



**Meeting of the
Board of Trustees**

**Oct. 11-12, 2019
Montezuma, New Mexico**

*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

UWC East Africa 2019

ARMAND HAMMER UNITED WORLD COLLEGE OF THE AMERICAN WEST

NOTICE OF MEETING OF THE BOARD OF DIRECTORS

October 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 on Saturday, Oct. 12, 2019, in Sasakawa commencing at 9:00am.



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BOARD SCHEDULE OF EVENTS

Oct. 11-12, 2019

All meetings in Sasakawa unless noted otherwise

Friday Oct. 11

- Noon Lunch with students in the dining hall: Pick a table
- 1:00-5:00 Time to meet with assigned students
- 1:00-5:00 New trustee orientation
- 3:00-5:00 Finance Committee, New Mexico Room
- 4:00-5:00 Admissions and Education Committee, Castle board room
- 5:15-7:00 Mystery tour followed by dinner (Meet in the castle lobby)

Saturday, Oct. 12

- 7:30-8:00 Breakfast in the dining hall
- 8:00 – 8:30 Trustees coffee - Sasakawa
- 8:30-9:30 Executive session – with President
- 9:30 Welcome from chairman of board
- 9:30 – 10:00 President's report
- 10:00-10:15 Dean of Academics
- Break**
- 10:30 -11:00 VP of Finance and Operations
- 11:00-11:15 Interim Dean of Students
- 11:15-11:30 Chief Advancement Officer
- 11:30-1:00 Strategic Plan: Strengthening the Foundation

- 1:00-2:00 Lunch at Sasakawa

- 2:00-2:15 Facilities and Master Plan
- 2:15 -2:30 Campus location
- 2:30 3:30 Communications and Advancement

- 3:30 -5:00 Executive session:

- 6:00-8:00 Cocktail party for trustees, SLT and employees with wrap-up from chair

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 Surbramaniam '88, Tyler Tingley, and Melanie Weston '86. These 12 trustees made 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 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 fewer than 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. Espinosa will work with Mr. Ehrlich 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 in 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

President's Executive Summary

I recently had a conversation with a retired head of school. She laid out for me, from her experience at multiple institutions, the arc of a head's tenure. In the fourth year, she said, "the machine starts humming." I was glad to hear we were right on schedule, though I'd have preferred a more accelerated arc!

This school year started out well. We brought in a strong, diverse class of students. Our second years came ready to share in the hard work of collaborative governance and culture building, having met with me and other members of SLT at the end of last year and producing over the summer a set of concerns we could work on together. We had a smooth start to the year with the arrival of students on campus, thanks in no small part to Naomi Swinton's willingness to step in as interim dean of students while we search for a candidate to start fall 2020. We brought a diverse and international faculty cohort, all highly qualified and attracted by our mission. Our continuing faculty has welcomed them and stepped up in their own leadership and tone-setting for the community. We replaced several key staff members, increasing experience and capacity with each new hire and with opportunistic changes to our structure. The SLT completed and submitted two self-studies at the end of spring and over the summer, IB and ISAS respectively, under the leadership of our dean of academics Alexis Mamaux. The self-studies can be seen [here](#). Our ISAS site visit took place from Sept. 22-25, 2019. Their preliminary findings can be seen [here](#). The final report from the site visit committee will go to the ISAS Standards Committee sometime before their November meeting, and we expect to hear back before the end of the year. The IB is late in reporting back on our accreditation. We expect to hear from them any time. The SLT and the faculty, staff and students are pulling in the same direction and the effect on campus is palpable. Aiding in this is a more consistent and robust approach to meetings and communications, including a monthly community newsletter and monthly external communications to families and national committees, in addition to what we are already sending to alumni.

Thanks to the hard work of our Strategic Planning Committee, and with full school and board participation, we have a simple document to guide us in our strategy to strengthen the foundation. We are now in the execution phase, with cross-functional teams developing coherent actions to take forward the 20 initiatives under our five goals. Cross-functional teams include all members of our campus community. Once coherent actions are approved, they will be folded into departmental and individual work plans, guided collaboratively by the special assistant to the president and the SLT. Work from the ISAS self-study, largely completed by the faculty, is being

folded into the initiatives identified in the strategic plan. So too will the ISAS report inform any additional initiatives or reprioritization of what we have already identified. The next phase of strategic planning to innovate for impact will be initiated at the board level and staffed by the special assistant to the president.

