



February 2020 Board Book Appendices



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STRATEGIC PLAN



Phase I: Strengthen the Foundation

There are 5 slides below. Please scroll down:

Strengthen the Foundation

➤ As Phase I of the UWC-USA Strategic Plan (2019-2032):

| Phase I: Strengthen the Foundation (2019-2024) | 5 Strategic Goals | Phase II: Innovate for Impact (2019-2032) |
|--|---|---|
| FOUNDATIONAL CONCERNS | I. Mission-aligned people | IMPACT QUESTIONS - TBD |
| ↓ | II. Mission-aligned, signature, place-based programming | ↓ |
| 20 NEW INITIATIVES (Foundations) | III. Integrated systems | NEW INITIATIVES - TBD (Impact) |
| ↓ | IV. Safe and inspiring campus | ↓ |
| COHERENT ACTIONS (Foundations) | V. Financial Sustainability | COHERENT ACTIONS - TBD (Impact) |



Strengthen the Foundation

➤ In order to increase the school's capacity to deliver on mission by 2022, while working within our current financial model, we need to:

- I. Attract, develop and retain **mission-driven people** who recognize their power to be positive change agents in the world.
- II. Strengthen our current **mission-aligned, signature, place-based programming**.
- III. Identify, select, and implement **integrated systems** to enhance student experience, support decision-making, ensure a satisfying work environment, and maintain an excellent interface with internal and external members of the UWC-USA community.
- IV. Make initial investments in developing a **safe and inspiring campus**.
- V. Enhance the **financial sustainability** of UWC-USA by developing a financial model that addresses the projected structural deficit.



Strengthen the Foundation

► A process for generating Coherent Action Recommendations for the 20 Phase I Initiatives:

- 1 Step 1:** Strategic Planning Committee (SPC) launches a cross-functional team (XFT).
- 2 Step 2:** The XFT completes Coherent Action recommendations.
- 3 Step 3:** The XFT shares its recommendations with the community.
- 4 Step 4:** The XFT submits revised recommendations to the SPC.
- 5 Step 5:** The SPC submits revised recommendations to the Senior Leadership Team (SLT).

Following a **design thinking methodology**, each cross-functional team:

- works with a clear definition of the problem or challenge to be addressed;
- considers the people who their assigned initiative will necessarily involve;
- brainstorms ideas for solving the problem;
- organizes its best ideas into discrete Coherent Action recommendations.

At a later stage, those responsible for implementing the Coherent Actions will iterate on this process, allowing for ongoing refinement of the actions taken.



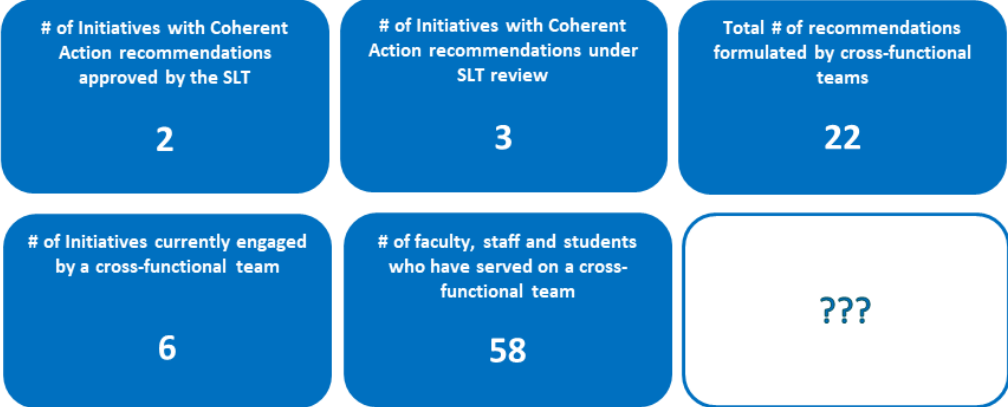
Strengthen the Foundation

| ► Phase I or Foundational Initiatives | 2019-2020 | | | 2020-2021 | 2021-2022 |
|--|----------------------------------|--|--------|-----------|-----------|
| | Fall | Winter | Spring | | |
| 5B Fundraising Strategy | XFT's recommend Coherent Actions | SLT manages implementation of Coherent Actions | | | |
| 3B.1 Student experience systems: PowerSchool | | | | | |
| 1B Employee life-cycle plan | | | | | |
| 4C Zone management approach | | | | | |
| 1A Community narrative | | | | | |
| 1D Work-life balance in Montezuma | | | | | |
| 3B.2 Student experience systems: Admissions through graduation | XFT's recommend Coherent Actions | SLT manages implementation of Coherent Actions | | | |
| 4A Sustainability and resilience | | | | | |
| 2A Define mission-alignment | | | | | |
| 5C/D Tuition strategy + alternative revenue streams | | | | | |
| 3A Decision-making | | | | | |
| 2B Annual plan for mission/culture building | | | | | |
| 4D Community access to campus | XFT's recommend Coherent Actions | SLT manages implementation of Coherent Actions | | | |
| 2C CEC as foundational and distinguishing | | | | | |
| 5E Location as asset or liability | | | | | |
| 5A Resource and allocation model | | | | | |
| 3D Internal and external interfaces | | | | | |
| 3D Satisfactory work experience | | | | | |



Strengthen the Foundation

► Updates on Phase I progress:





ACADEMICS



Class of 2020 College Running Acceptance List

College Acceptances (to date) Class of 2020

Case Western Reserve University
Central Michigan University
Colorado College (4)
Concordia College - Moorhead (4)
Georgetown University
Hendrix College
Hult International Business School - London
Jacobs University
Lake Forest College (4)
Lewis & Clark College (3)
University of Michigan
Middlebury College
Minerva Schools at KGI (3)
Northern Michigan University
University of Pittsburgh
Rhodes College
University of Richmond
Ringling College of Art and Design
Savannah College of Art and Design
Southwestern University
St. John's College
St. Lawrence University
Stanford University
The University of Texas, Austin (3)
The New School
The Ohio State University (2)
Trinity University
Wartburg College (3)
Wellesley College ((2)



Teaching Staff Information

| Category | Groups | 2019-2020 | 2018-2019 | 2017-2018 | 2016-2017 | 2015-2016 |
|------------------|---------------------------|-----------|-----------|-----------|-----------|-----------|
| Regions | US | 15 | 16 | 15 | 17 | 17 |
| | Africa & Middle East | 4 | 4 | 4 | 5 | 6 |
| | Asia & Pacific | 6 | 5 | 4 | 3 | 2 |
| | Caribbean & Latin America | 1 | 1 | 2 | 1 | 1 |
| | Europe | 3 | 3 | 4 | 5 | 6 |
| | North America | 0 | 2 | 2 | 1 | 0 |
| | Total | 29 | 31 | 32 | 32 | 32 |
| Gender | Female | 12 | 13 | 14 | 13 | 13 |
| | Male | 17 | 18 | 18 | 19 | 17 |
| Years of service | 21+ | 3 | 4 | 5 | 5 | 4 |
| | 11 - 20 | 3 | 4 | 5 | 6 | 5 |
| | 5 - 10 | 4 | 3 | 3 | 4 | 6 |
| | <5 | 19 | 20 | 19 | 17 | 12 |

College Applications by the numbers

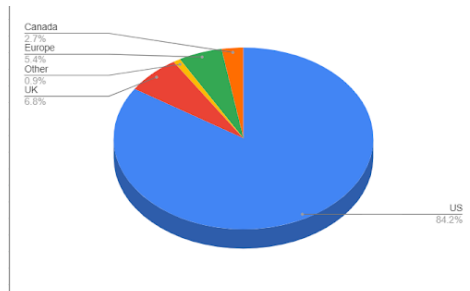
930 applications to US institutions (196 different US colleges)

75 applications to universities in the UK

60 applications to universities in Europe

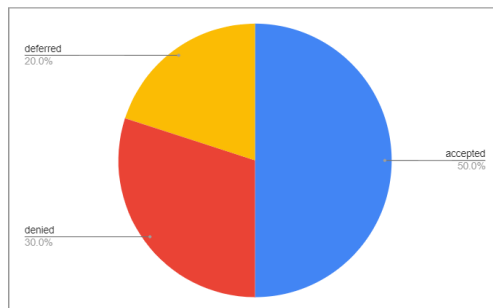
30 applications to Canadian universities

10 applications to universities in other countries



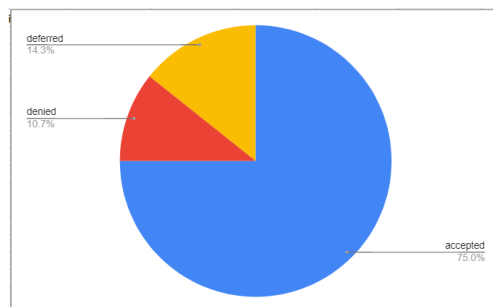
Early Applications (ED and EA) results in the US

50 % of the students who applied ED were admitted- Students were admitted to St Lawrence University, Case Western University, Wellesley (2). Several of the students were awarded full tuition packages.



