on a disciplinary council at any time. A disciplinary council manual should be written this summer in anticipation of this training.
 - Responses to major violations need to be consistently met with the consequences outlined in the community standards policy. Both as a matter of safeguarding and in consistency with the values and mission of the school.
 - CEC circles will need to be integrated into a holistic residential life calendar and approach as a matter of preventative care and culture building in healthy communication and conflict resolution.
 - Board should be trained in safeguarding issues.

Action needed from Board

- Safeguarding training - Educare courses

II - Student Health

- In the health clinic, a part-time nurse was hired to replace the part-time nurse we lost earlier in the year. Hours for the part-time nurse and the driver have been increased to accommodate an increase in student appointments and various medical needs to include medication pick-up and off campus health/mental health appointments. For student health progress to continue, the following will need to be done:
 - Link student wellness to the student health clinic. To build the positive reputation of the health clinic and communicate that health and wellness are related, shared space and programming should be considered. The room next to the health clinic

has been approved for a wellness center; programming and remodeling/decorating are underway.

- Education and transparency in the approval of sick days for students needs attention. A pamphlet and language added to the student handbook will assist students in understanding the process for being awarded a sick day. This transparency should also help in dispelling narratives amongst students about the reasons a student may or may not receive a sick day.
- Given the increase in counseling appointments and the general trend toward student needs in accessing mental health services, the school should plan for elevating one of the part-time counseling positions to full-time by 2020-21.
- Continued information share with the academic dean, as it relates to students of concern and faculty, as needed. Faculty have expressed desire for “staffings” twice a year where all students are discussed to share any concerns and needed follow up.

Action needed from Board

- No action - FYI

III - Global Leadership Forum

- Participant and staff applications are closed. Registration ended on May 31 and some registrations are pending submission, or applicants are still completing payment plans. Overall numbers are positive and revenue is over 50% higher. Increased tuition costs has helped with higher revenue. UWC and UWC-USA alumni engagement is very high within the staff team. Only one person does not have a connection to UWC.

Action needed from Board

- No action - FYI

IV - Residential Staffing

- Our first full-time RLC hire was made this year with great success. Our second RLC has been hired for the next academic year and two more will be hired this summer. The RLC model can be fully transitioned within 2 years. The shift to this model will serve our community in the following ways:
 - Increased ability to consistently hire staff with specialized experience/desire for career in residential life
 - Increasing staff hours spent in residence halls
 - Increasing visibility and relationship building
 - Improved faculty work/life balance
 - Consistency in addressing student concerns
 - Increased capacity of residential life department and community as a whole
 - Ability to fill in gaps of engagement during weekend and evenings
 - Intentional integration of social and emotional learning and CEC action into the residential experience

Action needed from Board

- No action-FYI

Experiential Education

- In building off the February board report, the following areas for progress are needed:
 - Finalization of Arts & Culture proposal (SLT approval)
 - ExEd/Portfolio Calendar
 - New campus service plan
 - Time block for ExEd related meetings/needs
 - Review of ExEd requirements
 - Clear leadership requirements/plan for student leadership across tracks

Action needed from Board

- No action - FYI

Finance and Operations

I – Finances

FYE 2019

- The approved budget for FYE 2019 projected an operating surplus before capital expenses of \$1,189,000, and an overall surplus after capital expenses of \$439,000. The revised budget for FYE 19 projects an operating surplus before capital expenses of \$1.3 million and a deficit after capital expenses of (\$190,000). The significant changes include:
 - Enrollment this year was budgeted at 235; currently it is at 219 students.
 - Gross tuition before financial aid had a shortfall of \$400,000; financial aid accepted exceeded budget by \$512,000. This led to a shortfall in net tuition after financial aid of \$812,000 when you include Davis funds, due to enrollment decline and additional cost of financial aid.
- Exceptional expenditure for purchase of three new mini-buses, funded by additional draw from the unrestricted portion of the endowment of \$200,000.
- Higher costs due to requesting additional master planning work, and commission of a landscape plan focused on high impact areas on campus and water preservation.
- In addition, unanticipated costs due to bat mitigation above insured costs and the insurance deductible, cleanup and repair of student center due to sewage backup and the insurance deductible, and final closeout costs of waste water treatment project, among others.
- Deferral of a portion of endowment rollover funds -- \$270,000 -- from this fiscal year to next fiscal year.

