



**Meeting of the
Board of Trustees**

**January 31- February 1, 2020
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
February 2020

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 Friday, Jan. 31, 2020, commencing at 3:00pm and continuing on Saturday, Feb. 1, 2020, at 9:00am in Sasakawa.



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 - Chief Advancement Officer
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UWC-USA Strategic Plan, Executive Summary and Outline

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Advancement

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UWC-USA Alumni Dashboard
Alumni Committee Report
Communication Dashboard



BOARD AGENDA
Jan. 31- Feb.1, 2020
All meetings in Sasakawa unless noted otherwise

Friday January 31, 2020

- Noon Lunch with students in the dining hall: Pick a table
- 1:00-2:00 Time to meet with assigned students
- 2:00-3:00 Visit classes / Committee coordinating meetings
- 3:00-4:00 ExEds (Animal Shelter, Dance Ensemble, Yoga) / Committee coordinating meetings
- 4:00-5:00 Optional hike/ Student ExEd discussion / Committee coordinating meetings
- 5:30-7:00 Candlelight Dinner with trustees, SLT, & students, Castle Round Room
- 7:30-9:00 Global Issues, Auditorium
Relationship of Beijing government with Hong Kong, Taiwan and Tibet

Saturday February 1, 2020

- 7:00-8:15 Breakfast Buffet, New Mexico Room
- 8:30-9:00 Executive Session**
- 9:00-1:00 Plenary with Board, SLT, Guests**
- 9:00-9:30 President's Report
- 9:30-10:15 Education and Admissions Committee (Marisa/Marybeth/Alexis/Naomi/Victoria)
- 10:15-11:00 Finance Committee (KC/Jonathan)
- 11:00-11:45 Advancement (Marc/Mark/Jon)
Campaign Planning Path 40/40 (Marc/Mark)
UWC Documentary (Jon/Bill)
- 11:45-1:00 Strategic Planning

Strengthening the Foundation (Ben/Todd/Victoria)
Master Plan / Facilities (Justin/Todd/Jonathan)
Location Study - (Justin/Jaana)

1:00-2:00 Lunch delivered

2:00-2:45 Executive Session with Todd and Guests

2:00-2:45 Innovate for Impact discussion : (Ben, Todd/Victoria)

2:45-4:00 Executive Session

2:45-3:00 Update from IO : (Jon)

3:00-3:30 Governance : (Subitha)

3:30-4:00 Wrap up : Conclusion / Next steps / Feedback

6:00-8:30 Drinks and hors d'oeuvres at president's home for trustees, SLT, faculty and staff.

Adjournment

Minutes
The Armand Hammer United World College of the American West (UWC-USA)
Board of Trustees Meeting
Oct. 12, 2019

A meeting of the Board of Trustees of the United World College of the American West was held at the college campus in Montezuma, New Mexico, commencing at 8:00 a.m. Mountain Time, Saturday, Oct. 12, 2019, and adjourning at 5:00 p.m. Trustees present were Marc Blum, Steven Dichter, Marybeth Kravets, KC Kung '87, Ben Jones AC '91, Bill Banowsky, Jonas Nilsson '91, Peter Alderman AC '91, Manolo Espinosa '87, Klaus Desmet '88, Subitha Surbramaniam '88, and Victoria Mora, president. Melanie Weston '86, Marisa Leon '87 and Justin Lee '95, all joined by videoconference. These 15 trustees made a quorum.

Also present by invitation were the following members of the college staff and administration: Gwen Albers, Jonathan Ehrlich, Alexis Mamaux, Mark Hodde '89, Todd Austin, John Carpenter, Naomi Swinton '89 and Yvonne Gallegos. Parris Bushong was present as a faculty representative; it was reported that this would be Mr. Bushong's last meeting. Sanjana Pradheep '20, Oman, was present as the student representative.

A new trustee orientation on Friday, Oct. 11, included fresh questions and perspectives, which sharpened our collective understanding of strategy and issues, including the need for stronger and more formal alignment with UWC-International, and need for greater energy and board involvement in fundraising.

Steve Dichter presided as chairman.

The meeting started with a 30-minute coffee get-together with trustees followed by a one-hour executive session.

Mr. Dichter welcomed everyone to the public portion of the board meeting.

President Mora noted she would submit a correction to the minutes. The minutes were approved.

President Mora gave a recap of her tenure and explained how the initiatives are coming together as her fourth year begins, including:

- Distributed (two-dean) leadership model
- Increasing time for external engagement
- Hiring of Special Assistant Todd Austin, and on-boarding for other key positions, including director of admissions, two college counselors and an executive assistant
- The board emphasized the importance of a more robust hiring process, especially for the senior staff

President Mora also spoke about the strategic plan and strengthening the foundation. The Strategic Leadership Team, under the leadership of the special assistant, is working on execution of a 20-item plan as presented in June. It focuses on five cross-functional teams/tasks at a time.

With foundation work well underway, the board discussed the need to revitalize the Strategic Planning Committee and focus on a more externally-facing plan that addresses longer term vision/objectives (aka "Innovation") and supports a capital campaign.

Ms. Mamaux, dean of academics, reviewed the recent re-accreditation process with the Independent Schools Association of the Southwest. The reaccreditation occurs every 10 years. ISAS is one of the more rigorous accreditation agencies in the country. Early reports indicate faculty had improved, the students are outstanding, and we are living the mission. The report noted the need to clarify UWC-USA's plans for Montezuma location.