EA Results

75% of students who applied EA were accepted. Students were admitted to several universities, including - Stanford and Georgetown. Several students received full package awards with admission





College/University Visits as of 1/16/20

Babson College
Bard- Berlin
Bennington
Bowdoin College
Brandeis University
Colby College
Colgate
Connecticut College
Davidson College
Duke University
Earlham College
Gettysburg College
Harvey Mudd College
IE University (Spain)
Kenyon College
Lewis & Clark College
Macalester
Middlebury College
MIT
Mount Holyoke
Northwestern University
NYU
Oberlin College
Olin College
Pitzer College
Prescott College
Princeton University
Reed College
Scripps College
Skidmore College
Skidmore College
St. Lawrence University
St. Olaf College
Swarthmore College
The George Washington University
The University of Oklahoma
Trinity College
University of British Columbia
Union College
University of Oklahoma
University of Richmond
University of Rochester
University of Wisconsin Madison
Vanderbilt University
Vassar
Washington & Lee University
Wellesley College
Westminster College
Wheaton College
Williams College
Worcester Polytechnic Institute of Technology (WPI)

2018-2019 Diploma Scores

| School | Adriatic | Atlantic | Changsu | Costa Rica | Dilijan | ISAK- Jap | Li Po Chun | Maastricht | Mahindra | Mostar | Pearson | Red Cross Nordic | Robert Bosch | Southeast Asia (both campuses) | Thailand | USA | Waterford Kamhlaba | Total |
|---------------|----------|----------|---------|------------|---------|-----------|------------|------------|----------|--------|---------|------------------|--------------|--------------------------------|----------|------|--------------------|-------|
| No diploma 24 | 1 | 6 | 11 | 3 | 7 | 3 | 0 | 10 | 4 | 2 | 2 | 6 | 5 | 6 | 1 | 3 | 2 | 21 |
| No Diploma 24 | 2 | 8 | 6 | 11 | 3 | 2 | 2 | 17 | 2 | 3 | 5 | 7 | 4 | 1 | 5 | 12 | 6 | 31 |
| 24-30 points | 21 | 26 | 37 | 18 | 27 | 23 | 23 | 54 | 24 | 15 | 19 | 25 | 13 | 54 | 11 | 23 | 51 | 158 |
| 31-35 points | 28 | 65 | 60 | 33 | 31 | 24 | 38 | 47 | 33 | 38 | 24 | 32 | 32 | 153 | 17 | 43 | 39 | 204 |
| 36-39 points | 29 | 48 | 56 | 16 | 26 | 12 | 42 | 27 | 34 | 22 | 30 | 14 | 19 | 178 | 13 | 15 | 20 | 167 |
| 40-44 points | 12 | 19 | 29 | 6 | 9 | 6 | 22 | 12 | 15 | 16 | 17 | 7 | 22 | 161 | 8 | 9 | 4 | 88 |
| 45 points | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 13 | 0 | 0 | 0 | 1 |
| Candidates | 94 | 173 | 202 | 88 | 103 | 72 | 127 | 165 | 112 | 97 | 98 | 91 | 97 | 566 | 57 | 106 | 112 | 670 |
| Average | 34.6 | 34.5 | 35.0 | 33.0 | 33.8 | 33.0 | 36.5 | 32.0 | 33.8 | 35.0 | 35.0 | 33.0 | 35.6 | 36.9 | 34.0 | 33.0 | 31.0 | |

2017-2018 Diploma Scores

| School | Adriatic | Atlantic | Changsu | Costa Rica | Dilijan | ISAK- Jap | Li Po Chun | Maastricht | Mahindra | Mostar | Pearson | Red Cross Nordic | Robert Bosch | Southeast Asia (both campuses) | Thailand | USA | Waterford Kamhlaba | Total |
|---------------|----------|----------|---------|------------|---------|-----------|------------|------------|----------|--------|---------|------------------|--------------|--------------------------------|----------|------|--------------------|-------|
| No diploma 24 | 2 | 6 | 5 | 9 | 1 | | 4 | 7 | 4 | 1 | 2 | 2 | 2 | 4 | 0 | 3 | 11 | 61 |
| No Diploma 24 | 5 | 3 | 3 | 9 | 7 | 7 | 2 | 10 | 2 | 4 | 2 | 10 | 3 | 10 | 5 | 7 | 1 | 85 |
| 24-30 points | 16 | 31 | 32 | 31 | 24 | 17 | 14 | 53 | 14 | 16 | 10 | 19 | 9 | 58 | 7 | 30 | 38 | 403 |
| 31-35 points | 31 | 49 | 71 | 31 | 40 | 15 | 32 | 40 | 30 | 33 | 22 | 33 | 26 | 160 | 9 | 32 | 41 | 664 |
| 36-39 points | 18 | 56 | 51 | 8 | 25 | 8 | 35 | 42 | 44 | 41 | 18 | 32 | 33 | 182 | 7 | 27 | 18 | 627 |
| 40-44 points | 19 | 25 | 32 | 2 | 7 | 6 | 31 | 18 | 17 | 8 | 13 | 12 | 21 | 155 | 8 | 8 | 9 | 372 |
| 45 points | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 1 | 0 | 0 | 5 |
| Candidates | 91 | 164 | 195 | 90 | 104 | 53 | 118 | 177 | 111 | 101 | 67 | 110 | 94 | 573 | 37 | 107 | 118 | 2217 |
| Average | 35.1 | 35.4 | 34.9 | 32.0 | 34.0 | 32.9 | 36.5 | 34.0 | 34.7 | 35.0 | 35.0 | 34.0 | 35.2 | 36.5 | 35.0 | 33.0 | 32.0 | #REF! |

| IB Total Score out of 45 | 2019 Whole School results | 2019 Davis Scholars | 2019 Full Scholarship (Not Including Davis/USA Students) | 2018 Whole School | 2018 Davis Scholars | 2018 Full Scholarship (Not Including Davis/USA Students) | 2017 Whole School | 2017 Davis Scholars | 2017 Full Scholarship (Not Including Davis/USA Students) | 2016 Whole School | 2016 Davis Scholars | 2016 Full Scholarship (Not Including Davis/USA Students) | 2015 Whole School | 2015 Davis Scholars | 2015 Full Scholarship (Not Including Davis/USA Students) - No Data |
|-----------------------------|------------------------------|------------------------|--|----------------------|------------------------|--|----------------------|------------------------|--|----------------------|------------------------|--|----------------------|------------------------|---|
| 45 | | | | | | | | | | | | | | | |
| 44 | | | | | | | | | | | | | | | |
| 43 | | 2 | 1 | | | | | 1 | | | | | | | |
| 42 | | 1 | | | 3 | 1 | | 2 | 1 | | | | | 5 | |
| 41 | | | | | 1 | 1 | | 1 | | | | | | 6 | 3 |
| 40 | | 6 | 4 | | 4 | 2 | | 2 | 1 | 1 | 3 | | 1 | 3 | 1 |
| 39 | | 2 | 1 | | 9 | 3 | 1 | 8 | 3 | | 5 | 2 | 1 | 6 | 1 |
| 38 | | 1 | | | 5 | 3 | | | | | 7 | 4 | | 8 | 1 |
| 37 | | 6 | 2 | | 9 | 3 | | 10 | 2 | | 5 | | | 11 | 2 |
| 36 | | 5 | 1 | 2 | 4 | | 2 | 4 | | | 11 | 2 | 2 | 10 | 2 |
| 35 | | 9 | 1 | | 3 | 1 | | 9 | 2 | 3 | 11 | 4 | 2 | 10 | 4 |
| 34 | | 8 | 2 | 1 | 4 | 1 | | 9 | 4 | 1 | 5 | | | 7 | 1 |
| 33 | | 13 | 5 | 3 | 9 | | 2 | 6 | 1 | | 5 | 1 | 1 | 2 | |
| 32 | | 4 | 1 | | 8 | 1 | 3 | 12 | 2 | | 9 | 1 | 2 | 5 | 1 |
| 31 | | 10 | 2 | 3 | 8 | 3 | 3 | 8 | | | 13 | 2 | 1 | 10 | 4 |
| 30 | | 3 | | | 3 | | | 8 | 2 | | 11 | 2 | 3 | 4 | 2 |
| 29 | | 7 | 1 | | 5 | 2 | 2 | 6 | | 3 | 6 | 1 | | 4 | 1 |
| 28 | | 5 | 1 | | 6 | 3 | | 6 | 2 | | 7 | 1 | | 3 | |
| 27 | | 6 | | 4 | 6 | | | 4 | 2 | | 3 | 1 | | 5 | |
| 26 | | 2 | | | 5 | | 2 | 5 | | 1 | 3 | 1 | | 2 | 1 |
| 25 | | 2 | | 2 | 4 | 1 | 2 | 4 | 1 | 1 | 4 | 1 | 1 | 3 | 1 |
| 24 | | 1 | | | 3 | | 1 | 4 | 2 | 2 | 1 | | | | |
| <24 | | 12 | 1 | 6 | 9 | 3 | 8 | 8 | 2 | 2 | 2 | | | 6 | |
| Total | | 105 | 23 | 21 | 108 | 25 | 21 | 439 | 25 | 14 | 111 | 23 | 14 | 110 | 25 |