FYE 2020

- The preliminary budget for FYE 2020 is presented. It projects an operating surplus before capital expenses of \$1,228,000, and an overall surplus after capital expenses of \$227,000. Capital expenses have been budgeted at \$1 million (see detailed capital expense budget in the appendix). Significant changes from the current year include:
 - Operational initiatives for building capacity, include the creation and hiring of several positions -- six department chairs, one additional college counselor, two residential life coordinators, additional positions in advancement, an audio-visual technician, records management assistant, an increase in hours for the part-time nurse, and an increase of a farm position from part to full time. In addition, the budget includes tiered salary increases, and increased support for the wilderness program.
 - An overall revenue increase mainly due to increased net tuition of 5.1%.
 - An overall expense request increase before capital expenditures of 4.8%.
 - Endowment draw is projected to be less than the current year as a result of including only \$170,000 additional draw for new mini-buses versus \$300,000 in the current year's budget. It should be noted that the remaining portion of rollover funds (\$270,000) left from prior years is included in the endowment projection.
 - Salaries were increased to bring employees up to the 40th percentile of peer institutions as determined by the compensation study; additional salary increases were given with the lowest paid employees receiving the highest percentage increases. Increases are effective June 1.

- o Increased program expenditures in co-curricular, wilderness, residential, and student life in support of the strategic initiative to provide stronger student services.
- The endowment was valued as of March 31, 2019, at \$126 million, which is an increase of 7.96 % since the last quarter.

Action needed from Board

- ~~None needed - FYI~~ Preliminary Approval Needed

II - Employee benefits

- The carrier for life insurance has been changed. The new carrier offers somewhat lower rates, but the main reason we switched was poor service by the former carrier. In addition, the new carrier includes an employee assistance plan as part of its services.

Action needed from Board

- None needed - FYI

III - Safety and Risk Management

- The Safety Committee has been working on completing a campus-wide implementation of an emergency notification system, vehicle safety training, and emergency response drills. A visitor background check system has been implemented.
- Safety training will be developed over the summer in collaboration with the New Mexico Department of Emergency Management, and will be part of employee and student orientation. Work is continuing to further operationalize safety procedures and will be completed this summer.

Action needed from Board

- No action - FYI

IV - Capital Projects and Operations

- FYE 2020 – Capital requests to support the strengthening of the campus’ foundation total \$1 million (see summary in Appendix).
 - o Hot Springs – Continuing work towards reducing the liability exposure of the school
 - o In conjunction with resource attorneys, the school is pursuing formation of a separate LLC. Upon its formation, ownership of the parcel with the hot springs would be transferred to it. Subsequently, the LLC would complete an operating and management lease of the hot springs to Friends of the Montezuma Hot Springs.

Action needed from Board

- Discussion regarding formation of the aforementioned LLC, and subsequent lease of the hot springs to the Friends of the Montezuma Hot Springs.
- Review and approval of the resolution approving transfer of the parcel encompassing the hot springs to an LLC, which will direct and manage the hot springs operations.

- **Acquisition of additional irrigation water rights**

- o Discussions have been conducted with the state of New Mexico and the City of Las Vegas about how to acquire additional water rights for campus irrigation have led to the conclusion that the best method is to request buying water rights from landowners. In addition, the school is working with the City of Las Vegas to see if it will approve purchasing additional raw water from the city’s river water allocation. This process is ongoing, with one landowner indicating he is interested in selling his water rights to the school.

Action needed from Board

- No action at this time, but purchase of additional water rights may require additional capital expense funding.
- **Bats in the castle upper floors**
 - The project to remove all bats from the third and fourth floors of the castle, and the cleanup of those areas to construction-ready condition is complete. The project was completely paid for by insurance, other than the school's \$25,000 deductible.

Action needed from Board

- No action - FYI
- **County Road A7 (road circling the fields and passing by Sasakawa)**
 - Discussions are ongoing with San Miguel County regarding options for the school to exercise more control over this road to make the campus safer. The most likely option would be to install one or two additional electronic gates on the road.

Action needed from Board

- No action at this time.
- A decision to proceed with parts of the plan may require additional capital expense funding.
- **Campus landscape plan**
 - The design firm, Surroundings, has completed its landscape plan. It includes recommendations for high-impact areas such as the campus entrance, Old Stone Hotel, and the castle. In addition, it includes recommendations regarding types of plantings, water capture and water use reduction, and options for the fields.