Ms. Mamaux reviewed the IB results for the Class of 2019. Of the 105 students who took the IB exam, 15 didn't earn their diploma. Three of those students received lower scores in higher-level test areas. Some students faced challenges both years. The average score was 5.34, which means UWC-USA students are earning fives and sixes.

Mr. Desmet noted our students' scores are a little on the low end and asked what could be done. Ms. Surbramian said she was disappointed to see UWC-USA near the bottom of the UWC family, but believes our students are getting an experience that's far beyond aspiring to be excellent. President Mora noted we are at the forefront when it comes to ExEds and questioned whether or not we are over programming. Ms. Mamaux added we do have students who arrive here without the necessary skill sets.

The board expressed a need to assert high aspirations and do deeper diagnosis re: low results relative to other UWCs. Look at impact of student mix/background, etc.

Ms. Mamaux also reported that UWC-USA has maxed out at a 233-student enrollment. This requires additional 3 FTE faculty plus some modest classroom reconfigurations.

Ms. Swinton, interim dean of students, reported we are getting away from cultural shows to do something more integrative.

Mr. Ehrlich, the vice president of finance and operations, reported he is expecting a surplus at the end of the current fiscal year. Mr. Ehrlich added that everyone is doing a good job at staying within their budgets.

He noted that after the \$2 million Davis Challenge Funding runs out in a few years, it will take deep pockets to come up with replacement funding. Mr. Ehrlich also mentioned that there's been a need for more employees at all levels.

He noted that we are still considering contracting with Sodexo for maintenance. It could mean a savings of \$300,000. We are also looking at how to reduce the school's liability with the hot springs. The plan calls for transferring ownership of the baths to a limited liability company, and transferring management to Friends of the Montezuma Hot Springs.

Mr. Ehrlich said the school's audit showed no weaknesses. In an Oct. 14 email to the board, Mr. Kung indicated that the finance committee had reviewed the audit and discussed it with the auditors. Mr. Kung told Mr. Ehrlich if there are no objections expressed by Oct. 22, consider the audit approved. There were no objections.

Director of Admissions John Carpenter noted he would like to find more youth from more underrepresented areas and increase the number of applicants. For the current school year, UWC had 266 United States applicants. Mr. Carpenter hopes to increase the number of applicants to 500.

The tuition yield increased from \$1.3M ('19) to \$1.5M ('20) primarily due to five Global Selection Program admissions paying full tuition. The good news is there is no further evidence of "dilution effect" from adding additional schools. Tuition in '15 was \$1.7M.

There is a need to review and report on USA branding and positioning within the movement.

Mr. Hodde, the chief advancement officer, reported that as of the end of September, \$947,000 was raised for this year's \$2 million Davis Challenge match. UWC-USA received \$145,000 from an estate to help with the match. Mr. Hodde said he would like to task the alumni to step up participation, asking that each gives \$84 a month in honor of the first graduating class. He has heard that alumni would like the wilderness program and student experience to be similar to their own UWC experience. Advancement is working on consistent branding.

As we prepare for capital campaign, we are looking at a deeper analysis of donor base. Current thinking: Silent phase (now to '22) and Public ('22 to '24)? Success will be generating +\$2M/year in income – some mix of Annual Fund (growing from \$2 to \$4M/yr) and Capital Campaign (raising \$10 to \$40M).

When asked to speak about the school year thus far, student Miss Pradheep observed the need to clarify and reinforce changes in rules, for example regarding curfews.

Mr. Lee gave a recap on the master plan. He noted the last capital campaign was around 2000. The board in June agreed that "Option 3B" (from AOS report) was the most compelling. Key reasons included the most mission-aligned; it brings the community together in cohesive and collaborative residential and academic environments; and it creates more environmentally sustainable facilities.

As for the campus, it was recommended, we focus on maintenance and modest upgrades in historic buildings and high impact spaces until such time as we have clear funding for implementing the master plan.

Mr. Espinosa reviewed thinking regarding UWC-USA's current campus location, and acknowledged that moving the school poses a huge risk. A committee set up in July will report back in January. Mr. Jones said the committee's first priority should be to understand the issues with the current location; and what can be done to address them first. Ms. Surbramian added that we need to make it clear that any move would not take place for 3 to 5 years.

Following that, the Board met from 5:00 to 5:30 p.m. in executive session.

At 5:30 p.m., there being no further business to come before the meeting, the meeting was, upon motion duly made and seconded, adjourned

Gwen Albers
Secretary of the Meeting

President's Executive Summary

Since October, the school year has continued on a strong trajectory. Morale is good and, while we are dealing with some of the expected challenges around student life, communal upheaval has been low. The campus community seems to be more focused on the work we can do together to strengthen our foundation and live our mission, with constructive engagement happening among students, staff, and faculty in cross-functional teams, during campus service, and in meetings that have taken on a good rhythm in the life of the school. As a point of reference, I have had more conversations with students and staff about mission-related matters this year than in my previous years combined.

Strategic Planning continues at a good pace, focused on the development of coherent actions by cross-functional teams, SLT approval of coherent actions, and early consideration of how to implement through work plans. With the special assistant to the president in place, along with a clear process, we are well underway on Phase I to Strengthen our Foundation. Challenges going forward are 1) the discipline it will take to keep the strategy clearly in focus as we prioritize all the things we need to do, including at the expense of other things, and 2) transitioning the work ethos from reactive to proactive, as plan execution requires. These challenges will be discussed as part of an SLT retreat scheduled for January 22-25, 2020, during which we will plan for next year and prepare for strategy implementation. The special assistant to the president has also begun to work with me and with the SPC of the board on how to move forward with development of Phase II of the plan, Innovation for Impact. We are excited to begin collaboration on this important work.