ADMISSIONS



Entry 2020 - Rolling Snapshot

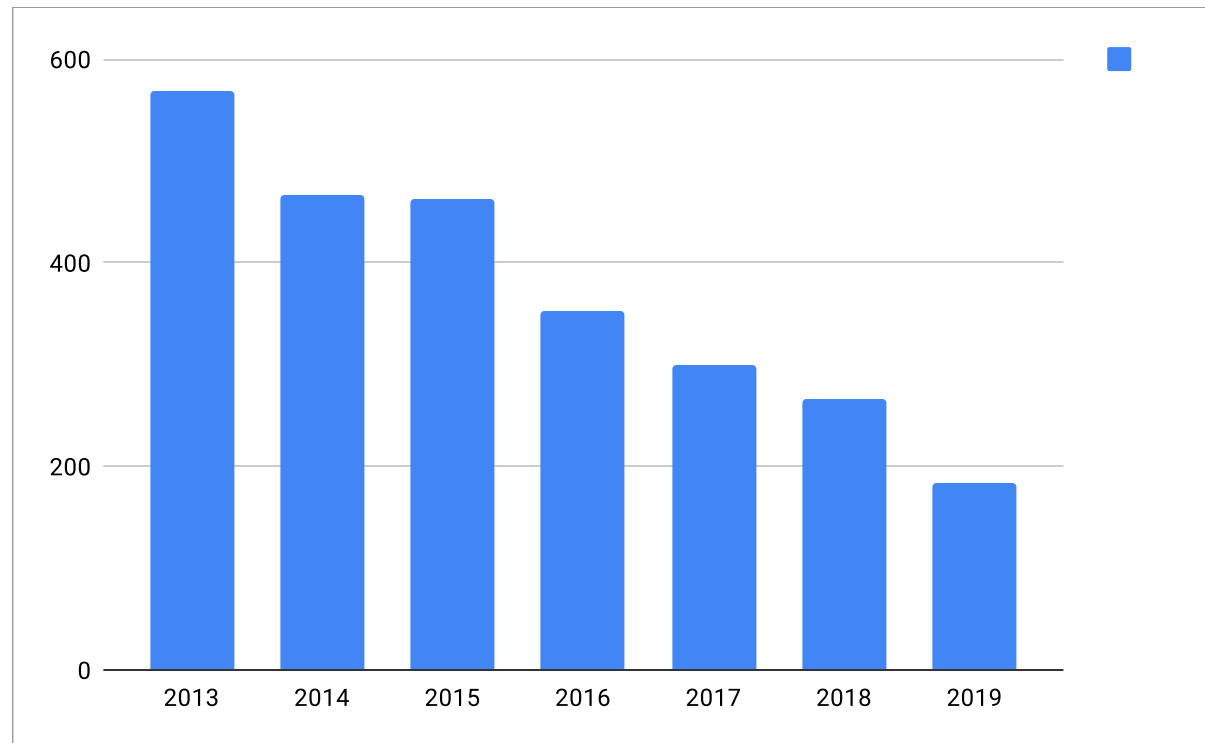
| | <u>September 2019</u> | | | <u>May 2020</u> | | | <u>October 2020</u> | | |
|-------------------------|-----------------------|----------|--------|-----------------|----------|--------|---------------------|----------|--------|
| | Offers | Accepted | Filled | Offers | Accepted | Filled | Offers | Accepted | Filled |
| Fully Funded | 25 | 25 | | | | | | | |
| Partially Funded | 44 | 40 | | | | | | | |
| Unfunded | 23 | 21 | | | | | | | |
| Total | 92 | 86 | | | | | | | |
| GSP (unfunded) | 15 | 15 | 1 | | | | | | |
| Grand Total | 107 | 101 | | | | | | | |

Notes *includes 6 Dare to Dream Scholarships and 2 Horizon Foundation Funded
**Does not include 25 US Davis Scholars in any offer/funding/filled



US Applications Numbers Trend

| | |
|------|-----|
| 2013 | 568 |
| 2014 | 467 |
| 2015 | 462 |
| 2016 | 353 |
| 2017 | 299 |
| 2018 | 266 |
| 2019 | 183 |





Final Yield on NC Offers Five -Year Trend

| | <i>Final</i> Entry 2019 | | <i>Final</i> Entry 2018 | | <i>Final</i> Entry 2017 | | <i>Final</i> Entry 2016 | |
|-------------------------|-----------------------------------|-----------------|-----------------------------------|-----------------|-----------------------------------|-----------------|-----------------------------------|-----------------|
| | <i>NC Offer</i> | <i>Enrolled</i> | <i>NC Offers</i> | <i>Enrolled</i> | <i>NC Offers</i> | <i>Enrolled</i> | <i>NC Offers</i> | <i>Enrolled</i> |
| Fully Funded | 21 | 30 | 20 | 23 | N/A* | N/A | N/A | N/A |
| Partially Funded | 49 | 37 | 72 | 57 | 63 | 41 | 41 | 39 |
| Unfunded | 32 | 22 | 28 | 16 | 26 | 15 | 47 | 20 |

**Not available. This is first time we have calculated this data.*



RESIDENTIAL



Students at Risk Five-Year Trend

| Categories | Actions | Fall 2019 | 2018-19 | 2017-18 | 2016-17 | 2015-16 |
|--------------------|--|-----------|---------|---------|---------|---------|
| Medical | Conditional return | 0 | 0 | 2 | 7 | 3 |
| | Left for medical reasons | 0 | 1 | 0 | | |
| | Conditional return (mental health) | 1 | 0 | 2 | 1 | 3 |
| | Left during school year/extended leave | 3 | 0 | 0 | 5 | 1 |
| Restorative | Restorative circles | 20 | 10 | 14 | - | - |
| | Negotiated resolutions | 10 | 10 | - | - | - |
| Discipline | No contact agreement/order | 0 | 2 | 2 | | |
| | Disciplinary probation | 9 | 10 | 13 | 3 | 12 |
| | Suspension | 0 | 0 | 2 | | |
| | Withdrew from school | 1 | 0 | 3 | 3 | 1 |
| | Dismissal | 0 | 3 | | | |