We remain committed to a distributed leadership model. The organizational chart is [here](#). Reminders on how we are taking an opportunistic/phased approach to organizational change in light of our goal to stabilize the school:

- I. **VP-Education** (formally filled by Tom Oden and then Martin Moetz before she was appointed Head for one year overlap with VM's presidency): We eliminated this position, with funds being redirected to a special assistant to the president for purposes of taking the strategic plan forward.
- II. **Special Assistant to the President** (filled briefly by William Wanker, with VM assuming duties of the role after he left in October 2018): This role is planned for two years, with an optional third year. The hiring process for the special assistant is nearly complete.
- III. **Deputy Head**: This will be a key topic for the October meeting. I recognize that the board sees some urgency in getting a deputy head in place to free up the president's time for the considerable outward-facing work of a 40th anniversary campaign. In an ideal world, the board expressed the desire that the deputy head be on board by fall 2020. The key questions we need to discuss are the timing of a search and risks of disrupting our progress on stabilizing campus culture through the distributed leadership model and careful resource allocation we have been pursuing.
- IV. **Dean of admissions and college counseling**: This position has been eliminated, with responsibilities now shared between a director and two counselors to better focus on budget implications in admissions and student experience in college counseling. The director of admissions reports to the president and the college counselors report to the dean of academics.
- V. **Student programming**. This is being led by two deans: dean of academics and dean of students. We are engaged in a search for the dean of students, whom we are looking to have in place by summer 2020 for overlap with Naomi Swinton.
- VI. **Advancement**. The VP for advancement was replaced by a chief advancement officer, who is developing a remote advancement office for greater effectiveness in fundraising and alumni engagement. To make this possible a new position, advancement and communications coordinator, has been created. Gwen Albers, who had been doing much of this work already in addition to her responsibilities as EA, has graciously agreed to take on the new advancement position.
- VII. **Executive Assistant**. We have identified a candidate and are in the final stages of the hiring process.
- VIII. **VP for Finance and Operations**. We will review this year to determine whether to separate operations for maximum impact in a crucial area. This review comes after postponing for one year a decision whether to engage Sodexo in the facilities area.

- IX. **Group Chairs:** Equivalent to department chairs at other schools, these individuals provide opportunities for leadership and constructive peer review within the faculty.
- X. **Residential Coordinators:** Designated full-time residential staff meant to improve overall student culture and experience.

Staffing for positions continues to take time and energy. Patterns emerging include thin applicant pools, significant turnover in key areas, desire to work remotely, and outright inability to fill certain positions. More will be discussed in executive session.

Dean of Academics

I - Accreditation

- The International Baccalaureate Diploma Programme self-study was completed in May 2019, and UWC-USA has not yet received its report.
- The ISAS re-accreditation self-study culminated with a 10-year site visit that was a rousing success. In the initial summary report delivered to employees on Sept. 25, the school received commendations for living the mission and its excellent student body and staff. In particular, they singled out faculty excellence, which they noted was a vast improvement over the 2010 report when recommendations included the need for updated pedagogical practices. The recommendations, unsurprisingly, included the need for financial sustainability, improved and updated safety policies, and clarity on the present and future location of the school. The final, detailed report will be made available to the school in November.

Action needed from Board

- No action - FYI

II - IB Results

- The school's diploma average remains 33 and average subject score 5.34, demonstrating continued performance well above the world average in these areas. There were 15 students who failed to receive the diploma, but in most instances that did not affect acceptance into universities as they had been identified early, and college counselors ensured they had viable pathways to post-UWC study.

Action needed from Board

- No action - FYI

III - Enrollment

- First-year class matriculation: 117 students. Total enrollment: 234
- The increase in total enrollment from 227 to 234 may seem negligible but it has revealed a space issue in the classrooms. Most classrooms were designed to accommodate a maximum of 16, including the laboratory spaces. The school now has safety and space issues, and had to limit student choices in certain subjects, notably global politics, languages ab initio and the sciences. With the current configuration of spaces, the school will need an additional 3 FTE in 2020-21 to appropriately staff the spaces available.

Action needed from Board

- No action - FYI

IV - New faculty

- The school welcomed five new full-time faculty members representing five different countries. With this cohort, the school has achieved a more diverse faculty than it has experienced in recent memory; new employee orientation was structured to make on-boarding informative and supportive; and part of the job description for group chairs is the mentoring of new faculty. While we will continue to keep an eye on faculty turnover, we are seeing improvements.

