



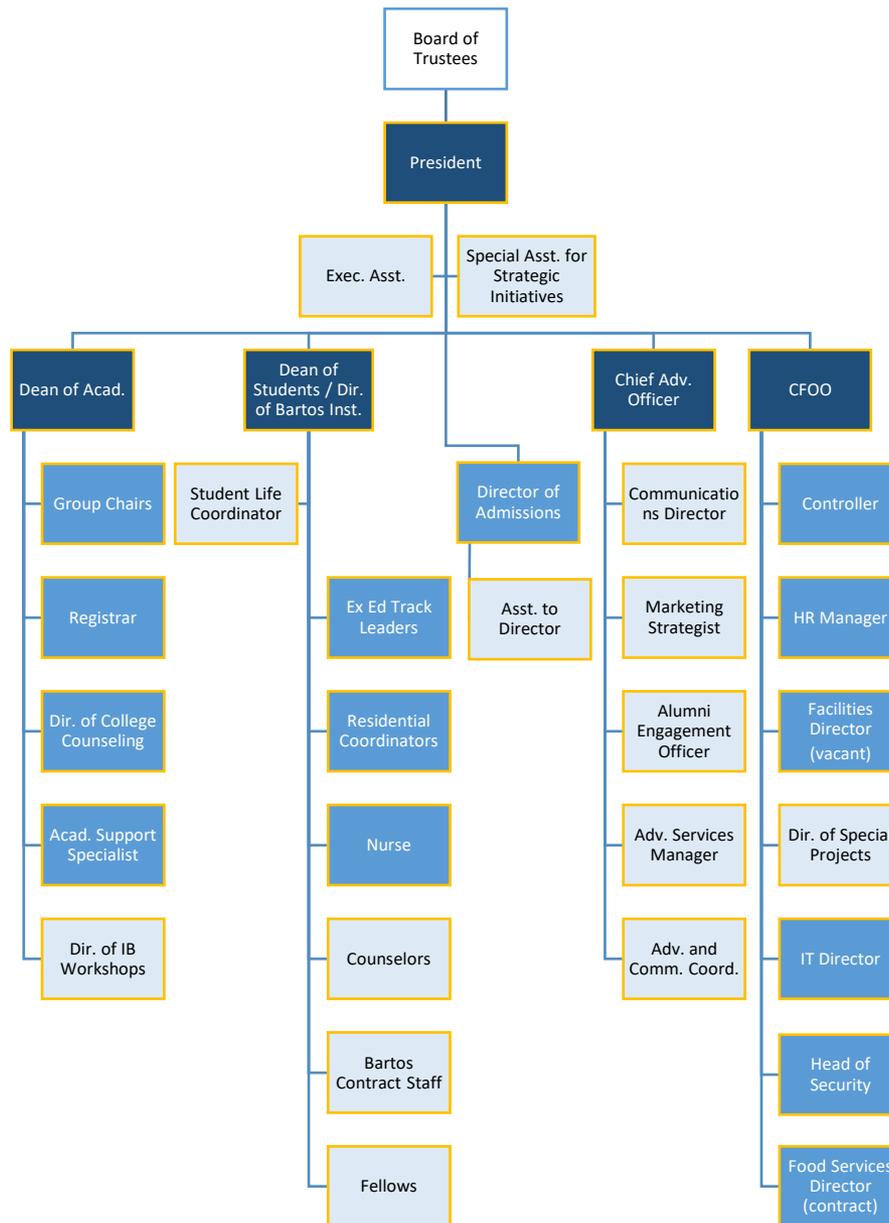
# **Victoria J Mora Tenure: Getting it done together!**

# Board Priorities: **Stabilize**, Strategic Plan, Campaign

## . **Stabilize**

- Audit: Need to strengthen foundation before innovation
- Vision:
  - Mission alignment
  - Place-based, signature programming
  - Sustainability, including financial
- Team and Organization

# Stabilize: Team and Organization



**KEY:**

- Position involves daily strategic, supervisory and peer leadership.
- Position involves daily supervisory and peer leadership.
- Position involve daily peer leadership.
- Position is a locus of distributed leadership (capacity, autonomy, and accountability for decision-making)

# Board Priorities: Stabilize, **Strategic Plan**, Campaign

Two Phases:

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

# Board Priorities: Stabilize, **Strategic Plan**, Campaign

## **Strengthen the Foundation (2019-2024)**

- 1. Mission-driven people:** Attract, develop and retain mission-driven people who recognize their power to be positive change agents in the world, starting with the values-based learning and living community that is UWC-USA.
- 2. Mission-aligned, signature, place-based programming:** Strengthen and develop programming that focuses the students on their power as change agents for peace and sustainability in their own lives, in their face-to-face and virtual communities, and in the unique places they find themselves in the world, starting with their two-year experience at UWC-USA.
- 3. Integrated systems:** Identify, select, and implement integrated systems to support decision-making and the student experience, ensure a satisfying work environment, and maintain an excellent interface with internal and external members of the UWC-USA community.
- 4. Safe and inspiring campus:** Develop a campus that is safe and conducive to leveraging the tremendous diversity our students bring to create a global, values-based community focused on developing student agency for good in their communities.
- 5. Advancement and Funding:** Develop a sustainable financial model for UWC-USA to address the projected structural deficit in 2023.

# Board Priorities: Stabilize, Strategic Plan, Campaign

- **Campaign** Prep to date
  - Bridge: Davis Family \$10M over 5 years
    - Used to build foundation for increased AF
    - Ends 2022
  - Initial assessment of campaign potential, Compass Group
  - Strategic, Master and Landscape Master Plans to inform priorities
  - Remote staffing to strengthen team
  - Focus on data
  - Focus on additional sources for fundraising
    - Foundations
    - New Friends
- **Next Steps**
  - Merge strategic thinking and campaign plan
  - Case Development and “buy in tour” informed by research
  - Sequencing, Structures, Timeline
  - Communications
  - Staffing