FINANCE, OPERATIONS & HR



Current Year Estimate vs Future Year Preliminary Budget

| | FYE MAY 2020 ESTIMATE | FYE MAY 2021 PRELIM BUDGET | VARIANCE 2020 Estimate vs 2021 Budget % | \$ |
|---|-----------------------------|----------------------------------|---|------------------|
| Revenue | | | | |
| Tuition From Families and NC's | 2,739,836 | 3,076,110 | 10.9% | 336,274 |
| Davis Scholar Endowment | 2,365,972 | 2,365,972 | 0.0% | 0 |
| Davis Scholar Supplemental | 1,000,000 | 1,000,000 | 0.0% | 0 |
| Davis Scholar Abroad Expense | -1,503,947 | -1,600,000 | 6.0% | -96,053 |
| Net Davis Revenue | 1,862,025 | 1,765,972 | -5.4% | -96,053 |
| Davis Family Challenge Grant \$2MM | 2,000,000 | 2,000,000 | 0.0% | 0 |
| Summer Programs & Ancillary | 303,000 | 406,294 | 25.4% | 103,294 |
| Annual Fund Contributions | 2,000,000 | 2,060,000 | 2.9% | 60,000 |
| Endowment Transfer | 3,751,676 | 3,481,675 | -7.8% | -270,001 |
| Total Revenue | 12,656,537 | 12,790,051 | 1.0% | 133,514 |
| Operating Expenses | | | | |
| Academic, Student Life | | | | |
| Instruction | 2,471,136 | 2,745,299 | 10.0% | 274,163 |
| Co-Curricular & Wilderness | 1,028,772 | 1,088,447 | 5.5% | 59,675 |
| Student Life | 859,618 | 841,672 | -2.1% | -17,946 |
| Library | 62,133 | 70,987 | 12.5% | 8,854 |
| Subtotal | 4,421,659 | 4,746,405 | 6.8% | 324,746 |
| Institutional Operations | | | | |
| Executive Management | 1,248,062 | 1,325,204 | 5.8% | 77,142 |
| Admissions & College Counseling | 499,671 | 526,031 | 5.0% | 26,360 |
| General Admin | 901,684 | 1,042,470 | 13.5% | 140,786 |
| IT | 594,421 | 694,783 | 14.4% | 100,362 |
| Subtotal | 3,243,838 | 3,588,488 | 9.6% | 344,650 |
| Facilities, Transportation & Food Service | | | | |
| General Maintenance and Custodial | 1,801,320 | 1,923,951 | 6.4% | 122,631 |
| Security | 401,221 | 466,059 | 13.9% | 64,838 |
| Transportation and Vehicles | 201,873 | 235,488 | 14.3% | 33,615 |
| Food Service | 1,008,000 | 1,038,240 | 2.9% | 30,240 |
| Subtotal | 3,412,414 | 3,663,738 | 6.9% | 251,324 |
| Advancement | 557,822 | 811,964 | 31.3% | 254,142 |
| Total Operating Expenses | 11,635,733 | 12,810,595 | 9.2% | 1,174,862 |
| Capital Purchases | 1,000,000 | 1,518,000 | 34.1% | 518,000 |
| Surplus / (Deficit) Changes to Reserve | 20,804 | -1,538,545 | | |



Current Year Estimate vs Future Year Preliminary Budget

| | FYE MAY 2020 ESTIMATE | FYE MAY 2021 PRELIM BUDGET | VARIANCE 2020 Estimate vs 2021 Budget | |
|---|-----------------------------|----------------------------------|--|------------------|
| | | | % | \$ |
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| Admissions & College Counseling | 499,671 | 526,031 | 5.0% | 26,360 |
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| Subtotal | 3,412,414 | 3,663,738 | 6.9% | 251,324 |
| Advancement | 557,822 | 811,964 | 31.3% | 254,142 |
| Total Operating Expenses | 11,635,733 | 12,810,595 | 9.2% | 1,174,862 |
| Capital Purchases | 1,000,000 | 1,518,000 | 34.1% | 518,000 |
| Surplus / (Deficit) Changes to Reserve | 20,804 | -1,538,545 | | |



Tuition

| | 2018-2019 Actual | 2019-2020 Estimate | 2020-2021 Preliminary |
|---------------------|---------------------|-----------------------|--------------------------|
| # of Students | 219 | 233 | 237 |
| Gross Tuition | 8,570,555 | 9,099,050 | 9,463,650 |
| Scholarships | (3,951,918) | (4,118,864) | (4,148,540) |
| Davis | (2,327,250) | (2,240,350) | (2,239,000) |
| Net Tuition Revenue | 2,291,387 | 2,739,836 | 3,076,110 |

Net Tuition Revenue is Budgeted Conservatively as 120 Students @ an average scholarship of 67.5%. At this time, it is unknown what the impact of GSP Students for entry 2020 will be. In entry 2019, the expectation of GSP's was 18, reduced to 12 and actual was 5.

Class of 2021

| Count of Students | Tuition Rate | Gross Tuition | Scholarships Awarded | Net Tuition |
|-------------------|--------------|---------------|----------------------|-------------|
| 117 | 39,450 | 4,615,650 | 3,115,140 | 1,500,510 |
| | | | 67.5% | 32.5% |

?s for Admissions
* GSP expectations

Class of 2022

| Count of Students | Tuition Rate | Gross Tuition | Scholarships Awarded | Net Tuition |
|-------------------|--------------|---------------|----------------------|-------------|
| 120 | 40,400 | 4,848,000 | 3,272,400 | 1,575,600 |
| | | | 67.5% | 32.5% |

* Davis Candidates and scholarship above 25K
* Enrollment # expectation for Entry 2020



Multi-Year Projection

| | Actual 2018-19 | Projected EOY 2019-20 | Preliminary 2020-21 | Projected 2021 - 22 | Projected 2022-23 | Projected 2023-24 | Projected 2024-25 |
|--|-------------------|--------------------------|------------------------|------------------------|----------------------|----------------------|----------------------|
| Cash Sources,Uses | | | | | | | |
| Students (Note 1) | 219 | 234 | 237 | 230 | 230 | 230 | 230 |
| % Tuition Increase (Note 2a) | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net Tuition Revenue (Note 2b; 2c) | 2,291 | 2,740 | 3,343 | 3,427 | 3,512 | 3,600 | 3,690 |
| Non-Diploma Programs (Net revenue) | 238 | 303 | 406 | 414 | 422 | 431 | 439 |
| Subtotal | 2,529 | 3,043 | 3,749 | 3,841 | 3,935 | 4,031 | 4,130 |
| Contributions | | | | | | | |
| Annual Fund | 2,242 | 2,000 | 2,060 | 2,122 | 2,185 | 2,251 | 2,319 |
| Endowment Funds (Note 5) | 6,499 | 6,118 | 5,848 | 5,936 | 6,025 | 6,115 | 6,207 |
| Davis Supplemental Grant | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Davis Challenge Matching Grant (Note 4) | 2,000 | 2,000 | 2,000 | 2,000 | | | |
| Davis Scholar Abroad Expense reclassified from an Operating Cost to a negative Revenue | (1,264) | (1,504) | (1,600) | (1,366) | (1,400) | (1,435) | (1,471) |
| Subtotal | 10,477 | 9,614 | 9,308 | 9,692 | 7,810 | 7,931 | 8,055 |
| Total Revenues | 13,006 | 12,657 | 13,057 | 13,532 | 11,744 | 11,962 | 12,184 |
| Operating Costs | 11,416 | 11,636 | 12,810 | 13,322 | 13,855 | 14,410 | 14,986 |
| Net Operating (Revenue minus Expenses, prior to capital expenditures) | 1,590 | 1,021 | 247 | 210 | (2,111) | (2,447) | (2,802) |
| Campus Improvements - including one-time projects (at this stage of budgeting for next year the capital requests but this will be reduced to \$1.0 million) | 1,295 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| (Deficit) Surplus | 295 | 21 | (753) | (790) | (3,111) | (3,447) | (3,802) |
| Reserve Fund Starting Balance | 2,406 | 2,701 | 2,731 | 2,485 | 2,087 | (470) | |
| Reserve Fund Closing Balance | 2,701 | 2,731 | 2,485 | 2,087 | (470) | (3,192) | |

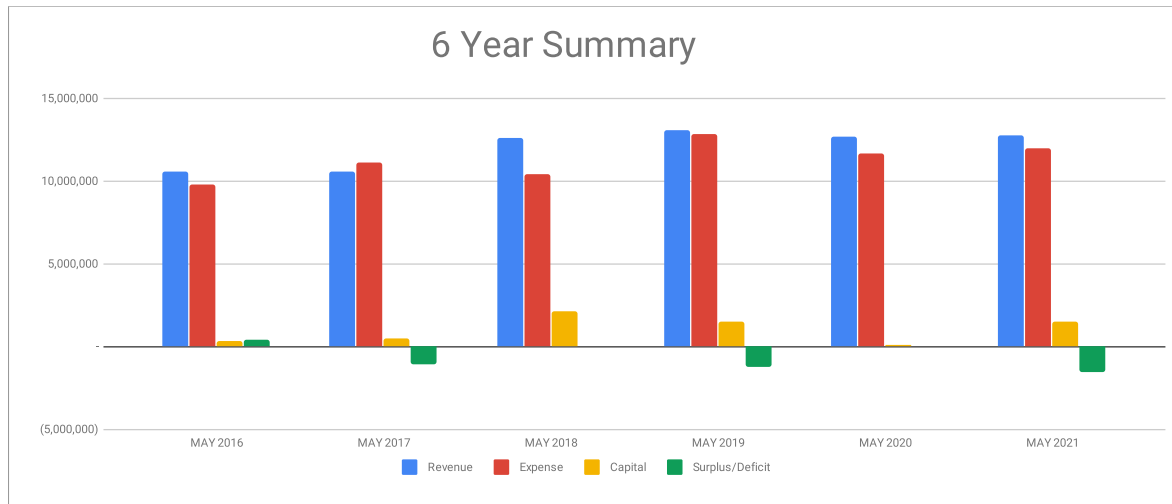
Assumptions:

1. Enrollment goal has been agreed to by the Admission and Business Office, with the understanding that it may change
- 2a. Tuition will increase only for first year students at a rate of 2.5% annually. Tuition means testing will be implemented for entering class in 2019-20, which is anticipated to increase net tuition over what is currently being shown.
- 2b. Includes estimated \$120,000 additional tuition projected in 2019-2020 and \$240,000 in 2020-2021 from implementation of the Davis hybrid scholarship model
- 2c. Does not include additional tuition from participating in the Global Selection Process at this time
3. Davis Challenge Matching Grant - The Davis family has offered a matching grant of \$2 million per year for five years, beginning in FY 2018
4. 2.0% appreciation in draw, though endowment is expected to grow at a higher rate.
5. Endowment in 2018-2019 and 2019-2020 includes \$270,000 each year in rollover funds



UWC-USA: Multi-Year View as of May 31, 2021

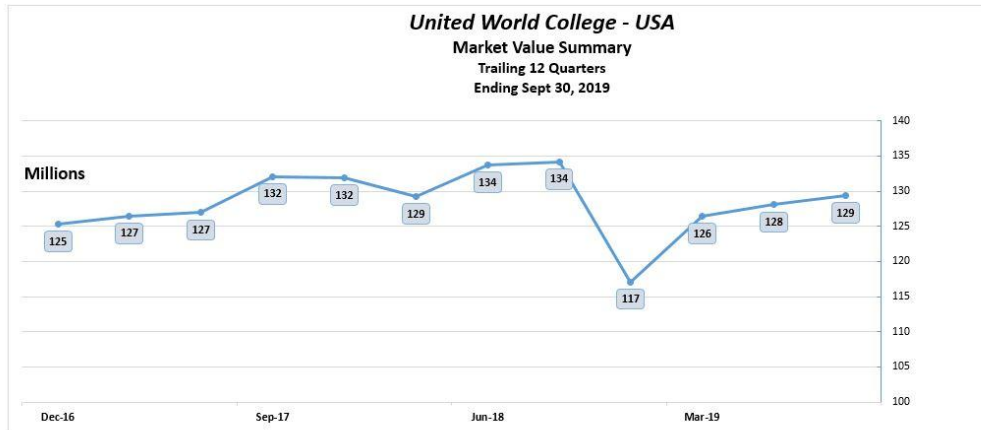
| | <u>MAY 2016</u> | <u>MAY 2017</u> | <u>MAY 2018</u> | <u>MAY 2019</u> | <u>ESTIMATE MAY 2020</u> | <u>PRELIM BUDGET MAY 2021</u> |
|-----------------|-----------------|-----------------|-----------------|-----------------|------------------------------|-----------------------------------|
| Revenue | 10,531,485 | 10,588,195 | 12,591,834 | 13,056,691 | 12,656,537 | 12,756,691 |
| Expense | 9,793,864 | 11,149,282 | 10,424,463 | 12,810,595 | 11,635,733 | 11,998,631 |
| Capital | 338,827 | 482,918 | 2,137,438 | 1,518,000 | 100,000 | 1,518,000 |
| Surplus/Deficit | 398,794 | (1,044,005) | 29,933 | (1,271,905) | 20,804 | (1,571,905) |





UWC USA Market Value Summary as of June 30, 2019

| | | 31-Dec-18 | | 31-Mar-19 | | 30-Jun-19 | | 30-Sep-19 | |
|--------------------------------|--|-----------------------|-------|-----------------------|-------|-----------------------|-------|-----------------------|-------|
| | | Market Value | % | Market Value | % | Market Value | % | Market Value | % |
| Domestic Broad Equity | Davis NY Venture Renaissance (RIEF-Series C) | 38,247,156 | 32.7% | 43,612,782 | 34.5% | 43,175,091 | 33.7% | 44,029,137 | 34.0% |
| Small Cap Broad Equity | State Street Russell 2000 | 5,709,208 | 4.9% | 5,765,080 | 4.6% | 5,918,087 | 4.6% | 5,742,776 | 4.4% |
| High Yield | Shenkman Primus High Yield | | 0.0% | - | 0.0% | - | 0.0% | - | 0.0% |
| Alternative Investments | Commonfund Alternative Fund | 119,352 | 0.1% | 62,805 | 0.0% | 33,863 | 0.0% | 31,757 | 0.0% |
| | Commonfund Endowment Fund | 632,055 | 0.5% | 558,822 | 0.4% | 524,586 | 0.4% | 507,255 | 0.4% |
| | Marathon Special Opportunity Fund | 114,891 | 0.1% | 110,215 | 0.1% | 109,830 | 0.1% | 105,373 | 0.1% |
| | Silverpoint Offshore Fund | | 0.0% | - | 0.0% | - | 0.0% | - | 0.0% |
| International Equity | State Street MSCI EAFE | 31,076,564 | 26.5% | 32,518,352 | 25.7% | 33,285,895 | 26.0% | 33,351,945 | 25.8% |
| Emerging Markets | GMO Emerging Country Debt Fund | 14,093,386 | 12.0% | 15,226,827 | 12.0% | 15,704,951 | 12.3% | 15,826,265 | 12.2% |
| Domestic REIT | Davis RE | 6,931,909 | 5.9% | 7,843,550 | 6.2% | 8,269,746 | 6.5% | 8,713,144 | 6.7% |
| Short Term Bond ETF | Vanguard-UBS | 20,191,680 | 17.2% | 20,735,905 | 16.4% | 21,061,993 | 16.4% | 21,061,993 | 16.3% |
| Total Market Value | | \$ 117,116,201 | | \$ 126,434,338 | | \$ 128,084,041 | | \$ 129,369,645 | |





Davis Programs / Fund report

| Fund Name | Balance or Annual Distribution | Use of Funding | IMPACT to UWC-USA | IMPACT to Movement |
|---|---|--|---|---|
| Davis Family Matching Grant | Pledged: \$10,000,000 over 5 years | To be used for strategic initiatives and possible replacement of the \$1MM Davis Supplemental Grant which will end 05/31/19 | \$2,000,000 annual match distribution | |
| Davis Scholars Endowment | Balance: \$49,000,000 5% Annual Draw @ 5/31/20: \$ \$2,366,000 | To Fund 110 Davis Scholars USA & Abroad at the 25K Merit Model + Add'l Financial Aid when needed | \$1,661,000 | \$1,500,000 |
| Davis Supplemental Grant | Balance: \$1,000,000 | To Supplement the Endowment for Davis Scholars USA & Abroad. Currently there are 60 Davis Scholars Abroad and 50 Davis Scholars USA. Funds distributed to UWC-USA in Sept 2017 | \$1,000,000 @ 05/31/20 No End Date | |
| Davis Other Endowments Davis Conflict Area Endowment Davis African Scholarship Endowment Davis Asian Scholarship Endowment Davis Eastern Europe Schlr Endowment Davis Latin American Schlr Endow Davis Middle East Schlr Endowment Davis Davis - Faculty/Staff Dev. | Balance: \$15,000,000 5% Annual Draw @ 5/31/20: \$ \$821,358 | To fund International Scholarships & Expenses as directed by each Fund | \$821,358 @ 05/31/20 | |
| Davis Impact Fund | Balance: \$268,712 | Matching Grant Funding for 17 Schools There are 4 schools with remaining funds to be allocated. Funds held at UBS | No Further Income to UWC-USA \$1,000,000 earned FYE 05/31/16 | \$268,712 unearned by Sister Schools |
| Davis-Mahindra Grant | Balance: \$0.00 | \$40,000 Awarded to each Sister School with 2nd year Davis Scholars (16 Schools) Funds were distributed in Sept 2017 | Ended 05/31/2019 | |
| Davis Forever Fund | Balance: \$149,585,528 | Funding for the "Dare to Dream" initiative across the UWC Movement. Funds held at UBS | 2019-2020 Scholarships Total: \$324,761 | 2019-2020 Scholarships Total: \$4,276,348 |
| Davis Initiatives Fund | Balance: \$874,841 | Deferred and held for special projects and disbursed at Shelby Davis' request. | None | None |
| Total Annual Impact | | | \$5,807,119 | \$6,045,060 |