Action needed from Board

- No action - FYI

V - College Counseling

- The previous college counselors did an excellent job in the framework that the school had, however, personnel changes provided the school with an opportunity to make much needed updates in its approach to post-UWC counseling.
- College counseling was separated from admissions, and became part of academic programming. Two new college counselors joined UWC-USA this summer, and brought fresh ideas from their previous experiences. The key highlights include:
 - The introduction of Naviance, a comprehensive platform that assists in the college and career exploration process. In addition, Naviance assists college counselors in sending secure electronic transcripts and recommendations to universities in the United States. It also allows for tracking college applications worldwide and easily provides data and reports relevant to applications and matriculation across the globe. This will also provide the school with valuable data on our students' choices.
 - The creation of an Introduction to Theory of Knowledge (TOK) class for first-year students that includes a rotation in college and career development along with rotations in TOK, research methods and experiential education and wellness.

Action needed from Board

- No action - FYI

Admissions

I - Current Class of 2021 (Entry 2019)

- The first-year class of 2021, admitted primarily under the former dean of admissions and college counseling, are off to a good start. We welcomed:
 - 117 students from 63 countries (the number of countries depends on how students identify themselves — some identify as being from two or more countries), 59 national committees, 5 GSP students, and 1 direct admit through the president's 5 percent provision.
 - 59 boys and 58 girls, creating the somewhat new experience of having more boys than girls in the first-year class this year. Most UWCs experience just the opposite.
 - 34% of students on full scholarship, 42% on partial scholarship, and 24% on no scholarship. The amount awarded in scholarships from UWC-USA to the class of 2021 is \$1,995,640 for international students, which is consistent with recent years. (second-year scholarship/tuition profile available upon request, as well as combined; this data will become part of regular reporting starting fall 2020)

II - Entry 2020 Offers

- Our initial offers for next year have been submitted, and we are waiting to have those offers confirmed by national committees. The IO plays a significant role in coordinating the offers from each UWC and asking individual schools and colleges to make adjustments to distribute offers fairly to all NCs. The IO shares useful information that we might not have about an individual NC's ability to fill offers, the "popularity" of some NCs, and the history of offers NCs have received from our particular college.
- UWC-USA offers were made to NCs based on the following criteria:
 - Diversity of nationality, region, ethnic group, gender, etc.
 - NC history of filling offers successfully
 - Personal knowledge of NCs
 - NC's ability to find fee-paying students (in some cases)
 - Existing funding for specific NCs or regions
 - Dare to Dream and/or Horizon scholarships designated by the IO
- We also requested 15 designated GSP students to be allocated to UWC-USA. (A more likely number that we might receive is 10 students). John Carpenter participated in the GSP selections last (first) year and will be a selector for GSP in Toronto in 2020. He is in a position to remind and emphasize to the GSP team the need for filling this request. (In the current incoming class, we welcomed 5 GSP students out of an initial 18 requested).

- Our offers to the IO for Entry 2020 was 110 offers for 95 places, not including the 25 U.S. Davis scholars, which brings our total to 135 offers for 120 places. We have the ability to make adjustments either way throughout the admissions cycle.
- For future offer cycles, John will explore the effectiveness of reciprocal offers as they relate to potential financial income or loss, as well as the advantages/disadvantages for UWC-USA and international students who choose to study here.

III. - Davis Scholars

- We will continue with the new practice of awarding each U.S. Davis Scholar \$25,000 toward the cost of tuition/room and board for 25 students to attend UWC-USA and up to 2 students to attend each UWC abroad. In the case, that \$25,000 is more than the cost of tuition/room and board (i.e. at Mostar or Waterford), the remaining amount will be returned to the UWC-USA Davis endowment fund. Any unused portion of the \$25,000 is not applicable toward additional costs (ie, travel, damage deposits, insurance, etc.). We will continue assessing financial need with school and independent services. In the current first-year group of Davis Scholars, 16% received additional needs-based funding beyond the \$25,000.

IV - The U.S. Selection Committee

- Additionally, the committee reviewed its charter at the end of the last academic year, made some minor changes regarding operations, submitted those changes to Victoria Mora for review, accepted her suggestions, and voted to accept the new charter in September. The charter can be found [here](#).
- The committee offered four orientation sessions for the Class of 2021 in August via Zoom. Almost every new U.S. Davis Scholar attended one of the sessions
- John Carpenter wishes to express his deep appreciation for the professionalism and dedication of the U.S. NC.