We have now received the full report on re-accreditation from ISAS. You can find Self Study Report [here](#) and the final ISAS Committee Report [here](#). We are waiting for the final version of the IB report after having corrected several errors in the initial report coming from the IB. Our next task is to prioritize commendations and recommendations in our strategic initiatives. This work will be included as part of the aforementioned SLT Retreat.

The distributed leadership structure is showing signs of working, with the goals of greater stability and a better student experience in evidence. The SLT will absorb a new chief finance and operations officer next year, with a search currently underway. We will especially be looking for someone with strong operations experience. Operations have an impact at every level of the school. With a two-year student experience, the rate of turnover that seems to be the norm, and the need for strong processes and procedures, we need focused leadership in this area. Jonathan has agreed to remain on board until we have his replacement identified, with the intention to overlap for a short period. I am deeply grateful to Jonathan for his commitment to a smooth transition. With the SLT reconfigured, admissions and college counseling separated, the RC model to be fully implemented by August, and group chairs in place, our next area of focus for distributed leadership will be our experiential education staffing structure, currently a hybrid model with full-time track leaders and part-time track leaders who also have IB teaching duties. As part of our assessment, we will be looking at the amount of programming we offer and at impact. In addition, an important next step will be to develop a clear decision-making rubric under the distributed model. The SLT will take the lead on a proposal for community input, which will be gathered and assessed by a designated cross functional team.

Between the new structure and strong hires, I am finding more time for planning and external engagement, including especially in advancement and in the international movement. The new structure and staffing comes at a price, as next year's budget reflects. However, I am confident that what we are doing is consistent with the strategy we are pursuing and fully focused on student experience. I believe that this work will be crucial to improving our standing within the movement as a top pick for students, which has been tested by the GSP and by new schools coming on line. That said, we are paying close attention to key drivers of our financial health going forward. We continue to look closely at the results of the new Davis Scholars financial aid model and admissions numbers in general, as well as at the GSP as we project tuition revenue; we are weighing enrollment targets against both tuition revenue and impact on FTEs and classroom constraints; we are tracking deferred maintenance investment in correlation with our projected deficits, and we are working to increase our annual giving even as we plan for a campaign and evaluate revenue-generating programming for growth opportunities. There is a current effort underway at the international level to develop a one sheet management tool to help boards and heads of schools/colleges to get our arms around the numbers that impact our budgets and ability to plan. We are cooperating in the hope that this will help with the analyses we are currently doing as well as offer some comparisons across the movement that could inform our efforts.

As ever, I am grateful to the entire campus community and to our board of trustees for all they do to make the UWC-USA student experience the best it can be.

Respectfully Submitted,
Victoria J. Mora

Special Assistant to the President for Strategic Initiatives

I - Planning for Phase I of the strategic plan (Strengthen the Foundation) formally began on September 16, 2019

- The school Strategic Planning Committee (SPC) launched the first 5 cross-functional teams.
- Each of these cross-functional teams were assigned one of the 20 foundational initiatives defined by the SPC.
- These cross-functional teams convened for 6 planning meetings between September 16 and December 3, with the goal of formulating a set of Coherent Action recommendations for achieving their assigned initiative.
- Please see slide #4 in the Phase I: Strengthen the Foundation appendix for more information on the process by which Coherent Action recommendations are generated, reviewed and approved.

II - Updates on the status of Phase I planning and implementation

- The Special Assistant to the President for Strategic Initiatives arrived on October 17 and assumed responsibilities for leading the SPC in its support of these initial cross-functional teams and all future ones.
- As scheduled, the first 5 cross-functional teams completed their work by December 3.
- Since December 3 the SPC has launched five additional cross-functional teams to take up five additional foundational initiatives.
- As of January 15:
 - 5 cross-functional teams have completed a set of Coherent Action recommendations.
 - 2 sets of recommendations have been approved by the Senior Leadership Team (SLT).
 - The SLT has assigned these two sets of recommendations for implementation, beginning in January 2020.
 - 3 sets of recommendations are currently moving through the review process.
- Please see slide #5 in the Phase I: Strengthen the Foundation appendix for a timeline according to which all foundational initiatives will be considered by cross-functional teams.

III - Steps taken by the special assistant, the SPC and the SLT to advance Phase I planning and implementation

- The SLT has moved Phase I planning and implementation to the top of its bi-weekly agenda and is increasingly organizing its whole agenda under this guiding endeavor.
- The SPC will continue to meet through May 2020 in the interest of advising the Special Assistant and supporting the cross-functional teams.
- The school has subscribed to and is using Asana, an online platform for project management, to manage Phase I planning and implementation.

- In the interest of streamlining Phase I planning the SPC has reduced the total number of foundational initiatives from 20 to 16 by taking two steps to combine two related foundational initiatives into one.

IV - Challenges we are working through

- Equipping each cross-functional team with the full “audit” they need to optimize their planning time - determining for 16 different initiatives what has been done? what is in process of being done? who are the people or what are the latest documents that need to be consulted? what new audit resources are needed? and transferring all of this information to each cross-functional team;
- Moving each set of Coherent Action recommendations efficiently through an adequate process for community review, SPC review, and SLT review;
- Determining which operational or program improvements should be initiated this year apart from the strategic plan and which improvements should be developed as Coherent Action recommendations;
- Introducing Asana (a very new tool for UWC-USA) in Phase I planning so the SLT is in a position to use it to manage the implementation of all Coherent Actions over the next 2 ½ years.