UWC-USA Capital Projects 2019 - 2020

| | | Totals: | 1,000,000 | 650,016 | 349,984 | |
|---------------------------|------|---|-----------|-----------|----------|---------------------------------|
| DEFERRED MAINTENANCE | | Budget | Actual | Remaining | Action | |
| Budget | D-1 | Castle - damaged railing and woodwork around veranda | 25,802 | 25,802 | - | Project Complete |
| Budget | D-2 | Castle - roof and gutter repair | 50,000 | - | 50,000 | Ongoing |
| Budget | D-3 | Concrete - sidewalk and stair repair | - | - | - | Defer to Next FY 40K |
| Budget | D-4 | Sasakawa - roof replacement | 27,872 | 27,872 | - | Project Complete |
| Budget | D-5 | Erosion of road sides IN HOUSE PROJECT | - | - | - | Remove - In house project |
| Budget | D-6 | Additional cameras and software | 25,000 | 2,118 | 22,882 | Ongoing |
| Budget | D-7 | Additional campus lighting MAINTENANCE R&M | - | - | - | Remove - In house project |
| Budget | D-8 | OSH - interior lighting upgrade MAINTENANCE R&M | - | - | - | Remove - In house project |
| Budget | D-9 | Castle, OSH, President's House - boilers | 100,917 | 100,917 | - | Project Complete |
| Budget | D-10 | Fix ditch on side of the President's House IN HOUSE PROJECT | - | - | - | Remove - In house project |
| Budget | D-11 | Reservoir - inspection of lining and repair | 5,662 | 5,662 | - | Project Complete |
| Budget | D-12 | Reservoir - backfill dirt areas | 3,953 | 3,953 | - | Project Complete |
| Budget | D-13 | Faculty housing- re-stain wood siding to prevent further weather damage | - | - | - | Defer to Next FY 55K |
| Budget | D-14 | Old clinic building - re-stucco rotting siding on upper portion to prevent further damage | 20,000 | - | 20,000 | Ongoing |
| Budget | D-15 | Pathway from lower to upper campus - replace or repair lighting: fix uneven walking : | 20,000 | - | 20,000 | Ongoing |
| Budget | D-16 | Sewage plant - fill in old aeration basin re-locate electrical from old clarifier | 15,000 | 13,996 | - | Ongoing - waiting on electrical |
| Budget | D-17 | Dwan Light Sanctuary Repairs | 5,203 | 6,937 | - | Project Complete |
| STUDENT EXPERIENCE | | | | | | |
| Budget | S-1 | Bathroom refurbishment | - | - | - | Defer to Next FY 100K |
| Budget | S-2 | Carpet replacement | - | - | - | Defer to Next FY 50K |
| Budget | S-3 | Phased replacement of dorm heating units/radiators and or boilers | 30,000 | 15,240 | 14,760 | Ongoing |
| Budget | S-4 | Furniture replacement for residence halls | 25,000 | 18,650 | - | Project Complete |
| Budget | S-5 | Dorm network upgrade | 4,939 | 4,939 | - | Project Complete |
| Budget | S-6 | Auditorium lights upgrade | 14,000 | - | 14,000 | Ongoing |
| Budget | S-7 | Dorm entrance cameras | - | - | - | Project Complete |
| Budget | S-8 | Basic ropes course | 15,000 | - | 15,000 | Ongoing |
| Budget | S-9 | Vehicle replacements | 130,000 | 223,000 | (93,000) | Ongoing |
| Budget | S-10 | Door Re-Keyed in Dorms | 6,748 | 6,748 | 0 | Project Complete |
| ACADEMIC SUPPORT | | | | | | |
| Budget | A-1 | Network server upgrades | 12,000 | - | 12,000 | Ongoing |
| Budget | A-2 | Wifi upgrade | 15,338 | 15,338 | - | Project Complete |
| Budget | A-3 | 3 smartboard replacements | 20,000 | 20,424 | - | Project Complete |
| Budget | A-4 | Classroom expansion | - | - | - | Defer to Next FY Unknown Costs |
| Budget | A-5 | Additional classroom furniture | - | - | - | Defer to Next FY Unknown Costs |
| Budget | A-6 | Power School Software | 45,646 | 45,646 | - | Project Complete |
| OTHER PROJECTS | | | | | | |
| Budget | O-1 | Insurance projects - deductibles | 40,000 | - | 40,000 | Ongoing |
| Budget | O-2 | Assessment and repair of irrigation system | - | - | - | Unknown |
| Budget | O-3 | Farmhouse roof repair/replacement | - | - | - | Defer to Next FY 25K |
| Budget | O-4 | Wayfinding and Signage | 15,000 | 11,168 | - | Project Complete |
| Budget | O-5 | Water Rights Acquisition | 65,000 | 49,802 | 15,198 | Ongoing |
| Budget | O-6 | Furnish Apartment G4 | 11,078 | 11,078 | - | Project Complete |
| Budget | O-7 | Access Technologies - Proximity Locks | 3,399 | 3,399 | - | Project Complete |
| Budget | O-8 | Pool Area Flooring | 6,642 | 6,642 | - | Project Complete |
| Budget | O-9 | Fencing & Development around Reservoir | 16,110 | 19,386 | - | Project Complete |
| Budget | O-10 | Back Road Gate Installation | - | 11,298 | - | Ongoing |
| RESERVE | | | | | | |
| Budget | | Reserve for Other | 224,691 | - | - | |

2020 - 2021 Capital Projects - Preliminary

Safety and maintenance necessary to prevent further deterioration

| | |
|--|--------|
| Generator for Welcome Center | 15,000 |
| Concrete - sidewalk and stair repair | 40,000 |
| Wall repairs and rebuilding | 40,000 |
| Additional campus lighting | 10,000 |
| Kluge - roof replacement over "green room" | 30,000 |
| Boiler replacement - standby boilers for Field House and OSH | 65,000 |
| Lower dorms exterior painting | 48,000 |
| Farm house reroof | 25,000 |
| Faculty housing restaining | 40,000 |
| Old clinic restucco upper portion | 20,000 |
| Faculty housing upgrades and remodels | 40,000 |
| Field house - painting metal trim and stucco repair | 15,000 |
| Reservoir - inspection of lining and repair | 15,000 |

Student Experience

| | |
|---|---------|
| Bathroom refurbishment | 120,000 |
| Carpet replacement | 60,000 |
| Phased replacement of dorm heating units and or boilers | 20,000 |
| Furniture replacement for residence halls | 25,000 |
| Furniture replacement for classrooms | 15,000 |
| Sasakawa - flooring and furniture | 15,000 |
| Chair and tables for auditorium | 6,000 |
| Chairs for graduation | 8,000 |
| Vehicle replacements - 1 large 40 passenger bus) | 210,000 |

Academic Support

| | |
|-----------------------------------|--------|
| Network server upgrades | 22,000 |
| Dorm door lock replacements | 12,000 |
| Smartboard replacements | 50,000 |
| Classroom expansion | |
| OSH | 25,000 |
| Science and language | 25,000 |
| Other | 25,000 |
| Poole Hall remodel into classroom | 75,000 |
| Additional classroom furniture | 25,000 |

Other

| | |
|---|--------|
| Dorm B-3 apartment remodel (make 1 large and 1 small apartment) | 40,000 |
| Perimeter fencing around soccer field | 60,000 |
| Lift for mechanic's shop | 15,000 |
| Bucket truck | 50,000 |
| Assessment and repair of irrigation system of soccer field | 40,000 |
| Campus signage | 40,000 |
| Repair of stone work throughout campus, including brick pathway | 50,000 |
| Pump station from river to lagoon | 10,000 |
| Pump station from river to farm | 10,000 |
| Shipping containers | 12,000 |
| Power house building remodel for storage | 50,000 |
| Reserve for Other | |

| | |
|-------|-----------|
| Total | 1,518,000 |
|-------|-----------|

FINANCIAL SUSTAINABILITY SUMMARY IN USD

PROPOSITION

| | |
|---|------------|
| | 2018 |
| PROPOSITION: STUDENTS & TEACHING | |
| DP students mix | |
| NC/direct/staff admission mix (%) | 98/2/0% |
| Female/male/other (%) | 55/45/0% |
| Student nationalities (#) | 0 |
| Teaching | |
| Annual teaching days (# avg DP Y1/Y2) | 141 |
| DP subjects taught (#) | 48 |
| DP Group 1 subjects self taught (#) | 0 |
| DP teachers (# FTEs) | 39.5 |
| DP teacher nationalities (#) | 0.0 |
| DP teachers who are IB examiners (#) | 8 |
| DP teachers BA/Masters/PhD(%) | 0/89/11% |
| DP teacher ratio (students/teacher) | 5.7 |
| Smallest/average/largest class size (#) | 3/14/23 |