Action needed from Board

- No action at this time.
- A decision to proceed with parts of the plan may require additional capital expense funding.
- **Signage/wayfinding plan**
 - The administration has contracted with CW&H Graphics to develop a more uniform and helpful signage plan for the campus.

Action needed from Board

- No action at this time.
- A decision to proceed with additional parts of the plan may require additional capital expense funding.
- **Additional security measures for residence hall rooms**
 - To provide additional security for student dorm rooms and a number of offices, re-keying of those rooms will take place over the summer, as well as installation of cameras over exterior doors of the residence halls.

Action needed from Board

- No action - FYI
- Automation of reservoir filling and chlorination
 - Controls to monitor the water level in the reservoir, as well as add the necessary amount of chlorine have been installed

Action needed from Board-

- No action - FYI
- **Management proposal of facilities/grounds/custodial from Sodexo**
 - Discussions with Sodexo have been ongoing regarding transitioning management of facilities/grounds/custodial.
 - Opportunities exist to upgrade systems, lower purchasing and operational costs, and provide a better career path for employees.
 - The proposal would result in a savings of \$300,000 the first year.
 - Each current UWC-USA employee in those areas would be given a position with Sodexo at their current pay level and with credit for their years of UWC-USA service.
 - In the first year Sodexo will undertake an evaluation of existing structures and systems. This is redone every five years. A multi-year deferred maintenance plan will be developed based on this analysis and prioritization of needs.
 - Local teams conduct regular weekly inspections, as well as district and regional teams doing monthly and quarterly surveys of campus from an operational standpoint.
 - In the first few months Sodexo establishes a safety program, including things like a disaster and evacuation plan.
 - Sodexo works with its support teams and UWC to prioritize and implement all of these improvements included in the master and landscape plans as indicated by the goals of the strategic plan.
 - An example of a systems implementation process would be to have a grounds subject matter expert come to campus in the first year to assess tree hazards, flower plans, weed control, irrigation inspection program, mowing/trimming/blowing routine and plans, etc. The ground expert will spend the next 2-3 years holding the team accountable for making improvements according to the program, including any direction.

Action needed from Board-

- Support from the board to proceed with the recommendation from the SLT

Advancement Report

I – Fundraising

- As of May 23, 2019, the Annual Fund totalled \$1,867,475 toward the Davis Family Challenge Grant. Ongoing alumni outreach, communications with past donors, and commitments made by a number of major donors give us confidence that the Davis Family Challenge will be met and exceeded for the second consecutive year. This figure is exclusive of additional gifts from Shelby Davis totaling \$770,501.
- Alumni giving stands at approximately 20% with less than ten days left in the fiscal year compared to 30% last year. Alumni typically have waited until the last moment to make their gifts and a series of emails, personal phone calls and activity by class representatives are all aimed at increasing alumni participation before the end of the year.
- With one week remaining, all but three board members have made annual gifts to the school.
- This year, 85% of current students contributed to the Annual Fund, including all of the Davis Scholars on campus. In addition, 76% of second-years have pledged to make a financial contribution for the next four years as part of their generational commitment.
- Victoria issued a challenge inviting alumni to join her in giving an additional \$1,000 to the annual fund or to bring their giving up to \$1,000. As of May 23, contributions totaling \$89,000 from 28 alums had been contributed.
- We received a \$35,000 award from Anchorum, a newly-formed foundation in Santa Fe, for support of experiential education programs focused on community impact. The grant includes additional training and support as well as the potential for continued funding in the future. UWC-USA received the largest educational award made by Anchorum this year. Other grant applications are pending in the next fiscal year, including the EE Ford Foundation and the Nice to Meet You Foundation (UK-based).
- The advancement department is evaluating opportunities for revenue growth and cost containment with an institution-wide perspective on fundraising, communications and marketing. This includes review of:
 - Foundation funding history and potential.
 - Integration of Bartos Institute programming as opportunity for strategic partnerships and funding around mission-driven programs.
 - Evaluation and development of potential revenue streams and related marketing needs across campus (e.g. GLF, IB Teacher training, student recruitment, etc.).
 - Potential for in-kind gifts (e.g. bedding, dorm furniture, etc.).
 - Development of a strategic communications plan.
 - Staff planning – investing in the future to position school for post-Davis Family Challenge capacity. This will include a major gift officer, alumni engagement (replacement), campus-based communications and marketing, foundation relations,

- and support staff.
- Exploring options with the International Office for providing tax-advantaged giving for non-U.S. residents.