V - Planning for Phase II of the strategic plan (Innovate for Impact) is underway

- The Board Chair and Chair of the Board’s Strategic Planning Committee (B-SPC), with the support of the president and special assistant, have revitalized the committee this fall.
- Leading up to this meeting, B-SPC members have engaged in a brainstorming exercise designed to quicken and organize its initial thinking about Innovate for Impact.
- The B-SPC will lead the full Board in a related discussion in the Executive Session scheduled for Saturday 2/1.

Action needed from Board

- No action - FYI

Dean of Academics

I - Faculty Updates

- The implementation of Group Chairs has created a cohesion in the way in which the school approaches the classroom. Group Chairs have time to discuss matters relevant to all IB teaching faculty and the interests and perspectives of more teachers are represented. New hires have a departmental mentor and the Dean of Academics now has time to meet regularly with all new faculty to gauge their adjustment and provide an additional source of support. Thus far it has helped smooth the employee life-cycle, a strategic priority.
- The need for additional faculty to accommodate increase in student population was noted in the October 2019 Board Meeting. If UWC-USA continues at its current enrollment, 2-3 FTE will be needed. A teaching staff of 31-32 would put the staff at where it was between 2014 and 2017. This will improve the student experience.
- Hiring a large number of non-US faculty in one year has challenges for the school that need to be considered with our next cohort. Non-academic requirements need to be considered along with diversity and academic experience if the school continues to have ExEd, Residential and Project Week requirements for all full-time faculty, and the transition from overseas is not always smooth. This is something which should be kept in mind as the cross-functional teams consider other ways to continue to attract a diverse faculty.

Action needed from Board

- No action - FYI

II - Update on ISAS and IB accreditation processes

- In the ISAS report, UWC-USA was commended for its commitment to mission; students; faculty and staff; three pillars of programming; self-reflection; and distributed leadership model.
- Recommendations focused on prioritization; the need for ongoing cultural competency programming for students and staff; financial sustainability; the need to resolve the issue of location; and safety.
- The ISAS report presented the school with two main issues to address, both of which are aligned with the strategic objectives of the school:
 - The need for a detailed plan for vetting and training new members of the Getaway Program. Naomi Swinton has drafted a plan for this that will go to ISAS in their Spring 2020 meeting.
 - More comprehensive follow-up on alumni to gauge their satisfaction with their experience at UWC-USA. Once the alumni relations position has been filled, this will be developed further using a template from other ISAS schools.

- There were several misunderstandings noted in the IB evaluation received in November 2019. After a long conversation with the IB World Schools Manager that is assigned to UWC-USA, an updated report will be sent to the school in February that will remove all matters to be addressed, putting UWC-USA in good standing.
- Both reports highlighted that we have a relatively small faculty that is stretched thin. This should be considered a priority as this was identified by both accreditation bodies, and that is being addressed in the work-life balance cross-functional team.

Action needed from Board

- No action – FYI

III - IB results

- The Education Committee requested that data be gathered regarding UWC-USA's IB results:
 - A comparison of results across all UWC's was provided by the International Office for the 2017-2018 and 2018-2019 school year which can be viewed in the appendices. The average movement-wide was 34.9 and 34.7, respectively, with UWC-USA's average at 33 both years. We are currently taking measures to support lower-performing students as this group provides the greatest opportunity to improve our overall scores.
 - Comparisons of the entire school against Davis Scholars and Full Scholarship students are also included in the appendices from 2015 to 2019.
 - Acadamigo, a data-processing company that compiles IB data for schools, was used to provide granular data on results on a subject-by-subject basis which will be useful for teachers.
 - Included in our next steps is an ongoing review of IB results data through other lenses: considering the amount of scholarship assistance provided at UWC-USA versus other UWCs; the impact (and possible expansion) of recently-established programs on campus such as the ELL pre-sessional; academic support in the form of writing coaches; and the implementation of study halls.
 - It is important to understand that the goal of increasing IB results to 35-36, and a numbers-driven approach, is a significant paradigm shift for the school where in the past it was only one component in measuring student success. IB results do not live in an academic vacuum, and the roles of Residential Life and Experiential Education programming must be considered as potential sources of improving results.
- Additional longitudinal data is being compiled in which comparisons of semester grades, predicted grades sent to universities, predicted grades submitted to the IB and IB results will be made
 - An initial pass at the data shows that students are receiving performance grades higher than the predicted grades sent to universities, which may correlate with students feeling less urgency when preparing for their IB exams in May.
 - An additional project is looking at results for students with high levels of absenteeism.
 - With both of these, the class of 2020 will provide the first data point and we will expand upon it.

IV - College Counseling

First Year Students - Intro to TOK

- The college counseling department rotated into the Intro to TOK class to offer first year students a variety of classes that supported curriculum around career development and college planning.

College Visits

- There have been 83 college visits to date to the UWC-USA campus. Active attendance by both first and second year students. The majority of the visits were US institutions however several colleges visited from the UK, Europe and Canada.

College Interviews

- The College Counseling Office (CCO) is currently working to schedule on and off campus student interviews for universities that include - Stanford, Tufts, Brown, Princeton, and MIT

Action needed from Board

- No action – FYI

V - Goals for the Board Education and Admissions Committee

- In terms of student performance: Guide and support the pedagogical team to ensure the school has the human resources, academic provision and student learning support (academic, residential, experiential) required for UWC-USA graduates to consistently perform at the level of 35-36 points of IB Diploma Program.
- In terms of college admissions: Support college counselors and continue to identify areas where past data can be identified and continued to be collected, as well as new data added in order to help the admissions team see trends, gaps, and successes. This will provide us with "a more comprehensive follow-up on alumni to gauge their satisfaction with their experience at UWC-USA".
- In terms of admissions to UWC-USA: Support and collaborate in the effort to enroll more fee tuition students through outreach and leveraging our donors to identify potential applicants.