V - Recruitment

- This year we will see a greater synergy among admissions, advancement and communications as we work together toward common goals that will benefit each area. Our marketing plan for the year includes an aggressive approach to increasing the number of applications to UWC from U.S. students. That strategy is outlined in the appendices and can be accessed [here](#). Highlights include streamlining digital and print marketing, focusing on partnerships, and integrating the former admissions page and the application to UWC-USA to our website.
- Partnerships are important and require long-term maintenance to sustain and nourish. Our goal is to establish new relationships and rekindle prior partnerships that could pay off in spreading the word about UWC. Related to this aim is to find organizations that can increase access to UWC for students from underrepresented areas and backgrounds. In addition to current partnerships, we are looking to connect students of minority backgrounds across the United States to UWC opportunities—including a push toward

supporting more Native American, first-generation, and New Mexican students. We are also exploring ways to develop relationships with organizations that could provide us with a stream of fee-paying students.

- We are also using Zoom information sessions, webinars and podcasts to tell the UWC story to high school counselors, NGO administrators, and potential UWC parents.

VI - Goals related to Admissions

- A short-term goal is to create written practices or policies about the specific responsibilities of the admissions office surrounding the arrival and orientation of new students each year. John is making recommendations for SOPs related to airport pick-up, transition from potential student to actual student (a hand-off to student life), and visa/SEVIS documentation.
- Another important goal is to clarify how the college supports students on full scholarships (who are awarded travel stipends or purchased RT tickets to and from campus each year) when it comes to campus closings for holiday periods. The idea is to clarify individual student needs in the admissions process to avoid misunderstandings or misuse of funds regarding additional travel.
- Creating a welcome packet and standardized visit procedure for prospective families who visit campus needs to be finalized. This will allow us to utilize faculty, staff, students, and alumni who bring visitors to campus. Currently, the entire faculty and staff seem to pitch in to give tours, offer insights and help potential families understand what UWC is all about. This needs to be systematized into standard operating procedures for all visits from potential UWC-USA students and families.

Interim Dean of Students

Residential Life

I - Residential Coordinators

- We are midway through the transition from part-time to full-time residential coordinators; currently there are five part-time (who also serve as faculty or staff members) and four full-time residential coordinators. Ten assistant resident coordinators also provide support. By May 2020, we will move to five full-time residential coordinators, each responsible for a full dorm. With the full-time staffing model, we have significantly increased residential coverage Thursday through Monday.

II - Restorative Justice

- All students and residential staff had an initial training in restorative justice. A form to request community building and restorative justice circles has been shared with the community along with the incident report form. We are working toward full implementation of restorative justice, and training will continue throughout the year. This is in keeping with our strategic goal of mission-aligned programming and approach.

III - Safeguarding

- In conjunction with the International Office Safeguarding requirements, all employees will again be required to complete or renew needed EduCare trainings by February 2020. A schedule of trainings and resources will be shared with regular reminders for employees and board members beginning in October. We have identified some additional training modules that are more specific to the United States and diversity, equity, and inclusion best practices, which will be evaluated and piloted this fall. A regular schedule of contact still needs to be established with the board liaison.
- Beyond EduCare compliance, we are also addressing student safety issues through driver training, more frequent and thorough emergency drills, a weekend curfew, and implementation of a student check-in and check-out policy. We continue to work with students to uphold the Code of Conduct and clarify consequences and stages of attention.

IV - Health Clinic

- Our health clinic model is under evaluation as we seek to retain sufficient nursing staff to provide coverage throughout the week as well as increased access to mental health support. Possible alternatives include contracting with an outside provider or working with EMTs to provide coverage on the weekends. Our wellness program is becoming more defined and robust, with additional counseling, educational and advocacy resources available.

Experiential Education

I - Signature Programs

- Signature programs continue to become more rationalized, grow, stabilize, and present opportunities for funding and strategic partnerships. We have raised the level of student and employee engagement with campus service and are seeing strong results. In conjunction with The Edward E. Ford Foundation funding, we will seek to strengthen our sustainability efforts. A new partnership with the Anchorum Foundation is enhancing our community engagement capacity.

II - Arts & Culture

- Arts and culture is celebrating a transition from national-based cultural days to more cross-cultural themed events. We are working to parallel and align the Signature Program Fellowships that support and engage alumni and allies of the school within arts and culture, wilderness, constructive engagement and sustainability.