FINANCIALS

| | |
|---|-------------|
| USD million | 2,018.0 |
| SCHOOL MANAGEMENT | |
| Revenues | |
| In-year fundraising & long term agreements | 5.1 |
| Investments drawdown for fin. aid | 0.0 |
| Commercial revenues | 0.2 |
| Gross school-led funding | 5.4 |
| External financial aid (NC, UWC admin.) | 0.0 |
| Family tuition | 2.8 |
| Pro forma revenues | 8.2 |
| Costs | |
| Direct student costs: educ, admin, infra opex | 11.2 |
| Fundraising & Commercial costs (F&C costs) | 0.4 |
| Total school management costs | 11.6 |
| of which UWC IO/NC Fund charges | 0 |
| 3-yr rolling cost growth (% CAGR) | 0.70% |
| Pro forma Surplus (or Deficit if costs>revenues) | -3.4 |
| INFRASTRUCTURE MANAGEMENT | |
| Infra opex (maintenance, depreciation) | 1.0 |
| Infra capex (see investment transfers) | 1 |
| Total infra spend (opex, capex) | 2 |

FUTURE

| | |
|--|-------|
| USD million | Total |
| FUTURE INFRASTRUCTURE MASTER PLAN | |
| Agreed plan, capex only (5 next years) | 4.0 |
| Necessary but not agreed (any period) | 3.8 |
| Total required master plan | 7.8 |
| Additional wish list (any period) | 0 |

Note: Cost projection at lower of absolute or cost/student growth
 Note: Funding gap is cost increase + infra capex (agreed plan) less family tuition absorption of 70% of historic fee rate growth

| | |
|--|----------------|
| USD | 2,018 |
| PROPOSITION: SIZE & FEES | |
| Size | |
| Total size (# students year end) | 219.0 |
| 2016/2017 | 234/228 |
| Total staff (# internal + external FTEs) | 104 |
| Staff ratio (students/staff) | 2.1 |
| DP size (# DP students year end) | 224 |
| DP student withdrawals current year (#) | 4 |
| Fees & costs per student | |
| Direct/GSP Fee DP Y1 | 39,420 |
| NC Fee DP Y1 | 39,420 |
| 3-yr rolling NC Fee growth (% CAGR) | 0.00% |
| Cost per student | 52,950 |
| 3-yr rolling cost/student growth (% CAGR) | 0.10% |
| NC Fee less cost/student | -13,530 |

| | |
|--|--------------|
| USD million | 2018.0 |
| SCHOOL-LED FUNDRAISING | |
| Fundraising | |
| In-year fundraising flowthrough | 5.1 |
| Long term funding agreements | 0.0 |
| Fundraising invested | 0.0 |
| Gross school-led fundraising | 5.1 |
| Fundraising costs (incl. comms, alumni m) | 0.4 |
| Net school-led fundraising (after costs) | 4.7 |
| Fundraising cost ratio (%) | 8% |
| Fundraising (excl. LT agreements) cost rat | 8% |
| Alumni fundraising contribution | |
| # Alumni | 3,676 |
| Alumni fundraising contribution | 0.5 |
| Alumni fundraising share (%) | 10% |
| Alumni participation rate (%) | 0% |
| COMMERCIAL CONTRIBUTION | |
| Commercial revenues (rent, courses, other) | 0.2 |
| Commercial costs | 0.0 |
| Net commercial contribution | 0.2 |
| Commercial contribution margin (%) | 100% |

| | | | | | | |
|--|------------|-------------|-------------|-------------|-------------|-------------|
| USD million (except for cost/student) | 2018.0 | 2019 | 2020.0 | 2021.0 | 2022.0 | 2023.0 |
| FUTURE PROJECTION (MECHANICAL, BASED ON HISTORIC COST GROWTH) | | | | | | |
| Costs proj | 0% | 11.6 | 12.0 | 12.0 | 12.0 | 12.0 |
| Fam. tuiti | 70% | 2.8 | 3 | 3 | 3 | 3 |
| Unfunded agreed Infra Master Plan capex | - | 1.0 | 0.8 | 0.8 | 0.8 | 0.8 |
| Funding gap vs 2018 base | - | 1 | 1 | 1 | 1 | 1 |
| Implied financial aid % (if flat funding) | 75% | 74% | 74% | 73% | 73% | 72% |
| Implied fin. assets (flat funding, hist. retur | 224.4 | 266.5 | 318.1 | 381 | 457.4 | 550.3 |
| Implied cost/student (if same # students) | 52,950 | 54,75 | 54,828 | 54,862 | 54,895 | 54,929 |

| | | |
|---|------------|-----|
| USD million | 2,018.0 | |
| PROPOSITION: FINANCIAL AID | | |
| Financial aid provided | | |
| Direct student costs | 11.2 | |
| Less Family tuition | -2.8 | |
| Direct financial aid | 8.4 | |
| No cross-subsidy (NC fee < dir. cost/stud) | 0 | |
| Total financial aid | 8.4 | |
| Fin. aid (% of direct student expenses) | 75% | |
| # DP students full/partial/no financial aid | // | |
| Financial aid contributors | | |
| NC financial aid | 0% | 0 |
| UWC admin. financial aid | 0% | 0 |
| School provided financial aid | 100% | 8.4 |

Note: cross-subsidy is if family tuition paid for a student is larger

| | |
|---|--------------|
| USD million | 2,018.0 |
| INVESTMENT & FINANCIAL MANAGEMENT | |
| Investing & banking assets | |
| Start of year (market value) | 192.9 |
| Pro forma returns (=end+out-in-start) | 41.7 |
| Fundraising invested (i.e. inflow) | 0.0 |
| Increase in loan (or decrease) | -1.8 |
| Outflows (transfers out) | -6 |
| End of year (market value) | 226.9 |
| Split into investments/bank accounts | 190.8/2 |
| Split into unrestricted/restricted | 168.1/24.7 |
| Pro forma returns (%) | 21.60% |
| Liabilities | |
| Loans/other liabilities (year end) | 2.5 |
| Total net financial assets (year end) | 224.4 |
| Increase in net fin. assets (vs year ago) | 35.7 |
| Outflows by category | |
| Drawdown for financial aid | 0.0 |
| Outflow via Deficit (cash only excl. depr.) | -3.4 |
| Transfer to in-year infra capex spend | -1 |
| Non-expense outflow (to UWCS, NCS,...) | -1.6 |

Note: stable academic year ends, excl. any pre-paid fees



ADVANCEMENT



Fundraising Results by Constituency FYE 20 & FYE 19

| Constituency | -----FY20----- | | -----FY19----- | | % Change % Change | |
|-----------------------|--------------------|-----------------|--------------------|-----------------|-------------------|-----------------|
| | *as of 12/31/2019 | | *as of 12/31/2018 | | | |
| ANNUAL FUND | \$ Raised | # Donors | \$ Raised | # Donors | \$ Raised | # Donors |
| Foundation | \$551,967 | 3 | \$539,022 | 5 | 2% | -40% |
| Alumna/us | \$100,306 | 378 | \$172,444 | 401 | -42% | -6% |
| Individual | \$326,654 | 120 | \$204,433 | 136 | 60% | -12% |
| Board Member | \$44,176 | 13 | \$44,500 | 10 | -1% | 30% |
| Distinguished Trustee | \$1,370,016 | 3 | \$942,388 | 4 | 45% | -25% |
| Parent of Alum | \$25,567 | 68 | \$104,473 | 78 | -76% | -13% |
| Company/Org | \$10,676 | 20 | \$89,444 | 18 | -88% | 11% |
| Current Parent | \$11,830 | 24 | \$25,851 | 34 | -54% | -29% |
| Faculty/Staff | \$4,026 | 44 | \$4,950 | 47 | -19% | -6% |
| Alum other UWC | \$10,570 | 10 | \$4,681 | 10 | 126% | 0% |
| | <u>\$2,455,788</u> | <u>683</u> | <u>\$2,132,186</u> | <u>743</u> | <u>15%</u> | <u>-8%</u> |

*NB: The above figures do not include current student donors

FY20 includes two gifts from Shelby Davis which we will not count toward the Davis match. They total \$1,324,761.