Action needed from Board

- Need full discussion for goal to increase IB scores in light of the paradigm shift it represents.

Director of Admissions

I- Offers Update

- Since offers were submitted to NCs in the fall, there is little to report at this time of the calendar year other than selections are occurring around the world and our first nominations will start to come in late February/early March. The number and type of offers we made are consistent with what we've done in the past, except for a slight increase in unfunded offers to NCs. We make unfunded offers knowing that they may be rejected, but as of now, only two NCs have responded on the front end that they cannot accept the offers. (This is positive.) Whether or not the other NCs are able to find full fee-paying students for us remains to be seen, but the spirit and effort by the NCs is present.

Action needed from Board

- No action needed FYI

II - Global Selections Update

- Initially, in July, we were allocated 15 requests for GSP students (full fee-paying students who do not apply to UWC via their National Committees), but we made initial budget calculations on 10, which was a more reasonable number given last year's GSP results and the fact that this is only the second year of the program. Admitting 10 students through GSP represents an income stream of \$404,000 per year. Since that time, only two selection events have taken place, and only one student has indicated that UWC-USA was her first choice. However there are four additional selection events between January and March: Toronto, San Francisco, Costa Rica, and Frankfurt. John Carpenter will attend at least two of those events to represent the college and to encourage students to choose USA as their preferred option. John has engaged the International Office to make them aware of our need for at least 10 GSP. The IO is sensitive to this need and eager to brainstorm with us how to achieve the goal. That said, the IO has recently been forthcoming that the second year of GSP is behind in results world-wide when compared with the first year. Programme Director Matthias Rosenberg will visit our campus the first week of February, and this topic will be high on our meeting agenda.

Action needed from Board

- No action needed FYI

III - US National Selection Committee Update

- The quality of applications we received for entry class 2020 was impressive and the committee struggled to make the first cut during reading weekend on campus in

November. We interviewed 150 students in round two, and we have invited 92 students to campus for finalist weekend February 13, an increase from last year in spite of the fact that the number of applications were slightly lower. We will select at least 25 for UWC-USA and about 32 for UWCs abroad. Additional strong students will be offered the option to join UWC without scholarships.

- We are confident that our selection process and the pool of applicants is robust. However, we still see low numbers of students applying from underrepresented areas—specifically African-American and Native-American students as well as students from rural areas and small towns.
- The committee recognizes a need to become more diverse in its structure and more inclusive in its selection, and one step toward that are intentional recruitment of new members. This year, trial members (guest readers and interviewers) included one Latin-American alum and one Asian-American alum. We have also reached out to at least two African-American alumni to consider applying for a position on the selection committee for next year.
- A second action has been creating spaces for intentional conversations related to implicit bias, and during finalist weekend, we have invited three additional guests to engage in thoughtful dialogue with us as well as to observe our process. Two of those guests are African-American, one of whose specific diversity training expertise has included upper-level management at Google and Harvard. Our third guest is our own Selena Sermeño, from El Salvador, who is particularly tuned in to understanding students from traumatic background and who offers a much-needed insight into how we might be more aware of mental health issues.

Action needed from Board

- No action needed FYI

IV - Implications of the New Funding Model for the Davis Scholarship program

- Using the same financial aid assessment tools as last year, we have seen that approximately 30 families have applied for need-based aid already, but final numbers regarding what families might be expected to pay will depend on verification of early tax estimates. The amount that families have volunteered to pay ranges between zero and \$30,000, so we expect that some families will be able to contribute to what the Davis Scholarship does not cover.
- Additionally, we will be looking to see how UWCs abroad decide to handle the financial gap between the Davis grant and the published costs of tuition. As of now, it appears that most of the colleges will be able to cover the difference—some with need-based analyses and others simply waiving the additional costs.

V - Admissions Website

- In November, we asked students to give us feedback on our admissions pages on the website. We had good response and, as a result, John Carpenter and Carl-Martin Nelson brainstormed ideas and met with our website designer to plan changes that have been implemented and will continue to be implemented over the next months. Changes came in two general areas: more information for actual applicants and more dynamic information for potential applicants. One significant improvement is the addition of a portal page for US

Davis Finalists, for example, that puts everything families need to know in one place; it is a password-protected portal, and after the selection process will be disabled. A second portal is for all admitted students, scheduled to go live in March.

- Additionally, we have made the decision to reclaim our application process, which means we will manage the applications from US students in-house rather than using the UWC general application system managed by Fluid Review in India. This allows us to have direct links on our website as well as the ability to collect data from anyone who indicates any interest in UWC via the website, thus allowing for personalized follow-up. It eliminates the middle step, saves time, and gives direct access to the people who demonstrate interest in UWC. And by connecting this process to PowerSchool, the flow of data from admitted students will allow us to feed information into a master database that will be managed by our school registrar as well as allowing the selection committee to do the reading online and thus eliminate the need (and expense) of flying the committee to New Mexico for reading weekend.