III - Martin Luther King Jr. Day

- Our MLK events will focus on truth and reconciliation, and the Feb. 20-22, 2020 Annual Conference will focus on sustainability and technology. As always, board members are welcome to participate.

Action needed from Board

- No action at this time - 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 end-of-year figures for FYE 19 are an operating surplus before capital expenses of \$1.3 million and a surplus after capital expenses of \$295,000. The significant changes include:
 - o Enrollment for the year was budgeted at 235; actual enrollment was 219.
 - o Gross tuition before financial aid had a shortfall of \$400,000; financial aid accepted exceeded budget by \$417,000. This led to a shortfall in net tuition after financial aid of \$820,000 when you include Davis funds, due to enrollment decline and additional cost of financial aid.
 - o Exceptional expenditure to buy three new minibuses, funded by an additional \$200,000 draw from the unrestricted portion of the endowment.
 - o Higher costs due to request for additional master planning work and commissioning a landscape plan focused on high impact areas on campus and water preservation.
 - o In addition, unanticipated costs due to bat mitigation above insured costs and the insurance deductible, cleanup and repair of the student center due to sewage backup and the insurance deductible, and final closeout costs of waste-water treatment project, among others.
 - o Deferral of a portion of endowment rollover funds -- \$270,000 -- from this fiscal year to the next fiscal year.
 - o The endowment returns to June 30 as per our data provider are:
 - 2.8% for 1 year
 - 9.3% for 3 years
 - 5.0% for 5 years
 - 9.8% for 10 years

FYE 2020

- The revised budget for FYE 2020 projects an operating surplus before capital expenses of \$1,100,000 and an overall surplus after capital expenses of \$165,000. Capital expenses have been budgeted at \$1 million (see detailed capital expense budget in the appendix). Significant changes from last year include:
 - o Operational initiatives for building capacity, including the creation and hiring of several positions -- six department chairs, one additional college counselor, four 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.

- o An overall revenue decrease due to decreased net tuition, and setting the annual fund goal at \$2 million versus the higher actual amount raised last year.
- o An overall expense request increase before capital expenditures of 3.2%.
- o Endowment draw is projected to be less than the current year as a result of including only \$170,000 additional draw for new minibuses versus \$300,000 in the current year's budget. It should be noted that the remaining \$270,000 in rollover funds left from prior years is included in the endowment projection.
- o 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.
- o The endowment was valued as of June 30, 2019, at \$128 million, which is an increase of 1.3 % since the last quarter.

Action needed from Board

- Approval needed

II - Employee benefits

- Our new life insurance carrier offers somewhat lower rates, but the main reason we switched was poor service by the former carrier. Another advantage is that the new carrier includes an employee assistance plan.
- Health insurance and property/liability rates for the coming year are not yet finalized as they are being negotiated and/or bid out. At this time we do anticipate an increase in health insurance rates, but we will see a reduction in property/liability rates. As we had budgeted for an increase in property/liability rates there will be a budget reduction.

Action needed from Board

- None needed - FYI

III - Safety and Risk Management

- The Safety Committee has been working to implement an emergency notification system, additional vehicle safety training, and has conducted a campus-wide fire drill, which includes a general discussion of emergency response procedures. An instant background check system for visitors and contractors has been implemented at the Welcome Center.
- Safety training has been developed in collaboration with the New Mexico Department of Emergency Management and local agencies, and was part of employee and student orientation. A more detailed emergency drill is planned for later this semester.
- The ISAS site visit team has noted safety and risk management as one of their recommendations. Verbally, we were prepared for needing to come into compliance earlier than the usual 5 year period allotted.

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).
 - Hot Springs – Work has progressed towards reducing the liability exposure of the school.
 - In conjunction with resource attorneys, the school is forming a separate LLC. Upon its formation, ownership of the parcel with the hot springs would be transferred to it. Subsequently, the LLC will complete an operating and management lease of the hot springs to Friends of the Montezuma Hot Springs.

Action needed from Board

- No further action – FYI
- **Acquisition of additional irrigation water rights**
 - The school has completed a purchase agreement with a local family to buy 26 additional acre-feet of diversionary water rights, for a total one-time cost of \$65,000. The purchase is being reviewed by the state and will be open for public comment for a period of time. Currently, the school has rights to only 3 acre-feet of water. The purchase amount will be paid for with capital funds. The Office of the NM State Engineer is working through the public comment process at this time.