FY19 includes four gifts from Shelby Davis which did not count toward the Davis match. They total \$770,501.

| ENDOWMENT & OTHER | Unique # | | Unique # | | | |
|-------------------------------------|------------------|----------|------------------|-----------|-------------|-------------|
| *Individual + Other | \$160,676 | 6 | \$73,350 | 6 | 119% | 0% |
| Distinguished Trustee (Davis+Other) | \$ - | 0 | \$100,000 | 1 | -100% | -100% |
| Board Member | \$ - | 0 | \$10,000 | 1 | -100% | -100% |
| Alumna/us | \$560 | 2 | \$505 | 3 | 11% | -33% |
| | <u>\$161,236</u> | <u>8</u> | <u>\$183,855</u> | <u>11</u> | <u>-12%</u> | <u>-27%</u> |

*Individual includes Faculty/Staff, Foundation, Organization, Parent of Alum.

| ALL GIFTS | | | % Partic. | | % Partic. | | |
|-----------------------|--------------------|------------|------------------|--------------------|------------------|-----|------------|
| Individual | \$376,654 | 121 | | \$275,483 | 140 | 37% | -14% |
| Foundation | \$601,967 | 4 | | \$539,022 | 5 | 12% | -20% |
| Distinguished Trustee | \$1,370,016 | 3 | | \$1,042,388 | 5 | 31% | -40% |
| Alumna/us | \$100,866 | 380 | 10% | \$172,949 | 404 | 11% | -42% |
| Board Member | \$44,176 | 13 | 72% | \$54,500 | 11 | 61% | -19% |
| Parent of Alum | \$45,567 | 69 | | \$104,473 | 78 | | -56% |
| Company/Org | \$51,352 | 24 | | \$89,744 | 19 | | -43% |
| Current Parent | \$11,830 | 24 | | \$25,851 | 34 | | -54% |
| Faculty/Staff | \$4,026 | 44 | 43% | \$6,950 | 48 | 48% | -42% |
| Alum other UWC | \$10,570 | 10 | | \$4,681 | 10 | | 126% |
| Current Student | \$1,341 | 158 | 68% | \$1,714 | 185 | 83% | -22% |
| | <u>\$2,618,365</u> | <u>850</u> | | <u>\$2,317,755</u> | <u>939</u> | | <u>13%</u> |

NB: Alumni who are board members or faculty are counted on the board and faculty lines.



Fundraising Summary Five-Year Trend

*12/31/2019

| | FY20* | FY19 | FY18 | FY17 | FY16 |
|-----------------------------|--------------|-------------|-------------|-------------|-------------|
| Annual Operations | 1,042,624 | 2,133,899 | 2,183,209 | 1,873,357 | 1,871,878 |
| Endowment | 163,450 | 173,855 | 9,665 | 290,243 | 1,037,460 |
| Other | 0 | 10,000 | 2,500,500 | 503,107 | 502,325 |
| Total Donors | 847 | 939 | 1,838 | 1,577 | 1,896 |
| Annual Fund Donors | 838 | 928 | 1,823 | 1,565 | 1,891 |
| Unique Endowment Don | 9 | 11 | 13 | 11 | 18 |
| Unique Other Donors | 0 | 0 | 2 | 1 | 2 |
| Total Raised | \$1,206,704 | \$2,317,754 | \$4,693,374 | \$2,666,707 | \$3,411,663 |

* Total may not match the audited financial statements due to differences in the date of the gift and the post date.



UWC-USA Alumni Dashboard

| | FY20 (12/31/2019) | FY19 (5/10/2019) | % Change |
|---|-------------------|------------------|----------|
| DATA | | | |
| Total Living Alumni | 3,691 | 3,569 | 3% |
| No Valid Address | 613 | 621 | -1% |
| Inactive | 3 | 3 | 0% |
| Have LinkedIn Record | 1,131 | 1,130 | 0% |
| *Address Changes | 886 | 1,874 | -53% |
| Total Alumni with Business Information | 1,733 | 1,689 | 3% |
| Total Alumni with Education Information | 1,009 | 891 | 13% |
| Visits to Campus | 37 | 60 | -17% |

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

| ALUMNI E-NEWSLETTERS | FY 20 (1/15/20) | FY19 (1/21/19) | % Change |
|-----------------------------|-----------------|----------------|----------|
| # | 4 | 6 | -33% |
| Average # Recipients | 2,731 | 2,684 | 2% |
| Average Open Rate | 36.5 | 31% | 18% |
| Average Click-through Rate | 3.1 | 13% | -76% |

| ALUMNI BIRTHDAY NOTES | FY 20 (1/15/20) | FY19 (1/21/19) | % Change |
|------------------------------|-----------------|----------------|----------|
| # | 7 | 8 | -13% |
| Average Recipients | 224 | 221 | 1% |
| Average Open Rate | 45% | 47% | -4% |
| Average Clickthrough Rate | 13% | 12% | 8% |

| ALUMNI VOLUNTEERS | FY 20 (1/15/20) | FY19 (1/21/19) | % Change |
|--------------------------|-----------------|----------------|----------|
| Annual Fund | 37 | 35 | 6% |
| Class Agents | 7 | 7 | |
| Reunion Committee | 5 | 5 | |
| U.S Selection Committee | 6 | 5 | 20% |
| Mentors (YEP) | 0 | 0 | |

| UWC HUB MEMBERS | FY19 (1/21/2019) | FY19 (1/21/2019) | % Change |
|------------------------|------------------|------------------|----------|
| Alumni | | 808 | |
| Current Students | | 179 | |
| Employees | | 65 | |
| Vounteers | | 34 | |
| Former Employees | | 11 | |
| Total | | 1097 | |

*The UWC Hub was relaunched in late 2019 and efforts are underway in 2020 to re-enlist participants across the movement.



Communication Dashboard

Web Metrics: October 2019 - December 2019

| Data | Current Month | Previous Month | Previous Year-2018 |
|----------------------------|---------------|----------------|--------------------|
| OCTOBER | | | |
| total new visitor sessions | 7,566 | 7,503 | 7,803 |
| total sessions | 9,874 | 12,592 | 12,524 |
| total users | 7,125 | 8,819 | 8,876 |
| NOVEMBER | | | |
| total new visitor sessions | 7,804 | 7,566 | 6,781 |
| total sessions | 9,943 | 9,874 | 10,497 |
| total users | 7,224 | 7,125 | 7,819 |
| DECEMBER | | | |
| total new visitor sessions | 7,604 | 7,804 | 6,991 |
| total sessions | 9,814 | 9,943 | 10,660 |
| total users | 7,876 | 7,224 | 7,942 |

Social Media Followers:

| | December 31, 2019 | December 31, 2018 |
|---------------------|-------------------|-------------------|
| Twitter Followers | 2,850 | 2,609 |
| Instagram Followers | 10,300 | 10,200 |
| YouTube Subscribers | 1,180 | 1,164 |
| Facebook Followers | 22,458 | 20,629 |

Press Mentions

(NB: Las Vegas Optic stories require a login to read the full story. Username: publications@uwc-usa.org, Password: Montezuma)

December 26, 2019 Fort-Wayne Gazette

Story about Summia Tora '17, first Afghan student to be awarded a Rhodes Scholarship.

<https://www.journalgazette.net/news/local/indiana/20191226/earlham-senior-awarded-historic-rhodes-scholarship>

December 7, 2019 – Palladium News

Story about Summia Tora '17 being awarded a Rhodes Scholarship.

<https://www.pal-item.com/story/news/local/2019/12/06/earlham-college-student-first-rhodes-scholar-afghanistan/261756>

December 6, 2019 Las Vegas Optic

Events at UWC-USA in local paper

<https://www.lasvegasoptic.com/content/que-pasa-1262019>

December 5, 2019 Diverse Education

Story about Summia Tora '17 being awarded a Rhodes Scholarship.

<https://diverseeducation.com/article/161575/>

September 27, 2019 The Mac Weekly

Story about international students studying abroad.

<https://themacweekly.com/76591/features/financial-hurdles-for-international-students-studying-away/>

September 27, 2019 The Santa Fe Reporter

Story about UWC-USA students and the Climate Change Innovation Challenge.

<https://www.sfreporter.com/news/2019/09/26/climate-change-innovation-challenge/>

September 20, 2019 Sewickley Herald

Story about Davis Scholar Ella Zhou.

<https://sewickley.triblive.com/sewickley-academy-student-selected-for-international-education/>

September 20, 2019 Trib Live

Story about Ella Zhou, Davis Scholar.

<https://sewickley.triblive.com/sewickley-academy-student-selected-for-international-education/>