Action needed from Board

- No action needed FYI

VI - Outreach

- Work toward building relationships with significant potential partners has progressed steadily. In January, John traveled to New York and met with leaders who have access to students of color via community access programs, test-prep, and a study-abroad initiative. These relationships will take a year or more before we see results, but in the process, more and more people are talking about UWC to their families and friends, and this is positive. As of now, it looks as though we will be able to work with A Better Chance, Oliver Scholars, and Teens of Color Abroad for starters.
- Additionally, UWC-USA has been accepted into the New York Parents League, which will give us access to hundreds of families each year who have the ability to pay full fees; our goal is to present UWC-USA as not only a boarding school option, but also an attractive alternative to the Northeast area area day schools. As members of the Parents League, we will also have access to national recruiting fairs on the East and West Coasts.
- UWC-USA students also hosted a one-hour-long Instagram Live session in December, organized by the IO, where they talked about UWC-USA and answered questions from a live audience around the world. Approximately 200 people viewed at least part of the livestream and/or submitted questions to our students. The students are already planning a second event.

Action needed from Board

- No action needed FYI

Dean of Students

I - Residential Life: In line with the strategic plan, focus on mission-alignment in relation to people, systems, and programming.

- **Community Life**
 - 4 full time Residential Coordinators, moving toward full implementation of model with plan to hire a 5th RC for August.
 - Increased data collection and training related to diversity, equity, inclusion.
 - Continued utilization of restorative approaches and clarification regarding disciplinary process and consequences.
 - All students sign Code of Conduct each year.
 - All minor residential violations handled with restorative approach.
 - Significant violations addressed with restorative options and then disciplinary consequences including campus restrictions, study hall, off campus probation with mentoring and hands-on service.
 - 9 students received disciplinary probation consequences Fall, 2019.
 - Data tracking in early stages
- **Student Health**
 - Part time nurse hired following a year long vacancy; counseling hours increased this year; implementation of weekend curfew and follow up to residential violations in an effort to ensure students are getting sufficient sleep and reducing risky behavior.
 - Mental Health and Wellness support:
 - 100 students between the two counselors have been seen in the first semester of this academic year; 16 students see counselor weekly; average number of sessions others are attending is 5 to 7.
 - 7% of all student body at UWC-USA in Fall Semester were receiving counseling and are taking prescribed medications in conjunction with weekly counseling visits. This is below national averages at colleges/boarding schools.
 - Fall term: 1 hospitalization for Depression and Suicidal thoughts (beginning of 4th semester, additional 3 hospitalizations); 1 visit to the emergency room for negative reaction to antidepressant; 1 appendicitis operation; 3 students who took time off during fall to address address mental health needs; 1 student withdrew in the fall term.
 - Data tracking in early stages

- Get Away Families provide students with needed breaks from campus, mentoring and life perspective, while also providing the school with a base of local contacts; additional staffing support now in place to support additional background checks and applicant home visits in line with ISAS recommendations.
- Safeguarding and Professional Development
 - Vetted, research-based peer-education curriculum being developed for Fall 2020
 - Additional training for Residential Staff, faculty, students (Mental Health First Aid, Trauma Informed Care, Fire Safety, Sexual Wellness, etc.)
 - Diversity, Equity, Inclusion demographic survey, focus groups, and training for trainers curriculum development.
 - Policies and procedures being delineated more clearly related to health and safety.

Action needed from Board

- No action - FYI

II. - Experiential Education: Focus on place-based learning and mission alignment, per our strategic plan.

- Four Signature Programs:
 - Wilderness - 45 students have signed up for wilderness leadership; \$32,000 in grants for students from National Outdoor Leadership School in 2020; new Project Week trip introducing snow skills.
 - Arts & Culture has integrated a more cohesive approach to programming, and this fall shifted to a global Cultural Showcase in the place of regional cultural shows. Dance, music, theatre and visual arts continue as important outlets for students as well as providing constructive engagement opportunities for the campus and local communities.
 - Sustainability - Campus service is engaging appx 130 students and employees every Wednesday morning in grounds and upkeep, building relationships, awareness of facility needs and skills. The Sustainability Audit, conducted by our Alumni Fellow David Neidel, yielded a bronze rating from AASHE with a clear path for forward movement in several key areas related to education, energy and water use, purchasing, and waste reduction.
 - Constructive Engagement of Conflict programming continues to bring the community together with strategic partners; increasingly conflict engagement skills are being deliberately integrated into residential and experiential education in alignment with the strategic plan. Partnerships with College of Idaho and with local schools provide leadership expedition opportunities for our students to engage in restorative justice and CEC.

Overall, ExEds provide broad opportunities for student initiative, leadership and community engagement. Portfolios reflect significant impact on students' lives and Las Vegas.

- Partnerships and Opportunities for Engagement
 - Funding
 - On target to complete E.E. Ford grant deliverables in Sustainability and potentially apply for larger Educational Leadership grant in 2021.

- Children, Youth and Families Department contract funding continues to support partnership with local youth.
- Anchorum Foundation partnership supports UWC volunteers in local schools.

- Events
 - [Martin Luther King, Jr. events](#) focused on capacity building, cross-cultural competency; Annual Conference theme will focus on [Sustainability and Technology](#) featuring alumni and seeking to advance toward Silver [AASHE](#) rating; Fall 2020 CEC retreat Sept. 18 - 21 will engage the whole campus community.
 - Spring Bartos Fellows include Emiel Stegeman and Arjun Sethi and Laila El-Haddad. Dr. Auma Obama has confirmed as Aug. - Nov. Bartos Fellow.

