

[Draft] Minutes

The Armand Hammer United World College of the American West (UWC-USA)

Board of Trustees Meeting

June 8 & 9, 2019

A meeting of the Board of Trustees of the United World College of the American West was held in New York City at the offices of Avenues the World School, commencing at 9:00 a.m. Eastern Daylight Time, Saturday, June 8, 2019 and adjourning at 5:30 p.m. In this first day of meetings, Trustees present were Marc Blum, Steven Dichter, Manolo Espinosa '87 (by videoconference), Marybeth Kravets (by videoconference), Ben Jones AC '91, Justin Lee '95, Marisa Leon '87, Victoria Mora, President, Jonathan Schneider, Subitha Surbramianiam '88, Tyler Tingley, and Melanie Weston '86. These 12 trustees constituted a quorum.

Also present by invitation were the following members of the College administration: Mark Hodde '89, Chief Advancement Officer. Fatymatou Dia Saleem '09 attended as an observer for the meeting held on June 8.

Steve Dichter presided as Chairman.

Mr. Dichter began with a brief review of the decisions reached at the February meeting and an overview of the June agenda.

Mr. Dichter called for the approval of the minutes of the meeting of February 1 and 2, 2019.

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

RESOLVED, that the minutes of the meeting of February 1 and 2, 2019 be, and hereby are, adopted.

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

President Mora recounted for the board a number of the planning accomplishments of the past year: the College has completed a campus landscape plan, a facilities master plan, a comparative salary analysis, and two self-studies for the IB and the regional accrediting association (ISAS). She noted some of the staffing issues of the past year, including a couple of difficult mid-year replacements. There was discussion of the efforts by the College to reorganize dormitory supervision to ensure more complete adult coverage on nights and weekends.

President Mora announced that all trustee documents were being posted on the website behind a secure, password-protected portal. The trustees discussed, in general terms, the proposal the College had received from Sodexo to outsource a number of maintenance

functions. Trustees Lee, Leon, and Tingley offered to review the Sodexo contract when negotiations are completed. President Mora discussed some changes to the organization chart and her efforts to further implement a program of distributed leadership.

There was a very good record of college placement this year, and President Mora noted that next year there would be two college counselors, which would allow the College to provide better counseling to both the first and second year students.

Discussion turned to the budget. The current fiscal year will end with a \$190,000 deficit, better than was projected in February.

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

RESOLVED, that the preliminary budget for the 2019–2020 school year be, and hereby is, approved.

President Mora expressed concern about faculty turnover and the number of younger faculty with under five years teaching experience. She noted that there was a team on campus looking at measures to try to increase faculty retention.

The board discussed the hot springs and reviewed a resolution to transfer ownership of the springs to an LLC, preparatory to entering into an agreement with the hot springs association to take control of the springs. Mr. Espinoza will work with Mr. Erlich and bring back a resolution for the board to approve electronically.

President Mora concluded her report, and Mr. Dichter began a review of some of our previous discussions of strategic planning. These discussions have focused on two themes: “Strengthening the Foundation” and “Innovation for Impact.” The details of Mr. Dichter’s presentation are included in a PowerPoint he presented, which is included with the archival copy of these minutes.

President Mora then reviewed the five elements of the plan for “Strengthening the Foundation”:

1. Mission-driven people
2. Mission-aligned, signature, place-based programming
3. Integrated systems
4. A safe and inspiring campus
5. A sustainable financial model

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

RESOLVED, that the five elements of the strategic plan known as “Strengthening the Foundation” be, and hereby are, adopted.

The trustees adjourned for lunch and, upon their return to the meeting, heard a

presentation from three members of the Avenues administration on the new online school they are launching in the fall of 2019.

Mr. Dichter recognized Mr. Lee to present his analysis of the resources necessary to achieve the goal of a safe and inspiring campus and to go beyond that to significant facilities improvement. The details of this analysis are summarized in the PowerPoint that is attached to the archival copy of these minutes. In a nutshell, to spend \$1M per year additional money in facilities would maintain our current state with some basic building improvements. An expenditure of \$2.5M/ year would allow us to address basic deferred maintenance and upgrade many academic spaces and residential areas.

Mr. Lee's list of major facilities renovations prompted extended discussion of the Master Plan. This plan involved consolidating all the residential facilities on the Castle level of the campus and consolidating all the academic facilities on the lower level. The board discussion turned to narrowing down the options presented in the Master Plan. The board agreed with the sentiment of the community that Option 3B was that most compelling. Key reasons included: it is the most mission-aligned; it brings the community together in cohesive and collaborative residential and academic environments; and it creates more environmentally sustainable facilities. The board also noted that all options had the common first step of building-out of the Castle for increased and improved residential space.

President Mora introduced the new Chief Advancement Officer, Mark Hodde '89, who reviewed the successful fundraising year just past, including the meeting of the Davis Challenge for the second straight year. Two foundations have recently made gifts to the College. The Anchorum Foundation has made a \$35,000 grant for projects in community engagement, and the Edward E. Ford Foundation made a \$100,000 grant (to be matched 1:1) for sustainability efforts. Mr. Hodde discussed his initial reading of the strengths and areas for improvement in our current fundraising program and suggested some preliminary strategies for improvement.

The meeting adjourned at 5:30 p.m. for a UWC alumni gathering.

The meeting reconvened at 9:00 a.m. on Sunday, June 9. The 12 trustees present for Saturday's meeting were present on Sunday and constituted a quorum. Mark Hodde, Director of Advancement, attended the meeting.

Mr. Lee and Mr. Jones continued to lead the discussion on our strategic plan. In thinking about the College's future and our goals for "Strengthening the Foundation," it is important to have a clear understanding of the outlook for our current location —the strengths and challenges of campus itself and the Las Vegas region. In the coming months, Mr. Dichter, Mr. Lee, and Mr. Jones will collaborate on planning the next steps of this inquiry.

Mr. Dichter turned to Ms. Subramanian to lead the discussion of the Governance committee report. The trustees reviewed all the board committees and agreed to reduce the number of committees. The board agreed it would be more efficient to combine the education and admissions committees, and possibly, the alumni and advancement committees. Further work on committee structure will be completed by the next meeting.

The trustees discussed potential candidates for the board. The board agreed that discussions should be held with Klaus Desmit '88 and Jaanas Remes '84 to see if they would be willing to serve on the board.

President Mora then led the board through an ISAS questionnaire regarding the board's adherence to ISAS standards.

Following that, the Board met from 12:30 to 1:30 p.m. in executive session.

At 1:30 p.m., there being no further business to come before the meeting, the meeting was, upon motion duly made and seconded, adjourned.

Tyler C. Tingley
Secretary of the Meeting