Action needed from Board

- No further action – FYI
- **County Road A7 (road circling the fields and passing by Sasakawa)**
 - Discussions are continuing 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 - FYI
- 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 has taken place, as well as installation of cameras over all 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

- **Security fence around water storage facility**

- In response to strong recommendations from state and local authorities, a fence has been installed around the perimeter of the campus's water storage building. This is to prevent potential unauthorized entry into the building, as well as to prevent people from climbing on the roof and damaging it.

- **Installation of electric gate to back entrance to campus**

- Work has been underway to install an electric gate to the back entrance to the campus, similar to one at the main entrance

Action needed from Board

- No action at this time – FYI

V – Other

- Resolution of ongoing legal dispute with Highlands Construction
- Mediation resolved the several-year-old dispute with Highlands Construction, in which they maintained that UWC owed them for taxes unpaid as well as penalties and interest. Highlands was seeking approximately \$39,000 from UWC, but through mediation, it was settled for \$5,000.

Action needed from Board – FYI only

- **Hot Springs**

- Transfer of control of the hot springs and surrounding land to an LLC, and subsequent transfer of operational responsibility to Friends of Montezuma Hot Springs
 - LLC has been created and filed with the State of NM
 - Lease terms with Friends of Montezuma Hot Springs are under final review

Action needed from Board

- Board needs to approve and accept the Operating Agreement for the Montezuma Hot Springs, LLC
- Board needs to pass Resolution No. 1 of the Montezuma Hot Springs, LLC, appointing a trustee or trustees as an authorized officer of the LLCC

- **Management proposal of facilities/grounds/custodial from Sodexo**
 - After lengthy discussions with Sodexo regarding transitioning management of facilities/grounds/custodial, as well as multiple meetings with the employees, the decision was made to table the discussion until winter/spring 2020. One element in delaying this decision was due to procedural misstep by Sodexo's management, which resulted in unnecessary concern among UWC employees. Further consideration will also include consideration of contracting for senior Sodexo management, while retaining current employees as UWC employees.

Action needed from Board

- No action at this time – FYI

Advancement Report

I – Fundraising

- The 2018-2019 Annual Fund totaled \$2,241,684, and the school successfully fulfilled the Davis Family Challenge Grant for a second year in a row. Annual fund results exceeded the prior year by 9.7% and budget by 12.1%.
- Board participation rate in the annual fund was 89% (16 of 18 board members). Overall giving by the board was down slightly.
- Key drivers of the success of the annual fund during the past year include the board's leadership, continued stewardship and giving by major donors, and alumni participation as a result of the Davis Family Challenge.
- As of Sept. 23, gifts received for the 2019-20 Annual Fund total \$960,000. This is 30% more for the same period last year and includes a bequest of \$145,000 received in September. Annual fund revenue year-to-date without the bequest is 10% more than the same period last year.
- UWC-USA fulfilled its obligation under the International Office's initiative for Generational Giving by identifying a donor for its refugee scholarship initiative.
- A focus of the fundraising efforts for the remainder of the year will be on encouraging recurring income by increasing alumni participation in a monthly donor program.
- Alumni participation for the annual fund was down from 30% in the previous year to 28% during the past fiscal year. The advancement team is looking at strategies for increasing participation among alumni, including a more relationship-based and engaging approach to fundraising by class agents, peer-to-peer giving strategies, and the focus on recurring giving.
- Stewardship of key foundation relationships is ongoing, especially Anchorum, Edward E. Ford Foundation, Steele Foundation, and Nice to Meet You Foundation (UK-based).

Action needed from Board

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

II - Staffing

- Final interviews have been conducted with two prospective candidates for the alumni engagement officer position. It is anticipated that a candidate will be identified and announced by the board meeting.
- Gwen Albers will join the advancement staff in an administrative role once a replacement for her role as executive assistant to the president is filled.
- Advancement and HR are developing formalized protocols for remote staff, including provision of equipment such as VOIP phones, implementation of remote access to meetings facilitated by the IT department (eventually the new AV position), a travel policy and the

like.

- The advancement office is evaluating the potential to develop a new role to coordinate and build major revenue-generating events on campus, as well as integrate Bartos Institute programming for strategic partnerships and funding around mission-driven programs.