Action needed from Board

- No action - FYI

Finance and Operations

I – Finances FYE 2020

- The revised budget for FYE 2020 is presented. It projects an operating surplus before capital expenses of \$1,021,000, and an overall surplus after capital expenses of \$21,000. Capital expenses have been budgeted at \$1 million (see detailed capital expense budget in the appendix). Significant changes from last year include:
 - Operational initiatives to increase capacity, including the creation and hiring of several positions -- six group chairs, one additional college counselor, four residential coordinators, additional positions in advancement, an audio-visual technician, records management assistant, an increase in hours for the part-time nurse, and an increase of a farm position from part to full time. In addition, the budget includes tiered salary increases, and increased support for the wilderness program.
 - An overall revenue decrease due to decreased net tuition, and setting the annual fund goal at \$2,000,000 versus the higher actual amount raised last year.
 - An overall expense request increase before capital expenditures of 3.2%.
 - Endowment draw is less than last year as a result of including only \$170,000 additional draw for new mini-buses versus \$300,000 in the current year's budget. It should be noted that the remaining portion of rollover funds (\$270,000) left from prior years is included in the endowment projection.
 - Salaries were increased to bring employees up to the 40th percentile of peer institutions as determined by the compensation study; additional salary increases were given with the lowest paid employees receiving the highest percentage increases. Increases were effective June 1, 2019.
 - Increased program expenditures in co-curricular, wilderness, residential, and student life in support of the strategic initiative to provide stronger student services.

II- FYE 2021

- The preliminary budget for FYE 2021 is presented. At this stage of the budget process it projects an operating surplus before capital expenses of \$247,000, and an overall net budget deficit after capital expenses of (\$1,271,000). However please note, at this stage of the budget process capital expense requests are approximately \$1,500,000; further work by the SLT will be done to reduce the capital expense budget to \$1,000,000. This change would result in an overall net budget deficit after capital expenses of (\$753,000). Further work will continue on this budget, with the final budget to be presented to the Board in May.
- Tuition from families and national committees is projected to increase by approximately 18% due to projected higher enrollment and additional revenue resulting from the hybrid Davis tuition

model and additional full-pay students under the GSP. More precise tuition figures will be available later this spring. Net tuition revenue continues to budgeted conservatively due mainly to the unknown impact of GSP students entering. This current year the expectation had been 18 students while the actual number was 5.

- Overall operating expenses are budgeted to increase by approximately 9%, due mainly to across the board salary increases, the addition of several new positions, and the higher cost of health insurance. Details of the significant expense variances can be seen in the appropriate spreadsheet tab from the Finance and Operations workbook.
- Salaries were increased to bring all 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.
- Increased program expenditures in co-curricular, wilderness, residential, and student life are planned in support of the strategic initiative to provide stronger student services.
- The endowment was preliminarily valued as of September 30, 2019 at \$129,000,000, which was approximately a 1% increase since the last quarter. Final endowment figures through December 31 are not yet available.

Action needed from Board

- No action - FYI

III - Employee benefits

- Health insurance remains with Blue Cross/Blue Shield. Rates for the “gold” plan increased approximately 16%, while those for the “silver and bronze” plans decreased. Dental rates remained unchanged. There was a reduction in property/liability rates. Despite the increased cost of the “gold” plan over 95% of enrolled employees elected to remain on the plan.

Action needed from Board

- None needed - FYI

IV - Safety and Risk Management

- The Safety Committee has been working to implement emergency training drills for fire and active shooter issues. An emergency drill is planned for later this semester.
- Emergency exit signs are being posted in all rooms on campus.
- The revised safety manual is complete and will be distributed in the near future.
- Additional training for staff is being provided through various classes presented on campus.
- Maintenance personnel are participating in OSHA training.

Action needed from Board

- No action - FYI

V - Capital Projects and Operations

- FYE 2020 – Capital requests to support the strengthening of the campus’ foundation total approximately \$1 million (see summary in Appendix).
- 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 of NM and will be open to 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.

Action needed from Board

- No action - FYI

VI - Signage / Wayfinding Plan

- The administration has contracted with CW&H Graphics to develop a more uniform and helpful signage plan for the campus. A phased approach for implementation is anticipated.

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.

VII - 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

VIII - 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.

IX - 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 who would be affected, the decision was made to table the discussion until winter/spring 2020.

Action needed from Board

- No action – FYI

X - 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 – FYI

XI - Hot Springs – Transfer

Control of 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 and management terms with Friends of Montezuma Hot Springs are under final review.

Action needed from Board

- No action – FYI

XII - Finance Committee Annual goals and priorities – revised January 2020

- Provide strategic input to SLT on the financial impact of decisions.
- Continue to improve inter-department communications and cooperation.
- Improve tracking of capital projects to include proposals, bids, and progress of individual projects.

Action needed from Board

- No action – FYI

XIII – Other

- Employee handbook has been reviewed and updated by attorneys

Action needed from Board

- No action – FYI

Advancement Report

I - Fundraising

- As of December 31, 2019, the Annual Fund totaled \$1.21 million, about 13% behind the same time last year. This amount is what counts towards the Davis Family Challenge Grant. There was one major gift given last year that accounted for most of the difference. There are also three pending gifts that are anticipated in the first quarter of 2020. With pending pledge payments, we anticipate being at 2019 levels by February. Including Shelby Davis' gifts (\$1.34 million), the total fundraising to date is \$2.53 million (18.7% ahead of last year).
- UWC-USA recently received a commitment of up to \$500,000 in endowed funds. The initial commitment was for \$250,000 with an additional commitment of up to \$250,000 upon the donor's passing.
- The Annual Fund committee will resume their fundraising campaigns in March as we aim to increase our alumni participation in the run-up to the end of the fiscal year.
- Gifts from three donors are pending that would allow us to fulfill the remaining \$50,000 of the matching grant from the EE Ford Foundation for sustainability initiatives on campus.
- To date, 14 board members have made their annual gifts.
- Through December 31, 2019, 44% of UWC-USA Employees have contributed to the annual fund. Davis scholar participation is 75% and overall student participation is at 68%.
- During #GivingTuesday, 68% of our students contributed \$1,355 to the Annual Fund. The funds were matched by Victoria Mora over and above her annual gift as an incentive to students to participate in giving back to the school.
- Preparatory work has begun on elaborating a case statement for a 40th anniversary campaign, including the identification of the primary needs of the campus focused on increasing endowed scholarships, programming support in the four signature areas and academic support.
- A data overlay and modeling of our donor base is pending. Advancement staff and volunteers have been looking at costs, alternatives and the outline of an action plan to utilize the data once it is purchased.