Action needed from Board

- Review and adoption of board travel reimbursement policy.
- Continued commitment to 100% board giving at current or increased level.
- Introduce potential new donors to the school, strategic partners and/or involvement in stewarding and solicitation of current donors.

II - Campaign preparation

- Planning for conversations with key alumni regarding participation in a President's Council to provide input to Victoria around strategic goals, the direction of the school and leadership giving. This group will also form the nucleus of a campaign to strengthen the foundation of the school.
- Alumni relations completed 12 global alumni focus groups funded by the Steele Foundation to solicit alumni input on mission-alignment, financial sustainability, signature programs, questions around location, giving, and engagement. One more engagement event is planned for June in Johannesburg, South Africa. Information from the engagement events and alumni survey were provided to the strategic planning committee and incorporated into the plan. A summary of the information gleaned from the survey was also published in the recent edition of the *Kaleidoscope* magazine and will be used to inform communications and planning going forward. Engagement of alumni in the planning and discussion of the future of the school is a vital part of building the financial capacity of the school
- Staffing of the advancement office in the coming months will further develop the capacity of the school for major gift fundraising (focused on identifying, qualifying, cultivating prospective major donors) and foundation funding.

Action needed from Board:

- No action - FYI

III - Alumni Relations

- Alumni Relations, assisted by the student SOAR group, has been working throughout the year to prepare graduating students to understand the importance of philanthropy in supporting their education. This is in alignment with the IO strategy to have alumni make a "generational commitment" of time, talent, and treasure.
- The Spring 2019 Alumni-in-Residence Fellow Michael Barnes AC '67 completed his time on campus and engaged students on how to use video to create human rights change, including accompanying a group of students on a Project Week trip. Michael is the director,

writer and executive producer of Periskope, an organization that produces television projects on science, technology, medicine, health, aviation, and drama.

- Len Necefer '07 (Navajo Nation-USA) is the recipient of the 2019 Giulio Regeni Alumni Impact Award. Len has been a strong advocate for Native nations and the environment since graduating from UWC-USA. Len was a featured speaker at this year's commencement.
- At the end of April, the school hosted a "Post-UWC Second-Year Retreat" for graduating students to help ease their transition into post-UWC life. The retreat was an opportunity to talk about their generational commitments, recognize the Sally Martin Award winner who spoke at graduation and meet with visiting alumni to talk about lives after the UWC.
- Reunion: This year will mark the first time that the campus will host two reunion weekends. First, the classes of '93, '94, '09, and '10 will be on campus from July 26-29, 2019. The "early years" classes of '84, '85, and '86 will be on campus for an extended reunion August 1-5, 2019. The "early years" have also set a goal of providing three, two-year scholarships totaling \$251,100. To date, they have raised a total of \$42,480 with efforts by class leaders to raise the additional funds.

Action needed from Board

- No action - FYI

IV - Communications/Marketing

The focus of the past five months has been the launch and impact of the new website. Statistics about the website and social media presence are found in the appendices. The website is having a positive impact on enrollment activity by generating leads and engaging potential applicants. GLF enrollment activity is outperforming last year, and we have 200 leads since the middle of January that we are working with for Davis Scholarships.

Focus for the next few months

- Craft and manage communications for Davis Scholar Admissions (with no director of admissions on staff) including lead development through social media and cultivation of leads.
- Continuous improvement of website based on data, user feedback and internal assessments.
- In coordination with new director of admissions, develop a strategic admissions marketing enrollment calendar and content.

Focus for the coming year

- Develop a strategic marketing plan. This has been initiated with the support of a UWC-USA alum. Development and execution of the plan will be a primary task of a campus-based communicator.
- Focus on key messaging with focus on dynamic content (video), curation of student-produced content (music performances, cultural days, etc.), partnerships,

- brand awareness, content strategy, channel marketing (with National Committees), and inbound marketing,
- Assessment of communications and marketing materials, especially print. Evaluating the cost-benefit of existing marketing pieces, especially the *Kaleidoscope* magazine.

Action needed from Board

- No action – FYI