III - Campaign preparation

- The advancement staff has solicited a proposal for donor modeling of its database to equip staff to appropriately identify, qualify and prioritize key constituents for a campaign.
- The advancement team is undertaking a review of policies and documentation of key procedures in preparation for a campaign. This includes further refinement of the gift acceptance policy of the school.
- Efforts are being made to provide tax-advantaged giving options to alumni living outside of the United States. Staff has been doing its due diligence to form a fund through a foundation registered in Hong Kong to provide this opportunity. Details have been referred to the audit committee for review. There are also active conversations with the International Office to evaluate this on a movement-wide basis.
- Conversations with key alumni regarding their prospective participation in a President's Council to provide input to Victoria around strategic goals, the direction of the school and leadership giving for the 40 for 40 campaign are ongoing.
- 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:

- Approval of revised and updated Gift Acceptance Policy

IV - Alumni Relations

- Alumni Relations will again be assisted by the student SOAR group to prepare graduating students to understand the importance of philanthropy in supporting their education. This year, the group was renamed "SOAAR" to reflect an expanded scope to include student participation in supporting admissions and will be co-facilitated by the admissions and advancement teams.
- David Neidel, PhD '87 and his wife, Joy Natividad, arrived on campus on Sept. 3 as the alumni-in-residence. David is a UWC-USA alumnus, UWC parent (UWCSEA '18) and a UWC sibling (UWC Adriatic '85.) He will be supporting the environmental systems program and the Agroecology Research Center. In addition, David will be conducting a sustainability audit of the campus during his residency on campus. David works as the Asia Advisor to Yale University's Environmental Leadership & Training Initiative (ELTI), a capacity development program focused on tropical forest restoration. He divides his time between the United States and the Philippines.
- Reunion: This past summer marked the first time that the campus hosted two reunion weekends. One hundred and sixty-one former students and their families from the classes of '93, '94, '09, and '10 were on campus from July 26-29 and the "early years" classes of '84,

'85, and '86 were on campus for an extended reunion August 1-5. The “early years” successfully raised nearly \$80,000 to support a two-year scholarship that was awarded to Given Sandamela '21 of South Africa.

- Dates for the 2020 Reunion have been for July 24-27, 2020.

Action needed from Board

- No action - FYI

IV - Communications/Marketing

The three particular areas of effort since the last board meeting are admissions, media for rising first-years, and strategic communications.

- **Admissions** – With a new admissions director, marketing and communications has been working to increase the number of Davis Scholarship applicants. Details will be shared in the admissions section of the board report, but the focus of the effort is on developing cross-promotional partnerships with other organizations, working a list of prospects purchased in the summer, and social media marketing.
- **Media** – We launched an aggressive effort to place media for Davis Scholarship recipients in their local papers. Local (hometown) papers have strong readership and they often feature local students who receive scholarships or other awards. Despite 36 parents submitting information about their students and submissions to multiple papers for each of the Davis Scholars, the return on this effort has been weak with only two local papers picking up the stories so far. We are evaluating this effort to determine what we can do this fall to try again and what we can do next year to see a stronger return on the considerable effort. Shelby has appreciated receiving the newspaper articles on his scholars.
- **Strategic Communications** – Strategic communications encompasses looking carefully at our brand and enforcing brand guidelines more consistently, developing stories with a consistent narrative and pitches for major media markets, and developing a plan to showcase UWC-USA’s most distinctive programs. We are working with Doug Turner '87 and his colleagues at Agenda, a PR firm in Albuquerque, to craft a comprehensive marketing and communications plan.
- The initial goals for the strategic communications plan include:
 - Developing greater awareness of UWC-USA to support annual fundraising goals that achieves \$4 million in annual revenue by 2022.
 - Achieve a minimum of 500 qualified Davis Scholarship applicants for the U.S. Selection Committee annually by 2022.
 - Increase summer program revenue (IB Teacher Training and Global Leadership Forum) to a minimum of \$500,000 by 2022.
 - Launch capital campaign for 40th Anniversary of the campus to raise \$40 million in endowment support for scholarships and signature programming.
- Going forward, the focus of the marketing and communications office will be on strategic

communications, developing a suite of collateral for advancement and admissions, and supporting marketing and registration for summer programs.

- The marketing/communications team continues to evaluate the cost-benefit of existing marketing pieces, especially the *Kaleidoscope* magazine. Through a competitive bidding process, it is anticipated that the school will save 30% on the cost of producing the next edition of the *Kaleidoscope*. The team is evaluating ways that savings from the *Kaleidoscope* might be used to support other marketing and engagement efforts.

Action needed from Board

- No action – FYI