Action needed from Board

- Adoption of Gift Acceptance Guidelines

- 100% board giving this year at increased levels
- Introduce potential new donors to the school and/or ask current donors to increase their giving.

II - Campaign preparation

- Completed strategic planning initiative for fundraising; next step execution.
- Case Statement for the campaign is being developed with the support and input of the Advancement Committee of the board.
- Staff hiring for key positions, including Alumni Engagement and a Marketing Strategist/Annual Giving Officer and additional capacity for foundations fundraising are ongoing
- During Q1, 2020 data will be added to the database to identify and qualify prospects for the campaign and will be the basis for formulating cultivation plans for major donor prospects.
- Needs and cost analysis for opportunities to create named funds for things such as scholarships, endowed, scholarships, endowed chairs/teaching positions and improvements such as renovation of Castle dorm rooms, Old Stone Hotel classrooms.

Action needed from Board

- No action – FYI

III - Alumni Relations

- Recruiting to fill the alumni engagement position continues. Offers to three candidates for the alumni engagement position were extended. Two accepted positions elsewhere and a third was unable to secure a visa for work in the U.S.
- A Reunion committee is forming and registrations will open in February for the 2020 Montezuma Reunion. A team of 4-6 alumni have volunteered to help plan the event scheduled for July 24-27.
- An alumna from the class of '87 contributed to the Refugee Scholarship fund of the International Office as part of a support scheme to encourage giving by new alumni. UWC-USA was one of 12 UWCs to fully fund the commitment to this program.
- Nominations for the Giulio Regeni Alumni Impact Award are being solicited from alumni. Only a few nominations have been received to date, but past patterns indicate that this will increase closer to the February deadline for nominations.
- On December 3, 2019, David Neidel, Ph.D. '87 completed his residency in the Alumni-in-Residence fellowship program. His work focused on preparing UWC-USA for membership in the Association for the Advancement of Sustainability in Higher Education (AASHE), including a campus sustainability audit. He also was highly available to students

and faculty. We are grateful for his contribution.

- The Student Organization for Alumni Relations was expanded this year to include Admissions and renamed SOAAR. Students continue to engage in peer-to-peer youth philanthropy, facilitate alumni visits on campus, and gain an understanding of the recruitment process. SOAAR participants produced an Instagram Live session to promote new UWC applicants.
- SOAAR Students led #GivingTuesday. To date, 68% of students have contributed to the Annual Fund. Additional plans are being made for the second year retreat in April to encourage second years to make ongoing commitments to the UWC as part of the Generational Commitment campaign across the movement.
- Monthly birthday emails to alumni continue to generate alumni updates and information for publication every month.

Action needed from Board

- No action - FYI

IV - Communications/Marketing

The past few months have included work developing the communication plan for enrollment marketing for GLF, training staff to update the website, adding web content for college counseling, admissions, and supporting development efforts. Additionally, we are gradually transitioning most of the forms that people use to engage the school to create a more consistent and on-brand experience.

UWC-USA is also working in collaboration with the UWC International Office and Campaign Collective, a PR firm based in the UK with experience in communications for educational institutions, to promote the UWC in the US in advance of the GSP selection events in North America.

There are three areas of emphasis looking ahead to the coming months:

- Promoting the Bartos Institute to increase awareness of CEC programming outside campus. The Bartos Institute for Constructive Engagement is one of the program areas that has tremendous potential to both become a revenue source and a means for telling the UWC-USA story in communities around the country. The work that the Bartos Institute does is excellent and can serve both our students and other schools and organizations.
- Working with the admissions team to create a more seamless application and communications process for rising first-year students. We are in the process of adding a significant set of pages to the website that will provide a more positive, on-brand experience for students who have been admitted for the fall of 2020. Past students have completed a dizzying array of forms on different websites and with inconsistent branding. Students who apply for Davis Scholarships and students who have been admitted to UWC-USA will have a much more consistent experience going forward.

- Improving our collateral for admissions and development. We have used four different designers and printers over the past few years and have collateral (brochures, handouts, and materials) that lack consistency. As we head into a major campaign, our materials that tell the story of the school need to be sharper and tell our story more effectively to our audiences.

Action needed from Board

- No action - FYI

V - Goals for Advancement

Consistent with the objectives of the strategic plan, the goals of the Advancement Committee are to oversee:

- Development and execution of an annual fundraising strategy that will contribute to closing the structural deficit by 2022 in a sustainable manner.
- Development of a fundraising strategy and build a case for a campaign to leverage alumni, friends and new donors in anticipation of UWC-USA's 40th Anniversary.
- Incorporation of the alumni committee and support from alumni into the annual and campaign structures.
- Evaluation of appropriate staffing and other resources to support the annual and endowed fundraising efforts.
- Elaboration of the Board of Trustees' role in these fundraising efforts.

Action needed from Board

- No action - FYI